December 2007

IT-Enabled Competencies and Business Value: An Empirical Study in Fast-Cycle Industries

Noushin Ashrafi  
*University of Massachusetts Boston*

Abhijit Chaudhury  
*Bryant University*

Jean-Pierre Kuilboer  
*University of Massachusetts Boston*

Peng Xu  
*University of Massachusetts Boston*

Follow this and additional works at: [http://aisel.aisnet.org/icis2007](http://aisel.aisnet.org/icis2007)

**Recommended Citation**  

This material is brought to you by the International Conference on Information Systems (ICIS) at AIS Electronic Library (AISeL). It has been accepted for inclusion in ICIS 2007 Proceedings by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact elibrary@aisnet.org.
IT-Enabled Competencies and Business Value: An Empirical Study in Fast-Cycle Industries

Peng Xu  
Department of Management Science and Information Systems  
University of Massachusetts Boston  
100 Morrissey Blvd.  
Boston, MA 02125  
Peng.xu@umb.edu

Jean-Pierre Kuilboer  
Department of Management Science and Information Systems  
University of Massachusetts Boston  
100 Morrissey Blvd.  
Boston, MA 02125  
e-mail jeanpierre.kuilboer@umb.edu

Noushin Ashrafi  
Department of Management Science and Information Systems  
University of Massachusetts Boston  
100 Morrissey Blvd.  
Boston, MA 02125  
noushin.ashrafi@umb.edu

Abhijit Chaudhury  
Department of Computer Information Systems  
Bryant University  
1150 Douglas Pike,  
Smithfield, RI 02917  
achaudhu@bryant.edu

Abstract

Drawing on the emerging perspective of IT-enabled organizational capability, we suggest that operational agility and strategic flexibility in tandem with IT competency have a significant effect on firm performance in fast-cycle industries. We identify specific IT competencies and present a model that describes operational agility and strategic flexibility as mediating variables in the relationship between IT competence and firm performance, hence providing an insight into the operational and strategic roles of IT. The study promises to contribute to the information systems literature on IT and business value and provide guidance on developing capabilities that help maintain competitive advantage in fast cycle industries.

Keywords: IT competency, operational agility, strategic flexibility, firm performance, organizational capability