

Introduction to the Analytics and Design-led Innovations & Management Minitrack

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Agility and innovation are essential for survival in today's business world. Mergers and acquisitions, new regulations, rapidly changing technology, increasing competition and growing customer expectations mean companies must become more responsive to changing demands, i.e., become more agile and more innovative. Encouraging innovative thinking, developing new innovations, and managing the processes by which those innovations are developed are critical aspects of organizations. Organizations will not be able to survive when analysts are practicing only analytical thinking for innovation and management.

There are two basic ways of thinking processes. 1) Analytical thinking that is extrapolating from the past, which will work for organizations if they are willing to accept a future that is no different from the past. And 2) intuitive thinking is about adding some artistry and creativity. That is not taking advantage of a rigorous way of the data that's available.

Organizations need a productive mix of analytical thinking and intuitive thinking to be successful. We need both kinds of thinking if you're going to analyze the past, project what you can from it, and create futures that go beyond an extrapolation of the past. We need take advantage of every bit of past data that you have, but then add some artistry to that in order to imagine a future that is productively different from the past.

"Today, most organizations have been managed with analytical thinking alone. But what's happened in the business world is that we've gotten too analytical, to the point where analysis is relied on too much. And what that does is calcify companies. You have to ask yourself, "Why is it that big companies keep getting beaten up by little companies?" Old companies get beaten up by little, new companies. How can that be?"¹

There is a need to apply robust research findings in the appropriate management and organizational contexts related to analytics and intuitive thinking, and how to connect creativity and innovation with design². The purpose of this minitrack is to explore the

challenges, issues and opportunities related to analytics and design-led innovations and management, from conceptualization to practical implementation. The three papers accepted for the minitrack investigate these issues in different ways.

The first paper, titled "Representing Service Business Models with the Service Business Model Canvas - The Case of a Mobile Payment Service in the Retail Industry," by Andreas Zolnowski, Christian Weiß and Tilo Boehmann, examines the application of service business model canvas to improve the representation of service business models. In this research, the utility and efficacy of service business model canvas representation is illustrated with a case study of a proximity m-payment service in the German retail industry. By widening the perspective and defining the impact of customers and partners on their own business model, professionals get a holistic overview of the business logic of a service.

In the paper titled, "Internet Interconnection Techno-Economics: A Proposal for Assured Quality Services and Business Models," Antonio Ghezzi, Manos Dramitinos, Andrea Rangone, Eleni Agiatzidou, Finn Tore Johanses, Raffaello Balocco and Håkon Løsethagen, a business rationale for Assured Service Quality inter-network services is presented and potential business models for their realization are proposed and analyzed. The proposed framework encompasses three design themes: i) Value Proposition; ii) Value Network; and iii) Financial Configuration. They conclude that the role of ASQ and ASQ-driven business models for the sustainable development of the "Future Internet".

In the last paper titled, "A Pricing Model for Cloud Computing," Tayfun Keskin and Nazim Taskin, proposes a new pricing mechanism for cloud services that considers the consumer discounting behavior. They conclude that the firms can profit from impatient users. They also demonstrate that the effect of network externalities reduces the impact of low switching costs and the monopolist benefits from time-inconsistent behavior.

We hope you enjoy the papers and their presentation at the conference. We thank the authors for submitting their work to make this another engaging minitrack.

¹ Roger Martin, *Design Thinking*, Research-Technology Management, May-June 2012, pages 101-4.

² Demirkan, H., Spohrer, J. and Krishna, V. (Eds.), *The Science of Service Systems*, (in Series: Service Science: Research and Innovations in the Service Economy), Springer Publishing, 2011.