

## Editors' Comments

Dear Readers,

It is always rewarding when *MIS Quarterly Executive (MISQE)* papers are recognized with best paper awards. Earlier this year, I was pleased to announce that an *MISQE* article published in 2014 won a best IS paper of the year award from the Association for Information Systems (AIS) Senior Scholars in 2015. Today, I am happy to report that an *MISQE* paper published in 2015 has won a prestigious best paper award in Europe. Authors Joseph J. Nehme, Shirish C. Srivastava, Horacio Bouzas, and Laurent Carcasset were awarded the top French award given by Syntec to the best academic paper in IS for their *MISQE* paper “How Schlumberger Achieved Networked Information Leadership by Transitioning to a Product-Platform Software Architecture” (Volume 14, Issue 3, 2015). The paper was selected after two rounds of review, the first by a jury of academicians and the second, a jury of consultants. For more information on their award, see <http://www.consultinfrance.fr/prixmanagement-les-laureats/>. To download and read their paper, please visit the *MISQE* website (<http://misqe.org/ojs2/index.php/misqe/issue/view/57>). Please join me in congratulating Joseph, Shirish, Horacio and Laurent and thanking them for submitting such excellent work to *MISQE*.

Each year, *MISQE* hosts a pre-ICIS workshop with a special theme. This year, we will also offer a pre-HICSS workshop. The theme for both workshops is “The Sharing Economy.” The workshop organizers are Iris Junglas, Hope Koch, Arun Sundararajan, and Ping Wang. Authors are welcome to submit abstracts to either workshop. For the workshops, one only need to submit an abstract by September 6, not a full paper. The ICIS workshop will take place in Dublin on Saturday, December 10. The HICSS workshop will take place on Wednesday, January 4. For more information, please see the full call for abstracts at the end of the editorial.

This issue of *MISQE* is comprised of four research articles and one SIM report. The first article is “Charting Your Organization’s Bring-Your-Own-Device Voyage” by authors Zachary Steelman, Rajiv Sabherwal, and Mary Lacity. This paper describes four waves of BYOD – the

“Drop a Light Anchor”, “Increase Hull Speed,” “Set Loose the Sails”, and “Make Way for New Waters”. Using case studies of Cisco, Wal-Mart, and ADIS, the paper compares and contrast the three companies’ approach to the four phases of BYOD, looking in particular at the current conditions, the risks, the organizational responses, the supporting technologies, and the benefits. The paper concludes with suggestions for executive actions during each phase.

The remaining three articles all address the topic of digital transformation. The first of these, “How DBS Bank Pursued a Digital Business Strategy” by Siew Kien Sia, Christina Soh, and Peter Weill, describes the digital business strategy adopted by one of the largest Southeast Asian banks with over 280 branches across 17 countries. The case presents the changing nature of banking and the importance of digital strategy in response. Focusing on four essential digital capabilities—cultivating leadership for digital transformation, developing agile and scalable digital operations, designing new digitally enabled customer experiences, and incubating and accelerating emerging digital innovations—the paper describes the implications of digital strategy for structure, process, technology, and people.

The next article, “Options for Formulating a Digital Transformation Strategy” by Thomas Hess, Alexander Benlian, Christian Matt, and Florian Wiesböck, presents the digital transformation approaches taken by three German media companies. As with the finance industry discussed in the first paper, the media industry is undergoing extreme digital disruptions. The paper advocates answering five questions in contemplating digital strategy: (1) How significant is your firm’s IT to achieving strategic goals? (2) How ambitious is your firm’s approach to new digital technologies? (3) How “digital” is your interface to the customer? (4) How will you create revenue from future business operations? and (5) What will your future business scope be? Based on the answers to these questions, firms can choose among the strategic options.

The final paper related to digital strategy and digital transformation is “How LEGO Built the Foundations and Enterprise Capabilities for

Digital Leadership” by Omar El Sawy, Pernille Kraemmergaard, Henrik Amsinck, and Anders Lerbech Vinther. The paper upon which this article is based was the first place winner of the 2015 Society for Information Management Academic Paper Competition. This paper describes the decade-long journey of LEGO to transform into a digital leader with products, marketing, and its IT platform.

The issue concludes with an exciting SIM Advanced Practices Council report on “Extending Business Value Through Wearables.” Prepared by Karen Robson, Leyland Pitt, and Jan Kietzmann, this well-structured, informative report provides a synopsis of the internet of things, wearable technologies, and the internet of people before then providing a framework for exploring wearables and their applications in businesses.

Happy Reading!

Dorothy E. Leidner  
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## CALL FOR ABSTRACTS

*MIS Quarterly Executive* Academic Workshop  
 In preparation for the December 2017 Special  
 Issue on The Sharing Economy

Sponsored by:  
 The Society for Information Management and  
*MIS Quarterly Executive*

You can submit to one of 2 workshops:	ICIS	HICSS
<b>Location:</b>	Dublin, Ireland	Hawaii, USA
<b>Date:</b>	Saturday, December 10, 2016	Wednesday, January 4, 2017
<b>Time:</b>	10am -3pm	1-4pm

In preparation for *MIS Quarterly Executive's* Special Issue on the *Sharing Economy*, we invite you to submit an abstract for presentation at one of two pre-conference Society for Information Management Academic Workshops. We will hold one workshop just before ICIS in Dublin and one just before HICSS in Hawaii.

