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Different IS Research Communities: Are They Competitors, Complements, or Ignoring Each Other?

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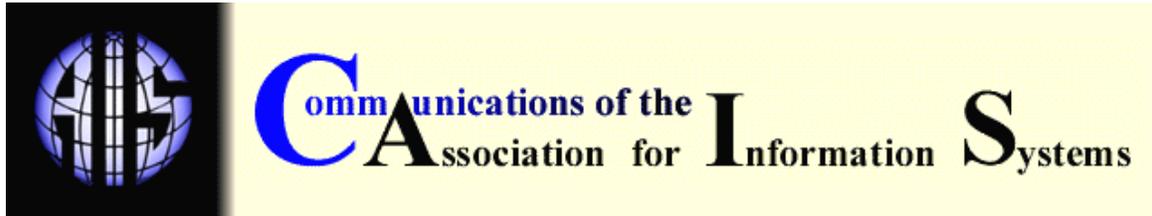
DIFFERENT IS RESEARCH COMMUNITIES:
ARE THEY COMPETITORS, COMPLEMENTS OR IGNORING EACH OTHER?

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ABSTRACT

The paper is based on an ICIS 2002 panel on the role of four different IS Research communities with regard to

- topic choice,
- project/study acquisition,
- research strategy,
- respondents and site access, and
- expected, measurable outcome and dissemination channel.

Although differences are clear and although a probably healthy degree of competition among the communities cannot be denied, at the end all panelists expressed the need for more complementarity and thus cooperation among the different communities.

Keywords information systems, research community, research strategy, project acquisition, publication

I. INTRODUCTION

During the 2002 ICIS Conference Claudia Loebbecke chaired a panel on the perceived and actual missions and contributions of different IS research communities. The panel was purposefully run without overheads and without literature references.

The research communities under consideration were:

- University professors/academics working in their respective departments;

- University-bound research centers, in most cases financed by external money either from companies or, rarely, from public sources;

- Non-University related IS/computer science research institutes, mostly financed by a combination of public and private money (e.g. Fraunhofer Gesellschaft, Max-Planck Institute, Mitre Corporation, INRIA, RAL);

- Consulting companies using their research reports as a teaser for demonstrating excellence in the field and thus attracting consulting/auditing customers.

Are these research communities competitors, complementary, or ignoring each other?

A panel of five, including representatives of four major IS research communities and one representative from the European Commission, addressed this question.

At its core, the debate focused on the differences in

- topic choice,
- project/study acquisition,
- research strategy,
- respondents and site access, and
- expected, measurable outcome and dissemination channel.
- of the four IS research communities.

In her introduction, Claudia Loebbecke stated a first intuitive hypothesis, regularly supported by academics, that IS research delivered by universities and university research centers tends to be more 'solid'. Rarely do academics quote, at least not beyond introductory words in their texts, results from market research or consulting companies.

During the course of the panel, the 'practitioners', Matthias Jarke and Ajit Kambil promoted the non-academic research communities. They acted as proponents of statements which were rather provocative to the ICIS audience. The 'academics', David Feeny and Peter Weill, described their academic research communities and pointed out their strengths and limitations. Erastos Filos represented the other side of the table and offered insights regarding the selection criteria and topical priorities with regards to the different research communities from the point of view of one of the European Commission, one of the largest public funding bodies.

II. UNITE OR PERISH?

DAVID FEENY
UNIVERSITY PROFESSORS/ACADEMICS WORKING IN THEIR RESPECTIVE DEPARTMENTS

Background and Working Style

The Oxford Institute for Information Management, created in 1984, is a banner under which individual members of the University Management Faculty unite to share their strength in research. It is not membership funded. As such, it is a sort of virtual organization; never large, never having more than four permanent full-time faculty members. The Institute's goal is to make a contribution to understanding the issues which help organizations assess and deploy technology. In the 1980s, the Institute began researching the opportunities technology represented for competitive advantage and the way these technologies impact on how firms compete. Increasingly, research issues concerned with organizational enablers became a focus. These include business/IT relationships and the role and persona of the Chief Information Officer. With the emergence of IT outsourcing, the Institute undertook a series of research projects which generated insights into how to achieve a selective sourcing strategy; and what 'core IS capabilities' it is essential to retain in-house.

