

## Message From SIM

This month's *MIS Quarterly Executive* issue features four articles in which academics are reporting on field research which can impact practice and will be of interest to IT leaders, CIO's and SIM Chapter members. These articles provide invaluable case-study-based best practices for IT leaders and SIM members. They are interesting, informative, and useful in guiding practice. They touch on key issues of today's IT environment—including outsourcing, social media, information privacy, and IT leadership.

The first article, "How Finnair Socialized Customers for Service Co-Creation with Social Media," demonstrates how Finnair used social media to create on-line communities, and was successful in obtaining service ideas by working with customers to develop new solutions. The article, co-authored by Sirkka Jarvenpaa and Virpi Kristiina Tuunainen, reinforces the importance of using a socialization strategy to assure that actual and potential customers are willing to partner in developing new solutions. Using social media, Finnair was able to obtain 300 new customer service ideas.

The second article, "Designing a Customer Information Privacy Program Aligned with Organizational Priorities," by Kathleen Greenaway and Yolande Chan, depicts the development of an organization's privacy program as responding to risk or to opportunity. IT privacy initiatives are either internally-focused or externally-focused on customers. Using case studies from the Canadian financial industry, the authors propose an information privacy framework using the dimensions of risk vs. opportunity, and internal-focused vs. external-facing. For example, a risk + internally-focused privacy strategy would see "privacy as a distraction," whereas an opportunity-based + external-facing privacy strategy would see "privacy as good ethics and good business" for the customer.

In the third article, "Choosing an Evolutionary Path for Offshore Captive Centers," Ilan Oshri describes the evolutionary path for offshore captive centers that provide IT business process expertise and R&D services to parent organizations. Captive centers can offer access to low-cost expertise and cost-effective processes in support of a global sourcing strategy. In following this evolutionary path, the authors offer insight into how to make offshore captive centers

a success by addressing challenges faced and evolving into long-term solutions. This evolution can entail moving from a hybrid captive center to a shared captive center, in which services are provided to external clients along with the initiating organization itself. The shared captive center model offers better utilization of resources and people and can evolve from a cost center to a profit center. Ultimately, the shared captive center can transition into a divested captive center, in which these services are provided wholly to external clients.

The fourth article, "Restructuring Information Systems Following the Divestiture of Carestream Health," by Heather Smith and Richard Watson, was sponsored by the APC members of SIM. It describes the transformation of an IT organization to a lean, agile and cost-effective, divested unit that is strategically-aligned with the business it supports. This is a textbook case of value to every CIO who wants to lead the transition to a professionally-managed IT organization.

In terms of SIM activities, the 45th Annual SIMposium, "Boston IT Party 2.0," will be held in Boston November 10-12, 2013. SIMposium brings together influential CIO's, CTO's and other senior IT executives for interaction, networking, leadership development and thought leadership. This year's speakers include Clayton Christensen, of Harvard Business School, Dr. Carl Hammerschlag, internationally-recognized author and speaker, and Martha Heller, author of "The CIO Paradox: Battling the Contradictions of IT Leadership." (See: [www.simnet.org](http://www.simnet.org)).

Our academic community continues to be actively involved in partnering with IT leaders in the respective SIM Chapters across the nation in addressing the challenges of recruiting and retaining talent for the IT workforce. This year's AMCIS 2013 will feature an IT Workforce Panel with SIM academic leaders and SIM Management Council members Mary Sumner, Jack Becker, Jana Markowitz, and Gezinus Hidding. The ideas shared among academic professionals about strategies for meeting today's IT workforce challenges will be posed on [www.simnet.org](http://www.simnet.org). For further information, please contact the "academic liaison" on SIM's board: [msumner@siue.edu](mailto:msumner@siue.edu).

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