# Benefit Realization Model of Information System Strategic Planning Success: A Proposed Model

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Abstract:

Information System Strategic Planning (ISSP) is an effort to build an organization or institution in achieving and realizing success such as aligning information system (IS) with business strategy, competitive advantage, effectiveness, capability, flexibility, improving performance, increasing competitive advantage by planning multiple systems information that has a value of success in a certain time either short or long term. In this study, we have tried to propose a model that adopts the successful of DeLone and McLean information system model (DMSISM) to be adopted into a proposed model, namely the ISSP benefit realization success model (ISSPBRM). The success of ISSP which is the goal of ISSPBRM contains the key to PSSI's success, which includes formal methods and implementation so that it is very suitable to adopt DMSISM which also includes conceptualization and operationalization of information system success.

### 1 INTRODUCTION

Information System Strategic Planning is a part of information systems science that is very instrumental (Maria Kamariotou 2016) for the success of an organization (N.F. Dohertya 1999). The role of ISSP for the organization is seen in benefits (Earl, 1993) produced when the realization of ISSP has been carried out (Arvidsson et al., 2014). The benefit of this ISSP arises as a result of the success of the ISSP realization itself. A lot of literature related to ISSP benefits(Earl, 1993), (N.F. Dohertya 1999).

Research on Information System Strategic Planning is still ongoing. The success of the ISSP is also being investigated because the variables and indicators of ISSP's success continue to grow along with the continued use of ISSP for the organization. There was several success factors that are still not much researched related to ISSP benefit realization, namely the integration of the ISSP Product role, Planning System, ISSP Service Delivery, ISSP usage which will result in the satisfaction of ISSP usage, and ultimately will result in ISSP benefits which are the impact of successful realization ISSP. The role of ISSP facilitators for the realization of

benefits has not been widely discussed and studied. The role of cultural factors that have an impact on ISSP benefits realization has also not been much investigated related to the cultural influence on the integration of Planning Systems, ISSP Products, Services and Submission of ISSP Products and Use of ISSP.

In this literature, authors try to resolve the problem of the lack of research related to the realization of ISSP benefits and determine two questions related to our research, namely (1) What the success factors and indicators that are needed from the realization of ISSP benefits. (2) How to assume this success factor is associated with the ISSP benefit realization model.

In this study, a theoretical model is proposed, namely the ISSP benefit realization model. This model adopts the success DMSISM(DeLone and McLean, 2002), by replacing and adding existing variables to DMSISM and determining indicators related to these variables. The steps taken in this study were first explaining the literature review, the second explaining the research methodology used, and the third explaining the results and discussion, and the fourth step was the overall conclusion of the study.

#### 2 LITERATURE REVIEW

Research on ISSP has been carried out more than 30 vears ago (Maria Kamariotou 2016)(Alamri et al., 2016)(Osman et al., 2013, Harun and Hashim, 2017). ISSP plays a role in shaping information system planning that has a competitive advantage value (Segars, 1998) in the future. ISSP also has a role in shaping a portfolio of computer-based applications that are important in helping to run business planning and also realize business goals(N.F. Dohertya 1999). Business objectives are related to the success of ISSP(N.F. Dohertya 1999) which is felt in terms of benefits realization (Niemi and Pekkola, 2009)(Chou, 2015), (Love et al., 2014). Benefit realization that is successfully realized in terms of aligning business strategies with IS / IT strategy (Tallon and Kraemer, 1999)(Chan et al., planning effectiveness (Premkumar, 1991)(Segars, 1998)(Newkirk and Lederer, 2006), flexibility towards external environment (N.F. Dohertya 1999). and capability opportunities (RHYNE, 1987), (Zubovic et al., 2014) strengthens competitive advantage (Segars. 1998)(Sakas, 2014) and increases organizational performance due to IS usage (Premkumar, 1991)(Maria Kamariotou 2016)(Saravi and Dabirian, 2016).

Research related to the realization of the benefits of a success has been done such as the realization of ISSP benefits (Earl, 1993) and realization of Enterprise Architecture (EA) benefits (Lange et al., 2012)(Niemi and Pekkola, 2009). Generally, research related to the realization of benefits is done by making a model first. The benefits realization model that has been carried out is adopting the success model of DMSISM (DeLone and McLean, 2002) such as the EA benefit realization model (Lange et al., 2012). DMSISM is a model that is widely used by researchers, for example, it is also widely adopted for the success of information systems projects (Subiyakto et al., 2015, Subiyakto et al., 2016, Subiyakto, 2017, Putra et al., 2016) and The success of Hospital Information System (Mukhtar and Mishleen, 2018). ISSP is closely related to Information Systems. The success of the information system can also be directed to the success of ISSP. Many kinds of research that use of DMSISM has been successful for the success of the Information System, so it is also suitable for ISSP related to the success of ISSP especially in terms of benefits realization. In this research, a new model is proposed, namely ISSPBRM which adopts DMSISM. The success of ISSP which is the goal of ISSPBRM contains the key to ISSP success because

it contains formal methods and implementation (Earl, 1993) is very suitable for adopting DMSISM which also contains conceptualization and operationalization of information system success (DeLone and McLean, 2002).

