

# Call for Papers

## Journal of Competences, Strategy and Management – Vol. 10

### Understanding (Digital) Transformation: Theoretical, methodological, and practical challenges and implications from a competence-based perspective

We are living in the age of disruptions. “Digital transformation” is the latest buzzword that loudly raises awareness with regard to ongoing change processes, attributed as “fast”, “radical”, “fundamental”, or “game changing”. The aim of the **10<sup>th</sup> volume of the JCSM** is to further explicate the **reflection and understanding of transformation in relation to competence-based strategic management**. In this regard, in-depth discussions of various phenomena are fostered. These are, for example:

- (a) types, causes, and drivers, but also rigidities and barriers of transformation (e.g., technology and “digital transformation”, lobbying and regulation, globalization, emerging service-dominant logics, business model innovations, institutional innovations)
- (b) the role of resources and competences, but also agency, entrepreneurship, and leadership in practicing and organizing transformation, as well as framing constructs or mechanisms (e.g., dynamic capabilities, absorptive capacity, routinized action of organizational renewal, market shaping, but also uncertainty awareness and decision anomalies like hubris, or self-reinforcing effects like “path dependency” as “micro-foundations of change”)
- (c) multi-level explanations and methodological contributions
- (d) industry-specific studies of transformation (e.g., in healthcare, mobility, banking, education)
- (e) the role of regional actors, clusters, ecosystems, or institutions, and the relevance of particular projects that shape transformation

The following topics highlight conceivable approaches to the overall term “Transformation”. It is essential to adopt a strictly **resource and competence-based lens** in order to place a successful contribution to the symposium:

#### Practical and/or context-specific challenges and contributions:

- Digital Transformation: causes, courses, and consequences
- Industry specific transformation such as:
  - smart mobility, smart living, smart energy ... and beyond
  - e- and digital health
  - industry transformation and convergence in creative industries and banking
  - “servitization” (Vandermerwe & Rada 1988) and “Industry 4.0”...
- Causes, types and/or categories of innovation and resulting transformation, e.g., “technological, business model, product or process innovations” (Markides 2006), labeled as, e.g., “disruptive” (Christensen et al. 2015; Nagy et al. 2016); “incremental vs. radical” (Christensen 2006); “modular vs. architectural” (Henderson & Clark 1990); “competency-enhancing vs. competency-destroying” (Tushman & Anderson 1986)...

- Types of innovation and required resources, processes and autonomous units (Christensen 2003)
- Co-opetition in times of transformation (Ansari et al. 2015)
- Shaping markets (Santos & Eisenhardt 2009)
- From product- to service-dominant logics (Barrett et al. 2015; Lusch & Nambisan 2015) from a resource- and competence-based view
- Platforms and/or ecosystems: shifting competitive advantages from corporate to network level (e.g., Cecagnoli et al. 2012; Wieland et al. 2013; Mustak 2014, Tiwana 2015) and acting within evolving ecosystems (e.g., Nambisan & Baron 2013)
- Asymmetric new venture development alliances (ANVDA: Faems et al 2012) and conceivable interplays of start-ups and established firms (entrants as well as incumbents)
- Hubs: the role of ecosystems, regional clusters, accelerators, incubators & co within transformation (Vargo et al. 2015)

#### **Theoretical challenges and contributions:**

- The ongoing process of building theories of disruption and transformation (Christensen 2006)
- Diverse “micro-foundations of change” from a resource and competence-based view
- “Creative Destruction”: conceivable coexistences of emergence and acting agents within transformation (Abernathy & Clark 1985)
- Path dependency and other self-dynamics within transformation from a resource and competence-based view (Sydow et al. 2009; Freiling et al. 2008)
- Dynamic Capabilities (Eisenhardt & Jeffrey 2000; Helfat et al. 2007; Teece 2012) and Absorptive Capacity (Cohen & Levinthal 1990; Duchek 2013; Cooper & Molla 2016) in transformation
- Various types of dilemma, puzzles and/or traps, e.g. the “Disruptor’s Dilemma” within industries and ecosystems (Ansari et al 2015) or the “Adaptability and Rigidity Puzzle” of incumbents and entrants (Kapoor & Klueter 2015) ...

#### **Methodical challenges and contributions:**

- Process-orientation in co-evolutionary research designs, addressing one or more of the following attributes: multilevel, processual and/or longitudinal (Gersch et al. 2009)
- The metrics of transformation (levels of analysis, variables, proxies, scales, thresholds to quantify transformation and to operationalize attributes like “incremental”, “radical”, “disruptive”, etc.)
- From single and mixed to multiple methods: beyond case-based reasoning within inductive and deductive research designs on innovation and transformation (Christensen 2006)
- Measuring multi-level research

Since introducing and combining more and more perspectives, variables and constructs to the field of research does not prove to be helpful to clarify the above-mentioned issues; it is therefore essential to further elaborate a **consistent theoretical, as well as methodological basis**, within **fitting research designs**. **This will provide** a better understanding of transformation as well as resulting challenges for competence-based strategic management. Therefore, **each paper** should clarify its conceptual / theoretical grounding, the addressed research question(s), the relevant independent and dependent variables on named level(s) of analysis, as well as – in case of an empirical paper – the adequate design of data acquisition and analysis. Moreover, empirical analyses are appreciated in order to focus variables of **clearly strategic impact**.

