

Editors' Comments

From the Editor-in-Chief:

To begin, we at *MISQE* would like to thank all who participated in the pre-ICIS 2016 and the HICSS 2017 workshops on the Sharing Economy. Organizers Hope Koch, Iris Junglas, Arun Sundararajan, and Ping Wang organized two excellent workshops marked by interesting presentations and lively discussions. We look forward to the December issue featuring the papers accepted to the special issue on the Sharing Economy.

The ICIS 2016 practice-based research track and the HICSS 2017 practice-based research minitrack were both very successful, attracting a large number of submissions on a range of relevant topics. The September issue will feature some of the ICIS papers that were then fast-tracked at *MISQE* and next March's issue will feature some of the HICSS papers that were fast-tracked. We encourage authors of practice-based research to take advantage of the ICIS track or HICSS minitrack to present their work, get feedback, and revise prior to submitting to *MISQE*.

In this first issue of 2017, we are pleased to publish four papers, the first two of which were originally submitted to and presented at the HICSS 2016 practice-based research minitrack. Following conference feedback from Bill Kettinger, one of the minitrack co-chairs, and me, also a minitrack co-chair, the authors revised their papers. Both papers then went through a round of review with *MISQE* editorial board member reviewers and were further improved through revision.

The first paper, titled "How Chief Digital Officers Promote the Digital Transformation of their Companies", by Anna Singh and Thomas Hess, both of Ludwig-Maximilians-University in Munich, presents findings from six case studies examining the role of the chief digital officer. They identify the main factors behind the creation of a CDO position in an organization and describe three different role types played by CDOs as well as the skills and competencies needed to succeed in the three role types.

The second paper, "How Lufthansa Capitalized on Big Data for Business Model Renovation," is authored by Hong-Mei Chen and Rick Kazman, both of the University of Hawaii at Manoa, Roland Schütz of Deutsche Lufthansa AG and

Florian Matthes of the Technical University of Munich. This paper was developed as a close partnership between the academic researchers and the practitioner. The authors describe the process undertaken at Lufthansa to discover how big data could potentially create value for the organization. Achieving value through big data has been elusive for many companies. Lufthansa set out to identify potential areas of business value creation prior to investing in big data. The authors identify the challenges and critical success factors for innovating with big data and describe the process of shifting from technology to business values when undertaking big data initiatives.

The third article in this issue tells the story of a failed implementation of an online open innovation community. The topic of online innovation communities has received much attention the past few years. Stories of success abound and yet many organizations struggle to benefit from such communities in spite of seeming to do everything prescribed. Authors Frederick von Briel and Jan Recker, both of the Queensland University of Technology in Australia, describe how a highly innovative organization with an innovative culture found that open innovation was not an effective strategy. The authors use the lessons from an electronic manufacturing company to draw insights into the factors, some of which are beyond the control of an organization, that can be expected to affect the success of an online open innovation community.

And lastly, the fourth article in this issue presents the findings of the annual Society of Information Management's IT trends survey. Leon Kappelman, Eph McLean, Vess Johnson, Russell Torres, Quynh Nguyen, Chris Mauer, and Mark Snyder collaborated to survey 5,332 SIM members, 1,213 of whom responded from 801 different organizations. As always, this study provides valuable information to practitioners, academics and students of IT.

Executive summaries, podcasts, and powerpoints of *MISQE* articles are available on the MISQE.org website.

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