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Editor's Comments

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EDITOR'S COMMENTS

As we go to press with this third issue of the 10th year of *MIS Quarterly Executive*, the global markets are in another period of uncertainty, but our journal is steadily moving forward in a positive direction. The *MISQE* mission is to disseminate research results "in a manner that makes its relevance and utility readily apparent." All of articles in this issue address *innovative practices* for managing IS organizations, and the message from the SIM Chief Executive that follows my comments attests to this set of articles once again meeting our journal's objectives for an IS leader readership.

MISQE also continues to make progress toward meeting the objectives of our academic authors. In December 2009, *MISQE* was accepted for indexing by Thomson Reuters, and the impact factor calculated for this journal continues to climb as each quarter passes. I also was pleased to note that *MISQE* was highlighted as a journal for knowledge transfer to the practitioner community in a recent *MIS Quarterly* editorial. All of the three peer-reviewed articles in this issue are based on in-depth interview and other case study research methods that enable the authors to share with our readers some direct quotations to support their research findings. Each article also includes guidelines or lessons learned that reflect the insights gained by the authors from not only the case studies described, but also their ongoing research programs on these important IS management topics.

In our first article, "Achieving Step-Change in Outsourcing Maturity: Toward Collaborative innovation," United Kingdom co-authors Whitley and Willcocks provide a framework of practices they have identified in firms that have migrated from a relationship management to a collaborative innovation phase in their outsourcing arrangements. As the authors note, collaborative innovation with outsourcing suppliers has eluded many client organizations in the past. Leslie Willcocks is well known for his outsourcing studies with organizations in Europe, the U.S., and the Asia/Pacific over the past two decades, and this paper offers some ways of thinking about what needs to be different to achieve what they refer to as a "step-change" in outsourcing maturity.

The article "KLM's Enterprise Governance of IT Journey: From Managing IT Costs to Managing Business Value"—co-authored by Belgian academics De Haes and Van Grembergen, KLM-Air France manager Gemke, and IS consultant Thorp—reports some approaches that a major airline developed to address the perceived shortcomings in IS performance that existed at the beginning of this millennium. Since IS outsourcing was a major consideration on the table at that time, the initial focus was on developing some frameworks to support a new set of policies around IS services versus IS development, as well as make-versus-buy decisions. As the authors acknowledge, KLM's governance choices that have evolved over the past decade may not be the best ones for every company, but they enabled this firm to achieve its goal for increased business manager engagement in IS resource allocation decisions with a strong focus on business value.

High failure rates for IT projects continue to plague IS managers, and the third research article suggests a new methodological approach for "Recognizing and Managing Innovation Points in Large IT Projects." U.S.-based co-authors Wu, Rose, and Lyytinen propose a dual-process methodology, based on their qualitative analyses of how eight highly skilled project managers independently developed processes for IT projects with high amounts of uncertainty that required innovative design issues. The quotations from their interviewees clearly point to the need for IS leaders to recognize that large IT projects that involve such radical "innovation points" require IT project managers with skillsets that go beyond the traditionally certified PMI methods. The authors also provide specific recommendations for how managers of large IT projects can incorporate steps that enable ongoing exploration of innovative solutions into a traditional life-cycle process.

This September 2011 issue also includes an article published under our SIM-sponsored report category: "Deciding When to Use Tablets for Business Applications." In our June 2011 issue, the SIM Advanced Practices Council Program Director, Madeline Weiss, reported in her APC column some ideas from a discussion led by academic researcher Leyland Pitt about when and how to leverage tablet computer devices and their applications. In this issue we are publishing a full paper on this topic, which is a revised version of the report originally developed for the APC audience.

As this issue goes to press, peer-reviewed papers are being conditionally accepted for publication in the December 2011 special issue devoted to the theme of: *New IS Leadership Roles for a Digital World*. Many academics conducting research on this topic first shared their ideas at the 2010 pre-ICIS workshop sponsored by *MISQE* and SIM. The papers to be published in the upcoming issue were formally submitted by workshop participants and other researchers last February, and then selected from a peer-review process has been conducted under *MISQE* senior editor Omar El Sawy and special issue editors Varun Grover and Elena Karahanna.

A similar process is now underway for the 2011 workshop prior to the International Conference on Information Systems (ICIS) to be held this December in Shanghai, China, on a *Mobile Computing* theme from an enterprise perspective. As this issue goes to press, several *MISQE* senior editors are helping to shape a "call for papers" for both the December workshop and the 2012 special issue on this theme. The review process for both the workshop and the special issue will be conducted under selected guest editors working with *MISQE* senior editor Dorothy Leidner. We look forward to a lively workshop in December on mobile computing topics with academic researchers from across the globe, as well as the opportunity to connect in-person with potential authors from Asia in particular who may not yet be familiar with the *MISQE* journal mission.

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