

11-28-2014

Message from SIM

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Recommended Citation

Hufford, Steve (2014) "Message from SIM," *MIS Quarterly Executive*: Vol. 13 : Iss. 4 , Article 2.

Available at: <https://aisel.aisnet.org/misqe/vol13/iss4/2>

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In this issue of *MISQE*, you will find the results of the 2014 SIM IT Key Issues and Trends Study and four articles addressing the business impact of cloud computing.

The 2014 SIM IT Key Issues and Trends Study, co-authored by Leon Kappelman and Natalie Gerhart, University of North Texas, Ephraim McLean, Georgia State University, and Vess Johnson, University of the Incarnate Word, presents some interesting findings on IT and the role of the CIO. The study reports that IT is becoming more business-focused and that IT priorities include innovation, business agility and business value. The role of the CIO is changing to reflect the increasing business impact of IT, and CIOs are becoming business leaders who work collectively with their counterparts to facilitate technology-based initiatives.

The Pre-ICIS SIM/MISQE Academic Workshop in 2013 addressed the theme, “the Business Impact of Cloud Computing,” and a number of papers presented at the Workshop are included in this issue of *MISQE*.

“The Business Transformation Payoffs of Cloud Services at Mohawk,” by Paul Stamas, Mohawk, Michelle Kaarst-Brown and Scott Bernard, Syracuse University, describes how a cloud platform enabled Mohawk to make the transition from a traditional manufacturing business to a service-oriented enterprise. Mohawk’s cloud architecture enabled a new business model platform that resulted in significant business payoffs. Four shifts resulted from Mohawk’s transition to cloud services, including IT provisioning to on-demand computing, moving from internal application integration to business partner integration, transitioning from traditional IS design to a mash-up of cloud services and gaining inter-organizational trust.

“Bayer Healthcare Delivers a Dose of Reality for Cloud Payoff Mantras in Multinationals,” by Till Winkler, Copenhagen Business School, Marc Piper, Bayer HealthCare, Alexander Benlian, Darmstadt University of Technology, and Henry Hirsch, PricewaterhouseCoopers, provides insight into the assumption that cloud services provide cost advantages. Bayer’s cloud-based CRM program demonstrated that this assumption did not apply for a large, multi-national company.

Some of the mantras associated with cloud computing include (1) cost advantages; (2) short implementation time; (3) limited customization opportunities; (4) compliance and security risks; (5) ability for business units to focus on core competencies; and (6) less dependency on internal IT. Payoffs from cloud computing may depend upon assessing and evaluating potential cloud services inhibiting factors and successfully addressing these challenges.

“How Commonwealth Bank of Australia Gained Benefits Using a Standards-Based, Multi-Provider Cloud Model,” authored by Daniel Schlagwein and Alan Thorogood, UNSW Australia Business School, and Leslie Willcocks, London School of Economics, explains how the cloud computing model enabled CBA to move toward pay-as-you-go IT, reduce infrastructure and maintenance costs, and reduce time-to-market for new applications. The paper also discusses the challenges of cloud computing, including managing and integrating external providers.

“Achieving Payoffs from an Industry Cloud Ecosystem at BankID,” authored by Ben Eaton, Copenhagen Business School, Hanne-Stine Hallingby and Per-Jonny Nesse of Telenor Research, and Ole Hanseth, University of Oslo, describes a successful cloud community, BankID, with the cloud infrastructure owned by Norwegian banks. The industry cloud supporting BankID services provides electronic identification, authentication and electronic signing capabilities for financial services. The cloud infrastructure generated business returns in terms of efficiency and cost reduction. The BankID Case provides lessons learned relevant to how to build an industry cloud and how to resolve challenges associated with the deployment of BankID. These challenges included slow consumer adoption, merchant adoption, and system disruption.

The 2014 SIM Best Paper Award was presented at SIMposium 2014. The winning paper, “Re-Visioning IT for Value: The Value Stream Initiative at Buckman,” was coauthored by Brian Janz, University of Memphis, Tim Meek, CIO, Buckman, Ernest Nichols, The University of Memphis, and John Oglesby, Director, Corporate Systems and IT Governance, Buckman. The

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criteria for evaluating and selecting the SIM Best Paper include:

- *Innovation*: Are any new strategies and/or approaches described?
- *Impact*: Does the paper address the real problem?
- *Implementation*: Is the innovation operational? What is the breadth of the implementation?
- *Re-applicability*: Is the approach applicable to others?
- *Appeal and Readability*: Is there broad interest in the problem across industries and cultures? Will the paper appeal to SIM membership?

The Pre-ICIS 2014 SIM/MISQE Academic Workshop, “Enterprise Architecture for Business Transformation,” is sponsored by the Society for Information Management and *MIS Quarterly Executive*. The SIM/MISQE Workshop will be held on Saturday, December 13, 2014 at the University of Auckland Business School in Auckland, New Zealand. The workshop leaders are Michael Rosemann, Queensland University of Technology, Philip Yetton, University of New South Wales, and Sia Siew Kien, Nanyang Technological Institute. For details, see www.simnet.org and icis2014.aisnet.org.

We appreciate the research that impacts practice and encourage IT industry leaders and academic professionals to team up to develop case studies and articles which provide lessons learned for “real-world” issues that can impact practice and what is taught in the classroom.

Steve Hufford
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