

EDITOR'S COMMENTS

For this second issue of the 10th year of *MIS Quarterly Executive*, I am pleased to introduce to you the three research articles accepted for publication in this June 2011 issue. All three provide strong evidence for business value generated from multi-year IT investments under IS and business leadership.

The first article, “Developing an Enterprise Business Intelligence Capability: The Norfolk Southern Journey,” by Barbara Wixom of the University of Virginia, Hugh Watson of the University of Georgia, and Tom Werner of Northfolk Southern Corporation, shares the latter organization’s multi-year journey to a mature business intelligence (BI) capability. The authors describe the key practices that enabled this capability to evolve as Norfolk Southern re-crafted its business strategy for a less regulated, more digital world. Today we are also seeing the adoption of more BI courses in our academic institutions as more organizations seek to invest in people and tools to better leverage their data as an enterprise asset.

The third article in this issue, “IT-Led Process Reengineering: How Sloan Valve Redesigned its New Product Development Process,” also describes a single organization’s multi-year journey—but in this case the evolution is from an initial enterprise system implementation failure to an IT-led business process management capability. Co-authors S. Balaji of Bentley University, C. Ranganathan of the University of Illinois at Chicago, and Tom Coleman of Sloan Valve Company share with us in some detail the IT-led reengineering initiative, including the governance structures that helped gain organizational recognition of the deficiencies related to only engaging in process “tweaking,” not reengineering, and some of the specific tools that were utilized.

The middle article, “The Role of Enterprise Architecture in the Quest for IT Value,” resulted from a desire to empirically test the relationship between the maturity of an organization’s enterprise architecture (EA) capability and the organizational benefits. The EA stage model they examined was published in a 2003 *MIS Quarterly Executive* article by Jeanne Ross of MIT’s CISR. This academic team from four different universities—R.V. Bradley, R.M.E. Pratt, T.A. Byrd, and L.L. Simmons—concludes that the ability to manage external relationship, to lower

operational costs, and to improve strategic agility are all associated with higher levels of EA maturity.

This issue also includes a brief report from the most recent meeting of SIM’s Advanced Practices Council. The topic chosen by Director Madeline Weiss was based on spirited member sharing about the introduction of business applications on new tablet platforms in corporate settings. The session sharing was facilitated by the APC members utilizing the same framework—one that was presented at an earlier meeting by Leyland Pitt of Simon Fraser University.

The SIM Message for this issue is from Mary Sumner of Southern Illinois University Edwardsville, who currently serves in the academic liaison position with SIM. Mary is known for her unwavering enthusiasm for executive education and the sharing of “best practices” across regional and national IS leaders. We are fortunate to have her serving in this role and as an *MISQE* spokesperson with current SIM leaders.

I would like to close my remarks by expressing my sincere gratitude for the dedication and skills that Nicholas Lockwood has brought to his role as the *MISQE* Managing Editor, including the improvement of some of our processes. All ten of the quarterly issues that Nick and I have worked on have been posted online on the *MISQE* website by the first days of the journal month, with copies in-the-mail to print subscribers a few weeks later. I know that all the Senior Editors join me in wishing Nick all-the-best as he begins his first fulltime academic position in a university in the U.S.

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Editor-in-Chief

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