The Institute is most successful where it invested in networking, most often with a formal partner network. Within such networks, Institute members succeeded in constructing social capital amongst partners in order to access managers' concerns. Research topics based on these real world needs are then tested through focus groups.

Funding Sources and the Researcher's Agenda

In the balance a research organization strikes between rigor and relevance, funding sources assert a strong influence. The research of the Oxford Institute for Information Management is funded on a project by project basis, primarily from the private sector. The funding organizations represent a mixture over time of the prominent supply organizations of the day, such as IBM; major technology using organizations such as BP and Shell; and a number of CIO networks in the UK. The Institute defines its research projects and markets them to such private-sector firms. In the sense that only fundable projects can be carried through, the market is used as a mechanism to orient research interests.

This approach to research often places academic institutions such as the Oxford Institute for Information Management in apparent competition with consulting companies in the sense that both are pursuing similar topics. However, the priority for consulting firms, as a rule, is to do research which is important to the future success of their own firm. This agenda may not always coincide with the long-term interests of their clients in exploiting technology.

The Real Issue Among the Research Communities

The real issue among the research communities is competition for access to clients. While it may be desirable for academics to publish in the Harvard Business Review, the Sloan Management Review, or in a book, increasingly practitioners whom we seek to influence are no longer reading such sources. Part of the problem stems from the technology itself which fuelled an information explosion. Rather than the written word, most senior executives seem to want personal interaction, presentations, and dialogue. The voices they hear the most include Accenture partners, IBM Global Services partners, and Gartner Executive representatives, so that is the channel that is proving most influential. To find more successful ways to work with executives, university-based researchers and academics must find more successful ways of working with this channel!

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Referring to the title of the panel about "competition, coordination or ignoring one another", unfortunately the research communities are vying with each other as competitors when the true potential is in their complementarity. The issue to tackle collectively is the question of extent of beneficial impact research on practice. Researchers from across the communities have no cause for pride when looking at the return organizations obtained from their investment in recent years. Something needs to be done, and the research communities should unite to do it. Then all will be better off.

III. LOOKING FORWARD TO RESEARCH TRADITIONS

PETER WEILL,
UNIVERSITY-BOUND RESEARCH CENTERS, IN MOST CASES FINANCED BY EXTERNAL MONEY

Funding for Independent Research

The Center for Information Systems Research (CISR) at the Sloan School at MIT, founded 28 years ago by Michael Scott Morton and John F. Rockart, is a representative of university-bound, privately funded research efforts.

CISR three sources of funding are:

- approximately 25 corporate sponsors who provide between US $25,000 and $200,000 per annum;
- an NSF project; and
- revenue from executive education programs on getting value from IT.

CISR uses a consortium funding model where research funding is pooled and CISR determines which projects are undertaken each year. Typically, five projects are completed each year. In 2002 and 2003 projects include: Effective IT Governance and Firm Performance, IT Infrastructure for Strategic Agility, Architecture Driven Business Strategies, IT Infrastructure as Variable Cost. To determine research project areas, researchers and faculty at CISR consult widely with colleagues, sponsors and executives. Research is generally not contracted at CISR. We are told that CISR is valued by senior executives for its independence relative to other industry based sources of research.

Working Style as an Expression of Research Values

A CISR research project should provide several different deliverables:

- research briefings,
- working papers,
- slide sets for executive and MBA education, and
- publications/

Once a project starts, typically one or two project workshops are held a year with academics and executives from research sites and sponsors to discuss findings and insights to date. The workshops provide a supportive and rich environment for improving and sharpening the research. Slides sets are developed to present these findings and insights at workshops. Three times a year, CISR publishes short research briefings. Typically each project results in one or two research briefings and a working paper. Most CISR research projects result in a set of concepts, frameworks, and slides for use in Sloan executive education or MBA teaching. Each CISR researcher chooses the publication outlets to suit his or her career aspirations. A key CISR challenge is to choose projects that suit all of the Center's constituencies.

