

# Editorial: Insights

## Chris McPhee, Editor-in-Chief

Welcome to the March 2018 issue of the *Technology Innovation Management Review*. The authors in this issue share insights on creating value in the Internet of Things, using big data and analytics to develop value propositions, transitioning from closed to open innovation in an emerging economy, and deciding on the right timing and conditions for internationalization.

In the first article, **Heini Ikävalko**, **Petra Turkama**, and **Anssi Smedlund** from the Center for Knowledge and Innovation Research at Aalto University in Finland examine the co-creative nature of business opportunities in the Internet of Things (IoT). Taking an ecosystem perspective on three use cases within a larger European IoT initiative, they discover how different actors may take the roles of “ideator”, “designer”, or “intermediary” as they co-create business models in different design layers. Their mapping of value creation in IoT ecosystems has implications for both researchers and managers.

Next, **Victoria Kayser**, **Bastian Nehrke**, and **Damir Zubovic** from Ernst and Young in Germany ask: what can the practical discourse on big data and analytics learn from innovation management? Using a framework based on data, infrastructure, and analytics – and driven by business need – they have developed a process for taking analytics projects from the first ideas to the realization of a functional application. In their article, they outline the phases of this process and discuss how it can be transferred to organizations that wish to build analytics capabilities, regardless of size or level of experience.

Then, **Elisa Thomas** from the Centre for Innovation Research at the University of Stavanger in Norway examines the extent to which open innovation is undertaken by firms in an emerging economy as they engage in R&D activities. Despite finding some evidence of increasing openness in the flow of knowledge through the internal and external relationships in two chemical firms in Brazil, the study shows that these firms are not fully exploiting the potential benefits of open innova-

tion, even when complete opening is not the main goal. The author highlights the scholarly contribution of the study and provides general recommendations for innovation managers.

Finally, **Flavia Luciane Scherer**, **Italo Fernando Minello**, **Cristiane Krüger**, and **Andréa Bach Rizzatti** from the Federal University of Santa Maria in Brazil describe a technology startup’s failed early attempt at internationalization and the lessons its founders are applying as they contemplate a second attempt to grow beyond the Brazilian market. Drawing on the literature on internationalization (especially the Uppsala model), export barriers, and the origin and concept of startups, the authors share insights from the case and derive recommendations to help technology startups in emerging economies successfully internationalize.

In April, we will examine the theme of **Frugal Innovation** with Guest Editors **Deepak S. Gupta**, Executive Director of Applied Research, Innovation and Entrepreneurship Services (ARIES) at Centennial College in Toronto, Canada, and **Mokter Hossain**, Assistant Professor in the Center for Industrial Production at Aalborg University, Denmark.

We have also recently issued a call for papers ([tinyurl.com/y76k3kkb](http://tinyurl.com/y76k3kkb)) for a special issue on **Transdisciplinary Innovation** with Guest Editors **Martin Bliemel** and **Mieke van der Bijl-Brouwer** from the Faculty of Transdisciplinary Innovation at the University of Technology Sydney, Australia.

For future issues, we are accepting general submissions of articles on technology entrepreneurship, innovation management, and other topics relevant to launching and growing technology companies and solving practical problems in emerging domains. Please contact us ([timreview.ca/contact](http://timreview.ca/contact)) with potential article topics and submissions, and proposals for future special issues.

**Chris McPhee**  
Editor-in-Chief

## Editorial: Insights

Chris McPhee

### About the Editor

**Chris McPhee is Editor-in-Chief of the *Technology Innovation Management Review*.** Chris holds an MASc degree in Technology Innovation Management from Carleton University in Ottawa, Canada, and BScH and MSc degrees in Biology from Queen's University in Kingston, Canada. He has nearly 20 years of management, design, and content-development experience in Canada and Scotland, primarily in the science, health, and education sectors. As an advisor and editor, he helps entrepreneurs, executives, and researchers develop and express their ideas.

**Citation:** McPhee, C. 2018. Editorial: Insights. *Technology Innovation Management Review*, 8(3): 3-4. <http://doi.org/10.22215/timreview/1141>



**Keywords:** innovation, value creation, Internet of Things, ecosystems, business models, big data, analytics, value propositions, closed innovation, open innovation, emerging economies, technology startups, internationalization

## Academic Affiliations and Funding Acknowledgements



The Federal Economic Development Agency for Southern Ontario (FedDev Ontario; [feddevontario.gc.ca](http://feddevontario.gc.ca)) is part of the Innovation, Science and Economic Development portfolio and one of six regional development agencies, each of which helps to address key economic challenges by providing regionally-tailored programs, services, knowledge and expertise.

- *The TIM Review receives partial funding from FedDev Ontario's Investing in Regional Diversification initiative.*



**Carleton**  
UNIVERSITY



Technology Innovation Management (TIM; [timprogram.ca](http://timprogram.ca)) is an international master's level program at Carleton University in Ottawa, Canada. It leads to a Master of Applied Science (M.A.Sc.) degree, a Master of Engineering (M.Eng.) degree, or a Master of Entrepreneurship (M.Ent.) degree. The objective of this program is to train aspiring entrepreneurs on creating wealth at the early stages of company or opportunity lifecycles.

- *The TIM Review is published in association with and receives partial funding from the TIM program.*