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Message from SIM

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MESSAGE FROM SIM

This September 2011 issue of *MISQE* encompasses a broad range of organizational issues from recognizing innovation points and building successful outsourcing relationships to exploring how computer tablets, like the iPad, are changing the face of corporate computing. All of the articles provide useful information relevant to many of the contemporary problems and opportunities confronting IT managers and CIOs.

After two decades as a practitioner and close observer of outsourcing trends, I was keenly interested in the Whitley and Willcocks article describing the collaborative innovation practices used by mature outsourcing client organizations. The framework is based on four practices—Leading, Contracting, Organizing and Performing. Three information technology (ITO) and business process (BPO) cases are described to illustrate these four practices. The paper concludes with lessons learned about the step-change needed to move an outsourcing relationship to collaborative innovation.

In the paper based on a research study sponsored by SIM's Advanced Practices Council, "Deciding When to Use Tablets for Business Applications," the authors describe frameworks that organizations can apply to choose when and where to use portable devices and create tablet applications that leverage the device's unique properties. They contend that organizations that constantly search for good examples of tablet applications in a wide variety of settings can usually identify how tablet applications can create business value.

As a former project manager who managed a number of complex projects, another paper that attracted my attention is "Recognizing Innovation Points in Large IT Projects." In this paper, Wu, Rose and Lytinen examine methods successfully used for large, radically innovative IT projects. Based on eight case studies involving effective and highly experienced IT project managers, the study reports that all eight project managers found the traditional life-cycle methodology inadequate for complex environments and subsequently applied a new dual-process approach that the authors argue is the best for large, complex IT projects. The paper provides guidelines for implementing the new methodology, an approach that recognizes and manages uncertainty and innovation.

A persistent challenge for IT executives since the earliest generations of computers is how to realize and

demonstrate business value from large IT investments. This fourth article attempts to confront that dilemma by tracing the choices KLM made to more fully engage its business managers in the governance of IT and describing the change agent role played by a new CIO Office. The article identifies the benefits achieved and summarizes lessons learned as the company evolved from managing the cost of IT toward managing the business value of IT. This was one of the winning papers in the 2010 SIM Paper competition. Our academic members and readers will be pleased to know that under Mary Sumner's capable leadership, the 2011 SIM Paper competition resulted in ten finalists. Winners will be announced at SIMposium 2011.

This has been a transformational year for SIM International. We have focused on improving chapter services, controlling costs, improving operations, and streamlining processes to better manage the services and relationships with our future association management provider. After more than thirty years with Smith Bucklin, we have issued an RFP and will be selecting a new association management company for services starting in 2012.

If you have not registered for the annual SIM conference held every Fall in the U.S., do so soon, as it has a great lineup of speakers, programs and fun events: SIMPOSIUM2011.org. Hope to see you in Orlando for SIMposium 2011.

Wendell Jones, Ph.D.
SIM Chief Executive

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