

MIT Center for Information Systems Research

Founded in 1974, the [MIT Center for Information Systems Research](#) (CISR) delivers practical, research-based insights on how digitization enables enterprises to thrive in a fast-changing global economy. CISR engages its community of sponsors, patrons, and other industry contacts through research, electronic research briefings, working papers, meetings, and executive education. Its research portfolio includes the following topics:

- Building Digitized Platforms Can Be Slow: What Are the Alternatives?
- Business Complexity: Shifting IT from Problem to Solution
- BYOD: Radical Changes to Managing Technology and the People and Processes Relying on It
- Case Studies in Social Media Innovations
- Digital Innovation: Designing Customer-Centric Products and Services
- Managing IT Supply and Demand: How to Build a World-Class Service Organization
- Managing Your Firm's Total Digitization: The Next Frontier
- Mapping the Genome of the Next-Generation Organization
- Strengthening Your Digital Business Model
- Working Smarter: Seizing the Opportunities Created by Ubiquitous Data

Recent Accomplishments

Events: A total of 482 business executives attended CISR sponsor events during FY2012. Four on-campus events were held—a CIO forum, a fall research forum, spring research roundtables, and the center's annual conference (CISR summer session)—as well as global executive workshops in London (October 2011) and Canberra, Australia (December 2011). The opportunity for debate on research findings, along with peer-to-peer interaction, is building a strong and growing CISR community.

Publications: CISR produced a total of 16 internal publications (working papers and research briefings) and distributed them to more than 4,600 members of patron and sponsor organizations. In FY2012, CISR researchers published twice in *Sloan Management Review*. The center's researchers are among the top 100 most-downloaded business authors on the Social Science Research Network.

Website and social media: More than 12,000 people are registered users of CISR's website, and users have downloaded over 145,000 copies of our publications. To date, CISR has 1,560 followers on Twitter and 1,365 LinkedIn group members.

Faculty involvement: Professor Wanda Orlikowski of the MIT Sloan School of Management led the CISR research project "Case Studies in Social Media Innovations." She also participated in CISR research meetings and as a presenter at sponsor events.

Sloan professors Roberto Fernandez and Duncan Simester each taught during CISR's 2012 summer session.

Non-MIT academic activity: Dr. Jeanne W. Ross, CISR's director, was named Charles G. Thalhimer Family 2012 Scholar-in-Residence at Virginia Commonwealth University (VCU), where she delivered a talk to VCU practitioners and faculty. Dr. Anne Quaadgras delivered talks to practitioners, faculty, and students at the University of Minnesota's Carlson School of Business in March 2012. CISR co-sponsored "ICIS in the Classroom" at the 2011 International Conference on Information Systems, held in December in Shanghai. In addition, Dr. Ross taught a session at the event. CISR researchers sit on the editorial boards of *MIS Quarterly Executive*, the *Journal of Strategic Information Systems*, the *Journal of Management Information Systems*, and *Strategic Outsourcing: An International Journal*.

Visiting scholars: CISR hosted three visiting scholars during 2011–2012: Dr. Hüseyin Tanriverdi (associate professor of information, risk, and operations management and Joseph Paschal Dreibelbis fellow in business, Red McCombs School of Business, University of Texas at Austin), Dr. John Mooney (associate professor of information systems and technology management, Graziadio School of Business and Management, Pepperdine University), and Dr. Espen Andersen (associate professor, Department of Strategy and Logistics, and director of the Center for Technology Strategy, BI Norwegian Business School).

Student support: During AY2012, CISR employed four MIT Sloan students—three MBAs and one PhD candidate—as research assistants. They participated in research interviews, ran statistical analyses, analyzed qualitative data, and co-authored publications. In addition, Dr. Ross was the thesis supervisor for two System Design and Management Program students.

MIT Sloan teaching: Dr. Ross taught 15.571 Generating Business Value from IT to 42 MIT Sloan students in spring 2012. As part of the class requirements, student teams completed projects for eight CISR sponsor organizations.

