

Digital Innovation Units: An Empirical Investigation of Performance Implications

Completed Research Paper

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Abstract

Digital innovation is both a necessary and a challenging endeavor for most firms. To achieve progress in this regard, firms across contexts increasingly set up digital innovation units (DIUs). Despite its popularity in practice, the prospects of this initiative are to date unclear. Building upon dynamic capabilities theory, we hypothesize the performance implications of DIUs and employ panel data regressions to a longitudinal and cross-industry data-set to investigate our predictions. We find that DIUs increase performance and that this effect is strengthened by the presence of digital ventures in the industry as well as the degree to which the industry relies on tangible assets. Our additional analyses provide a nuanced perspective on the implications of DIU establishments. On the base of these findings, we derive important implications for IS research about digital innovation and transformation as well as DIUs and provide recommendations for managerial practice.

Keywords: Digital Innovation Units, Digital Innovation, Digital Transformation, Dynamic Capabilities, Firm Performance, Panel Data Regression

Introduction

Competitive advantage without embracing digital innovation (DI), defined „as the creation of [and consequent change in] market offerings, business processes, or models that result from the use of digital technology“ (Nambisan et al. 2017, p. 224), appears to be unattainable in recent times (Nambisan et al. 2017; Yoo et al. 2012). Inactivity with regards to DI exposes firms to the risk of losing customers, market shares, and reputation to emerging digital players in their industry (Gregory et al. 2018). Yet, DI comes with specific hurdles as firms must build the capabilities to engage in the development of new, digital market offerings (Piccinini et al. 2015; Yoo et al. 2012). One popular initiative to overcome these hurdles is the establishment of digital innovation units (DIUs). DIUs can be defined as autonomous entities that aid their respective main organization (MO) in the development of digital capabilities and in the search for and creation of new digital products, services, and processes (e.g. Raabe et al. 2020a; Svahn et al. 2017). Although this initiative is popular in business practice (e.g. Lau et al. 2021) and has recently garnered some attention in IS research (e.g. Jöhanek et al. 2022; Raabe et al. 2020a; Svahn et al. 2017), there is no large-scale empirical evidence to verify its presumed beneficial impact.

Performance And Innovation Unit Report

**Great Britain. Cabinet Office. Regional
Co-ordination Unit**



Performance And Innovation Unit Report:

Surveillance: Report Great Britain. Parliament. House of Lords. Select Committee on the Constitution, 2009 The 2nd report HLP 18 I session 2008 09 ISBN 9780104014257 from the Select Committee on the Constitution examines the relationship between surveillance citizens and the state The Committee sought to answer the following questions i have increased surveillance and data collection by the state fundamentally altered the way it relates to its citizens ii what forms of surveillance and data collection might be considered constitutionally proper or improper Is there a line that should not be crossed How could it be identified iii what effect do public and private sector surveillance and data collection have on a citizen s liberty and privacy iv how have surveillance and data collection altered the nature of citizenship in the 21st century especially in terms of citizens relationship with the state v is the Data Protection Act 1998 sufficient to protect citizens Is there a need for additional constitutional protection for citizens in relation to surveillance and the collection of data The Committee has set out a number of recommendations covering the following areas information commissioners the national DNA database CCTV legislation and the legislative process the Government and Parliament public and private sector organisations A companion volume 2 containing evidence is also available ISBN 9780104014264 *The World Bank Legal Review, Volume 1: Law and Justice for Development* World Bank, 2022-05-20 Sustainable poverty reduction and equitable economic development rest on the firm foundation of the rule of law On the domestic front countries must engage in legal reform in order to maximize the benefits of globalization increase efficiency in business transactions improve the way governments deliver essential services and facilitate access to an effective justice system Internationally new rules are needed to face global threats such as money laundering destabilizing capital movements communicable diseases and attacks on the environment The first volume of *The World Bank Legal Review Law and Justice for Development* is the result of the World Bank s unique experience with legal and judicial innovations and research around the world It will be of interest to policy makers attorneys international development professionals and anyone interested in the role of law and justice in the multi faceted struggle to relieve poverty and improve living standards in developing countries **After Adoption** Janette Logan, Carole Smith, 2013-01-11 Few children nowadays are placed for adoption with no form of contact planned with birth relatives and it has become common professional practice to advocate direct rather than indirect contact Practice has outstripped evidence in this respect and not enough is known about how contact arrangements actually work out particularly for older children adopted from state care Such children have often experienced neglect and sometimes abuse and have frequently been adopted without parental agreement Based on research with a large number of adoptive parents children and birth relatives *After Adoption* considers the impact of direct post adoption contact on all concerned in such cases It also discusses the development of adoption policy and law particularly with regard to the legal and social consequences reviews the research evidence on adopted children s contact with their birth families explores through interviews participants

