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Abstract

This paper reviews the role of ICT shared services in National Standards Bodies similar to the National Standards Authority Ireland (NSAI) at an International level. The critical success factors together with the underlying support structures and drivers are reviewed with regard to the adoption and implementation of ICT shared services for an organisation including government and 'not for profit' organisations.

The research gathered within this study and the results of the survey and interviews in the standards community indicates that the take up of shared services across different sectors is minimal with most organisations selecting in-house based solutions serviced locally or in private/shared cloud environments.

This paper seeks to identify and analyse the future demand for ICT shared services in the standards community and also examine if the take up of shared services to date has been successful. It will also examine the impact of ICT frameworks for ICT Managers in their decision making, management and review processes of shared services solutions.

The research data is both quantitative and qualitative primary data obtained through a survey of ICT Managers from National Standards Bodies and also face to face interviews with experts in delivery of ICT services in those standards bodies.

The analysis of this data indicates that one of the key Critical Success Factors for implementation of a shared services solution is to have a clear business case and for that business case to be shared by other similar organisations with similar schedules, budgets and ICT structures. This is reviewed further as part of the literature reviews and analysis of survey data and structured interviews within this paper.

The impact that using shared services has on both the internal structures and on the management styles is also reviewed and the study shows that while similar structures will assist in collaboration projects it is still not the main recipe for success. In other words without a common business case ICT management structures have no impact.