Rigor, Relevance and Focus

At CISR, the appropriate and delicate balance between rigor and relevance is a constant goal. Researchers strive to impact practice. But they also must do defendable research that is documented, publishable, and contributes to the cumulative research tradition. Using conceptual frameworks and data, CISR researchers attempt to balance insights about the future (what we predict will occur) versus current practice (what firms do now) versus past practices (what worked or not worked previously). Looking mainly into the future, as some consulting firms do, research communities will lose the frameworks, theories, and lessons from the past. However, if we look only backwards or fail to draw out the implications for practice, we can become irrelevant. A quick review of IS papers published in academic journals over the last four or five years provides some evidence. Often only the last paragraph is on implications for managers or even future research. At the end of the research project and the often-challenging review process, authors typically are exhausted and unfocused on practical implications or the future. However, these implications are often key to generating impact from research. Perhaps journal publications are not always the right venue for exploring implications but they should force careful consideration of the significance of the research on practice.

Information systems is an applied science. Thus, at CISR we believe IS research must ultimately have implications for practice and that researchers should accept the responsibility for identifying and disseminating those implications.

IV. IDEALISTIC PRAGMATISM

MATTHIAS JARKE,

NON-UNIVERSITY RELATED IS/COMPUTER SCIENCE RESEARCH INSTITUTES, MOSTLY FINANCED BY A COMBINATION OF PUBLIC AND PRIVATE MONEY

Research Activities

The Fraunhofer Community of Institutes existed for more than 50 years. It is concerned not only with innovation itself, but also with the managerial aspect of applying innovation. Fraunhofer currently consist of 58 institutes, totaling more than 8,000 researchers. Until recently, most of these institutes were in the engineering field. This orientation changed in mid-2001 when the National IT Research Organization (GMD) was absorbed by Fraunhofer in a take-over. Since then, segments of the merger developed quite well.

The Information and Communication Technology (ICT) Group of Fraunhofer was created through the merger. Its 15 institutes comprise 2,500 researchers in IT, constituting the largest IT research organization in Europe. One of them is Fraunhofer FIT which I lead. The ICT Group focuses on carrying innovation into practice. One of the biggest success stories was the invention of the MP3-standard, now licensed out for US $25,000,000 per year. A second success, on a smaller scale, is Fraunhofer FIT's story of the 'Basic Support for Cooperative Work' project which was awarded the 'European Software Engineering Prize' in 1996 and is currently used by about a million people. One server alone, operated by FIT, has 120,000 registered users, moving about two gigabyte of groupware information every day.

Concerning its research focus, Fraunhofer's IT activities demonstrate its strong interest in the pragmatic, managerial side of things. For example, Fraunhofer runs Germany's Virtual Software Engineering Competence Center (www.visek.de) which collects, organizes and disseminates empirically validated methods in the software engineering field to small and medium companies. Projects of this nature represent an opportunity for complementarity between diverse research interests and communities, as ViSEK also involves universities. Fraunhofer also cooperates with complementary projects in the U.S. and other parts of the world.

Research Users and Customers

The difference between the 'user' of research and the customer is large when consulting firm affiliated research organizations are considered. Customers are expected to fund IS innovations and the 'user' is typically the one who must suffer the consequences. For example, Fraunhofer runs a research project oriented towards the elderly and handicapped. It is difficult to find funding for such a project although it is known that in Europe in 50 years, the majority of the population will consist mainly of elderly people. Clearly, the research must be done now! In such a setting, the 6th IST Framework Program being launched by the European Commission can serve as a correction mechanism.

How Much Cooperation?

The idea of relationship management between research bodies and companies is important, but only one of the issues. Fraunhofer tries to engage in cooperation, but also tries to go beyond that. Fraunhofer brings partners and researchers together in co-opetitive situations, where competitors engage in pre-competitive activities. Here, Fraunhofer typically builds on its own expertise to offer the infrastructure to organize very large projects.

