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Editor's Comments

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EDITOR'S COMMENTS

NURTURING THE IS PRACTITIONER-ACADEMIC PARTNERSHIP

With this issue of *MIS Quarterly Executive,* we close out our first five years of publication. Our goal has been to strengthen the relationship between IS practice and research. We have encountered some natural impediments to our objectives. For example, Ph.D. programs do not focus on developing practice-based researchers—even in a field as practice-based as the management of information technology. And managers are often too busy to participate in research. Nonetheless, we are encouraged by the positive feedback from managers to *MISQE* articles and the gradual increase in appropriate submissions from academics. A growing interest (in both academia and business) in executive education is further fueling supply and demand for *MISQE* articles. There is reason to believe that the IS practitioner-academic relationship is blossoming. In this letter, I will share some specific initiatives we hope will contribute to these developments.

THE *MISQE* CIO ADVISORY BOARD

Former editor-in-chief and now senior editor Jack Rockart has spearheaded the creation of a CIO Advisory Board. The first 13 members of the board (listed separately in this issue) represent current and former CIOs and high-level IS consultants. Advisory Board members have agreed to periodically send us their reactions to *MISQE* articles to foster debate about research findings and their implications. Chris Curran from Diamond Management and Technology Consultants kicks off this new feature with comments on an article appearing in our September issue, by Heather Smith and Jim McKeen, "IT in 2010: The Next Frontier." We appreciate the time and reflections of all the board members. For more information, please contact Jack at jrockart@mit.edu.

AUTHOR WORKSHOP AT THE AMERICAS CONFERENCE ON INFORMATION SYSTEMS

Senior editor Cynthia Beath organized our first *MISQE* author workshop at the annual AMCIS meeting held this past August in Acapulco. The enthusiastic response of authors and *MISQE* editors has encouraged Cynthia to organize a repeat event at the AMCIS meeting in Keystone, Colorado, on August 9, 2007. At this workshop, prospective authors work with senior editors and members of the editorial board to focus their research and writing on issues of interest to CIOs. All prospective authors must submit a paper or abstract in advance as a basis for small group discussions. Practicing managers are also invited to this workshop to share their reactions to some research in progress. For more information, please contact Cynthia M. Beath at Cynthia.Beath@mccombs.utexas.edu.

SIM ACADEMIC WORKSHOP

Over 70 academics and practitioners gathered for the 12th Annual SIM Academic Workshop in Milwaukee on December 9 to explore the topic of Strategic IS Capabilities. Senior editor Carol Brown organized the program, which provided provocative ideas, lively discussion, and an opportunity for networking. Keynote speaker Sam Valanju described how his role has evolved during his 10 years as CIO of Johnson Controls. As a follow-up to the workshop, Carol and Christina Soh will serve as editors of a special issue of *MISQE* that will focus on IS capabilities. For more information, contact Carol Brown at cbrown@indiana.edu. The next SIM Academic Workshop will be held prior to ICIS in Montreal on December 8, 2007.

INCREASED ROLE OF SIM IN *MISQE*

As a follow-up to the SIM Academic Workshop, Carol Brown interviewed Sam Valanju for the current issue of *MISQE*. Senior editor Blake Ives is working with Madeline Weiss of SIM's Advanced Practice Council (APC) to provide regular material

from SIM for *MISQE*. The APC is a perfect blend of practitioners working to apply insights from research and researchers focused on studying IT management practice. We look forward to the APC's more active role in *MISQE*. For more information contact blake.ives@uh.edu.

EDITORIAL STAFF CHANGES

I would also like to share with you some editorial staff changes at *MISQE*. Two senior editors are retiring: Allen Lee and Mary Lacity. We thank Allen for his vision and initiative. As editor-in-chief of *MIS Quarterly*, he recognized the need for a journal that focused specifically on the needs of IS managers. Observing that *MIS Quarterly* could not directly address that need, Allen proposed the concept for *MISQE* in late 1999. Throughout the journal's evolution, Allen has been a steady guiding hand as well as a careful listener as we sorted through sponsor, author, and reader demands. It is his vision and leadership that made this journal possible.