### Submission Procedure and Deadlines

The publication of the 10th volume is scheduled for **autumn 2018**. Manuscripts are subject to a double-blind-review process coordinated by the editors of the issue. Submissions are due to **January 31, 2018**. Feedback from the reviewers will be provided by end of **March 2018**. The finally revised articles are due to **July 2018**. Submitted papers should adhere to the format requirements that are described below in the author guidelines.

### Editors of this Issue:



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### **Author Guidelines**

1. Authors are requested to submit their manuscripts electronically in MS Word format to: [skm2017@wiwiss.fu-berlin.de](mailto:skm2017@wiwiss.fu-berlin.de). You may find a pre-formatted template on our website: <https://userpage.fu-berlin.de/~skm17/guidelines>
2. The manuscript consists of a main document, that does not contain the name of the author, and a cover document with name, affiliation and address of the author(s).
3. The article has to be proof-read thoroughly by the author.
4. Editors assume that manuscripts are exclusively provided for the Journal of Competences, Strategy and Management. An ulterior publication before or after the publication in the Journal is prohibited for proprietary reasons or requires permission.
5. Articles have to be submitted in English language. American or British English are possible. The author has to opt for one alternative.
6. The papers begin with an abstract of 100 words in total. The problem, the applied method and the main scientific and if applicable practical results should be resumed in the abstract. Manuscripts should be accompanied by keywords regarding the author's biography as follows (e.g.): Dr. Günter Müller, year of birth: 1959, research assistant at the University of Berlin, Institute for Management, Gary Str. 6, D-14195 Berlin, E-Mail: [gmueller@t-online.de](mailto:gmueller@t-online.de). You can add max. 3 focus areas of your research.
7. The manuscript should not exceed 30 pages following this formatting: 12 pt Times New Roman, double-line spacing, and 2 cm margin to all sides. The text has to be left-aligned, endless, without separations. This format must not be changed for the printing-formatting. No use of separation programs before printing. Passage-, line or figure-linked formats (like bold type, other fonts; majuscules) should be avoided within the text. There is only one type of accentuation within the text – Italics. The text must never be arranged with the help of space characters, but should always use tabulators or special formats.
8. The text has to be structured in sections. There should not be more than two levels of classification.
9. Citation takes place by naming the authors and the year within the text (Harvard Style). Example: Miller and Schulze (1980) demonstrate... or: Other authors come to the same conclusion (e.g. Miller & Schulze, 1982; Jagow et al., 1991). In case of direct quotations please mention the page in the bracket as follows: (Miller/Schulze 1980: 40) or Miller/Schulze (1980: 38-39).
10. Footnotes, which are numbered through the whole manuscript, should be avoided or employed only in absolute exceptional cases (e.g. for more comprehensive comments). Footnotes are to be formatted like it is alleged by the software, with footnote figures superior. The footnote number should be carried out by the program automatically (e.g. in Word no input of footnote figures).
11. Figures and schedules are provided with a title and a serial number below, to which it is referred to within the text (e.g. see fig. 3). If the figures and schedules cannot be integrated into the file, the author is kindly requested to submit reproducible drafts ready for printing.
12. The manuscript should close with a list of references of the quoted literature:
  - Books of authors: Müller, G./Schulze, W. (1995): Industrielle Beziehungen in den Neuen Bundesländern, 2. Aufl., Hanse-Verlag: Hamburg.
  - Books of editors: Müller, G./Schulze, W. (Hrsg.) (1995): Industrielle Beziehungen in den Neuen Bundesländern, 2. Aufl., Nord-Süd-Verlag: Hamburg/München.
  - Articles in books: Müller, G./Schulze, W. (1995): Industrielle Beziehungen in den Neuen Bundesländern. In: Meier, H./Schuster, F. (Hrsg.): Industrielle Beziehungen in Deutschland, Hanse-

Verlag: Hamburg: 1050-1070. Legge, K. (1995): HRM. Rhetoric, Reality and Hidden Agendas. In: Story, J. (Hrsg.): Human Resource Management: A critical text. OUP: Oxford: 31-56.

- Articles in journals: Müller, G./Schulze, W. (1995): Industrielle Beziehungen in den Neuen Bundesländern. In: Zeitschrift Industrielle Beziehungen, 6: 352-384.
- Lengnick-Hall, C.A./Lengnick-Hall, M.L. (1988): Strategic Human Resources Management: A Review of the Literature and a Proposed Typology. In: Academy of Management Review, 13: 454-470.

If more than one article of the same author and the same year is quoted, a, b, c etc. should be added (without space between year and letter): 1980a instead of 1980.

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