feelings about adoption and direct contact their relationships with each other what hinders and what helps After Adoption challenges readers to re think the relationship between adoption and the possibility of direct post adoption contact and at the same time provides a comprehensive understanding of adoption issues It is a timely and valuable addition to the literature on adoption making a substantial contribution to policy and practice **Reaching Out - Action Plan** Great Britain. Cabinet Office. Regional Co-ordination Unit,2000 Law Commission: Data Sharing Between Public Bodies - A Consultation Paper No 214 Great Britain: Law Commission,2011 *Making Policy in Theory and Practice* Bochel, Hugh,Duncan, Sue,2007-10-17 This volume combines academic and practitioner perspectives to critically consider contemporary policy making and highlight examples of good practice at all levels of government *Handbook of Regulatory Impact Assessment* Claire A. Dunlop,Claudio M. Radaelli,2016-04-29 Regulatory impact assessment RIA is the main instrument used by governments and regulators to appraise the likely effects of their policy proposals This pioneering Handbook provides a comparative and comprehensive account of this tool situating it in the relevant theoretical traditions and scrutinizing its use across countries policy sectors and policy instruments Comprising six parts university researchers international consultants and practitioners working in international organizations examine regulatory impact assessment from many perspectives which include research traditions in the social sciences implementation regulatory indicators and effects tools and dimensions such as courts and gender sectoral case studies including environment enterprise and international development international diffusion in the European Union EU Americas Asia and developing countries appraisal training and education With its wealth of detail and lessons to be learned the Handbook of Regulatory Impact Assessment will undoubtedly be of great value to practitioners and scholars working in governance political science and socio legal studies **The Oxford Handbook of Comparative Institutional Analysis** Glenn Morgan,John Campbell,Colin Crouch,Ove Kaj Pedersen,Richard Whitley,2010-04-08 It is increasingly accepted that institutions matter for economic organization and outcomes The last decade has seen significant expansion in research examining how institutional contexts affect the nature and behaviour of firms the operation of markets and economic outcomes Yet institutions conceal a multitude of issues and perspectives Much of this research has been comparative and followed different models such as varieties of capitalism national business systems and social systems of production This Handbook explores these issues perspectives and models with the leading scholars in the area contributing chapters to provide a central reference point for academics scholars and students **Governance in the 21st Century** OECD,2001-04-27 This book explores some of the opportunities and risks economic social and technological that decision makers will have to address and outlines what needs to be done to foster society s capacity to manage its future more flexibly and with broader participation of its citizens **Renewable Electricity and the Grid** Godfrey Boyle,2012 Can renewable energy provide reliable power Will it need extensive backup **Crime, State and Citizen** David Faulkner,2006-02-01 Provides an overview of criminal justice and penal affairs including at its core an analysis

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Geoff Hayward, Susan James, 2004-10-27 AGREED WITH AUTHOR Governments worldwide assume that national competitiveness can be improved by developing workforce skills This book critically examines this high skills vision at both policy and practice levels It challenges an oversimplified policy rhetoric that underestimates the complexity of the processes involved in developing a skilled workforce The book focuses on key issues relating to the high skills agenda skills and political economy different investment strategies for producing skills qualification systems and learning A multidisciplinary team of authors from a range of disciplines including economics management and education provides the cross cutting international and comparative analysis Editorial comment links their explorations to wider questions of skill formation processes and overarching questions are addressed through in depth analysis of the roles of higher education apprenticeship and formal school learning in skill formation *Balancing the skills equation* is important reading for policy makers academics and graduate students interested in social policy education and labour markets It will also be of interest to Vocational Education and Training VET practitioners Geoff Hayward is the Associate Director of the ESRC Research Centre on Skills Knowledge and Organisational Performance SKOPE and a lecturer in Educational Studies at Oxford University His research interests include VET policy and practice basic skills and the changing social and economic role of Higher Education Susan James is a SKOPE Research Officer in the Department of Educational Studies at Oxford University Her research interests include work based learning VET policy and school to work transitions **Anti-Money Laundering and the Law** Engin Erken, Umut Turksen, 2024-08-27 This book provides a distinctive and critical analysis of the anti money laundering AML measures that have been put in place in Turkey and the United Kingdom The work presents a comparative analysis of if and to what extent the AML regimes in these jurisdictions are fit for purpose in countering some of the most pressing predicate crimes It

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