



## SIG 06 - INNO - Innovation

We invite you to submit your research to explore the theme of *The Business of Now: the future starts here* for the EURAM 20<sup>th</sup> Conference.

We look forward to receiving your submissions.

### ST06\_03 - Digital Innovation: Strategies, Competencies, Theories, and Practice

#### Proponents:

David Versailles, Paris School of Business; Valérie Merindol, Paris School of Business; Agusti Canals, Universitat Oberta de Catalunya ; Uta Wilkens, Ruhr-Universitaet Bochum; Patrick Cohendet, HEC Montréal; Francesco Schiavone, Parthenope Univ. Naples.

#### 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.

First, digital innovation changes how people work and use technologies. Digital economy features patterns of dispersion and concentration of knowledge. 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, boundary spanners. 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. 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. Digitalization complexifies the management of creativity and innovation by expanding



the number of contributors to the process. 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. Established firms and startups install new business models, combining new knowledge and resources made available by digital technologies. Traditional sectoral frontiers blur. Digital platforms imply new ways to create and capture value. This also challenges the operational activities due to disruptive work flow innovation.

Fourth, digital innovation also implies new challenges at ecosystem level. Whatever the approach of ecosystems as affiliation or as structure (Adner), digital innovation introduces new challenges to steer complementarity among actors. Jacobides, Cennamo and Gawer (2018 SMJ) propose a taxonomy of to analyze complementarities and the various degrees of dependencies, either at upstream (exploration and production) and downstream (commercialization) levels. Firms have to design new strategies to create and capture value in their ecosystem, new partnerships, and new forms of collaboration. Corporate strategy has to take into account constraints incurred/ offered by the ecosystem. This requires new patterns for the interaction at ecosystem level, and an analysis of the firm's influence and bargaining power.

#### **Keywords:**

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

#### **UN Sustainable Development Goals (SDG):**

Goal 4: Quality education, Goal 8: Decent work and economic growth, Goal 9: Industry, Innovation, and Infrastructure, Goal 11: Sustainable cities and communities, Goal 12: Responsible consumption and production, Goal 17: Partnerships for the goals.

#### **Publication Outlet:**

European Management Review  
Journal of Knowledge Management  
Management Decision

#### **For more information contact:**

David Versailles - [dvw@newpic.fr](mailto:dvw@newpic.fr)

#### **AUTHORS GUIDELINES**

<http://www.euramonline.org/submissions-guidelines-2020/authors-chairs-dicussants-guidelines.html>