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## Editorial

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Innovation has been broadly defined and refers to technological change that has been adopted by organisations and diffused into the economy in which it is placed. Innovations primarily lead to resolve the problems encountered in various forms that have origins in market needs or because of technology possibilities. The later can be seen in necessities arising from demands of higher speeds, faster delivery, lower costs, better product quality in the form of longer life, products to lighter in weight, easy maintainability etc. Innovations can also take place because of the environmental compulsions that call for protection of the environment, saving natural resources and sustainability. Thus innovation that exists both as a product or service is considered the result of the process

of innovation that starts with management of technology. Often the process and the product go together. Innovation thus is a broad and complex subject and should not be underestimated as dealing only with the creation or development of a changed or new product. Innovations in approaches, such as in education, training and development, talent management, customer management are equally important dimensions. It would be fair to characterise innovation as concepts that bring about change, be it in tangible product, service, process, procedure or even the social setting for work. The innovations and the innovatory approaches lead to creating breakthroughs, new market space, discovering new points of differentiation with the resultant output or practices adopted by others and meeting the challenges of the market. There are risks and uncertainties. The management of innovation is not easy and follows a different footpath as followed in routine management functions. Elements of innovation need creativity that requires a different type of motivation. The process of management requires understanding social psychology of individuals and their place in a group, decision making, social identity, resistance to change and integration of diverse perspectives. A different type of leader is needed in a highly innovation-focused organisation. There are new dimensions of factors such as: competitive strategy, the scale of investment, management culture, the internal learning process, the market uncertainty, and the challenges of disruptive change. An entrepreneur has to weigh the challenges of uncertainties. An entrepreneur has to obtain information from various sources: market, competition, problems faced by the customers, possible alternative technological solutions, process of learning, the development time, the corporate strategy and a conviction to carry out the process of change. There are also a host of internal problems that confront the entrepreneurs in completing the process of innovation: should they aim at incremental or a radical change? Entrepreneurship and innovation are thus interlinked in the process of managing change.

This special issue of the journal is designed to focus on several of the challenges around the topic of innovation as a change process and the interface that appears between entrepreneurship and the innovation. These journal articles were chosen from a list of revised and enlarged scholarly papers presented at the International Conference on Management Cases 2015, organised by the Birla Institute of Management Technology (BIMTECH), Greater Noida, India, and the School of Policy, Government, and International Affairs, George Mason University, Arlington, Virginia, USA, on 3–4 December 2015 at the Bimtech Campus. The conference was attended by delegates from several countries such as Australia, Japan, Thailand, Nepal, Germany, France, UK, Finland, Canada, and India. The papers presented and discussed at the conference focus on practices and the challenges faced by practitioners and scholars.

The issue opens with a paper from Päivi Eriksson, Tero Montonen, Juha Vilhunen and Kalevi Voutilainen that focuses on the role of an Incubation manager in the co-innovation context. Human resources in general, and those represented by incubation managers in particular, are central to the capacity of business incubators to offer knowledge intensive business services to their clients. The paper highlights incubation managers' work in the context of collaborative innovation (co-innovation). While incubation managers are a key human resource in incubation processes, including co-innovation projects, there is a lack of research on their work roles. This paper contributes to this gap by drawing from the business and organisation development literatures and analysing the roles incubation managers' play in real-life practice. The study shows that while incubation managers' have many roles, their integration is a key issue. In the study presented, the incubation managers needed to work as business

consultants and coaches simultaneously, seamlessly integrating key activities attached to both roles. The study confirms the relevance of investigating how a multiplicity of roles are fused together rather than kept separated.

Utpal Chattopadhyay and Pragya Bhawsar in the next paper examine problems of instabilities faced in a venture. The stupendous growth in India's mobile telephony industry has attracted many foreign operators to invest in India. Though strategic alliances can take different forms and may have different goals, joint ventures (JVs) have emerged very popular in the last few decades. Japan's telecom giant NTT DoCoMo entered into Indian market through an equity joint venture (JV) with Tata Teleservices, the telecommunication arm of India's biggest business conglomerate, Tata Sons. The Tata DoCoMo joint venture started with a great fanfare by introducing an innovative 'one paisa per second' billing model. But after notable success in the initial years the venture plunged into a phase of perpetual instabilities when NTT DoCoMo unilaterally decided to exit from the venture by offloading its entire 26% stake to the Indian partner. This paper is an attempt to look afresh into the causes of JV instabilities and to probe, in depth, why the Tata DoCoMo venture has run into rough weather, that too in a period when the telecom industry in India had progressed tremendously in all business dimensions.