Mary Lacity joined *MISQE* as an SE in 2003. She demonstrated keen insights in her efforts to shape manuscripts for the journal and she was tireless in following through with authors and editors to ensure the final product met the quality requirements of the journal. We already miss her energy and enthusiasm.

We welcome two exceptional new senior editors: Blake Ives and Leslie Willcocks. As a prior editor in chief of *MIS Quarterly* and a long-time member of the Editorial Board for *MISQE*, Blake is more than ready for his new responsibilities. More important, Blake is now research director for SIM's Advanced Practices Council, which, in addition to his own research, has kept him constantly in touch with the changing landscape facing CIOs. We will benefit from his experience and insights.

Leslie Willcocks brings a European perspective to his new role as senior editor. He is editor-in-chief of the *Journal of Information Technology* and has an extraordinary background in research on IT management, outsourcing, and other issues critical to senior IS managers. His publication record includes articles in *Harvard Business Review*, S*loan Management Review*, *California Management Review*, and *Communications of the ACM*.

We also welcome 12 new members to the *MISQE* Board of Editors. Our editors handle essentially all the reviews of *MISQE* articles. They are doing practice-based research and have experience applying academic

rigor to practice-oriented research. The new editors are:

- Rob Austin, Harvard Business School
- Erran Carmel, American University
- Sue Conger, University of Dallas
- Wendy Currie, Warwick Business School
- Tim Goles, University of Texas, San Antonio
- Dale Goodhue, University of Georgia
- Paul Gray, Claremont Graduate University
- Andy McAfee, Harvard Business School
- Arun Rai, Georgia State University
- Dave Robertson, IMD
- Joe Rottman, University of Missouri, St. Louis
- Barbara Wixom, University of Virginia

Allen Lee and Mary Lacity will also join the Editorial Board. We thank these new editors in advance for their contributions to *MISQE*.

THE CURRENT ISSUE

The current issue offers two in-depth case studies, a long-term research study on enterprise architecture and outsourcing, and a CIO interview.

The first case study describes Intel Corporation's six-year effort to transform its IT infrastructure. Martin Curley, a key player in the transformation effort, describes the challenges the firm faced as it gradually implemented a foundation to enable the kind of responsiveness Intel business managers felt they would need to address future business opportunities. Martin describes a framework for IT management maturity that captures the management initiatives along the Intel journey. The framework offers useful insights into the strategies, organizational changes, and metrics required to build IT management capabilities.

Claudia Loebbecke and Claudio Huyskens provide an update on the ongoing efforts of Kaufhof, a large German retailer, to implement and benefit from RFID technology. Claudia and Jonathan Palmer described a pilot implementation of RFID at Kaufhof in a prior issue of *MISQE* (see Volume 5, issue 2). In this article, the authors describe Kaufhof's efforts to become a technology leader working to standardize data transfer in RFID technology. With transponder costs

declining and readability improving, this case study provides evidence that RFID is just starting to become a competitive factor in the fashion industry, but it suggests that other industries might soon follow suit.

Jeanne Ross and Cynthia Beath explore the relationship between enterprise architecture maturity and IT outsourcing. They observe that different kinds of outsourcing relationships offer different kinds of benefits at different points in a firm's evolution to a more strategic role for IT. Early on, firms can leverage vendors to help them implement—and adapt to—technology and IT process standards. Later, firms will find vendors increasingly capable of providing value through project management, and ultimately through delivery of service modules in an arms-length relationship. To generate these benefits, however, firms must be clear about the nature of their client-vendor relationships and how their vendor can help them achieve greater architectural maturity.

The issue closes with an interview of Johnson Controls' CIO Sam Valanju by Carol Brown. The interview highlights some of the critical issues Sam discussed in his presentation to the SIM Academic Workshop on December 9, 2006. Sam's rich experiences in a firm that puts technology into its products highlights some of the possibilities for firms and individuals, as well as the IT management challenges in the years to come. Sam identifies structural and behavioral changes that make it possible for Johnson Controls to generate strategic benefits from IT.

I hope you find all four articles useful. I welcome your comments.

Jeanne W. Ross

Editor-in-Chief

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