

Editorial

The power of technology: A Fact or Fiction for Majority?

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This Fall Issue will discuss about the power of technology and Internet. Innovation is taking place everywhere through new and emerging technologies changing the way we think, live, breathe, travel, and do shopping to name a few areas. Funny enough is that some of us believe that the most important technologies are on the market available to please customers and users, and nothing more important will show up later. We, as humans, systematically underestimate the power of technology and its impact on daily life. There are several well-known quotations from very smart people which have turned ridiculous after some time by basically shifting initial assumptions into market knowledge. Whatever is too expensive and complex today becomes a commodity in no time and shortly after doesn't bring competitive advantage any longer (the S-curve effect, see e.g Bayus, 1998 or Rogers, 1962, for different explanations). Several notable studies illustrate (like the well cited and used BCG tools) how rapidly diffusion is influencing production costs and consequently, accelerates the speed of diffusion itself. The question here stems from where the balance between the minority of 'crazy' developers and the majority of pioneering consumers willing to try something new lies.

This Issue brings about some knowledge and insights on the power of technology and how it can be seen through the development of Internet, with an ever increasing accessibility and usage of it. Internet of Things is a hot discussion topic today. We have seen some 'crazy' developers in the market, but apparently the big boom will be coming later. For sure, the potential of Internet of Things is great, but its exact realm and extend of applications and potentialities is still to unveiled, and implemented in practice. Pioneering companies will certainly gain some advantage, yet the unanswered question is when. We have agreed quite some time ago that Open Innovation (OI) is a shift in innovation management paradigm, and it concurrently occurred with the advent of Internet. Twitter, one vehicle of using bigger and bigger majority can be seen as OI enabler. Co-creation and crowds became popular concepts and innovation practices, only after a majority of people joined the Internet. The extent of openness at individual, team, inter-organizational or organizational levels is yet to be debated in academic literature and in real life. The pace of diffusion of technologies raises new concerns for organizations, as they have to selectively choose their communication channels, need to align their digital footprint with their strategy and operations in a contingent manner, and optimize their positioning in either minority lead users leagues or majority adopters pools.

In the first Letter of this Issue, Datta portrays the economic, financial and social frictions that the third industrial revolution, consisting in the connection of physical world objects and information, will trigger. In his view, the Internet of Things will simultaneously bring about myriads of opportunities as well as rising inequalities,

requiring economic re-equilibration. The Scholar further highlights the need to "tune the engine of education", asserting that it would be deplorable to have smart cities without smart citizens. As Social Media are strongly present in this Issue, we would like to virtually tweet his assertion, "humanity needs dreamers and education is quintessential salt which acts as the purveyor of inspiration, imagination, invention, innovation and drives implementation of ideas", and like it.

The Policy Letter by Ruiz-Alzola focuses on the transformative power of services, and depicts how a smart specialization strategy is implemented to boost the economic competitiveness in an outermost region of the European Union. This Letter also caters for lessons learnt from the implementation, as well as the suitability of these policies in the particular setting of the Canary Islands.

The first academic paper of this Issue explores the cultural basis of innovation, through the interpretivist research paradigm. The empirical setting consists of four companies, which have been appraised as having the most innovation-supporting culture by members of the Australian Information Industry Association. The study unveils interesting features about the leadership practices endorsed in these innovative firms, namely risk-taking experimentation, eliminating any fear or speaking up, facilitating "creatively abrasive" interaction and celebrating failures as a manifestation of appropriate risk-taking. Organizations under scrutiny have also been found to have developed a culture characterized by collective humility, trust, and without personality games, hubris, ego clashes and other forms of destructive politics. Culture creation or transformation is unveiled to be a critical leadership task in organizations which strategic intent is to innovate, as concluded by Burdon and Dovey.

In their contribution, Jaring et al. examine the role of Twitter to accelerate the marketing of two software applications. Their findings uncover some key challenges, such as the current inability to determine a priori who is a useful follower, as well as the lack of predictability regarding retweeting behavior and viral spread of tweets. The Authors derive managerial implications from their case study, and conclude on the need for a common understanding to handle a shared Twitter account, as well as the full grasp of its behavioral style.

Heikkilä and Antikainen explore the co-creation process of new financial management services and gain insights from five case studies involving small business owners from several industries. They discuss the benefits and challenges inherent to the co-creation process, concentrating on the "design with customers", as one of the steps representing the different levels of customer involvement in the new service development process. Their findings unearth the potential of gamification, social aspects, mobile usage and portability, and visualization as avenues for new financial management services development.

Opening up further the innovation process to external inputs, Saur-Amaral presents a systematic literature review, embracing both academic and non academic contributions revolving around the "wisdom of the crowds" and "collective intelligence". Based on her reviews, the Author concludes on the necessity for each organization intending to use crowdsourcing as a component of the distributed innovation management strategy, to master a few essential processes, including among others, the a priori definition of the role and impact of the crowds on the organization's strategy, the understanding of the motivational drivers of participants in the crowdsourcing initiatives, and the use of metrics to evaluate crowdsourcing success.

In their contribution, Dufour and Son scrutinize open innovation in SMEs. So far, and with a few notable exceptions, empirical settings for open innovation studies have been mainly large multinational companies. Yet, research and practice are nowadays

increasingly other environments to explore the phenomenon and its multifaceted reality. Relying on a single case study of a sports equipment company in Sweden, the Authors elaborate on the role of corporate culture, networking, organizational structure and knowledge management systems in the adoption and implementation of open innovation practices.

Concluding the Academic Papers section of this Issue, Bergset and Fichter discusses the peculiarities of green start-ups and the specific financial challenges and opportunities that they may encounter. Their conceptual contribution puts forward a new typology of green start-ups, building upon three main dimensions, i.e. product-related, entrepreneur-related and strategy-related characteristics. They further discuss the features, opportunities and challenges of the alternative, visionary, inventive, eco-preneurial and unintentionally green start-up types. This typology paves the way for further empirical research on green start-ups, which embody one of the key components to achieve green growth objectives.

This Issue finally hosts a review of the collective volume entitled "The Entrepreneurial Rise in Southeast Asia, The Quadruple Helix Influence on Technological Innovation", edited by Sindakis and Walter.

This Issue has unearthed some features of the power of technologies to support and foster innovation, and its heterogeneous and multifaceted nature. We wish you a stimulating journey in your reading of this issue of the Journal of Innovation Management.

Innovatively Yours,

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Editors

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