

ScholarWorks@GSU

Integrating Information Security Information Security into the Porter's Value Chain: A Strategy for Future CISO Success

Item Type	Proceeding
Authors	Wilkerson, John;Daley, Marcia;Brown, Paul
Citation	Wilkerson, John; Daley, Marcia; and Brown, Paul, "Integrating Information Security into the Porter's Value Chain: A Strategy for Future CISO Success" (2025). MWAIS 2025 Proceedings. 31. https://aisel.aisnet.org/mwais2025/31
Download date	2026-04-21 07:30:06
Link to Item	https://hdl.handle.net/20.500.14694/15830

Association for Information Systems

AIS Electronic Library (AISeL)

MWAIS 2025 Proceedings

Midwest (MWAIS)

2025

Integrating Information Security into the Porter's Value Chain: A Strategy for Future CISO Success

John Wilkerson

Marcia Daley

Paul Brown

Follow this and additional works at: <https://aisel.aisnet.org/mwais2025>

This material is brought to you by the Midwest (MWAIS) at AIS Electronic Library (AISeL). It has been accepted for inclusion in MWAIS 2025 Proceedings by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact elibrary@aisnet.org.

Integrating Information Security into the Porter's Value Chain: A Strategy for Future CISO Success

John Wilkerson
Georgia State University
jwilkerson20@student.gsu.edu

Marcia Daley
Clark Atlanta University
mdaley@cau.edu

Paul Brown
Clark Atlanta University
pbrown1@cau.edu

ABSTRACT

The corporate Chief Information Security Officer (CISO) has one of the most challenging senior leadership roles because of the everchanging threat environment and limited resources. The CISO deploys behavioral strategies, policy, and technology to address today's challenges. Studies suggest that information security programs are often underfunded because they are perceived as bottom-line expenses, not top-line value. The purpose of this paper is to help CISOs better compete for investment capital by demonstrating top-line value to senior management. Drawing on historical and modern institutional, social cognitive, and value theories, this study identifies opportunities for value top-line value within the Information Security discipline. Furthermore, this research paper conducts a comprehensive analysis of 100 NASDAQ company information security value creation policies and presents findings focused on the information security competitive advantages, opening the door for increased investment capital. This study contributes to the Information Security literature by making a case for the information security management's direct inclusion into Porter's value chain model.