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Editors' Comments

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Editors' Comments

From the Editor-in-Chief

As a member of the IS academic profession, working at the intersection of the IS research and practitioner communities has always been my career objective. It has therefore been my great privilege to have served in the *MIS Quarterly Executive* editor-in-chief role for the past five years. It seems like only yesterday that Gordon Davis joined me for a meeting with SIM leaders Ray Hoving, June Drewry, and others to gain their endorsement for the knowledge transfer mission of this journal. And I am certain that having Jack Rockart as the first *MISQE* editor-in-chief helped to ensure their sponsorship.

I am pleased to announce that my successor will be Dorothy Leidner, one of our senior editors. Dorothy's appointment has been endorsed not only by other current senior editors, but also by our new *MISQE* Policy Committee. She is well known for her rigorous and relevant field research on issues of importance to IT executives, and also is a strong supporter of our recent initiatives: to increase the journal's reputation among leading academics, to widen the geographic spread of our editorial board members and potential authors, and to maintain high rankings by Thomson-Reuters and other external bodies.

Since this is my last issue as editor-in-chief, I would also like to formally extend my deepest appreciation to all those who have helped foster the growth of this journal, including:

- Jeanne Ross, my editor-in-chief predecessor, whose keen insights have helped me in innumerable ways

- Alan Dennis, our publisher, who oversees our finances and is always an agreeable partner

- Nicholas Lockwood and Randy Minas, who as Indiana University Ph.D. students have served multiple years in the Managing Editor role during my EIC tenure

- David Seabrook, whose editing skills we have relied on to help us meet our knowledge transfer mission and production deadlines

- All of our current and former Senior Editors who volunteer their time and expert knowledge of the field for the benefit of our readership

- The current and former Editorial Board Members who serve as our primary reviewers of article submissions, as well as other academics who have served as program chairs for our pre-ICIS SIM Academic workshops and guest editors for our themed issues

- Kalle Lyytinen, former chair of the AIS Publications Committee, and Mary Sumner, current SIM academic liaison, who have helped formalize our association partnerships and launch our new *MISQE* Policy Committee

Without all of you, and of course the authors of the articles accepted for publication, *MISQE* would not be the unique journal that it is today-- as Jeanne Ross, Allen Lee and its other originators envisioned more than a dozen years ago!

Carol V. Brown (carol.brown@stevens.edu)
Editor-in-Chief

From the Guest Editors

In the digital economy, data is one of an organization's most important assets; however, in recent years, the "look" of the data asset has evolved to become voluminous, multi-structured, real-time, ubiquitous, and interconnected. This contemporary appearance can be attributed to the influx of sensors, mobile devices, social medial, video streams, RFID, voice over IP, geocoding, telematics – and the advancement of supporting infrastructural and processing technologies.

Although the data asset's changing look is important for leaders to monitor and understand, it is even more important for leaders to comprehend data's changing role in organizations. Data is no longer an asset that we need to merely store, manage, and protect. Instead, data is an asset to exploit in ways that increase end consumers' willingness to pay for core goods and services; enable new business

models; enrich an organization's understanding of players across its supply chain; improve strategic, tactical and operational decisions; and drive firm innovation.

Exploiting today's data is not straightforward. This challenge prompted us to explore the implications of big data in this special issue of *MIS Quarterly Executive*. We are pleased to present a diverse set of big data research that offers some insights into the changing look of data's managerial opportunities and challenges.

In the first article of this special issue, "Exploiting Big Data from Mobile Device Sensor-Based Apps: Challenges and Benefits," Dan O'Leary describes a real-world big data application -- the City of Boston's "Street Bump" iPhone app. Examining big data within the straightforward, yet important, context of city infrastructure management, this paper illustrates how big data can make even pothole apps sexy. The case also highlights the wide ranging challenges that come with big data. Implementing Street Bump required significant management attention to issues like technology choices, data donations, application development, and end-user privacy.

When IT managers encounter big data problems, the initial inclination is to apply governance as the solution. "The Evolution of Information Governance at Intel," by Paul Tallon, James Short, and Malcolm Harkins, describes the evolution of information governance through a single case study. At Intel, governance practices and approaches changed as the nature and role of Intel's data asset shifted from operating data that required protection – to big data that called for exploitation.

The third article, "Crowdsourcing: How to Benefit from (Too) Many Great Ideas," by Ivo Blohm, Jan Marco Leimeister, and Helmut Krcmar, illustrates how hard it can be to filter and then make sense out of big data. Organizations need to be thoughtful and proactive in how they design their structures and processes to avoid overwhelming their people. Formalized crowd-sourcing strategies can help organizations produce important insights from big data and undertake value-adding actions from those insights.

The final article in this special issue, "Data Monetization: Lessons from a Retailer's Journey,"

by Mohammad S. Najjar and William Kettinger, describes the phenomenon of data monetization, a topic that currently is top-of-mind for many IT leaders. This case study of one retailer's monetization journey summarizes the multi-faceted organizational learning that is required to cash in on the value inherent in big data. The paper is also a reminder that data may offer many opportunities for revenue generation, but cashing in on those opportunities requires clear strategy and management commitment.

It is our hope that the findings and recommendations from these papers will be useful to managers who are facing challenges from big data while also hoping to seize the opportunities inherent in it. As a group, these articles will help managers think more broadly about big data in context, design big data governance structures with an eye towards innovation, make sense out of big data, and extract additional value from their big data.

We would like to thank the many enthusiastic participants at the SIM/*MISQE* Academic Workshop held in Orlando prior to the International Conference on Information Systems (ICIS) on the special issue's theme, "How to Succeed in a World of Big Data." We are also grateful to our reviewers: Omar El Sawy, Blake Ives, Michelle Kaarst-Brown, John Mooney, Joe Peppard, Joe Rottman, Paul Tallon, Chris Wagner, Rolf Wigand, and Stephanie Woerner. They provided encouraging, insightful and practical feedback to our authors. We especially thank our authors for their passion for the big data topic, their dedication to the goals of the special issue, and their responsiveness to our tight timeline requirements. Finally, we thank the *MISQE* Editor in Chief, Carol Brown, for her excellent guidance throughout the process -- from the first call for participation to the final editing of the papers. We could not have produced this Special Issue without the goodwill of all of these people.

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Guest Editors