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Message from SIM

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The September 2014 issue of *MISQE* addresses a range of interesting topics, including the onboarding process for new CIO's, the business benefits of business process outsourcing, and the use of mobile technology for online reviews.

In their article, "Nine Practices for Best-in-Class BPO Performance," Mary Lacity and Leslie Willcocks use a survey of 263 business process outsourcing clients and 57 interviews to identify best practices. In launching the BPO mission, best practices include assigning a great pair of leaders—one internal and one external, focusing on the business benefits beyond cost reduction, acquiring change management capabilities, and adopting a governance process for partnering. In staying on target, best practices are aligning the retained organization with outsourced processes, resolving conflicts, and using technology as an enabler of improving performance. Going beyond implementation toward exploring new frontiers requires the ability to deploy domain expertise and to incentivize innovation.

The second paper, "Impact of Mobility and Timing on User-Generated Content," by Gabriele Piccolo of Louisiana State University and Myle Ott of Cornell University offers unique insight into the use of mobile devices to provide online reviews of services and products. Their research shows that feedback provided via mobile devices is more timely, more "to the point," and more negative than web reviews. They discuss the relevance and impact of their findings for managing mobile-based inputs from customers.

The third article, "How Newly Appointed CIOs Take Charge," by Anthony Gerth of Indiana University and Joe Peppard of the European School of Management and Technology, addresses the road map taken by new CIOs. They identify three phases: Entry, Stabilization, and Renewal, and describe the activities and challenges depicting each phase. In the Entry phase, the authors describe the importance of taking the first six months to learn about the current situation, to diagnose service delivery issues, and to build a governance system for the IT function. This is particularly important because many new CIO's come into a situation in which IT service delivery has been quite poor.

You may be interested in some of the activities in SIM and SIM Chapters across the country:

SIMposium 2014 will be held in Denver, November 2-4, 2014. Denver will be evolving the technology ecosystem with an incredible lineup of thought leaders, speaking on Innovation, Leadership and the CIO as a Business Leader. Speakers include Ray Kurzweil, innovator and inventor, and John Thompson, Chairman of the Board at Microsoft Corporation.

You may be interested in SIM Special Interest Groups, including Enterprise Architecture, IT Procurement, SIM Women, and IT Workforce. Please visit www.simnet.org for details on how to get involved with these groups.

SIM provides a number of programs to address STEM, Science Technology Engineering and Mathematics, which is focused on recruiting, retaining and growing the IT workforce pipeline. Information about STEM Outreach initiatives and STEM resources are available at the www.simnet.org web site.

As an academic professional or as an industry IT leader, we encourage you to join your local SIM Chapter and to connect with IT professionals to address key issues which require communications, engagement and planning between IT leaders and academic professionals. Clearly, your involvement in SIM activities will strengthen our chapters and provide you with leadership opportunities.

The SIM Academic Workshop will address the theme, "Enterprise Architecture for Business Transformation," and will be held on Saturday, December 13, 2014 in Auckland, New Zealand, prior to the 2014 International Conference on Information Systems. Papers from the SIM Academic Workshop will be reviewed for the December 2015 Special Issue of *MISQE*.

We encourage you to continue to submit research which impacts practice and which provides thought leadership to *MISQE* and other practitioner-related journals in the MIS and IT fields. This research strengthens our profession and provides ideas, best practices, and innovative solutions which are very useful to moving the profession to the next level.

Steve Hufford
SIM Chief Executive