ISSPBRM is a model proposed for the success of ISSP because it consists of variables that lead to the key to the success of ISSP according to (Earl, 1993) must apply the formal method and implementation. ISSPBRM adopts DMSISM, where the variables owned are almost the same as DMSISM with a little variable name change and the addition of two variables. Variables owned by ISSPBRM are ISSP Product Quality variables, Quality Planning Systems, ISSP Delivery Quality, ISSP Facilitators, ISSP Culture, Use, Satisfaction, and ISSP Net Benefit. Variables that are clearly replaced by names are ISSP Product Quality (ISSPBRM) variable replacing Information Quality (DMSISM) because the ISSP output is an ISSP product in the form of plan, an application portfolio, roadmap, and other ISSP products, not the information contained in DMSISM which is the output of IS. Another variable is the Planning System Quality (ISSPBRM) replacing the System Quality (DMSISM) because Planning System Quality in ISSP is one of the success factors of ISSP which contains the functionality of ISSP which is applying the formal method in the form of planning process quality and planning method (Earl, 1993). Planning Quality Systems contain activities that are involved in planning (Lederer and Sethi, 1996). ISSP Service Delivery Quality variable (ISSPBRM) replaces Service Quality (DMSISM) because the ISSP Product is a plan, not an application. variable Use, Satisfaction, and Net Benefit (ISSPBRM) variables have the same naming meaning as the Intention to Use, User Satisfaction and Net Benefit (DMSISM). Variables added when adopting DMSISM are ISSP Culture variables which are external factors of ISSP success that affect ISSP. The ISSP Culture variable is used to accommodate People and Soft-Aspects of ISSP (Lange et al., 2012). Other variables added are Facilitators variables that have an impact on ISSP increases. (Yang and Pita, 2014, Yang et al., 2015).

#### 3 RESEARCH METHODS

The following in Figure 1 is the stage of the research method carried out, consisting of 8 phases of research activities ranging from P1 to P8.

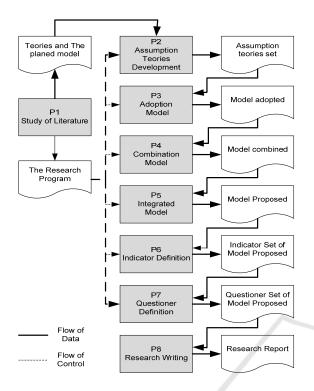


Figure 1.Research procedures

The activities carried out in research are denoted by the letter P, namely Phase or phase of research activity. In P1 of the study of literature produced documents theories and The Plan model and The research program. Each of these documents is linked to two types of lines, namely the data flow line and the control flow line. This data flow line will send data in documents to P2, P3, P4, P5, P6, P7 and P8, where each phase sequence produces documents. The control line functions in controlling the Research Program from P2 to P7.Efforts in the Proposed Development Model are seen in P2 to P5. The initial effort in developing the model can be seen in P2, namely the activity in finding related theories by assuming the model to be used and analyzing the theory so that it produces a set of assumptions theories that are very useful for P3.P3 is an activity to adopt DMSISM. This DMSISM is then combined with the renaming of the selected variables in the adopted model and the addition of a new variable that is variable Culture (P4).P5 is an activity in integrating all selected variables whose names are replaced with new variables, namely the variable Culture and Facilitators into the proposed model. Efforts to provide indicators into the development of the proposed model are seen in P6 and P7. The final activity is Research Writing (P8) is an effort to write research and will produce a

Research Report document. Table 1 shows the basic theories and models and their references related to the research methodology in constructing ISSPBRM.

Table 1.The Theories and Basic Model

The Theories and basic	References
models	
IS Success Model	(DeLone and McLean,
and that realization.	2002, Petter et al., 2008,
	Lange et al., 2012)
Adopting,	(Subiyakto, 2017,
Combining, and	Subiyakto and Ahlan, 2014,
Integrating Model	Subiyakto et al., 2016,
	Subiyakto et al., 2015)

#### 4 RESULT AND DISCUSSION

The following in Figure 2 is the proposed model, namely the ISSP benefit realization model.

