
Editorial

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Biographical notes: G.D. Sardana is currently Professor in Operations and Chairperson in Center for Development of Management Cases at Birla Institute of Management Technology, Greater Noida, India. He is a Mechanical Engineer and obtained his PhD from Indian Institute of Technology (IIT) Delhi in areas of organisational productivity and performance. He has a corporate experience of over 40 years having worked in organisations as BHEL, ABB and Singer at senior positions. He has authored over 80 papers. Three of his papers have won best paper awards from Indian Institution of Industrial Engineering. He has published two books: *Productivity Management* (Narosa, 1998) and *Measurement for Business Excellence* (Narosa, 2009). The first book bagged best book awards from Delhi Management Association and Indian Society for Training and Development. He has co-edited six books on management cases.

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Technology marketing is complex and many faceted (Mohr et al., 2009). Innovations and technology-intensive products resulting from hard work of scientists in the lab remain hidden till they reach in the hands of the consumers. Most recently, developments in technology marketing has facilitated the remarkable rise of social networking technologies such as Twitter, Facebook, blogs, and YouTube where customers discuss products features and create their own stories (Bernoff and Li, 2011). All these process

requires strategies to be developed and plans for implementation. The strategies can take various forms. This special issue presents five such strategies through case applications drawn from the corporate world. Revised, updated versions of five selected management cases presented at the International Conference on Management Cases 2011, organised jointly by Birla Institute of Management Technology, Greater Noida, India and George Mason University, Virginia, USA on 1–2 December 2011 at BIMTECH Campus are the primary source for this issue. The conference was attended by scholars from India, USA, Australia, Finland, Sweden, France, Germany, Japan, and Thailand. The cases were presented by distinguished academics including Roland Livingston (Dean, Daniel Webster College, Nashua), Louise Shelly (Professor, School of Public Policy, George Mason University), Hanna Lehtimaki (Professor, University of Eastern Finland), Anthony Smith (Eastern Mennonite University, Virginia, USA), Gary Stockport (University of Western Australia), Iijima Masaki (Aichi Gakuin, Japan), and John Walsh (Shinwatra University, Bangkok).

The special issue aims to highlight the strategic practices adopted for technology marketing. The five cases included in this issue present a bouquet of different strategies adopted for marketing of innovation and technology intensive products. There is a case on adoption of ingredient branding as an approach. In another case, the company applied sustainable value, collaborative advantage and stewardship design principles in overcoming market barriers. There are cases devoted to collaborative approach, outsourcing, and use of search engines.

The first article by Christian Linder and Sven Seidenstricker presents a case study on Microban International, Ltd. The company has an enviable success record as a global supplier and market leader in built-in antimicrobial product protection, engineering durable antimicrobial solutions for original equipment manufacturers (OEMs), and industrial and medical products around the world. The authors argue that technological innovations resulting from the hard work put in by scientists no doubt are to be lauded for their value for the customers, but there is never a certainty that these will lead to an economic success. Much depends as to how the technology is marketed. Microban had to develop a business strategy that created a win-win-situation for all downstream partners in the value chain. Today, Microban issues licenses to more than 150 companies around the world to use the Microban trademark. Microban technology is built-into over 1,000 products, including kitchen and bath products, apparel and home textiles, appliances, building material, foodservice products, medical products and many others. The article is a study of Microban's branding concept and is related to the decision that the company took following the ingredient branding approach.

Anthony E. Smith and Elizabeth Mast in the next article discuss the success story of Secure Futures, LLC ('Secure Futures'), a US solar development company, in developing its second large scale solar project four times larger than the first in 2011, in nearly half the time. Secure Futures developed Virginia's first commercial-scale solar photovoltaic power project through a unique power purchase agreement with Eastern Mennonite University for a 104 KW system on the EMU campus in 2010. The EMU solar project took 21 months to overcome a variety of legal, financial, regulatory and tax hurdles. The second project, developed in 2011 with Washington and Lee University in Lexington for 444 KW was completed in eleven months. The company applied sustainable value, collaborative advantage, and stewardship design principles in overcoming market barriers and compressing business development cycles. The case study highlights the principles that contributed to developing two milestone projects in succession that overcame

market, regulatory and financial hurdles. The case reflects the challenges of action research in applying and evaluating change agent theories and practices, including but not limited to appreciative intelligence (Thatchenkery and Metzker, 2006) and stewardship design principles (Thatchenkery et al., 2010).

Several researchers such as Nevo et al. (2012), Ranathunga et al. (2012), and Barnes (2011) have explored second life in many domains. Roma Chauhan and Gaurav Kumar refer that virtual world is a synthetic immersive environment developed to impart enhanced learning and effective collaborative experience. The technology has been applied to business domain to improve and simplify the processes conducted within. The virtual world may sound futuristic where users can fly, swim, collaborate in real time and all this is part of a virtual world of Second Life (SL). The idea was transformed into action by CEO Philip Rosedale, founder of California-based Linden Lab (LL) in 2003. It is a dream realised to build a huge robust revolutionary virtual economy with global population using immersive technologies that change the way people collaborate. The case draws focus on virtual world of SL and how corporate can exploit the benefits to use it for collaboration, marketing and promotion. The case explores hurdles encountered by users while using SL platform. The authors conclude that virtual world can be used as an additional secondary component for knowledge exchange for businesses, although it does not represent a complete alternate replacement to real world physical collaboration. The use of SL environment requires business organisations to be equipped with class infrastructure and capability to troubleshoot in real time.

The case from Anuja Pandey discusses new horizons of conducting business. Internet has already become a major source across the world to promote business and its products. Web traffic has increased exponentially. Users prefer to land on the website of the organisation taking the search engine tool rather than going to the organisation website directly. The role of search engines has become very important as search engines are a major tool to dig information on web. The importance of search engine to find information related to education, business, product, brand, travel, ticket etc, has increased to unsurpassed level. Search engines like Yahoo, Google, Baidu, ASK, AOL, MSN, Bing are increasing being used to search information. The author has tried to identify and measure the performance of keywords and evaluate the performance of search engine. The paper presents the results of web traffic at organisation portal delivered by search engine. The period of study is one and half year. The case provides insight into the techniques that are successful in search engine optimising and used to ensure high traffic generation.

Ron J. Newton in the last case of this issue showcases the organisational redesign of two aerospace engineering organisations faced with outsourcing the manufacturing of commercial aircraft products to China. The aerospace engineering industry is a dynamic entity. As products and suppliers change, so must the organisational structure. Organisational changes are needed to adhere to the flexibilities of the global aerospace market. The rationale behind organisational redesigning is a business approach strategy in response to major threats or new opportunities in the global market. The case presents an analysis, performed on the incumbent technical organisation to diagnose the effectiveness of domestic manufacturing, and the effectiveness of a global outsourcing organisation responsible for developing a purchasing process for the same products from China. The focus of this case study is to apply the integrated strategic change (ISC) model between two closely related aerospace engineering organisations at the same company to realign both. The integration and application of the ISC model as applied in this study leads to

strategic realignment of two engineering functions into one. This study explains the need for organisational change followed by the sequential methods of redesign along with stakeholder feedback.

Technology marketing is unique in many respects. There is indeed limited literature and a few cases which provide details from live cases. It is hoped that the cases presented will provide valuable experience to practitioners and academics alike.

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