



SIG 06 - INNO - Innovation

With our theme **Exploring the Future of Management: Facts, Fashion and Fado**, we invite you to participate in the debate about how to explore the future of management. We look forward to receiving your submissions.

ST06_03 - Digital Innovation: Strategies, Competencies, Theories, and Practice

Proponents:

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Short description:

New organizational challenges arise when accommodating digital innovation; it characterizes either with the use of digital technologies during the innovation process, or with the outcome of innovation. Digital innovation modifies the ways of working and how people use technology. It carries organizational challenges in relation with the firm's capacity to coordinate knowledge and resources and with open innovation.

We expect several types of contributions: workplace and work practices; organizational structure; emergence of new roles in resources orchestration and knowledge articulation; critical competences to facilitate coordination and creativity; the role of technological artifacts; and the elaboration of new business models.

Long description:

New challenges arise when accommodating digital innovation; it characterizes either with the use of digital technologies during the innovation process, or with the outcome of innovation (Nambisan et al 2017; Yoo & al, 2012).

First, digital innovation changes how people work and use technologies. Digital economy features patterns of dispersion and concentration of knowledge (Grandadam et al., 2013; Howells, 2012). The volume of freelancers and start-ups increases; new physical space such as coworking spaces and fablabs emerge. Large companies introduce new ways of working; they also downsize the office surface because numerous employees work remotely. New competenc(i)es emerge to accommodate digital technologies. A significant body of literature investigates skills and profiles to facilitate coordination, but these concepts



are barely linked to the discussion of digital innovation: facilitators, gatekeepers (Tushman, 1990), boundary spanners (Hsiao et al 2012). Teece (2014; 2016) discusses managerial capabilities and entrepreneurial skills but few investigations address the competencies subsequent to the introduction of digital innovation.

Second, digital innovation introduces new organizational challenges in relation with the firm's capacity to coordinate knowledge and resources in ecosystems (Grant 2013). With the digitalization of innovation, firms have to acquire a new capacity to rapidly articulate and rearticulate distant knowledge located inside and/or outside their boundaries. Digital innovation requires a new design for resource orchestration (sensing, seizing, reconfiguring as in Teece, 2007). Digitalization complexifies the management of creativity and innovation by expanding the number of contributors to the process. It requires fluidity and the ability to experiment fast and early (Yoo et al 2012). The management of innovation in digitalization contexts remains however less stable than in traditional projects: people do not work on fixed products and well-bounded questions (Nambisan et al, 2017). All these challenges draw the path towards organizational transformation (Schreyogg et al (2010); Hirschhorn and Gilmore (1992)). This requires organizational fluidity and boundaryless organizations.

Third, digitalization in innovation also offers new opportunities to build links with external stakeholders and resources, which amplifies the opportunities for open innovation (Nambisan et al, 2017). Established firms and startups install new business models, combining new knowledge and resources made available by digital technologies (Yoo et al. 2012). Traditional sectoral frontiers blur (Nambisan et al, 2017). Digital platforms imply new ways to create and capture value (Teece, 2010). This also challenges the operational activities due to disruptive work flow innovation.

Keywords:

Digital innovation
Dynamic capabilities and orchestration of resources
Creativity management
Organizational transformation
Knowledge articulation
Technological artifacts

Publication Outlet:

European Management Review
Journal of Knowledge Management
Management Decision

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