



## Editorial

The mission of the *IJISPM - International Journal of Information Systems and Project Management* is the dissemination of new scientific knowledge on information systems management and project management, encouraging further progress in theory and practice.

It is our great pleasure to bring you the first number of the fifth volume of IJISPM. In this issue readers will find important contributions on Enterprise Collaboration Systems, offshore outsourcing practices, Lean IT implementations and digitalization challenges.

The first article, “Enterprise collaboration systems: addressing adoption challenges and the shaping of sociotechnical systems”, is authored by Clara S. Greeven and Susan P. Williams. It examines the adoption challenges organizations encounter when they introduce Enterprise Collaboration Systems (ECS) and the measures that can be used, i.e. actions that can be taken, to address these challenges. The aim of the article is to provide an overview of the multitude of different ECS adoption challenges and measures, and based on these, to lay the theoretical and analytical basis for studying the shaping of such complex sociotechnical systems. For this purpose, a qualitative meta-analysis of the academic literature and interviews with companies were conducted, which resulted in a collection of ECS challenges and measures classified and analyzed with regard to their specific spatiotemporal aspects. Drawing on the results of this study, research imperatives, which include the call for studying ECS over multiple time frames and settings, are presented.

As Anne-Maarit Majanoja, Linnéa Linko and Ville Leppänen state in the second article “Developing offshore outsourcing practices in a global selective outsourcing environment - the IT supplier’s viewpoint”, internal Information Technologies (IT) organizations are using outsourcing and offshore arrangements to achieve cost savings and gain access to new capabilities. Suppliers’ personnel at the operational level can face challenges with internalizing their operations based on the agreed outsourcing practices and transferred responsibilities. This study gives voice to the supplier and studies the impact of offshore outsourcing operation development activities. The internal IT unit from Nokia Devices selectively outsourced global IT service activities and responsibilities to the IT supplier. The outsourced activities were implemented by offshore centers in India and China. It was found that the global selective outsourcing environment (GSOE) did not provide a solution to all of their expectations, and new unexpected challenges occurred. Several practices, communication and information sharing, and behavior-related lessons learned items were identified. It was found that the GSOE operation needs to be developed and implemented in an agile and incremental manner, instead of a singular implementation approach. Also, the globally distributed teams’ group dynamics critically impacted on the teams’ ability to work. The lessons learned items and recommendations can be utilized by other companies during their mode-of-operation development.

The third article “Change management lessons learned for Lean IT implementations” is authored by Jörn Kobus, Markus Westner and Susanne Strahringer. Lean Management is a standard production mode that has been familiar to production organizations for several decades. To date, however, academic literature has presented surprisingly little information about the application of Lean Management in IT organizations, or what is called Lean IT. Drawing upon an empirical qualitative case study of the IT departments of two multinational companies, in this paper the authors identify change management lessons learned for Lean IT implementations, as well as seven characteristics of a corresponding change management approach.

As Päivi Parviainen, Maarit Tihinen, Jukka Kääriäinen and Susanna Teppola state in the fourth article “Tackling the digitalization challenge: how to benefit from digitalization in practice”, digitalization has been identified as one of the major trends changing society and business. This paper discusses digitalization and presents a digital transformation



## International Journal of Information Systems and Project Management

ISSN (print):2182-7796, ISSN (online):2182-7788, ISSN (cd-rom):2182-780X

Available online at [www.sciencesphere.org/ijispm](http://www.sciencesphere.org/ijispm)

model, explaining a starting point for a systematic approach to tackle digital transformation. The model consists of four main steps, starting with positioning the company in digitalization and defining goals for the company, and then analyzing the company's current state with respect to digitalization goals. Next, a roadmap for reaching the goals is defined and implemented in the company. These steps are iterative and can be repeated several times. Although company situations vary, these steps will help to systematically approach digitalization and to take the steps necessary to benefit from it.

We would like to take this opportunity to express our gratitude to the distinguished members of the Editorial Board, for their commitment and for sharing their knowledge and experience in supporting the IJISPM.

Finally, we would like to express our gratitude to all the authors who submitted their work, for their insightful visions and valuable contributions.

We hope that you, the readers, find the International Journal of Information Systems and Project Management an interesting and valuable source of information for your continued work.

The Editor-in-Chief,

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