

Guest Editorial Preface

Meeting the Challenges and Taking the Opportunities in a Digital Age by Balancing Competitive and Collaborative Forces From Various Perspectives

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In view of the complex and conflicting perceptions of globalization, it is imperative to examine the role of institutions, innovation and new business models that strive to promote growth and development in a digital age. Firms have been faced with increasing market competition and rising managerial costs nowadays. In this special issue, six papers are included, each of which explores relevant questions from various perspectives.

The first paper titled “Organizational Intrapreneurship Policy, Entrepreneur Subjectivity, and Employees’ Intrapreneurship Activity” is intended to develop an internal entrepreneurship model within a firm to fully exploit the potential of sustainable competitive advantages to address challenges of the new digital era.

The emergence of digital platforms has provided opportunities for workers to start their own businesses and laid the foundations for firms to promote internal entrepreneurship. In particular, digital platforms help firms achieve optimal allocation and utilization of internal resources and increase their chances of successful internal entrepreneurship building. Prior literature has examined the effects of individual and organizational-level factors over intrapreneurship activities but overlooked the interactions between the two levels. Existing scholarship has also lacked in-depth analysis of the internal entrepreneurial processes and mechanisms. He and Du (this issue) introduce two important variables, employment relationship quality and entrepreneurial sentiment, and explore internal entrepreneurial policies influence entrepreneurs’ internal entrepreneurial activities through entrepreneurial subjectivity. This paper therefore contributes to the literature in three ways. First, it highlights the importance of entrepreneurial subjectivity in the analysis of employees’ internal entrepreneurial behaviors. Second, it offers a taxonomy of internal entrepreneurial policies based on three important dimensions and also discussed the different impacts of these different types of policies over employees’ intrapreneurship. Finally, it analyzes the processes and mechanisms for arousing employees’ innovation behavior through an important perspective that focuses on the interaction between individuals and their organization.

The second paper titled “Examining the Channel Choice of Experience-Oriented Customers in Omni-Channel Retailing” aims at addressing the widespread phenomenon of Omni-channel management in new digital age.

Omni-channel management, which explores how to synergistically manage the numerous available channels and customer touchpoints to improve customers' experience and optimize channels' performance, is a hot and emerging topic in the field of marketing, as well as an important topic in this special issue. Zhao and Deng (this issue) is a good example of the research, considering the channel choice of experience-oriented customers in Omni-channel retailing. In the study, they considered three dimensions of experience (i.e., functional, emotional and seamless experience) and two channels (i.e., online and offline channel). By using 266 valid questionnaires from survey, multiple linear regression and Probit model, they examined customer experience and channel choice in different shopping stages with different product types. They showed that product types and shopping stages can influence customers' experience and channel choice. In detail, for utilitarian products, functional and seamless experience have positive influence on Omni-channel usage, and customers tend to select online channel both in search and purchase stages; for hedonic product, emotional and seamless experience have positive influence on Omni-channel usage, and customers tended to select offline channel both in search and purchase stages. Their study shed light on the mechanism of customer experience and the channel choice in Omni-channel environment in China, providing some theoretical contributions as well as practical implications for Omni-channel management. However, due to data limitations, they were not able to divide new additional digital channels (e.g., social media and mobile channels) from online channels, but this is a fruitful area for future research.

The third paper titled "The Impact of Project Initiators on Open Source Software Project Success: Evidence From Emerging Hosting Platform Gitee" is designed to explore role of Open Source Software project initiator in affecting the OSS project success.

Open Source Software (OSS) has been the representative of collective intelligence under distributed innovation and widely used by enterprises as an important supplement to commercial software. Knowledge sharing is the key to affect the performance of open source software projects, which is exactly an important topic in this special issue. Wang and Wang (this issue) explored the paradigm of the "private-collective" innovation model and the mechanism of knowledge sharing. They selected OSS projects in the open source community in China and combined the theoretical analysis on individual behaviors and collective behaviors and put forward hypotheses about relations between OSS project initiators and project success.

