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## **Editorial**

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Needless to say, high-tech corporations have to perpetually create new products, services and novel business models to maintain a competitive edge and ensure continued growth. Notably, the radical revamping of existing products and services and the creation of new business models that transform existing business rules have historically triggered profound strategy transformation in large traditional companies. For example, new value chains were created across the ITC industry with Apple's development of its music distribution businesses (iPod and iTunes) and the development of the smartphone (iPhone) (e.g., Kodama, 2011, 2014).

A battery of academic research in recent years has dealt with radical, breakthrough, discontinuous and disruptive innovation, and has identified the challenges that companies face with strategy transformation as they strive to pioneer new markets and create new technologies, the difficulties that accompany these transformations and the factors that lead to success or failure. There have been plenty of reported cases of large traditional companies in a number of different areas such as the PC market, digital photograph, disk drive, semiconductor exposure apparatus and clock industries whose business performance and viability were profoundly impacted because they were unable to respond to changing circumstances. The decline of Kodak is a classic example of this.

Therefore, the most important thing for any company is to acquire organisational capabilities that enable the development of new technologies and businesses in response to swiftly fluctuating environments – radical and breakthrough innovations trigger paradigm shifts with their new markets and technologies, because they bring greatly enhanced product functionality that fundamentally alters existing markets or even creates new ones, and result in dramatic shifts in existing corporate strategies. Radical innovation is fundamentally different to the old incremental innovation in which companies become path dependent, and requires new knowledge which is different from existing skills and know-how for its realisation.

Therefore, companies dealing with radical innovation must face uncertain and discontinuous markets, technologies, organisations and resources, and although some of them are able to overcome these challenges and win out, there is a serious risk that a great many of them will stall and fail. To achieve strategy transformation with radical innovation, companies need capabilities (strategic, organisational, resource, technological, operational and leadership) that are different from the knowledge they have fostered with their incremental innovations of the past (e.g., Kodama and Shibata, 2014a, 2014b).

To better understand this new radical innovation paradigm in high-tech corporations around the world, this special issue aims to collect a set of high-quality papers investigating these corporate strategy transformations and the various dimensions within them from macro to micro level analysis. After two or three-round reviews, nine papers were finally accepted for this special issue.

The first two papers by Cho, Kim and Kim (2015), and Jayashree and Yang (2015), discuss industry-level strategy transformation from a unique analysis perspective. Cho, Kim and Kim (2015) examine the evolution of corporate strategic positioning under technological convergence. They analyse the printed electronics industry using patent-centric network indexes, and reveal technological intensity using patent citations on corporate-based networks, while Jayashree and Yang (2015) present the challenges faced by the Chinese cosmetics industry in achieving strategic transformation by exploring how companies strategically innovate to compete based on their typology.

The next four papers, Lin and Chen (2015), Tsai (2015), Agarwal and Brem (2015), and Liao, Tseng and Ho (2015) discuss strategy transformation at the corporate level from unique key framework analysis of innovation processes, radical marketing innovation, technology adoption and innovation life cycles. Lin and Chen (2015) contribute to the emerging subjects of MNC operational mindsets through to ambidextrous innovations by measuring inside-out and outside aspects. Tsai (2015) develops and validates the radical innovation commercialisation model that reconfigures relevant theoretical conceptualisations and empirical verifications. Agarwal and Brem (2015) evaluate the case of General Electric (GE), and show that in the experience of this company, convergence-related business transformation is nonlinear, and that some dimensions and stages of transformation previously thought to be important may not be relevant to successful business transformations through technology convergence within organisations. Liao, Tseng and Ho (2015) investigate the impacts of innovation strategies on organisational performance, and whether relationships change in different stages by observing companies in Taiwan.

The last three papers, Youssef and Youssef (2015), Kim, Kim and Park (2015), and Shibata and Kodama (2015), discuss corporate strategy transformation at the product innovation and manufacturing level from a unique analytical perspective. Youssef and Youssef (2015) describe how four time-based technologies have a positive impact on the four dimensions of competitive priorities in manufacturing, namely cost, quality, flexibility and responsiveness. Kim, Kim and Park (2015) identify factors that directly affect product innovation performance and compare the relative importance of these factors in dynamic and non-dynamic environments. Shibata and Kodama (2015) analyse how component manufacturers can change from a customisation to a product platform strategy, which requires component manufacturers to deal with issues related to the product architecture of the component itself and to the product development process required to sustain the platform strategy.

Finally, we would like to express sincere gratitude to Editor-in-Chief of *IJTM*, Dr. M.A. Dorgham for his support in giving us the opportunity to organise this special issue. We also very grateful for all authors and referees for their careful evaluation and critical comments, which have significantly improved the quality of the papers in this special issue.

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