



Editorial

The mission of the *IJISPM - International Journal of Information Systems and Project Management* is the dissemination of new scientific knowledge on information systems management and project management, encouraging further progress in theory and practice.

It is our great pleasure to bring you the second number of the sixth volume of IJISPM. In this issue readers will find important contributions on sustainability in projects, reusing project knowledge, governance of inter-organizational systems, and IT program management challenges.

As Rutger T. Peenstra and A. J. Gilbert Silvius state in the first article “Considering sustainability in projects: exploring the perspective of suppliers”, projects play an important role in the development towards a more sustainable society. Companies are integrating sustainability in their strategies, processes and actions. The relationship between sustainability and project management is therefore being addressed in a growing number of studies and publications and sustainability can be considered one of the recent trends in project management. However, there is still a gap between the literature on sustainability in project management and what is carried out in practice. A logical enabler for the consideration of sustainability in projects may be the demand of the client in the project, although the supplier’s strategy may also be an enabler of sustainability. This article reports a study into the enablers of the integration of sustainability in projects as perceived by project suppliers. The authors discovered three distinct patterns of enablers of the integration of sustainability, that were labelled as “Benefits driven”, “Demand and intrinsic motivation driven” and “Demand and Strategy driven”. The study found that for project suppliers, integrating sustainability in projects is strongly dependent on the demand and willingness of the customer to pay for sustainability. However, adoption of sustainability could also be a differentiator for suppliers.

The second article, “Perspectives on reusing codified project knowledge: a structured literature review”, is authored by André Coners and Benjamin Matthies. Project documentation represents a valuable source of knowledge in project-based organizations. The practical reality is, however, that the knowledge codified in project documents is hardly re-used in future projects. A central problem in this context is the extensive amount of usually textual material. As a consequence, computer-assisted processes are indispensable in order to analytically manage the constantly growing and evolving databases of available project documents. The goal of this paper is to summarize the current research focusing on the computer-assisted reuse of textually codified project knowledge and to define the corresponding state-of-the-art in this specific field of information systems research. This study structures the body of research contributions and outlines what kinds of computer-assisted techniques are incorporated, what practical application areas these solutions address, and in what business domains they are applied. It also points out research opportunities and thereby make a contribution to the further development of knowledge management in project environments.

An increasing use of inter-organizational systems, as Port Community System (PCS), can be observed in port collaborations. As multiple organizations often rely on PCS, even for business-critical processes, proper governance of these systems is crucial. The third article “Governance of inter-organizational systems: a longitudinal case study of Rotterdam’s Port Community System”, authored by Dissa R. Chandra and Jos van Hillegersberg, aims to explain the governance of inter-organizational port collaborations using a lifecycles paradigm. The governance is explored using three points of view – i.e. governance mechanisms, governance aspects, and governance models – and by describing the actors’ roles in collaborations. A case study in the port of Rotterdam is analyzed to explain how these actors affect the governance models through the mechanisms to govern the aspects in each lifecycle stage. This case study analysis of Rotterdam’s port collaboration provides an example of how a systematic approach could help to discuss and communicate the governance of inter-organizational port collaboration systems and gives some lessons learned for other collaborations.



The fourth article, “IT program management challenges: insights from programs that ran into difficulties“, is authored by R. Alexander Teubner. The use of IT to drive organizational change has gained momentum in both for-profit and not-for-profit organizations, and currently culminates in a vivid discussion on what many call “Digital Transformation”. It is not surprising then that practitioners seek guidance on how to manage such transformation. Professional bodies have addressed this need by issuing best practice standards for Program Management (PgM), but we know little about their value in managing programs in general and IT programs in particular. Academic research on IT PgM is still in its very infancy. Taking this as motivation, this paper investigates the challenges that managers faced in five IT programs that encountered problems. The analysis reveals a set of management issues and shortcomings including, among others, a lack of architectural overview, difficulties in dealing with scope changes, stakeholder interest, diverse business groups and cultures, as well as a lack of internal PgM competences and unclear management responsibilities. In this paper, it is presented a first checklist for managing IT programs across their life cycle.

We would like to take this opportunity to express our gratitude to the distinguished members of the Editorial Board, for their commitment and for sharing their knowledge and experience in supporting the IJISPM.

Finally, we would like to express our gratitude to all the authors who submitted their work, for their insightful visions and valuable contributions.

We hope that you, the readers, find the International Journal of Information Systems and Project Management an interesting and valuable source of information for your continued work.

The Editor-in-Chief,

João Varajão

University of Minho

Portugal



João Varajão is currently professor of information systems and project management at the *University of Minho*. He is also a researcher of the *Centro Algoritmi* at the *University of Minho*. Born and raised in Portugal, he attended the *University of Minho*, earning his Undergraduate (1995), Masters (1997) and Doctorate (2003) degrees in Technologies and Information Systems. In 2012, he received his Habilitation degree from the *University of Trás-os-Montes e Alto Douro*. His current main research interests are in Information Systems Management and Information Systems Project Management. Before joining academia, he worked as an IT/IS consultant, project manager, information systems analyst and software developer, for private companies and public institutions. He has supervised more than 80 Masters and Doctoral dissertations in the Information Systems field. He has published over 300 works, including refereed publications, authored books, edited books, as well as book chapters and communications at international conferences. He serves as editor-in-chief, associate editor and member of the editorial board for international journals and has served in numerous committees of international conferences and workshops. He is co-founder of CENTERIS – Conference on ENTERprise Information Systems and of ProjMAN – International Conference on Project MANAGEMENT.

www.shortbio.net/joao@varajao.com