V. LOOKING PAST THE REAR-VIEW MIRROR

AJIT KAMBIL,

CONSULTING COMPANIES USING RESEARCH REPORTS TO SUPPORT MARKETING AND TO HELP CLIENTS FORMULATE AND SUCCESSFULLY IMPLEMENT THEIR AGENDAS

The Accenture Institute for Strategic Change

Accenture's Institute for Strategic Change is a small "think and action" tank consisting of seven primary researchers and a small support staff. Its mission is to support Accenture and its clients succeed in their industries through undertaking management research programs that lead to diverse outputs.

The group creates value for Accenture and its key client groups in four key ways.

1. The group undertakes research programs that increase the perceived eminence of the firm to senior management audiences. Thus the research is generally forward looking and targeted to journals such as Harvard Business Review, Sloan Management Review, and magazines and the press that address our target audience. In the last four years, the group published four Harvard Business School Press books and hundreds of other publications from refereed journal articles to research briefs.

2. Our group supports the development of new service offerings that can support client engagements. For example, as radio frequency identification technologies (RFID) advance they will impact client value chains. Our group, in collaboration with our industry practice, pulled together key expertise from the field, clients, and public sources and embedded it in software models that simulate the likely impacts, costs and benefits of RFID deployment. This work creates a proprietary reusable asset, embodying firm know-how that enables our practice to serve clients more effectively. Another form of asset we help to develop is the presentations used in dialog with clients.

3. We do select client work, such as run workshops in our areas of expertise, or visit with clients in support of an engagement.

4. We create value through providing select training to our practice professionals.

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Research Agenda, Operations and Funding

The Institute undertakes a diverse and "interdisciplinary" research agenda through multiple methods. Some of the topics covered in the last few years range from enterprise systems and outsourcing, to corporate venturing, electronic markets, supply chain excellence, dynamic pricing, and new consumer demographics. The duration and staffing of research projects varies. We have a "fast-cycle" capability where a senior researcher and two or three junior staff focus on executing research projects within three to six months. In these projects a well-defined report is delivered based on findings from about thirty industry interviews or a survey. In contrast, other more substantive research work and insight takes time to develop and follows a year-long or a two year cycle (for books) from concept to publication. For example, we completed a global supply chain study that examines the linkage of supply chain investment to financial outcomes, the practices of leading supply chain firms, and models of supply chain transformation. This year-long study involved extensive quantitative analysis of archival financial and supply chain data, interviews with more than fifty supply chain executives worldwide, and a follow-up survey executed within three months to look at how companies transform their supply chains. Findings from this will work will be selectively published in firm reports, and leading management journals. Thus the time frames we operate under are generally much more aggressive than academic time frames, and the deliverables are clear.

Most of the Institute funding comes from the firm's budget directly allocated to the Institute. About twenty percent of funds come from our client groups or service lines – ensuring our work is aligned with the firm. The research agendas are developed annually driven by firm priorities and interests of researchers. The researchers generally look ahead a year or two and select topics that we feel will be important to the firm over that time horizon.

The Academic-Industry Relationship: The Co-opetition Challenges.

Both academic and industry research face a number of challenges – leading to both a competitive and cooperative relationship. As Dave Feeny notes, professional service firms and industrialized research organizations like Gartner and IDC are increasingly influential in IT decision making. In essence they compete with academia for mindshare and I believe they are winning the manager's mindshare by focusing and deploying their resources effectively and marketing their ideas more resourcefully. Combined with IT companies (such as Microsoft, SAP, Sun, and Cisco), a number of well-resourced companies increasingly define the artefacts, and frame the language or discourse and context in which IS researchers operate. Learning to compete and cooperate effectively with this industry will be hugely important for the future relevance of the Information Systems field and the impact of the field on both the audience of practice and other academic departments.

