

---

## Editorial

---

### Sanjay Kumar Singh

College of Business,  
Abu Dhabi University,  
P.O. Box 59911, Abu Dhabi, UAE  
Email: sanjay.singh@adu.ac.ae

**Biographical notes:** Sanjay Kumar Singh is an Associate Professor of Management, College of Business, Abu Dhabi University, Abu Dhabi, UAE. He has published over 48 refereed journal articles and five books. He serves as an Associate Editor in *Management Decision*. He has been an Editor – special issue(s) in refereed journals such as *Journal of Knowledge Management*, *Management Decision*, *Journal of Organizational Change Management*, *Benchmarking: An International Journal*, *International Journal of Productivity and Performance Management*, *Journal of Enterprise Information Management*, *International Journal of Educational Management* and *International Journal of Work Organisation and Emotion*, to name a few. He serves on the editorial advisory board of *International Journal of Organisational Analysis*, *International Journal of Productivity and Performance Management*, *International Journal of Value Chain Management* and *Journal of Workplace Learning*. He serves on the Executive Board of the Asia Academy of Management.

---

Service innovation and technology management has been a key to organisational productivity as being witnessed in the developed markets of the world. The emerging economies markets have scaled up the development and uses of services innovations and management of technology to make firms agile and address to the changing tastes of their customers in a shortest span of time. However, organisations in the emerging economies is yet to catch-up with their counterparts in the developed market to create a level playing field due to the fact that the former is characterised by poor business models, political instability, poor corporate governance, devoid of world-class research universities and the likes. All these culminate to selection and recruitment of human resources to do the job on behalf of organisations but it is a sad story as majority of them are below par on required skills and competencies, especially people-related.

Several studies have reported for leveraging soft skills and competencies namely emotional intelligence (Bozionelos and Singh, 2017; Pradhan et al., 2017; Singh, 2009), proactive knowledge sharing and management (AlShaima et al., 2016; Singh, 2008), leadership skills (Gritzo et al., 2017) and the likes for augmenting innovation performance (Al Matrooshi et al., 2016; Busaibe et al., 2017; El-Kassar and Singh, 2018). Therefore, these microfoundations along with good corporate governance in emerging economies are key to leverage service innovation and technology management skills to deliver superior firm performance (Anderson et al., 2015; Contractor et al., 2016; Gaur and Delios, 2015; Lee et al., 2017). All these become much more important especially when firms desire to expand its base and businesses in the emerging markets (Popli et al., 2017; Singh et al., 2017). Therefore, the organisations with aspirations for expansions need to do a lot to become competitive and this special issue on ‘Services innovation and

technology management in emerging economies’ is an attempt in that direction to answer relevant business problems.

The first paper is titled ‘Rethinking the old residential sector in the UAE: a methodology for sustainable retrofitting’ is contextualised in the Arab context. The study suggests and address issues related to sustainability guidelines and regulatory tools in the Emirates of Abu Dhabi in the UAE. The paper presents significant implications for practice and body of knowledge.

The next paper titling ‘Segmenting Indian shoppers on mall attractiveness factors’ and is situated in Indian context. The paper suggests for relevant attractiveness indicators that retailers and mall managers in India need to take into account while designing and implementing positioning strategies for their outlets. The paper has significant suggestions for varied shoppers segments in the fastest-growing Indian economy of the world.

The third paper titled ‘Relationship between ethics and buying: a study of beauty and healthcare sector in the Middle East’. The beauty and healthcare are fast growing business segments in the Middle Eastern region of the world and this paper has meticulously identified key business problems and their relevant solutions. The results and implications of the study have been discussed at great length.

The penultimate paper titling ‘Radical improvement of e-government services in Dubai’ highlights key factors that led to success of e-government in Dubai, the United Arab Emirates. The paper presents detailed comparative discussions on e-government in Dubai, Oman and Saudi Arabia.

