



Developmental management: Theories, methods, and applications in entrepreneurship, innovation, and sensemaking



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ABSTRACT

This paper summarizes the best papers of the Global Innovation and Knowledge Academy (GIKA) conference, which took place in July 2013 in Valencia, Spain. The *Journal of Business Research* has published a special issue entitled “Developmental management: Theories, methods, and applications in entrepreneurship, innovation, and sensemaking”. All of them went through many rounds of double-blind reviews and revisions. Theories, methods, and applications are the three pillars to solve the issues in entrepreneurship, innovation, and sensemaking. Entrepreneurship contributes to the quality and future hopes of a sector, economy or even a country. The role of the entrepreneurs is crucial in creating value. Innovation has become important as the global economy seeks to escape from a period of major recession. In organizations, sensemaking consists of cognitive strategies for interpreting reality. It is interesting to examine how these three issues interacting with each other. And these papers contribute to various perspectives of these interactions in different countries.

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1. Introduction

The Global Innovation and Knowledge Academy (GIKA) Annual Conference provides a platform for discussing challenges pertaining to contemporary issues in innovation and knowledge. Each edition of the GIKA Conference offers the chance to publish in the *Journal of Business Research* (JBR) with a special issue containing the best papers from the conference. The first GIKA conference co-sponsored by GIKA and the JBR, took place on July 10th to 12th, 2012, in Valencia, Spain, receiving 75 papers by scholars from 15 countries. The second GIKA conference took place on July 9 to 11, 2013, boasted more than 210 papers from more than 40 countries. Feedbacks and suggestions from the audience helped the authors publish their papers. We, as guest editors, are proud to present interesting and quality papers that are to provide relevant and rigorous insights into the critical issues of innovation and entrepreneurship in this special issue.

The theme of the conference is “Developmental management: Theories, methods, and applications in entrepreneurship, innovation, and sensemaking”. Fig. 1 depicts the idea behind the theme. Theories, methods, and applications are the three pillars to solve the issues in entrepreneurship, innovation, and sensemaking. Entrepreneurship

contributes to the quality and future hopes of a sector, economy or even a country (Ribeiro & Huarng, 2013). The role of the entrepreneurs is crucial in creating new economic activities that help to create value (Huarng & Yu, 2011b), and to generate wealth and jobs (Avlonitis & Salavou, 2007; Ribeiro & Peris-Ortiz, 2011; Yu & Huarng, 2013). Empirical evidences show that Internet companies are suitable for entrepreneurs (Huarng & Yu, 2011a).

On the other hand, innovation has become a key concept in the business world as the global economy seeks to escape from a period of major recession (Kim & Huarng, 2011). Different studies cover various aspects of innovation. For example, Huarng (2010) discusses innovation with technology management and value creation. Parellada, Ribeiro, and Huarng (2011) point the innovative future of service industries. In organizations, sensemaking consists of cognitive strategies for interpreting reality and actors often perform ordinary routines (Baez & Abolafia, 2002).

Schumpeter (1934) associates the entrepreneur to the innovator in that the task of both is to introduce inventions to productive activity (Dibrell, Craig, & Hansen, 2011; Laforet, 2008; Mousa & Wales, 2012). Huarng (2013) also ties innovation to entrepreneurship in a new business model. So innovations by entrepreneurs tip the balance in the economy and lead to a process of creative destruction.

The articles in this special issue address a variety of entrepreneurship, innovation, and sensemaking themes within knowledge industries. The editors provide in the next section a review of the present context in which readers may analyze the papers. Therefore the following studies have much to offer readers with interests in the field

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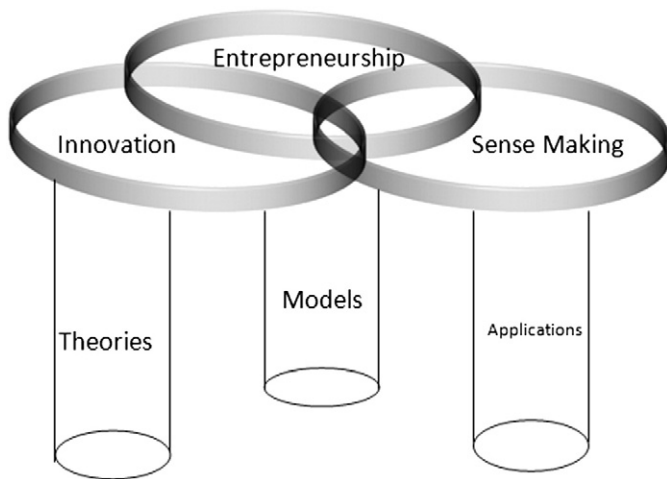


Fig. 1. Developmental management: Theories, methods, and applications in entrepreneurship, innovation, and sensemaking.

of entrepreneurship, innovation, and sensemaking. The final section will summarize this special issue and some future research directions.