To cooperate or compete effectively with industry, academic research organizations will have to consider:

- *Looking past the rear view mirror:* Many important retrospectives on IS implementation can be found in IS research, but IS managers want to anticipate and shape the future. While many important lessons can be learned from the past, the more compelling research to industry would help them define and shape the future. The MIT Auto-ID Center is instructive in how it is shaping the future of RFID technologies, enabling pilot studies among a consortium of companies, and defining the language of discourse around this technology. Fraunhofer's development of impactful IT artefacts is another compelling model.

- *Making research practical:* Much academic research fails to address the practical needs of managers. For example IS research on dynamic pricing may look at price dispersion across retailers and product categories. But what managers really need to know is how

they can incorporate dynamic pricing into their organization, when to apply specific dynamic pricing techniques, and how to implement systems and organizations effectively that create value from dynamic pricing. In contrast, the descriptive research on the topic simply does not address these issues, although the same data collected to support the academic study could go a long way to addressing many managerial questions. The current zeitgeist of some academic streams further confounds practice. While managers seek reassurance and practical success, the research often offers inaccessible frameworks and the uncertain outcomes of structuration.

- *Driving the agenda by marketing research through multiple channels:* Unfortunately faculty are rarely rewarded for publishing outside their primary disciplinary journals. This situation is sad as it generally limits their impacts to a small community of researchers. If a broader impact is desired, it is important to reach out to channels with much broader dissemination of results. Not publishing more widely lets others frame the discourse and policies which set the context for much IS research. Would it not be better to shape the agenda and design of IT artefacts (e.g., privacy features embedded in a browser) rather than undertake post mortems about the choices already made? If industry defines the discourse, we can probably expect a growth in post-modernist deconstruction of IT practice, practitioner narratives and methods. But will it influence, transform or improve practice?

- *Building and becoming a steward of valuable assets:* In addition to skills or cost advantages, how can academia compete in a distinctive way? I think it can become the creator and steward of valuable data-sets that support both academic and industry research. Industry research groups increasingly find a dearth of useful data. It may be cost prohibitive as a single firm to build good data sets whereas a consortium could easily support the data collection. Alternatively even if a data set is built, it may not be maintained beyond the lifecycle of one project. Academia can play a vital role by innovating and defining critical metrics, and by creating and maintaining broad data sets that generate meaningful insights for practice.

- *Cooperating to deliver at scale and speed:* From an industry perspective we have to ask if cooperation with universities can deliver results at the scale and speed required in industry. Individual faculty collaborations are easy but often do not scale. Similarly, many academic research centers do not demonstrate sufficient scale or dedicated professionals to manage a consortium of industry relations. It may be time for the field to find new ways of creating inter-school, or academic-industry collaboratives that can aggregate academic skills and capabilities for collaborations at scale. Again the MIT Auto-ID center is instructive in its focused collaboration with multiple universities, and the professionalization of external relations. The Marketing Science Institute with rotating directorships and sponsorship of select research and industry conferences provides another compelling model for industry academic collaboration.

- *Appealing to a broader audience for IS research:* Information systems moved from being a scarce resource to a ubiquitous resource, from mainframes in the backoffice to the PDA on the person. This proliferation widely expanded the demand for thoughtful insight about IS. This demand is increasingly served by professional research and services firms. Academic research on IS should expand beyond the CIO audience to supply chain managers, chief marketing officers, other functional groups and even the consumer who drive the next generation of innovation information systems applications. Yet the professionally important journals in the field are slow to adapt to these changes.

Prof. Loebbecke hypothesized that academic research is more rigorous and industry work is rarely quoted. I think otherwise. There is high variance in the quality of both industry and academic research. Furthermore, in industry the really good stuff may remain proprietary and is not always released as a public good. Today IS research in software and professional services

firms are in the early stages of development. Industry faces a number of challenges, from economic downturns to building excellent research capabilities effectively to integrating the research to practice. But as software and professional services firms scale and mature, distinctive intellectual capital and high quality research that credibly support offerings will become imperative to competitive positioning. As industry based research evolves its capabilities, I hope the above observations provide a platform for more productive collaboration between both communities.

