This issue presents articles covering strategic information technology and applications for business enterprises, universities, research libraries, citizen journalists, and both national and international affairs. The articles cover critical aspects of organizational strategies for organizations along with one article covering technological developments enabling strategies with enormous international implications for individuals and countries. The range of strategic applications and their impacts is represented by the variety of articles and coverage of this issue.

The first article, *Citizen Journalism: How Technology Transforms Journalism Business through Citizen-Reporters in Nigeria*, describes the effects of technology on journalism and the international implications. These are apparent in the recent developments in the Middle East, demonstrating the power of technology to transform communication channels, media sources, events, and the fundamental nature of journalism. Technological advances now allow citizens to record and instantly publicize information and images for immediate distribution on ubiquitous communication networks using social media such as Twitter, Facebook, and Youtube. These technologies are enabling non-journalists to become “citizen reporters” (also known as “citizen journalists”), who record and report information over informal networks or via traditional mass media channels. Against the background of media repression in Nigeria, the article reports on a study examined the impacts of technology on the journalism business as a way of understanding how citizen-reporters impact the journalism business in Nigeria. Specifically, the focus of the study was on Nigerian citizen-reporters (bloggers, social media, online news, and online discussion groups), their roles, and the impacts on Nigeria’s political struggle, free press, and free speech. In addition, the study collected information on the technology and media modalities used, audience composition, and the changes to news reporting and distribution.

The next three articles focus on increasing market share and competitive strategies. In *Capability Development of Customers: A Globally Viable Business Strategy for the Coming Age* Sharma, Madan, and Seth recommend organizational application of a capability concept to customers as a way to expand the business and market. Through exploration of examples from around the world, Sharma et al. explore the applicability of ‘capability’ development as a globally viable business strategy. To examine its
application in organizations, the authors cover the capability development in the microfinance area in India.

The emergence of Business Intelligence is explored by N. P. Singh and Mohammad Jaffer Nayeen M in *Critical Analysis of Expansion Strategies of SAP, IBM, Oracle and Microsoft in the Area of Business Intelligence*. The authors describe strategies for increasing the market share of large vendors, specializing in BI application and infrastructure, and BI pure play vendors. As an introduction, the paper begins with the history of the BI industry since 2002 and includes a discussion of the underlying dynamics with a discussion of the growth strategies of four vendors: SAP, IBM, Oracle and Microsoft. The article concludes with a discussion of customer reactions to the new BI paradigm, impact of the acquisition on BI market and concluding remark on the acquisition of pure play vendors by big four.

In the 21st century marketplace, efficient and effective business processes are key to successful operations for many organizations. The issue begins with important and surprising findings on the representational techniques used in business process redesign. In the article, *Representation Type Preferences in Operational Business Process Redesign: A Quasi-Experimental Field Investigation*, Kock reports the results of a quasi-experimental field study focusing on business process redesign groups in four different US organizations which used two different representations of business processes: 1. representation activity flow (or workflow) view of business processes and 2. communication flow view. The results suggest that communication flow-oriented representations of business processes are perceived to be more useful than the more commonly used activity flow-oriented representations: identification of opportunities for process improvement, application of process redesign guidelines, visualization of process changes, and development of generic information technology solutions to implement new business processes. Important implications for managers and researchers stemming from these results are discussed.

Finally, in academia, efficiency, fund exploitation and estimation are fundamental to the success of university research and universities themselves. Therefore, it is key to have accurate methods for assessing research. Liu, Huang, Qian, and Huang discuss the deficiencies in the current methods in their article, *Studies on Utilizing the Three Famous International Index Systems to Evaluate Scientific Research Level of Higher Learning Institutions*, and instead, use comprehensive factor analysis to estimate research level, efficiency, fund exploitation, and other aspects in the widely accepted indices used to evaluate the scientific research level of higher learning institutions by many country’s science and technology field currently. Because these methods are not scientific enough and do not properly evaluate the efficiencies of the universities, the authors using a comprehensive factor analysis method to understand the relationships among variables in popular indices including the Science Citation Index (SCI), Index to Scientific & Technical Proceeding (ISTP), and The Engineering Index (EI).

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Caroline Howard (PhD) is an author, editor, consultant, and educator. She has published a number of articles on technology and learning. Her books include the first and 2nd editions of the Encyclopedia of Distance Learning (2005 and 2009), Winning the Net Game: Becoming Profitable Now that the Web Rules have Changed (Entrepreneur Press, 2002), The Design and Management of Effective Distance Learning Programs (2002), and Distance Learning and University Effectiveness: Changing Educational Paradigms for Online Learning (2005). Caroline holds an MBA from The Wharton School, University of Pennsylvania and a PhD in management information systems from the University of California - Irvine where she received honors for her teaching and research.