
Editorial

Alexander Brem*

University of Southern Denmark,
Mads Clausen Institute,
Alsion 2, 6400 Sønderborg, Denmark
Email: brem@mci.sdu.dk
*Corresponding author

Eric Viardot

EADA,
C/ Aragó, 204,
0811 Barcelona, Spain
Email: eviardot@eada.edu

Welcome to another issue of the *International Journal of Technology Marketing*, where we combine our regular issue with a special section on ‘Leveraging technology marketing for producing social good and firm’s success’, edited by G.D. Sardana and Tojo Thatchenkery.

This editorial will cover the regular papers, while the special section has its own editorial written by our guest editors.

The first paper written by Mostafa Hashem Sherif is about information and communication technologies (ICT) standardisation strategies and interactive learning spaces (ILS) focused on the case of China. The author writes about the challenges posed by intellectual property rights (IPR) in terms of licensing fees, which have stimulated China’s active participation in the standardisation of ICT through standards development organisations (SDOs). He argues that this participation allowed the accumulation of knowledge and the establishment of external contacts that made it easier to assimilate external knowledge more efficiently and to develop its own brand of new technologies. Based on the Chinese experience he shows that SDOs can be considered as ILS in the Chinese case, in contrast with other ICT global standards producers, where learning is a secondary outcome of the standardisation process.

The second article is about the role of international experience in business models of SMES, based on evidence from software companies. The authors are Liisa-Maija Sainio, Sami Saarenketo, Sanjit Sengupta, Petri Ahokangas and Mikko Laakso. While business models as such have been subject to extensive research, their study in the context of international entrepreneurial firms has remained scant. Hence, the empirical part of this paper focuses on eight Finnish international entrepreneurial software companies. The findings suggest that business models of software companies incorporate many similarities. However, the degree of international experience seems to influence the company’s value creation and the way they organise their activities both upstream and downstream of their value chains. Moreover, the firms tend to outsource more of their

core activities when their international experience is growing, a fact that affects their business model design.

'Implementing the spin-along approach a capability analysis of Telekom Innovation Laboratories' corporate venturing programme': this is the title of the paper authored by Sarah Mahdjour and Sebastian Fischer. This paper extends an emerging concept of corporate entrepreneurship theory, by implementing a spin-along programme. Their research identifies core capabilities for the successful implementation of a spin-along programme. Her findings are based on an analysis of the spin-along programme of Telekom Innovation Laboratories (T-Labs), the central R&D unit of Deutsche Telekom AG. In a 12-month research project, the author conducted 19 semi-structured interviews along with participant observation methods to identify 13 core capabilities, which represent clusters of good practice measures for implementing the spin-along programme. These capabilities focus on the development of a suitable corporate environment, the setup of a comprehensive spin-along programme and the development of new ventures.

The last paper of the regular issue is presented by Claudine Kearney, Killian J. McCarthy and Dewi Telehala. The purpose of this paper is to increase the understanding of low tech industries' product innovation performance related activities and the specific capabilities of the firms that influence those. In this paper, they apply a widely-used product innovation performance survey – namely, Cormican and O'Sullivan's best practice model – to quantify the differences between high- and low-tech firms, in terms of product innovation performance. Their results indicate that communication within the firm, and collaboration between firms are of particular importance to low-tech firms, while 'harder factors' – such as 'strategy and leadership', 'planning and selection', or 'structure and performance' – have an insignificant effect. Hence, they extend the discussion of product innovation management, and demonstrate a number of interesting differences between high and low-tech firms.

Enjoy your reading and do not hesitate to send us your comments as well as your next academic paper about the marketing of technology-based solutions and innovations.