VI. A RESEARCH VISION FOR EUROPE

ERASTOS FILOS
THE LARGEST EUROPEAN PUBLIC FUNDING BODY FOR IS RESEARCH SEEKING COHERENCE AMIDST FRAGMENTATION

As outlined in the conclusions of the Lisbon Council of March 2000, the research activities of the European Commission are driven by the vision of making Europe the largest knowledge-based economy in the world by 2010 Despite all political achievement in Europe so far, in the areas of enlargement and the internal market, research in Europe is still fragmented. This problem was recognized by the political leaders. As a result, research funding programs were redesigned to address this issue. The European Framework Program for Research is the largest source of funding in Europe. But money that comes directly from the European Commission accounts for only 5 % of total spending in R&D in Europe. This small percentage indicates how fragmented the European research scene is. Other funding comes from the government of EU member states as well as industry funding from companies doing their own research or engaging in collaborative research. European research covers the whole research 'value chain' including basic research, R&D, technology transfer and innovation, and includes interdisciplinary research in the socio-economic area.

Added-Value Research Networking

The focus of the European Commission in its funding decisions is to emphasize networking both between different researchers in different countries and between organizations involved in Commission-funded projects. In such research networks, young academics may for the first time meet small-to medium-sized enterprises and become acquainted with the demands, visions, and ideas of large industries. In some research projects, competitors are joining forces to agree on standards or to set up an agenda for future research. Considerable added value, going beyond simply pumping money into research, can be achieved through this type of networking. These networks offer intangible benefits that come from creating this kind of 'me too' culture in the European research landscape.

For the Sixth Framework Program, 2002-2006, of the European Commission, decisions were taken that may affect the landscape of European research in the future. For example, new 'instruments' that aim to achieve a high impact and greater integration of European research efforts were developed. The ultimate goal is to create a 'European Research Area', i.e. a single market for research.

Funding Criteria

A top requirement for new projects sought by the European Commission is 'excellence'. In the area of Information Society Technologies in the last four years,   3.5 billion were spent on 2,150 projects. Industrial participation accounted for roughly half of the spending, half of it went to small and medium-sized industries. Other types of organizations involved were private and public research institutions in Europe, i.e. universities (24%) and large research centers like Fraunhofer (17%). Six percent were allocated to other institutions, including NGOs. In the past, many projects involved combining all of the above mentioned constituencies. The Commission implements its

Framework Programs through calls for proposals published bi-annually. The submitted proposals coming in from research consortia are evaluated according to criteria such as

- potential impact of the consortium for society and the economy at large,
- technological excellence of the consortium,
- the quality of its composition, the task being targeted
- and the quality of management and coordination.

The proposing consortium must also mobilize the appropriate resources from private funding. Thematic areas covered are software and networking technologies, micro- and nanosystems design and manufacturing, knowledge- and content management technologies, and emerging technologies from basic research.

Projects must include a long-term vision and should be free from direct impact on competition. The Commission also endeavors to bring people and organizations together in cross-disciplinary research activities. The most relevant example can be found in the socio-economic research area where different research communities provide input for policy-makers and the Commission. This benefits the community and improves the knowledge in the field. To this extent, the European Commission stands firmly behind the goal of supporting complementarity between research communities and between researchers and industry.

VII. SUMMARY AND OUTLOOK

CLAUDIA LOEBBECKE
PANEL CHAIR

Are the different IS research communities competitors, complementary or ignoring each other? The contributions delivered in this debate reveal an intertwining of all of these elements. Areas of competition are identified both on the level of attracting the 'eyes and ears' of practitioners, and on the level of obtaining and justifying research funding. Rigorous, academia-based research, when it is not timely and topic relevant, scarcely attracts the attention of the management community. Relevance only in research may provide 'clients' with immediately applicable methods but runs the danger of not being scientifically assessable. Aware of this contradiction, all panelists expressed the need for more complementarity. Initiatives such as the 6th IST Framework Program launched by the European Commission identify this need and increasingly support strategies for co-opetition between research communities in collaboration with industries.