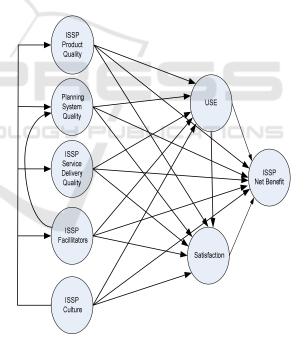


Figure 2. The proposed Model

ISSPBRM is a model that can be made by an IPO system (Input, Process, Output) using the IPO model (Subiyakto and Ahlan, 2017, Subiyakto and Ahlan, 2014, Subiyakto et al., 2015, Subiyakto et al., 2014), where the Input from ISSPBRM is the ISSP Product Quality variable, Quality Planning System, ISSP Product Delivery Quality, and ISSP Culture. The process part of the IPO model for ISSPBRM is the

ISSP Use and ISSP Satisfaction variable. The Output part of the IPO model for ISSPBRM is the Net Benefit variable. An explanation of the variables and their definitions in the ISSPBRM is shown in table 2. Each variable has several indicators. Explanation of these indicators is explained in table 3. In table 4 is a list of definition statements from the questionnaire on each indicator.

Table 2.List of Variables and Its Definitions

Variable	Definition	Reference
Name		
ISSP	The Degree of	(Jacobson and
Product	quality from ISSP	Aaker,
Quality	output related to	1987)(Lederer
(IPQ)	Plans, IS/IT	and Sethi,
	Strategies, IS	1992)(Lin et al.,
	Demand Statement,	2010)(Lange et
	Application	al., 2012, Ward
	Portfolio	et al., 2002)
	availability,	
	Roadmap.	
Planning	The Degree of	(RHYNE,
System	Functionality of	1987)(Papke-
Quality	ISSP that will	Shields et al.,
(PSQ)	produce strategic	2002)(Craig et
	ISSP products	al.,
	related to flow,	2013)(Premkum
	formality,	ar, 1991)(G.
	comprehensiveness,	Premkumar,
	Focus, Intensity,	1992)(Premkum
	Participation and	ar 1994)(Wang,
	Horizon, and BP-	2001)(Wolf and
	ISP Integration	Floyd, 2013)
		(Maharaj and
		Brown, 2015,
		Osman et al.,
		2013)
ISSP Service	The degree of	(Culnan,
Delivery	quality from the	1985)(Pather
	submission of ISSP	and Usabuwera,
(SDQ)	products perceived	2010)(Alamri et al
	by users	2016)(Parasura
		man et al.,
		1988)
ISSP	The degree of	(Yang and Pita,
Facilitators	involvement of	2014, Yang et
	Facilitators in ISSP	al., 2015)
ISSP Culture	The Degree of	(Madon, 1992)
	adoption of People	((Dellemijn,
`	and Soft-aspect	2011)(Smit et
	ISSP in influencing	al., 2012, Craig
	the success of ISSP	et al., 2013)
1	related to	

	Leadership,	
	Strategy,	
	Adaptability,	
	Coordination, and	
	Relationships	
USE	The degree of	(FLYNN and
(USE)	actual use of ISSP	GOLENIEWSK
(==)	by the user	Α.
	associated with the	1993)(Amami
	Amount of use,	et al., Rogerson
	Frequency of use,	and Fidler,
	appropriateness of	1994)(Teo and
	use, nature of use,	Ang, 2000,
	the extent of use	DeLone and
	and purpose of use	McLean,
	and purpose of use	2002)(Petter et
		al., 2008,
		Arvidsson et al.,
		2014)(Popovič
		et al., 2014,
		Subiyakto,
		2018)
Satisfaction	The Degree of user	(DeLone and
(SAT)	satisfaction with	McLean,
	ISSP products, use	2002)(Petter et
	of ISSP and	al., 2008)(Lin et
	submission of ISSP	al., 2010,
	products related to	Subiyakto,
	support provided to	2018,
	ISSP user and	Subiyakto et al.,
	Fulfillment of ISSP	2017)
LOGY	user needs	TIONS
ISSP Net	Benefit ISSP which	(Silvius and
Benefit	contributes to ISSP	Stoop,
(BEN)	success, for	2013)(N.F.
	example,	Dohertya
	Alignment IS with	1999)(OConnor
	Strategy Business,	, 1993)(Petter et
	Effective of	al.,
	planning, gain	2008)(Bechor et
	competitive	al., 2010, Lange
	advantage, and	et al., 2012)
	improve the	
	performance of the	
	organization	

