Facilitation of strategy requires capability in a number of topics, and this issue introduces a “Practitioner’s Corner” to facilitate broader coverage of relevant issues. The addition is designed to increase the relevance of the journal to an expanded audience and ensure that the focus goes beyond an ivory tower perspective. The “Practitioner’s Corner” will include articles written by current and former Information Technology (IT) managers and non-management IT personnel, who bring years of professional experience in information systems and related areas. By including the practitioner perspective, it is our hope that the Journal will ensure presentation of a well-rounded, real-world perspective on IT strategy.

The issue begins with the presentation of an Integrative Framework for Strategic Intelligence by Xu and Kaye. They define strategic intelligence as a distinct organizational resource that differs from both business intelligence and competitive intelligence. Their framework is based on findings from a case study which suggests a lack of systematic scanning, analysis and support for strategic intelligence. Their integrative framework proposes that strategic intelligence be guided and improved through activities that include use of internal Key Performance Indicators (KPI) and Key External Intelligence (KEI). The article concludes with a discussion of implementation issues and develops innovative insight into strategic intelligence designed to enhance both the manager’s and organization’s ability to detect and respond to strategic signals.

The issue continues with a discussion by Huang of the critical need for organizations to have the infrastructure capability to adapt to dynamic markets using Miles and Snow’s typology in the measurement of innovation types and differentiated IT infrastructures capability. For example, the authors show how for some innovation types IT personnel’s technical skills are more important but are not relatively important for any certain innovation type for which business skills are key differentiators and vice versa. The article discusses how companies may foster their required IT infrastructure capability and the implications.

To implement strategy, tools are necessary so the issue presents articles describing tools for increasing strategic capabilities. First is
Tsou’s article describing how spatial awareness, a fundamental human capability required for decision making, can be enhanced to facilitate more efficient and comprehensive decision making processes by decision makers. The article presents a combination of two information technologies, wireless mobile Geographic Information Systems (GIS) and Internet Geographic Information Services (GI Services), to form Internet GIServices that can provide an effective communication environment for sharing data, information and knowledge among decision makers and other interested. The article describes how adopting broadband wireless telecommunication technology for connecting mobile GIS devices and Internet GIServices allows decision makers to collect, process, and distribute real time information to and from field. The article predicts that integration of GIServices with wireless mobile GIS can be used to enhance spatial awareness of decision makers, field personnel and the general public.

Rahman, Burkhardt, and Hibray of Intel Corporation provide the Journal’s initial “Practitioner’s Corner” article. The authors describe a tool to maintain and synchronize the data to facilitate strategy. Specifically, they discuss an Object Migration and Apply Tool (OMAT) which automates software installation across multiple warehouses and is designed to support the construction, maintenance, and more effective, efficient operation of enterprise-wide, strategic data warehouses. Due to organizations having numerous data warehouses often containing software applications and the thousands of objects that are necessary for those applications, automation is key. An automated tool helps eliminate manual procedures which are prone to error to allow increasingly flawless object installation and reductions in installation time. OMAT is designed to support the construction and maintenance of an enterprise-wide, strategic data warehouse faster and better.

The issue concludes with an innovative, theoretical one-to-one method to convert physically realizable analog signals into a small volume of data. The method, described in an article by Cuilin, enhances technological conversion necessary for some strategic applications and is based on (Shannon) Sampling Theorem, the Bandwidth Compression Theorem and a new Quantizing and Sampling Theorem described in the article. The new method is designed to achieve a nearly one-to-one conversion of a physically realizable analog signal into a small volume of data.

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