In this research, they focused on studying the role of Open Source Software project initiator in affecting the OSS project success from the perspective of individual and collective behaviors. They collected the data from an emerging OSS hosting platform Gitee in China. This research indicates the success mode for Open Source Software projects in China relies a lot on the project initiators. Project initiators not only contribute codes to aid the project directly, but also use their social capital to facilitate the project success. But no full play has been given to social network's effect on mass production and collaborative innovation. This study suggests collaborative innovation which could lead to coherence of global collective wisdom, reduced development costs and expanded source of innovation should be the further direction for the OSS project in emerging platforms.

The fourth paper titled "Evolutionary Game Analysis on Government Supervision and Dairy Enterprise in the Process of Product Recall in China" is intended to explore the game between enterprise and government regulator with an evolutionary perspective.

There are too many safety and quality problems of products in Chinese enterprises for a long time, and it is difficult for the government to supervise the recall of defective products. With the development of informationization and modernization, how to use the thinking of big data and the concept of Internet Plus to ensure product quality and safety, set up traceability system including from the production process to the whole process of circulation and retail, and realize positive regulation and reverse traceability of product recall, which is a problem to be solved. So the research introduces the evolutionary game theory to the interest game between enterprise and government regulator. Wang and Liu (this issue) explore the interests game between enterprise and government regulator with evolutionary game, examine the dynamics and proportionality of the behavior of

both enterprise and government regulator, investigate the factors that influence the system evolution stability and conduct a numerical case and simulation analysis to analyze the strategies for enterprise and government regulator. It shows that it is helpful to build standard recall system of defective dairy products, including reducing regulation costs, strengthening punishment intensity, increasing losing costs and decreasing external environment benefits when dairy product enterprises choose compulsory recall, whereas increasing various encouraging strategies and subsidy and amplifying social influence when dairy product enterprises choose voluntary recall. Especially, the paper puts forward detailed strategies for dairy product enterprises.

The fifth paper titled “Psychological Boundary Management: The Most Essential Source for Organizational Improvement” aims at revealing relevant problems concerning psychological boundary, which is quite different from the boundary problems discussed by the organizational theory and the corporate theory.

International Information application facilitates organizations to develop boundless innovations, and thus enterprises must break through their original boundaries to establish new competitive advantages, which results in universalized “fuzzified” boundaries. Therefore, a new service business model is needed to understand how stakeholders interpret these boundaries and how they view their relationships with these boundaries, especially for the young generations’ belonging behaviors. Psychological boundaries are significantly affected by personality factors (character, self-efficacy, self-esteem, and internal personality pattern). In the face of external stimulus, individual’s shows different level of “elasticity”, that is, the differences in personality result in the differences in psychological boundaries. It can help employees enhance their sense of identity and sense of belonging to the organization, which is an effective way to improve the organizational effectiveness and the most essential source for organizational improvement, just as shown in proposed model in paper by Zheng, Hao and Zheng (this issue).

The sixth paper titled “The Impact of Configuration of Ties with Different Types of Actors in an Innovation Network on Technology Newness” is intended to explore the ties with different type of stakeholders to balance competitive and collaborative forces.

Business model has aroused the great concern of many management researchers once more in Digital age. Many researchers argue that business model is a network of a focal firm and its stakeholders. There are diversified types of stakeholders in a firm’s network. There exists cooperation and competition between a focal firm and its stakeholders. A focal firm always keeps links to different types of stakeholders simultaneously. Li and Tao (this issue) apply the QCA technique to investigate the effects of configuration of ties with different types of stakeholders on technology newness. It also provides a new a solution to “Paradox” between strength of tie and technology newness. A qualitative comparative analysis is conducted based on 166 knowledge-intensive firms in Beijing Zhongguancun High-tech Park. Findings indicate that there are three combinations of different types of actors’ tie strength sufficient for technology newness, and strong tie with firms is a necessary condition for technology newness. Results confirm that tie strength with an individual type of stakeholders have complex trade-off effects and that only specific combinations of tie strength with different types of stakeholders in a network act as sufficient conditions for technology newness.

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