Table 3.List of Indicators and Its Definitions

Varia	Indicators	Definition of	Reference
ble		Indicator	
IPQ	Plans (IPQ1)	The output of the ISSP is in the form of a plan	(Ward et al., 2002)
	IS/IT Strategies (IPQ2)	The output from ISSP in the form of IS or IT	(Ward et al., 2002)

		strategy	
	IC D 1	strategy	(XV 1
	IS Demand	The output from	(Ward et
	Statement	ISSP is in the	al., 2002)
	(IPQ3)	form of a	
	` ` ` `	statement of IS	
		needs	
	A1141		(XX 1
	Application	The degree of	(Ward et
	Portfolio	the availability	al., 2002)
	Availability	of application	
	(IPQ4)	portfolio as an	
	( ( . )	ISSP product	
	Daadaaaa		(Wand of
	Roadmap	The degree of	(Ward et
	(IPQ5)	the availability	al., 2002,
		of roadmap	Lange et
			al., 2012)
PSQ	flow (PSQ1)	The degree on	(Osman et
150	110 (15Q1)	Locus of	al., 2013,
		authority for	Papke-
		strategic	Shields et
		planning	al., 2002,
			Maharaj
			and
			Brown,
			2015)
	Formality	The degree to	(Osman et
	(PSQ2)	which the	al., 2013,
		planning process	Papke-
		was structured.	Shields et
		was structured.	
			al., 2002,
			Maharaj
		/	and
			Brown,
			2015)
	Comprehens	The degree of	(Osman et
$\neg$	iveness	the extent to	al., 2013,
	(PSQ3)	which all	Papke-
	` ` ` /		
		possible	Shields et
		possible strategic	
		_	Shields et al., 2002,
		strategic alternatives are	Shields et al., 2002, Maharaj
		strategic alternatives are identified and	Shields et al., 2002, Maharaj and
		strategic alternatives are	Shields et al., 2002, Maharaj and Brown,
		strategic alternatives are identified and considered	Shields et al., 2002, Maharaj and Brown, 2015)
	Focus	strategic alternatives are identified and	Shields et al., 2002, Maharaj and Brown, 2015)
		strategic alternatives are identified and considered	Shields et al., 2002, Maharaj and Brown, 2015)
	Focus	strategic alternatives are identified and considered	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013,
	Focus	strategic alternatives are identified and considered  The degree of the extent to which control or	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-
	Focus	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency,	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke- Shields et
	Focus	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke- Shields et al., 2002,
	Focus	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj
	Focus	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke- Shields et al., 2002,
	Focus	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj
	Focus	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and
	Focus (PSQ4)	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is emphasized	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015)
	Focus (PSQ4)	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is emphasized The degree of	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015) (Osman et
	Focus (PSQ4)	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is emphasized  The degree of magnitude of	Shields et al., 2002, Maharaj and Brown, 2015)  (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015)  (Osman et al., 2013,
	Focus (PSQ4)	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is emphasized  The degree of magnitude of resources	Shields et al., 2002, Maharaj and Brown, 2015)  (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015)  (Osman et al., 2013, Papke-Shields et al., 2014)
	Focus (PSQ4)	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is emphasized  The degree of magnitude of	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2014, Papke-Shields et
	Focus (PSQ4)	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is emphasized  The degree of magnitude of resources	Shields et al., 2002, Maharaj and Brown, 2015)  (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015)  (Osman et al., 2013, Papke-Shields et al., 2014)
	Focus (PSQ4)	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is emphasized  The degree of magnitude of resources committed to	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Shields et al., 2002,
	Focus (PSQ4)	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is emphasized  The degree of magnitude of resources committed to planning as evidenced by	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj
	Focus (PSQ4)	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is emphasized  The degree of magnitude of resources committed to planning as evidenced by frequency and	Shields et al., 2002, Maharaj and Brown, 2015)  (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015)  (Osman et al., 2013, Papke-Shields et al., 2014, Papke-Shields et al., 2002, Maharaj and
	Focus (PSQ4)	strategic alternatives are identified and considered  The degree of the extent to which control or efficiency, usually seen as a tight link with budgets, rather than creativity is emphasized  The degree of magnitude of resources committed to planning as evidenced by	Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj

