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Message from SIM

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In this issue, Enterprise Architecture is the theme. The SIM Academic Workshop featured the theme, Enterprise Architecture for Business Transformation, and was held on December 13, 2014 in Auckland, New Zealand. The Workshop was led by Sia Siew Kien, Nanyang Technological University, Michael Rosemann, Queensland University of Technology and Philip Yetton, University of New South Wales. A selection of papers from the SIM/MISQE Academic Workshop are included in this issue of *MIS Quarterly Executive*:

The article, "How USAA Architected its Business for Life Event Integration," co-authored by Martin Mocker and Jeanne Ross, Center for Information Systems Research, MIT Sloan School of Management; and Craig Hopkins, USAA, describes how USAA re-architected its business to provide a superior customer experience. They achieve this outcome by integrating previously separate insurance, banking, and investment products around customer life events (e.g. buying a car).

The next paper, "How Cisco Systems Used Enterprise Architecture Capability to Sustain Acquisition Based Growth," is co-authored by Gustav Toppenberg, of Cisco Systems and Copenhagen Business School, Stefan Henningsson, Copenhagen Business School, and Graeme Shanks, University of Melbourne. In this case study, the authors describe how Cisco was able to leverage its enterprise architecture platform to support an acquisition strategy, including acquisition integration and post-integration management.

Another article in this issue, "Increasing the Relevance of Enterprise Architecture through 'Crisitunies' in U.S. State Governments," is authored by Quang "Neo" Bui, Rochester Institute of Technology. In this paper, the author describes how U.S. state governments use the "refreshing approach" and the "bundling approach" to deliver an enterprise architecture program. These approaches take advantage of 'crisitunities' to increase the relevance and timeliness of enterprise architecture programs in response to increasing financial crises and market pressures affecting state government.

The paper, "How an Australian Retailer Enabled Business Transformation Through Enterprise Architecture," co-authored by Toomas Tamm, UNSW Business School, Peter Seddon, University of Melbourne, Graeme Shanks, University Of Melbourne, Peter Reynolds, MIT CISR, and Keith Frampton, University of Melbourne, provides an interesting case study describing how a leading Australian retailer used Enterprise Architecture to share a vision for the use of IT to support strategic business priorities. The transformation to an enterprise architecture was facilitated by simplifying the IT platform, shifting to a process focus, buying commercial off-the-shelf applications, and solidifying the role of project management.

The final paper, "The Jewel in the Grown—Enterprise Architecture at Chubb," by Heather Smith (Queen's University) and Richard Watson (University of Georgia), describes the enterprise architecture at Chubb Insurance. The case study of Chubb Insurance's transformation into enterprise architecture includes several themes: the EA platform, the EA governance process, and business-side leadership. Chubb moved from a difficult to enforce federated model to consistent centralized standards and shared services to enable the digital organization it sought.

The SIM Best Paper Competition generated a Best Paper Award for 2015. The First Place paper was entitled, "Building the Foundations and Enterprise Capabilities for Digitial Leadership: The Lego Experience," and was co-authored by Omar El Sawy, University of Southern California, Pernille Kraemmergard, Aalborg University (Copenhagen), Henrik Amsinck, Senior Vice President and Chief Information Officer, LEGO Group, and Anders Vinther, Senior Manager, LEGO Group. The paper seeks to provide insights for best practices for digital leadership in organizational transformation while drawing on the decade-long digitalization journey and experience of the LEGO Group in Denmark.

The runner-up paper for the 2015 SIM Best Paper Competiton is entitled, "Embracing Vendor Overlaps in IT Multi-Sourcing: The Case of Adidas Global IT." The author team includes Benoit A Aubert, Victoria University of Wellington, Carol Saunders, Northern Arizona University, Reinhard Denk adidas Global IT, and Tobias Wolfermann, adidas Procurement. The paper describes how multi-vendor sourcing and some vendor overlaps facilitates healthy vendor competition and reduces risk on reliance on a sole vendor.

The SIM/MISQE Academic Workshop in December 2015 is themed to address The Business and Organizational Impact of Digital Data Streams (DDSs). The Workshop, planned for December 12, 2015 in Fort Worth, Texas, will examine how IT leaders can drive strategic business opportunities, business value, and organizational efficiencies as more and more events become digitally represented and transmitted in real-time or close to it. Examples abound, from tweets, to the geolocation of merchant ships, and the movement of players on the kickoff. The Internet of Things is accelerating the proliferation of DDSs, with connected sensors embedded in motor vehicles, personal devices, apparel, appliances, and infrastructure.

As you can see, there are a variety of SIM initiatives which incentivize and facilitate research which impacts practice. The *MISQE* papers, the SIM Best Paper Award Competition, and the SIM/MISQE Academic Workshops are examples of initiatives which enable academic professionals and IT industry leaders to partner in developing research which provides best practices addressing "real-world" IT management challenges and issues. This research is of value to academic professionals, who can use these case studies as teaching resources, and to industry professionals, who can benefit from the insights gained from case studies and practice-based research. The papers presented at this year's SIM Academic Workshop will create papers for publication in *MISQE* in the upcoming year. The SIM Best Papers will also be published in *MISQE*.

We continue to support the partnership between research that impacts practice and SIM. Academic professionals can provide IT leaders with the "thought leadership" they need to lead IT initiatives in the years ahead.

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