

Editor's Comments

As this issue goes to press, submissions on the theme “The Business Payoff of Cloud Services” are being received for the upcoming pre-ICIS 2013 Academic Workshop to be held on Saturday, December 14th from 10am – 5pm in Milan, Italy. The Call for Papers for this workshop, as well as the December 2014 *MISQE* special issue on this topic, can be found on our website: www.misqe.org. The co-program chairs for the pre-ICIS, SIM-sponsored workshop, who will also serve as the special issue editors, are *MISQE* Senior Editor Bill Kettinger (University of Memphis), Jan Damsgaard (Copenhagen Business School), and Mary Lacity (University of Missouri-St. Louis). We hope that you will join us for the workshop as well as consider submitting a paper on this theme for a full peer review in mid-March 2014.

This September 2013 issue includes three articles based on in-depth case research studies that enabled the academic authors to develop useful frameworks as well as specific practices and more general guidelines to address challenging IS management issues.

In the first article, “How Finnair Socialized Customers for Service Co-Creation with Social Media,” co-authors Sirkka Jarvenpaa and Virpi Kristiina Tuunainen argue that two types of socialization tactics are needed to help ensure that customers and other social media community members identify with a company's image when the goal is the co-creation of innovative ideas for customer service. They use their framework of institutionalized (push) and individualized (pull) tactics to explain the eventual success of a national airline, Finnair, in establishing a multi-directional dialog that resulted in useful customer service innovations using a range of social media tools.

In “Designing a Customer Information Privacy Program Aligned with Organizational Priorities,” Kathleen Greenaway and Yolande Chan build on case studies of privacy programs developed by Canadian financial institutions to develop a framework of two key dimensions to align a privacy program design and implementation with an organization's objectives. Characteristics of the privacy programs are described for firms that primarily view customer privacy as a business

risk versus an opportunity, and whether they choose to focus on internal versus external stakeholders and processes. They also provide guidelines for moving to a more opportunistic focus to align with customer relationship management objectives.

In the third research article, “Choosing an Evolutionary Path for Offshore Captive Centers,” Ilan Oshri synthesizes what he has learned from a multi-year research program on why and how organizations implement offshore captive centers—i.e., wholly owned subsidiaries that provide IT and other back-office business process services in offshore locations. In addition to providing detailed guidelines about how firms can successfully address the challenges faced by three types of captive center models, the author provides case examples of successful migrations from a basic to a hybrid to a shared captive center model, which then can become strong candidates for divestiture.

This issue also includes a descriptive case study, sponsored by the members of the Advanced Practices Council of SIM, of how the IT capabilities and IS organization of a large divested Kodak unit were reconfigured over a multi-year period to become a strong enabler for the new independent business entity (Carestream Health).

It has been one year since we inaugurated a revised template for *MISQE* articles to increase overall readability. Over the coming months the journal will also be exploring possibilities for additional meaningful ways to disseminate our authors' key findings to our targeted dual audience of academics and senior managers under *MISQE* Policy Committee guidance.

Finally, I wish to formally acknowledge the significant contributions and extend sincere thanks to **Omar El Sawy**, who is rolling off our Senior Editor Board. With this issue, we are also pleased to have several new Editorial Board members join us, and encourage all authors submitting manuscripts to this journal to also nominate potential editors to review their manuscripts from our board member lists on our website at the time of their paper submissions.

Carol V. Brown
Editor-in-Chief
 (carol.brown@stevens.edu)