

**EDITORIAL PREFACE**

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**DATA WAREHOUSING AROUND THE WORLD, by Hugh J. Watson and Ronald S. Swift**

While data warehousing is common in the US, it is not evenly adopted around the world. The authors discuss what is occurring in the field of data warehousing in different countries, in differing economies, and in all world regions. They also talk about why the differences exist.

**ARTICLES**

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**INFORMATION TECHNOLOGY EXPENDITURE AND INDUSTRY PERFORMANCE: THE CASE OF THE MEXICAN BANKING INDUSTRY**

**AUTHORS:** Carlos J. Navarrete and James B. Pick

This study examines the relationship of information technology spending to Mexican banking industry performance. Focusing on the industry unit of analysis, this project tests whether or not the productivity paradox was present in the Mexican banking industry for the period 1982 to 1992. Specifically, the project tests the correlation between the industry's information technology spending and three performance measures: profits, return on assets, and return on equity. The findings show a positive association between IT expenditure and industry's net profits and return on assets. Hence, the productivity paradox is rejected. The results are contrary other studies at the industry level that support the productivity paradox.

**COLLABORATIVE INFRASTRUCTURE FORMATION IN VIRTUAL PROJECTS**

**AUTHORS:** J. Roberto Evaristo and Bjørn Erik Munkvold

This article discusses the concept of collaborative IT infrastructure. Based on data from the authors' own research plus case studies from the literature the authors propose a framework for the implementation of such infrastructure at the level of hardware,

software, and protocols or guidelines on how to manage such projects. This framework is applied to a typology of projects including four dimensions: number of sites, number of projects, locus of project (intra versus interorganizational), and level of cultural homogeneity versus heterogeneity. The resulting insights allow us to present considerations on the successful implementation of a collaborative IT infrastructure for different types of virtual projects. A summary of insights obtained and future research suggestions are also offered.

## **GLOBAL SUPPLY CHAIN MANAGEMENT IN THE TELECOMMUNICATIONS INDUSTRY: THE ROLE OF INFORMATION TECHNOLOGY IN INTEGRATION OF SUPPLY CHAIN ENTITIES**

**AUTHORS:** Pedro Reyes, Mahesh S. Raisinghani and Manoj Singh

In terms of advances in technology and globalization of markets, over the past few years, organizations have had to improve their internal processes just to stay competitive. However, as a result of these changes, organizations are determining that these internal improvements were not enough. An in-depth case study is used to illustrate a broad view of an entire supply chain to reveal full product and component life cycle that not only reveals opportunities for cost reduction but also stimulates revenue growth. It makes the point that organizations must get more involved in the management of their global supply chain network of all upstream firms that provide inputs as well as the network of all downstream firms that provide outputs of the product to the final customer.

### **THE EXPERT OPINION**

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An Interview with **Mr. Pieter de Zwart**, CIO, United Nations Development Programme. The United Nations Development Programme is an agency within the United Nations Organization responsible for managing development projects throughout the world. The interview gives an insight into the IT functions of the UNDP and the role of IT in the organization

### **THE BOOK REVIEW**

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**Roberto Vinaja** reviews the book "Cases On Worldwide E-Commerce: Theory In Action" by Mahesh Raisinghani. The book is a collection of comprehensive case studies of opportunities and challenges in worldwide e-commerce. It provides a cutting-edge collection of global e-commerce cases of firms such as Texas Instruments, E\*Trade, SAFECO, and GlobeRanger, to name a few. Case settings include Europe, Asia, South

America, and North America. The cases describe first-hand experiences from actual players in global e-commerce.