2. The contributions in this special issue

Twenty-nine articles in this special issue serve to add the readers' understanding in various aspects of developmental management, such as theories, methods, and applications. These aspects focus on interesting topics including entrepreneurship, innovation, and sensemaking. Collectively, the six articles serve as a toolkit for creating good stories. Certainly, additional references are necessary for crafting good stories; this special issue introduces the reader to many of these important references.

2.1. The future research on entrepreneurial intentions

Entrepreneurial intention is a rapidly growing research field. Alain Fayolle and Francisco Linan address the issue of rethinking the future of research on entrepreneurial intentions and explore a number of gaps in knowledge in the literature. Then they propose future directions for research, including the core model, methodological and theoretical issues, the influence of personal-level on entrepreneurial intention, entrepreneurship education and intention, the role of context and institutions, and the link between entrepreneurial process and intention–behavior.

2.2. Relationship marketing management: its importance in private label extension

In this article, Maria Jose Miquel Romero, Eva Maria Caplliure Giner, and Consolacion Adame Sanchez use the relationship marketing approach to explain private label loyalty and the success of private label brand extension. This article aims to validate relationship marketing model empirically as the model applies to the case of private label positioned in convenience goods markets, and suggests that perceived brand relationship is a precursor to the purchase of durable goods by private labels in mass retailers. Empirical results show that customer experience satisfaction, trust and commitment with private label play an important role in customer loyalty towards private label in convenience goods, with a higher propensity to buy private labels in new categories such as durable goods. Generating trust and commitment, resulting in loyalty, becomes a strategic goal and a source of long-term profitability for the retailer.

2.3. Adoption of IOIS in Spanish building SMEs: a longitudinal study

In Spain and Europe, the building sector has experienced a significant decline in recent years. This drop accompanies a low penetration of information and communication technology in inter-organizational-oriented business processes. Inter-organizational information systems (IOISs) support innovation in services, and thus are a strategic tool for SMEs to obtain competitive advantage. Because of the inherent complexity of IOIS adoption, Julian Chaparro-Pelaez and Antonio Pereira-Rama extend Kurnia and Johnston's theoretical model of IOIS adoption with an empirical model of IOIS characterization. The main findings of this study are the four ways in which an IOIS can contribute to service innovation in the building sector: a) improving the client interface and the link between service providers and end users; b) defining a specific market where SMEs can develop new service concepts; c) enhancing the service delivery system in customer–supplier relationships traditionally established; and d) introducing information technology (IT) tools to improve information management.

2.4. Internationalization and marketing learning outcomes

In this article, Kevin Ibeh and Laila Kasem explore the effects of international expansion on firms' acquisition of marketing learning. This article focuses on marketing learning complementing previous research on the impact of internationalization on the development of foreign-market and technological knowledge. The article finds that the scope of a firm's international activities, perceived gap in marketing knowledge, and external social capital positively influence firms' acquisition of marketing learning. The paper also discusses implications for international managers, policy makers and future researchers.

2.5. Knowledge management and decision making based on informal learning activities in business

Making decisions in businesses is a difficult process that requires efficient information management. The employees' competencies are part of the knowledge. Francisco J. Garcia-Peñalvo and Miguel Angel Conde propose a method to facilitate the identification and recognition of an employee's informal learning instances, supported by a technological framework. A pan-European project validates the methodology. The main findings suggest that although making decisions based on informal learning instances is possible, both the methodology and tools should be flexible enough to satisfy the needs of the businesses.

2.6. Measuring organizational learning: design and validation of an integrative scale

In this article, M. Begoña Lloria and Maria D. Moreno-Luzon propose and validate a measurement scale that aims to capture the organizational learning phenomenon. On the basis of comprehensive analysis of the main organizational learning models, the organizational learning scale consists of 18 items, or five dimensions. A survey of 167 Spanish companies responds to the questionnaire. The results of the study indicate that the scale satisfies the criteria for reliability and validity. The exploratory factor analysis permits the identification of four factors which make theoretical sense: the information systems, the existence of a framework for consensus, procedures for the institutionalization and broadening knowledge, and the forms of management and the genesis of knowledge.

2.7. Service innovation: inward and outward related activities and the mode of cooperation

Knowledge of how customers co-create value and how suppliers, R&D centers and universities co-develop and transfer technologies becomes more important to understanding service innovation.

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