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## Message from SIM

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I was struck by the article in this issue about building better business cases. Isn't it ironic that in a field so often criticized for more hype than reality, we still go through a charade to produce a business case?

All too often business cases are prepared to get the costs approved rather than ensuring the intended benefits are realized. In my 30 years as a practitioner and the past 10 years as an independent consultant, I've yet to see an organization that consistently makes sure intended benefits are realized and also creates a cause and effect between business cases and sound investment decisions.

The article gives us hope by referencing best practice organizations that have closed the loop for benefit identification and realization. The framework is a very prescriptive way to prepare business cases with accountability for benefit attainment.

The Lacity/Fox paper on Global Shared Services provides a lesson-filled approach to creating a shared services capability. I was particularly intrigued by Lesson # 4: "Invest in the Technology First." This is counter to conventional thinking that process design should precede technology implementation. I have found companies can go in an endless effort to rationalize processes only to find out there is no technology that will match the design. Instead, a more pragmatic approach is to lead with the process assumptions in a well-selected technology and use the software to drive out process consistency.

I am glad *MISQE* selected home computer security concerns as a topic. It shows how the breadth of leadership required in our field ranges from key strategies to hygienic tactics.

The final article on Innovation at Intel was the first-place winner in last year's SIM Paper Awards competition. As a member of that award jury, I can highly recommend this paper.

*MISQE* will soon be producing its 100th article since it started about five years ago. Please visit <http://www.misqe.org/topics.html> for the list of articles by topic. The journal has been true to its mission of improving practice thru relevant, rigorous, and readable academic research. SIM is pleased to be the primary sponsor since the inception of *MISQE* and look forward to its continued contributions to our field.

Please consider joining SIM, if you haven't already. Also please join us for the annual SIMposium, to be

held in Orlando November 9-12. You can contact SIM Headquarters at (312) 527-6734 or visit [www.SIMnet.org](http://www.SIMnet.org).



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