PSQ6   variety of individuals involved in strategic planning   Maharaj and Brown, 2015)   Papke-Shields et al., 2002, Maharaj and Brown, 2015)   Papke-Shields et al., 2015   Papke-Shields et al., 2015   Papke-Shields et al., 2015   Papke-Shields et planning   Papke-Shields et al., 2002, Maharaj and Brown, 2015   Panning with Information strategic planning   Panning Planning   Panning Planning   Panning Planning   Panning Planning   Panning   Pann		1		1
individuals involved in strategic planning  Horizon (PSQ7)  Horizon (PSQ7)  The degree of length of time considered in strategic planning  BP-ISP Integration (PSQ8)  BP-ISP Integration (PSQ8)  Rational-Adaption strategic planning  Rational-Adaption (PSQ9)  Reliability (PSQ9)  SDQ Reliability (SDQ1)  Responsiven ess (SDQ2)  Responsiven ess (SDQ2)  Assurance  Empathy (SDQ4)  Service Empathy  Service Empathy  Service (SDQ5)  Systematizat ion of Service pleinning service recovery (SDQ6)  Strategic planning service recovery (SDQ6)  Systematizat ion of Service planning service recovery (SDQ6)  STAGEMEN Shields et al., 2002, Maharaj and Brown, 2015)  (Maharaj and Brown, 2015)  (Parasura man et al., 1988)  (Parasura man et al., 1988)  (Parasura man et al., 1988)		Participation	The degree of	(Osman et
individuals involved in strategic planning  Horizon (PSQ7)  Horizon (PSQ7)  The degree of length of time considered in strategic planning  BP-ISP Integration (PSQ8)  BP-ISP Integration (PSQ8)  Rational-Adaption strategic planning  Rational-Adaption (PSQ9)  Reliability (SDQ1)  SDQ Reliability (SDQ2)  Responsiven ess (SDQ2)  Responsiven ess (SDQ2)  Assurance  Empathy (SDQ4)  Service Empathy  Service Empathy  Service Empathy  Service Recovery (SDQ5)  Systematizat ion of Service (SDQ6)  Strategic planning reconsidered in strategic planning responsiven (Parasura man et al., 1988)  Regree of strategic planning 1988)  Responsiven (Parasura man et al., 1988)		(PSQ6)	variety of	al., 2013,
Involved in strategic planning and Brown, 2015			-	
Strategic planning   Al., 2002, Maharaj and Brown, 2015)   Horizon (PSQ7)   The degree of length of time considered in strategic planning   Al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015)   BP-ISP Integration (PSQ8)   Business Planning with Information strategic planning   Planning with Information strategic planning   Planning with Information strategic planning   Planning with the use of rationality   Planning with with the use of rationality   Planning with with with with with with with with				
Planning   Maharaj and Brown, 2015)   Horizon (PSQ7)   The degree of length of time considered in strategic planning and Brown, 2015)   BP-ISP Integration (PSQ8)   The Degree of Integration of (PSQ8)   Planning with Information strategic planning   Planning with Information strategic planning with the use of rationality   Planning with with with with with with with with				
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Horizon (PSQ7)  Horizon (PSQ7)  The degree of length of time considered in strategic planning  BP-ISP Integration (PSQ8)  BP-ISP Integration (PSQ8)  Rational-Adaption (PSQ9)  Reliability (PSQ9)  Reliability  Responsiven ess (SDQ2)  Assurance (SDQ3)  Assurance (SDQ3)  Assurance Empathy (SDQ4)  Service Empathy Service Planning Astrategic planning Assurance  Empathy (SDQ4)  Service Recovery (SDQ5)  Service Planning Assurance Recovery Systematizat ion of Service Planning Service Planning Assurance (Parasura man et al., 1988)  Service Planning Assurance Recovery Systematizat ion of Service Planning Assurance (Parasura man et al., 1988)				and
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	(IFC2)		
	Consideratio	The level of	(Yang and
	n of internal	consideration of	Pita,
	and external	internal and	2014,
	environment	external	Yang et
		***************************************	_
	s (IFC3)	environments in ISSP	al., 2015)
	Appropriate	The level of	(Yang and
	resource	appropriate	Pita,
	allocation	resource	2014,
	for	allocation for	Yang et
	undertaking	undertaking	al., 2015)
	ISSP	ISSP exercise	ui., 2013)
	exercise	1551 CACICISC	^
	(IFC4)		
		The level of	(Vana and
	Performing		(Yang and
	organization	performing	Pita,
	al learning	organizational	2014,
	(IFC5)	learning in ISSP	Yang et
			al., 2015)
CUL	Leadership	The degree of	(Dellemij
	(CUL1)	the ability of	n, 2011,
		leaders to have	Smit et
		an influence on	al., 2012)
50	IENCE	the culture of	ECHI
		the organization	
	Strategy	The degree to	(Dellemij
	(CUL2)	which the	n, 2011,
	(0022)	organization has	Smit et
		clarity about its	al., 2012)
		strategic	ai., 2012)
		direction	
	A dontability	The degree of	(Dallamii
	Adaptability		(Dellemij
	(CUL3)	the ability of the	n, 2011,
		organization	Smit et
		remain in	al., 2012)
		contact with and	
		respond to	
		change	
	Coordination	The degree to	(Dellemij
	(CUL4)	which the	n, 2011,
		systems within	Smit et
		the organization	al., 2012)
		is horizontally	
		and vertically	
		aligned	
	Dalatianahin	The degree of	(Dellemij
		ine degree or	(Denemi)
	Relationship		n 2011
	(CUL5)	the ability of	n, 2011,
		the ability of people and	Smit et
		the ability of	