John Walsh follows up with a study of business opportunity on cut flowers. Fresh cut flowers are popular in most if not all countries of the world, as decorations, for their bouquet and because they may have specific cultural associations. Emerging economies develop unevenly, with comparatively small and mostly urban areas being the centre of most development and the place of accommodation for those benefiting from it. In Nepal, a landlocked country graduating from least developed country status, that space is provided almost entirely by central Kathmandu, the capital city. It is there that consumption of consumer goods acquired commercially takes place almost completely. As a middle class emerges, it tends to aspire towards the professionalisation of important family-based rituals, such as weddings and births, as well as religious celebrations. In this situation, cut flowers represent a genuine commercial opportunity as these rituals are professionalised on a seasonal, at least partly predictable pattern. This paper examines how small-scale operations might come to participate in such a commercial sector and what problems and constraints they face in so doing. The result is an exposition of market development in an emerging market.

Ajoy Kumar Dey next explores attributes influencing buying of residential apartments in India's National Capital Region. During the last decade the residential housing market has emerged as a lucrative, fast-growing and increasingly competitive sector of India's economy. Focusing on National Capital Territory, that has been witnessing hectic construction activities, the paper attempts to identify the characteristics of residential apartments and external influencers that have the influence on buyers' post purchase satisfaction. Several previous studies have probed different aspects of the decision-making processes of home buyers worldwide; but we have a limited understanding of the factors that influence the choice of Indian buyers of residential apartments and their post purchase satisfaction. Extant literature on consumer satisfaction of buyers of apartments suggests that the satisfaction and willingness to recommend are impacted by dissatisfaction components; basic and lifestyle amenities; basic and value added features of the structure of the apartment and further influenced by external influencing factors such as promotion, distance, safety and security, environment at the location and financial. This study contributes to an improved understanding of apartment buyers' decision making.

Esa Hiltunen and Kaisa Henttonen next present an intensive case study that explores employee-driven innovation discourses at a Finnish retail chain hypermarket. Innovation is a powerful discourse in workplaces nowadays. It is promoted as a critical engine of growth. However, a new trend in the development of the concept of innovation can be identified. It has moved the focus from new products related to economic benefit to everyday improvisations that employees instigate continually. These might be, for example, modifications to work processes or other innovative solutions that have emerged in practice. Therefore, if organisations want to be more innovative, they should put more emphasis on individual creativity and highlight individual employees as playing a key role in organisational innovation. This single-case study focused on one individual who considered herself to be an innovator and possessed a special desire to develop and renew daily activities in a retail store. Discourse analysis, as a methodological approach, shows how innovation discourse is divided into two main repertoires: individualistic and realistic innovation repertoires. The study contributes to new contextualised knowledge on innovation management and employee-driven innovation research.

Poonam Sharma next discusses Vini Cosmetics that has pioneered the art of building brands and has also created various category segments in the market, which were not existent till the time they identified them. FOGG the deodorant brand from Vini Cosmetics has forced Global players like Unilever (owning the cult brand, Axe) to rethink about their product's value proposition and marketing strategies, as Fogg has been the leader in India's bestselling men's deodorant category for the last four quarters in a row. The case study discusses various marketing strategies that Vini Cosmetics incorporated while building the brands by creating new product categories, going off-track from existing ones, challenging the 'set' players in the market and how this company managed to strike the nerves of the Indian consumer by the branding and creation of niche markets. Blue ocean strategy is a strategy where reformation occurs. It follows a quest of product differentiation with low cost. The growth opportunity in this is abundant because of absence of competition and companies can create demand as the market space is unexplored and has great potential to expand.

Brand equity is considered as most valuable intangible assets for the companies. Brand equity extends an incremental utility and value contributed by brand name to a product. The study from Dhruba Kumar Gautam and Sajeeb Kumar Shrestha evaluates a model to better understand of customer based brand equity in the Dish Home Nepal. Dish Home of Nepal provides digital satellite television services direct to subscribers without use of any wire, cables or cable infrastructure throughout the region with structured coverage. The authors conducted a survey of subscribers of Dish Home to collect the data. A structure equation modelling was used to measure the effectiveness of brand equity drivers of Dish Home. The research found brand awareness and perceived quality had no effect on brand loyalty. Brand association has significant effect on brand loyalty. The authors recommend that Dish Home Company should focus on brand loyalty programs to increase and retain brand loyal customers. The added value informs how consumer considers, feels and acts to the brand, wants to pay premium prices and market share and profitability of the company through the brand.