MIT Sloan Executive Education: CISR researchers presented during several MIT Sloan Executive Education programs, including Essential IT for Non-IT Executives. Peter Weill was the faculty director for the Commonwealth Bank of Australia's custom executive education program.

2011–2012 Patrons and Sponsors

CISR is grateful for the support of its sponsoring organizations, which represent a broad range of industries and geographical locations. Approximately 40% of CISR sponsors are based outside of the United States, providing a well-balanced mix of information technology management interests and issues. CISR is moving steadily toward its goal of globalizing and increasing the impact of research with both US-based and non-US-based sponsors.

CISR Patrons

The Boston Consulting Group Inc.
 EMC Corporation
 Gartner Inc.
 IBM Corporation
 Microsoft Corporation
 PwC Diamond Advisory Services
 Tata Consultancy Services (India)

CISR Sponsors

A.P. Moller Maersk (Denmark)
 AECOM
 Aetna Inc.
 AGL Energy Limited (Australia)
 Akamai Technologies
 Allianz Global Corporate & Specialty (Germany)
 Allstate Insurance Company
 AMP Services Ltd. (Australia)
 ANZ Banking Group (Australia)
 Australia Post
 Australian Taxation Office
 Banco Bradesco S.A.
 Banco do Brasil S.A.
 Bank of America
 BBVA (Spain)
 Bemis Company Inc.
 BHP Billiton Marketing Asia PTE Ltd.
 Biogen Idec
 Blue Cross Blue Shield
 of Massachusetts
 BNP Paribas (France)
 BP (United Kingdom)
 BT Group (United Kingdom)
 Campbell Soup Company
 Canadian Imperial Bank
 of Commerce
 Canadian Pension Plan Investment Board
 Capital One Services LLC
 CareFirst BlueCross BlueShield
 Celanese
 Central Intelligence Agency
 Chevron Corporation
 CHRISTUS Health
 Chubb & Son
 Commonwealth Bank
 of Australia
 Credit Suisse (Switzerland)

CVS Caremark
Danfoss A/S (Denmark)
DWS Advanced Business Solutions (Australia)
Embraer-Empresa Brasileira de Aeronautica S.A. (Brazil)
Encana Corporation (Canada)
Equinox Limited
ExxonMobil Global Services
Fidelity Investments
FOXTEL (Australia)
France Telecom
Grupo Santander Brasil
Holcim Brasil S.A.
International Finance Corporation
Itaú Unibanco S.A. (Brazil)
Johnson & Johnson
Leighton Holdings Ltd. (Australia)
Level 3 Communications
Manpower Group
Marathon Oil Corporation
MetLife
NASA
Nomura Research
Institute Ltd. (Japan)
Ontario Teachers' Pension Plan Board
Origin Energy (Australia)
Parsons Brinckerhoff
PepsiCo International
Pfizer Inc.
Principal Financial Group
Procter & Gamble
Raytheon Company
Reed Elsevier
Schneider Electric Industries SAS (France)
Sears Holdings Management Corporation
Standard & Poor's
State Street Corporation
Sunoco Inc.
Swiss Reinsurance Company Ltd. (Switzerland)
Teck Resources Ltd. (Canada)
Telstra Corporation (Australia)
Tetra Pak (Sweden)
Time Warner Cable
Trinity Health
United States Postal Service
Unum Group
USAA
VF Corporation

Wellpoint Inc.
Westpac Banking Corporation (Australia)
Woolworths Limited (Australia)
World Bank

CISR Staff

CISR staff in FY2012 included director and principal research scientist Jeanne W. Ross; chairman and senior research scientist Peter Weill; research scientists Martin Mocker, Anne Quaadgras, Peter Reynolds, and Stephanie L. Woerner; associate director Christine Foglia; coordinator Cheryl Miller-Daniels; and administrative assistants Susan Geraghty Krusell and Kate Moloney.

Jeanne W. Ross
Director
Principal Research Scientist

Peter Weill
Chairman
Senior Research Scientist