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ABOUT THE AUTHORS

David Feeny (representing research community 1, university professors working in their departments) is Fellow of Templeton College, University of Oxford, and Director of the Oxford Institute of Information Management. His teaching and research interests center on the connections between strategy, organization, and information technology. His work is published in both academic and practitioner-oriented journals, including a number of articles in the Sloan Management Review. He deals with such topics as CIOs, IT sourcing, core IS capabilities, CEOs for the information age, and e-business opportunity. He is also a regular contributor to the University's executive education programs. David holds an MA from Oxford University and an MBA from Harvard Business School. He was Vice President of Templeton College from 1995 to 1999.

Erastos Filos coordinates research activities of the "Components, Systems and Applications" directorate within the Information Society Technologies (IST) research program. After obtaining his MSc in physics from Hamburg University, Germany he worked as a research scientist at the high-energy physics lab DESY in Hamburg and did his PhD in physical chemistry at Constance

University, Germany. In 1987 he became project manager at Perkin Elmer Corp. in Ueberlingen. He joined Bosch-Telecom in Heidelberg in 1990 to become leader of the electronics design team. He joined the European Commission's research program ESPRIT in 1993.

Matthias Jarke (representing research community 3, non-university related research institutes) is Executive Director of the Fraunhofer FIT Institute of Applied Information Technology in Bonn, Germany, where about 110 researchers investigate issues in computer-supported cooperative work, knowledge brokering, and life science informatics. The mission of Fraunhofer Institutes is to do applied research and technology transfer to industry. Further, Matthias holds the chair of Information Systems at Aachen University of Technology (RWTH Aachen). He is the author of about 20 books and more than 150 refereed publications, and serves as Chief Editor of the journal, *Information Systems.* Matthias is an elected reviewer of the German national science foundation, DFG, vice president of the GI German Computer Society, and member of the scientific steering committee for the German research funding program, IT-2006.

Ajit Kambil (representing research community 4, consulting companies) is a Senior Research Fellow and Associate Partner at Accenture, where he leads diverse research initiatives in electronic commerce, innovation, and supply chains. He is also Distinguished Scholar in Residence at Babson College. Prior to joining the Accenture Institute for Strategic Change (Accenture's "think and action tank"), Ajit was on the faculty of New York University's Stern School of Business. He publishes his diverse management and technical research in both academic and practitioner oriented journals such as Harvard Business Review, Sloan Management Review, Management Science, Information Systems Research, The Journal of the American Society of Information Systems, Communications of the ACM, and IEEE Computer. Harvard Business School Press published his book, "Making Markets: How to Profit from Online Auctions and Exchanges" in June 2002.

Claudia Loebbecke holds the chair for Media Management and is Director of the Media Science Center at the University of Cologne, where she also was Director of the Global eManagement MBA program. For 2001-2003, she is the AIS Council Member for Region '2'. With a PhD in Business from the University of Cologne and an MBA from Indiana University, Bloomington, she previously held the KRAK Chair of Electronic Commerce at Copenhagen Business School and worked at Erasmus University, at McKinsey & Co, INSEAD, the HKUST, and the University of New South Wales. Claudia Loebbecke is a member of the eFactors Network of Excellence (IST-2001-34868) funded by the European Commission. She spent her sabbatical from September 2002 to March 2003 with Soumitra Dutta at INSEAD and with Peter Weill at MIT.

Peter Weill (representing research community 2, university-bound research centers) is the Director of the Center for Information Systems Research, Sloan School of Management at the Massachusetts Institute of Technology. CISR's mission is to perform practice-oriented, rigorous research on how enterprises get (or don't get) business value from IT. CISR's funding sources include corporate sponsorship, NSF and other government agencies, and executive education. Before joining MIT, Peter was the Foundation Chaired Professor of Management (Information Systems) and the Director of the Center for Management of Information Technology (CMIT) at the Melbourne Business School at the University of Melbourne. He publishes widely including books, articles and case studies, and he is co-author of *Leveraging the New Infrastructure: How Market Leaders Capitalize on Information Technology* and *Place to Space: Migrating to E-Business Models*", both published by Harvard Business School Press.