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## Introduction to the special section. Leveraging Technology Marketing for Producing Social Good and Firm's Success

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Unprecedented advances in information technology during the last ten years have changed most aspects of organisational and social life. It is well understood that advances in information communication technology earlier than ten years too have had a profound impact. However, the pace of new technology and innovation has only been picking up speed during the last ten years. It is hard to imagine that YouTube is less than ten years old. It began operating in February 2005. Today, YouTube is ubiquitous. Young and old

in repressive or the most liberal nations can type in a keyword in YouTube search space and watch the latest news, entertainment, and controversies. In the USA, one can open the Uberapp in a smartphone, see the physical locations of taxis, and call the one nearest to his or her location, all with one press of a button. In other areas of life too, the impact of technology has been profound. Match.com and eHarmony help thousands of people find their life partners. Google has just introduced a driverless car while Tesla's battery powered electric cars have challenged the dominance of gasoline powered automobile. We can go on and on.

Underneath all these advances is a silent contributor called technology marketing. Not all technologies that have been revolutionary have found a place in the halls of success. General Motors did not commercially utilise the innovative technology of battery powered automobiles even though it produced a highly viable electric car called EV1 in the mid-1990s. As brilliantly dissected in the documentary *Who Killed the Electric Car?* (Dargis, 2006), General Motors succumbed to the pressures of vested interests and failed to show the transformational nature of its technology to potential customers who were the entire population interested in purchasing an automobile. That was a great opportunity lost for technology marketing. Five years later, Chris Paine, the same producer of the documentary released the *Revenge of the Electric Car* (Adam, 2011) which showed the dramatic turnaround and return of the same technology as exemplified in the popularity of Tesla and Chevy Volt. For every technological innovation that might have made its creators wealthy, there are several others that failed. On a typical day, partners in venerable venture capital firms such as Kleiner Perkins Caufield and Byers in the Silicon Valley in Northern California (who were early investors in Facebook, Google, Linked-In, and Twitter) meet with entrepreneurs who have come up with new ideas based on latest advances in ICT or a new revolutionary breakthrough. These experienced VC veterans face the difficult choice of deciding which new technology or business idea to support and which one not to. History is replete with examples of ideas turned down and later commercialised for huge financial success. In either case, the element of marketing is a critical one. Thanks to the saturation of information facing the savvy customer, not all ideas can get through to capture their imagination. How do entrepreneurs and established companies compete for the attention and loyalty of customers and consumers? The movement of a significant number of consumers with solid purchasing power to the social media-based platforms have left marketers with plenty of unanswered questions. Should they create a new need- the way Steve Jobs did? People do not know what they want but if you create something they like, they will want it. Or, should the marketers and advertisers try to gauge the mood of the consumers and try to measure the social trends? Such dilemmas continuously populate the minds of academics and practitioners alike. In this special issue, we use a select group of papers to demonstrate parts of this interface with technology and marketing.

In the first paper, 'Lessons from startup for energising online patient care', authors Roma Chauhan, Amit Kumar, and Harjit Singh analyse Practo Technologies, a Bangalore-based startup that was established in 2008. The inspiration to start the company was personal for its CEO Shashank. In the process of consulting doctors in India and overseas for expert opinion for treating his father who was ill, he came across the need for patient documents and medical records management. Radiology images and reports of various diagnostic tests were not coordinated. Doctors making critical decisions did not have all the information in once place. Shashank soon discovered that a cloud-based healthcare records management system will not only help him but also

thousands of people in similar situations. The company he co-founded eventually created web portals not just for records management but also for finding new doctors and other medical services. The case study explores the competitive challenges an entrepreneur may face in India while trying to enter new markets and the role of vision, leadership, and resilience in producing economic sustainability for startups. For the largest democracy in the world, access and affordability of quality healthcare has always been scarce. This paper shows the promise of cloud-based technologies when they are leveraged by entrepreneurs who have the ability to make sound business decisions.

The second paper explores the related operational issues in digital signature industry. Shuchi Singhal explores the management challenges faced by *ASN Solutions*, a company engaged in the digital signature business. This is a nascent sector and ASN Solutions was one of the first to enter this niche area in India. Amit Singhal, the chief protagonist of the company took several decisions to maintain the operational feasibility of the organisation. The case provides new insights regarding innovation in ICT, the oligopolistic market structure, and the strategies adopted in such markets including price wars and cartel formulation. The paper also explores the distribution model adopted and the associated difficulties in this industry and considers various ways to resolve the multiple paradoxes and dilemmas facing decision makers every day.

H.M. Jha Bidyarthi, S.M. Mishra, P.M. Kuchar, and M.A. Dande in the third paper: 'Management of technology for effective e-governance – a case study of unexplored dimensions of e-governance practices in select Indian sectors' analyse what is self-evident in the title (e-governance). The authors state that a host of e-governance applications have undertaken corrective measures to improve content and enhance efficiency. They point out that a quiet change has been happening in this area which can create positive credibility for e-governance.

Taken together these three papers provide a complex, challenging and yet promising scenario for leveraging technology marketing for communicating the immense power of new technologies for organisational transformation. We thank Professors Alexander Brem and Prof. Éric Viardot for giving us this opportunity to guest-edit the special issue.

## References

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