			1
<u></u>		work together	
USE	Amount of	The degree of	(Petter et
	use	the amount of	al., 2008)
	(USE1)	use ISSP	
	frequency of	The degree of	(Petter et
	use	frequency of use	al., 2008)
	(USE2)	ISSP	, ,
	appropriaten	The degree of	(Petter et
	ess of use	appropriateness	al., 2008)
		of use ISSP	ui., 2000)
	(USE3)		(D. 11 1
	nature of use	The degree of	(Petter et
	(USE4)	nature of use	al., 2008)
		ISSP	
	extent of use	The degree of	(Petter et
	(USE5)	extent of use	al., 2008)
		ISSP	
	The purpose	The degree of	(Petter et
	of use.	the purpose of	al., 2008)
	(USE6)	use ISSP	
SAT	Support	The degree of	(Chen et
5711	provided to	support	al., 2000)
	ISSP user	provided to	ai., 2000)
	(SAT1)	ISSP user	
	Fulfillment	The degree of	(Chen et
	of ISSP user	fulfillment of	al., 2000)
			al., 2000)
	needs	ISSP user needs	
	(SAT2)	TT 1 0.1	/ G1
	A Useful	The degree of A	(Chen et
	Format of	Useful Format	al., 2000)
	ISSP	of ISSP Product	
	Product (		
	SAT3)		
000	Preciseness	The degree of	(Chen et
	Information	preciseness	al., 2000)
	(SAT4)	information	
BEN	Alignment,	The degree of	(Bechor et
	Effectivenes	net benefit of	al., 2010,
	s	ISSP	Subiyakto
	Flexibility,		et al.,
	Competitive-		2014,
	advantage,		Subiyakto
	Improved-		et al.,
	performance		2016)
	, and		2010)
	Capability		

Table 4.The List of Questionnaires Statement Definitions

Indicator	Statement of	Reference
	Questionnaires	
IPO1	The institution	(Ward et al.,
11 Q1	has the Plans	2002)
IPO2	The institution	(Ward et al.,
11 Q2	has IS/IT Strategies	2002)
	Institution have	(Ward et al.,
IPQ3	relations with	2002)
	application portfolio	

	availability as the	
	product of ISSP	
	Institution have the	(Ward et al.,
IPQ4	document of IS	2002)
,	Demand Statement	,
	Institution have	(Ward et al.,
IPQ5	relations with	2002, Lange
11 Q3	roadmap ISSP	et al., 2012)
	availability	
	Institutions have	(Osman et al.,
	factors about the	2013, Papke-
PSQ1	privilege of authority on strategic planning.	Shields et al., 2002,
	on strategic planning.	Maharaj and
		Brown, 2015)
	A planner has the	(Osman et al.,
	element of formality	2013, Papke-
	on strategic planning,	Shields et al.,
	which planning	2002,
	process was	Maharaj and
	constructed and	Brown, 2015)
PSQ2	structured by written	
	procedures,	
	schedules, and other	
	documents, and also make documentation	
	resulting from the	
	planning process	
	Planners have the	(Osman et al.,
	comprehensive of all	2013, Papke-
DCO2	strategic alternatives.	Shields et al.,
PSQ3	VCE AND	2002,
		Maharaj and
		Brown, 2015)
	Planners have the	(Osman et al.,
	elements of	2013, Papke-
PSQ4	efficiency and control of the planning	Shields et al., 2002,
	process.	Maharaj and
	process.	
		Brown 2015)
PSQ5	A planner has proof	Brown, 2015) (Osman et al.,
PSQ5	A planner has proof of frequency and	(Osman et al., 2013, Papke-
PSQ5		(Osman et al.,
PSQ5	of frequency and richness meeting as the effort of the	(Osman et al., 2013, Papke- Shields et al., 2002,
PSQ5	of frequency and richness meeting as the effort of the determinate	(Osman et al., 2013, Papke- Shields et al., 2002, Maharaj and
PSQ5	of frequency and richness meeting as the effort of the determinate magnitude of	(Osman et al., 2013, Papke- Shields et al., 2002,
PSQ5	of frequency and richness meeting as the effort of the determinate magnitude of resources committed	(Osman et al., 2013, Papke- Shields et al., 2002, Maharaj and
	of frequency and richness meeting as the effort of the determinate magnitude of resources committed to planning.	(Osman et al., 2013, Papke- Shields et al., 2002, Maharaj and Brown, 2015)
PSQ5	of frequency and richness meeting as the effort of the determinate magnitude of resources committed to planning.  A planner has a	(Osman et al., 2013, Papke- Shields et al., 2002, Maharaj and Brown, 2015)
	of frequency and richness meeting as the effort of the determinate magnitude of resources committed to planning.  A planner has a document of variety	(Osman et al., 2013, Papke- Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke-
	of frequency and richness meeting as the effort of the determinate magnitude of resources committed to planning.  A planner has a document of variety individual involved	(Osman et al., 2013, Papke- Shields et al., 2002, Maharaj and Brown, 2015)
	of frequency and richness meeting as the effort of the determinate magnitude of resources committed to planning.  A planner has a document of variety	(Osman et al., 2013, Papke- Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke- Shields et al.,
	of frequency and richness meeting as the effort of the determinate magnitude of resources committed to planning.  A planner has a document of variety individual involved	(Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015)  (Osman et al., 2013, Papke-Shields et al., 2002, Maharaj and Brown, 2015)
	of frequency and richness meeting as the effort of the determinate magnitude of resources committed to planning.  A planner has a document of variety individual involved	(Osman et al., 2013, Papke- Shields et al., 2002, Maharaj and Brown, 2015) (Osman et al., 2013, Papke- Shields et al., 2002, Maharaj and