The last paper is titled ‘Implementing lean thinking in software development – a case study from India’. The paper has addressed critical success factors on how to implement lean thinking in software development and to leverage its strengths for organisational excellence.

I hope that this special issue on ‘Services innovation and technology management in emerging economies’ will be liked by readers in the emerging economies.

## References

- Al Matrooshi, B., Singh, S.K. and Farouk, S. (2016) ‘Determinants of organizational performance: a proposed framework’, *International Journal of Productivity and Performance Management*, Vol. 65, No. 6, pp.844–859.
- AlShaima, T.H., Singh, S.K., Farouk, S. and Sohal, A.S. (2016) ‘Knowledge sharing enablers, processes and firm innovation capability: a study’, *Journal of Workplace Learning*, Vol. 28, No. 8, pp.484–495.
- Anderson, U., Gaur, A.S., Mudambi, R. and Persson, M. (2015) ‘Inter-unit knowledge transfer in multinational enterprises’, *Global Strategy Journal*, Vol. 5, No. 3, pp.241–255.
- Bozionelos, N. and Singh, S.K. (2017) ‘The relationships of emotional intelligence with task and contextual performance: more than it meets the linear eyes’, *Personality and Individual Differences*, Vol. 116, pp.206–211 [online] <https://doi.org/10.1016/j.paid.2017.04.059>.
- Busaibe, L., Singh, S.K., Zamberi, S.K. and Gaur, S.S. (2017) ‘Determinants of organizational innovation: a framework’, *Gender in Management: An International Journal*, Vol. 32, No. 8, pp.578–589.
- Contractor, F., Yong, Y. and Gaur, A.S. (2016) ‘Firm-specific intangible assets and subsidiary profitability: the moderating role of distance, ownership strategy and subsidiary experience’, *Journal of World Business*, Vol. 51, No. 6, pp.950–964.

- El-Kassar, A.N. and Singh, S.K. (2018) 'Green innovation and organizational performance: the influence of big data and the moderating role of management commitment and HR practices', *Technological Forecasting and Social Change*, January, In Press [online] <https://www.sciencedirect.com/science/article/pii/S0040162517315226> (accessed 7 February 2018).
- Gaur, A.S. and Delios, A. (2015) 'International diversification of emerging market firms: the role of ownership structure and group affiliation', *Management International Review*, Vol. 55, No. 2, pp.235–253.
- Gritzo, L., Fuschfeld, A. and Carpenter, D. (2017) 'Success factors in R&D leadership', *Research-Technology Management*, Vol. 60, No. 4, pp.43–52.
- Lee, C.Y., Lee, J.H. and Gaur, A.S. (2017) 'Are large business groups conducive to industry innovation? The moderating role of technological appropriability', *Asia Pacific Journal of Management*, Vol. 34, No. 2, pp.313–317.
- Popli, M., Akbar, M., Kumar, V. and Gaur, A.S. (2017) 'Performance effect of internationalization and entrainment with pro-market reforms', *Global Strategy Journal*, Vol. 7, No. 4, pp.354–374.
- Pradhan, R.K., Jena, L.K. and Singh, S.K. (2017) 'Examining the role of emotional intelligence between organizational learning and adaptive performance in Indian manufacturing industries', *Journal of Workplace Learning*, Vol. 29, No. 3, pp.235–247.
- Singh, D., Pattnaik, C., Gaur, A.S. and Ketencioglu, E. (2017) 'Corporate expansion during pro-market reforms in emerging markets: the contingent value of group affiliation and unrelated diversification', *Journal of Business Research*, Vol. 82, pp.220–229 [online] doi: <https://doi.org/10.1016/j.jbusres.2017.09.043>.
- Singh, S.K. (2008) 'Role of leadership in knowledge management: a study', *Journal of Knowledge Management*, Vol. 12, No. 4, pp.3–15.
- Singh, S.K. (2009) 'Knowledge management practices and organizational learning in Indian company', *International Journal of Business Innovation and Research*, Vol. 3, No. 4, pp.363–381.