The sharing economy as a new organization-market hybrid is changing how people and organizations access, buy, and use goods and services (Sundararajan 2016a). It may reshape how the world's economic activity is organized. Traditionally, ownership was assumed necessary to access goods and services, which were usually provided by large corporations with full-time employees. Today, ubiquitous mobile devices, social networks, and marketplace platforms are challenging this assumption. Consumers can share the access to goods and services with each other rather than buy from businesses. People can plug in and out of on-demand platforms as providers fluidly, without an employment relationship. Popular examples of sharing economy platforms include Airbnb in the travel industry, Uber and Lyft in the transportation industry, and Funding Circle in the financial services industry.

As these new consumption models gain traction, the potential economic and social gains are immense. By allowing consumers to utilize peer assets, capital, and labor in a more impactful manner, the sharing economy unites altruism, economics, and efficiency. In addition, these new

models promise to lower the strain on our natural resources and help us better utilize our excess resources including skills and time.

The sharing economy will have far reaching consequences for organizations and society. One market study estimates that by 2025 revenue generated from the sharing economy will grow from \$15 billion in 2013 to \$335 billion in 2025 (PriceWatershouseCoopers 2013). In April 2016, China's National Information Center projected that the sharing economy will be worth 10 percent of China's total GDP by 2020 (Harsono 2016). This trend has the potential to disrupt an array of industries including education, finance, and real estate. Already, in addition to startups, established players are entering the sharing economy such as Apple with its recent \$1-billion investment in Didi Chuxing, Uber's Chinese rival (Carew and Wakabayashi 2016). Markets characterized by redundancy, broken trust, limited access, waste, and complexity are candidates for disruption (Botsman 2014).

Recognizing the potential of the sharing economy, some companies are taking steps to transform their business (Botsman 2014). For example, DHL, a freight and logistics company, sensed that its practice of dropping customer packages at pick-up locations rather than delivering them to customer's door steps, frustrated customers. To alleviate this, it launched MyWays, which allow peers to pick up and deliver packages to DHL's last-mile customers. Likewise Marriott, recognizing that it routinely had unused meeting space, partnered with LiquidSpace, a marketplace that helps people find quiet places to work. Other sharing economy models that traditional companies are experimenting with range from "brand as a service" (e.g., Whole Foods has partnered with Instacart, BMW and Daimler offer on-demand transportation through their DriveNow and Car2Go services, respectively) to advertising partnerships, like those between KLM and Airbnb, or Lyft and MasterCard (Owyang 2015).

Despite these positive examples, the sharing economy still faces many social, economic, and legal tensions (Slee 2016; Sundararajan 2016a). From a social perspective, concern exists about the long-run implications of using rating systems as a gateway to economic opportunities. For example, the ratings one accumulates on a platform like Uber or Lyft may not be easily

portable. As our workforce transitions from full-time employees to independent contractors, concerns remain about funding an adequate social safety net. From an economic perspective, platforms such as Airbnb may displace certain labor categories like hotel cleaning staff and reduce affordable housing for long-term local residents. Contrarily, these platforms may also redistribute short-term accommodation revenues more evenly in society and allow financially challenged homeowners to make their mortgage payments.

Legal tensions include concerns over safety and screening as well as over externalities. Platforms and local governments continue to battle. For example, in an attempt to maintain affordable housing, the city of Berlin is restricting private property rentals by tourists through Airbnb and similar online platforms (Guardian 2016). The city of Austin, TX is increasing driver vetting requirements for Uber and Lyft (MacMillan and Silverman 2016). The Austin situation showcases many new governance issues (Sundararajan 2016b). Should the buyer and seller not be solely responsible when something goes wrong? Do we need new regulatory partnership models?

The purpose of these pre-conference workshops and *MIS Quarterly Executive's* special issue is to explore aspects of the sharing economy that are of interest to business and technology leaders. Our objective is to examine the strategic business opportunities and management challenges associated with operating in a sharing economy. We are looking for submissions based on case and/or field studies that provide rich illustrations, frameworks or lessons. We welcome submissions based on both primary and secondary sources.

Papers could focus on (but are not limited to) the following topics:

- Competing in and leveraging the sharing economy including business models
- Business transformations towards the sharing economy
- Implications of the sharing economy on firm boundaries, value creation, and governance
- Understanding the disruptive forces of the sharing economy

- How will the move from institution-driven to platform-driven exchange affect business processes, work practices and technological innovations
- The dark side of the sharing economy (e.g., risks, problems, or negative impacts) and ways to mitigate them
- Tensions associated with the sharing economy including economic, social, and legal issues
- The role of IT in the sharing economy

### **Workshop Deadlines:**

- Sept. 6, 2016: Submit an abstract of no more than 2 single-spaced pages of text and up to 2 figures. We will not count figures and references in the 2-page limit.
- Oct. 20, 2015: Notification of workshop acceptance with preliminary editorial feedback

### **Please submit your abstract at:**

<http://www.baylor.edu/business/mis/index.php?id=932079>

Direct questions to Hope Koch, Baylor University, [Hope\\_Koch@baylor.edu](mailto:Hope_Koch@baylor.edu)

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