	length of time	Shields et al.,
	considered in	2002,
	strategic planning	Maharaj and
PGGG		Brown, 2015)
PSQ8	A planner has a	(Osman et al.,
	document on BP-ISP	2013, Papke-
	Integration	Shields et al.,
		2002, Maharaj and
		Brown, 2015)
PSQ9	A planner has a	(Osman et al.,
1545	document of	2013, Papke-
	Rational-Adaption	Shields et al.,
	1	2002,
		Maharaj and
		Brown, 2015)
SDQ1	The institution should	(Parasuraman
	have a document of	et al., 1988)
	ISSP reliability	
SDQ2	The institution should	(Parasuraman
	have a document of	et al., 1988)
an an	ISSP responsiveness.	(D
SDQ3	The institution should	(Parasuraman
	have the elements of	et al., 1988)
SDQ4	assurance. The institution should	(Parasuraman
SDQ4	have a document of	et al., 1988)
	ISSP empathy	or u, 1900)
SDQ5	The institution should	(Parasuraman
	have a document of	et al., 1988)
	ISSP service	
LOGY	recovery	TIONS
SDQ6	The institution should	(Parasuraman
	have a document of	et al., 1988)
	systematization of	
IFC1	service delivery The institution should	(Yang and
IFCI	have the document of	Pita, 2014,
	top management	Yang et al.,
	participation and	2015)
	support in ISSP	
IFC2	The institution should	(Yang and
	have a document of	Pita, 2014,
	active	Yang et al.,
	communication and	2015)
	knowledge-sharing	
	between business and	
IEG2	IT sectors in ISSP	(37. 1
IFC3	The institution should have a document of	(Yang and
	consideration of	Pita, 2014, Yang et al.,
	internal and external	2015)
	environments in ISSP	2013)
IFC4	The institution should	(Vana and
	The institution should	( I alle allu
	have a document of	(Yang and Pita, 2014,
22 6 .		Pita, 2014, Yang et al.,