The next article by Karen A. Smith Bogart considers board of directors' contribution to corporate social responsibility within US public companies recognised as CSR leaders. This research integrates corporate governance, CSR, and stakeholder theory literature. This qualitative study employs semi-structured interviews with the chief executive officers (CEOs) of three US public corporations recognised as CSR leaders in the MSCI

KLD 400 Social Index (MSCI, 2014) and published company and third-party texts. The relationship of the firm and society is increasingly dynamic, connected, and complex. Global interdependence magnifies risk and opportunity in capital flow, technology break-through, market development, and resource access. To address social, environmental, and political challenges, the firm must identify needs, develop imaginative solutions, and realise mutual interests and outcomes. The authors summarise three major findings: board contribution is expected given CSR's material impact on shared company and stakeholder benefit; board influence in CSR is advanced by their duty fulfilment, expertise, experience, and roles complementary to management; and key practices advance board involvement and impact in CSR.

Shuchi Singhal next presents a study of challenges faced by a small entrepreneur dealing in agricultural and industrial machine parts. The case portrays the journey from inception to the burgeoning success. The case entails the challenging business dealership decisions and speckled strategies adopted to capture the market. The diverse policy decisions taken by Mr. Krishna Kumar Agrawal, the owner-CEO with regards to inventory management, receivables management and other functional areas assisted him to gain strategic competencies which transformed a pioneer into a market leader. Mr. Agrawal has been socially responsive and his interests in the Corporate Social Responsibility activities acted as a contributor in business growth and creating goodwill. In the competitive era it is challenging to retain and grow the customer base. The majority of customers were in agriculture and mining business which were directly affected by the weather conditions. Due to continuous upgradation of technology, the sale of certain products declined as the new machinery has done away with the need of the agriculture parts. Agrawal had to think of innovations at every stage. The case highlights some of the challenges and innovative approaches adopted.

The next article in this issue comes from Tero Montonen, Päivi Eriksson and Anssi Lehtikoinen who explore how a business advisor hired by a university, assists scientists in commercialising their research through research-based spin-offs (RBSOs). Prior research on the key actors of RBSOs has focused on what kind of scientists engage in this activity, what motivates them, and how they learn over time. Limited research has been done on the micro-level interaction between scientists and those who assist them in spin-off creation. The present study fills this gap in the literature by studying real-life interaction between scientists and an internal business advisor hired by a university. The micro-ethnographic study shows how the business advisor communicates his preferred meanings concerning the RBSO to the scientists, who try to make sense of what an RBSO means and requires from them. The primary data for the study consists of tape-recorded discussions in five meetings, which were interpreted through micro-level qualitative analysis. The authors find evidence of nine patterns of sensegiving and sensemaking through which scientists' interpretive frame concerning the RBSO is changed.

H.M. Jha 'Bidyarthi', M.A. Dande, P.M. Kuchar, S.M. Mishra and A.K. Shrivastava in the last paper of this issue highlight issues faced by a cold storage plant to operate in agri-business. The agri-sector in India is largely dependent on the seasonal monsoons. Good monsoons bring in prosperity and the produce surplus requires cold storage capacity to preserve the crop. Failure of monsoons brings in disaster. The cold storage capacity remains unutilised. The authors pen down the entrepreneurial journey of Vishal Mihani who had to change over to as many as nine products/businesses for the Best Cold Storage over the last 18 years. The plant was set up initially for chilli storage

which did not see even a year of its operation. It went on to search innovating pathways for its survival and sustenance changing from one product to another and from one market to another. The creative skills of its entrepreneur Vishal Mihani led the organisation to success amidst many odds. It is concurrently facing yet another challenge. The case strengthens the conviction in that innovation has a strong place in the essentials of a successful entrepreneur in small seasonal business.

Innovation management has evolved as a major factor for sustainable growth of an organisation. An entrepreneur right at inception stage of new business plans his business model to imbibe innovation. We hope that the scholarly papers included in this issue will enhance the understanding of the readers on imperatives of managing innovation in the new business models. We hop that the papers will kindle strong interest in the readers to know more about problems involved and inherent challenges.

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## **References**

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