	T	
	allocation for	2015)
	undertaking ISSP	
	exercise	
IFC5	The institution should	(Yang and
	have a document of	Pita, 2014,
	performing	Yang et al.,
	organizational	2015)
		2013)
CI II 1	learning in ISSP ISSP should have	/D 11
CUL1		(Dellemijn,
	documented the	2011, Smit et
	clarity of influence of	al., 2012)
	about its strategic	
	direction on the	
	ability of leaders	
CUL2	ISSP should have	(Dellemijn,
	factors that	2011, Smit et
	relationship with the	al., 2012)
	organization has	, ,
	clarity about its	
	strategic direction	
CUL3	ISSP should have	(Dellemijn,
COLS	factors that relation	2011, Smit et
	with the ability of	al., 2012)
		al., 2012)
	the organization	
	remain in contact	
	with and respond to	
	change	
CUL4	ISSP should have	(Dellemijn,
	factors that relation	2011, Smit et
	with alignment the	al., 2012)
	systems within the	
	organization is	TECHI
	organization is horizontally and	TECH
	horizontally and	TECH
CUL5		(Dellemiin.
CUL5	horizontally and vertically ISSP should have	(Dellemijn,
CUL5	horizontally and vertically ISSP should have factors that relate to	2011, Smit et
CUL5	horizontally and vertically ISSP should have factors that relate to the ability of people	
CUL5	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the	2011, Smit et
CUL5	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work	2011, Smit et
	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together	2011, Smit et al., 2012)
CUL5 USE1	horizontally and vertically ISSP should have factors that relate to the ability of people and teams in the organization to work together ISSP used should	2011, Smit et al., 2012) (Petter et al.,
	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that	2011, Smit et al., 2012)
	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the	2011, Smit et al., 2012) (Petter et al.,
USE1	horizontally and vertically ISSP should have factors that relate to the ability of people and teams in the organization to work together ISSP used should have factors that relation with the amount of use ISSP	2011, Smit et al., 2012) (Petter et al., 2008)
	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP  ISSP used should	2011, Smit et al., 2012)  (Petter et al., 2008)
USE1	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP  ISSP used should have factors that	2011, Smit et al., 2012) (Petter et al., 2008)
USE1	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP  ISSP used should	2011, Smit et al., 2012)  (Petter et al., 2008)
USE1	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP  ISSP used should have factors that	2011, Smit et al., 2012)  (Petter et al., 2008)
USE1	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP  ISSP used should have factors that relation with the	2011, Smit et al., 2012)  (Petter et al., 2008)
USE1 USE2	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP  ISSP used should have factors that relation with the frequency of use ISSP	2011, Smit et al., 2012)  (Petter et al., 2008)  (Petter et al., 2008)
USE1	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP ISSP used should have factors that relation with the frequency of use ISSP	2011, Smit et al., 2012)  (Petter et al., 2008)  (Petter et al., 2008)
USE1 USE2	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP  ISSP used should have factors that relation with the frequency of use ISSP  ISSP used should have factors that	2011, Smit et al., 2012)  (Petter et al., 2008)  (Petter et al., 2008)
USE1 USE2	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP  ISSP used should have factors that relation with the frequency of use ISSP  ISSP used should have factors that relation with the frequency of use ISSP	2011, Smit et al., 2012)  (Petter et al., 2008)  (Petter et al., 2008)
USE1 USE2	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP  ISSP used should have factors that relation with the frequency of use ISSP  ISSP used should have factors that relation with the frequency of use ISSP	2011, Smit et al., 2012)  (Petter et al., 2008)  (Petter et al., 2008)
USE1 USE2 USE3	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP  ISSP used should have factors that relation with the frequency of use ISSP  ISSP used should have factors that relation with the frequency of use ISSP  ISSP used should have factors that relation with the appropriateness of use ISSP	2011, Smit et al., 2012)  (Petter et al., 2008)  (Petter et al., 2008)
USE1 USE2	horizontally and vertically  ISSP should have factors that relate to the ability of people and teams in the organization to work together  ISSP used should have factors that relation with the amount of use ISSP  ISSP used should have factors that relation with the frequency of use ISSP  ISSP used should have factors that relation with the frequency of use ISSP	2011, Smit et al., 2012)  (Petter et al., 2008)  (Petter et al., 2008)

		1
	relation with nature	
	of use ISSP	
USE5	ISSP used should	(Petter et al.,
	have factors that	2008)
	relationship with an	
	extent of use ISSP	
USE6	ISSP used should	
	have factors that	
	relation with the	
	purpose of use ISSP	
SAT1	The institution should	(Chen et al.,
	have the document of	2000)
	ISSP satisfaction that	
	can be valued on the	
	degree of support	
	provided to ISSP user	
SAT2	The institution should	(Chen et al.,
	have the document of	2000)
	ISSP satisfaction that	
	can be valued on the	
	degree of fulfilment	
	of ISSP user needs	
SAT3	The institution should	(Chen et al.,
	have the document of	2000)
	a useful format of	
	ISSP Product	
SAT4	The institution should	(Chen et al.,
	have the document of	2000)
	Preciseness	
	Information	
BEN	ISSP has net-benefit	(Bechor et al.,
LOGY	that contains success	2010)
	factor, for example,	
	good alignment,	
	Effectiveness,	
	Flexibility,	
	Competitive-	
	advantage, Improved-	
	performance, and	
	Capability	

## 5 CONCLUSION

This research is carried out to build and propose a new model, namely the realization of the benefits model of ISSP. This new model development method is carried out with the adoption, integration, and combination of the DMSISM model. This proposed model is the ISSPBRM model formed from several variables including ISSP Product Quality variable, Planning System Quality, ISSP Service Delivery Quality, ISSP Facilitators, ISSP Culture, Use, Satisfaction, and ISSP Net Benefit. The variables integrated into the DMSISM model are the ISSP Product Quality, Planning System

Quality, ISSP Service Delivery Quality, while the variable added are ISSP Facilitators and ISSP Culture. The relationship between variables in the ISSPBRM model is conditioned to achieve benefit realization from the ISSP. The success of ISSP which is the goal of ISSPBRM contains the key to PSSI success because it contains formal methods and implementation is very suitable for adopting DMSISM which also contains conceptualization and operationalization of information system success.

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