

DISRUPTIVE STRATEGIC INNOVATION ADOPTION IN FIRMS WAI-YEE CHAN

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Disruptive strategic innovation is the business process that provides unique services or products that outperform existing competitors, by being more affordable in pricing for the mass public with maximized accessibility. The targeted pool of disruptive innovation is general instead of high-income with high quality (Mitzkus, 2023). The key element this week to learn is how disruptive innovation impacts the organization's governance. According to Brennan *et al.* (2019), the changes disruptive technologies brought to organizations fit into the modern business module from the hierarchy top-bottom to decentralized and horizontal communication. As communication becomes horizontal, staffs and managers need to be open to adopting new technologies and board discussions.

The other models of governance change included the waterfall approach in linear flow with different streamlines, versus the technology governance in the agile approach with sprints and cycles in a concrete timeline (Brennan et al, 2019) The comparison could be well-applied to the current contract with Hong Kong Red Cross (initiated as HKRC), a multinational NGO, in a traditional waterfall workflow, to the previous remote contract with Apptask Limited, a Hong Kong-based Taiwanese Technology Consultancy.

As HKRC is still under the transformation from a traditional to a more technology-heavy approach, the waterfall workflow with multiple departments working on the same campaign simultaneously but communicating in different channels and on different timeline.

Miscommunications and misunderstanding occur frequently because some of the conversations between two or more heads of the department go into grapevine communication without properly documented, immediate changes are unlikely workable as the assignments did not pass through to middle or entry levels staff for execution.

Versus to the experience with Apptask, the company heavily relied on agile software such as Jira, Slack, and Azure to unify the timeline between developers and project managers. Managers did not need to email back and forth for development updates by assigning and updating progress at the same Kanban on Jira, while broadcast messages to all staff on Slack for team's update. Staff were able to fully come from home without organizing meetings to catch up with deadlines by checking sprints.

AUGMENTATION ROLES OF TECHNOLOGY

In the broad definition of augmentation roles are outsourcing certain tasks and jobs on temporary contracts, it allows businesses to increase the capacity of jobs tasking as the augmented roles are the experts in the field. The buy-in of specialized skills which businesses not using for the long-term, for example the website enhancement process, could be maximized with augment hiring in a period of time; businesses could strategically frame the timeline in a well budget control (Merzlova, 2022). In modern organizations, augmentation roles could be by hiring a technology tool, software, or integrated IT services besides temporary staff or freelancers. According to Gronsund and Aanestad (2020), new roles entail auditing technology and altering the technology.

By auditing the technology, the company will evaluate the experience with the technology

on existing and new projects, to measure the technology's risk profile by technological innovation process (Goodman & Lawless, 1994). Then running innovative comparison audits before and after acquiring the technology, which required staff to record the difference between two scenarios; technological position audit runs to review the acquired technology merging to the business needs (Goodman & Lawless, 1994). Technology then could be altered by the company's needs after all the auditing runs to measure the risk, value, and efficiency by acquiring. The biggest impact of augmenting roles of technology is, the auditing and altering process could be more concrete than measuring a human performance.

THE FORMATION AND TRANSFORMATION CHANGES BY DISRUPTIVE TECHNOLOGY

Instead of requiring long-term and continuous studies for incremental improvements like sustainable technologies, disruptive technologies not necessarily to be groundbreaking but created a balance market that brands targeting high-end customers could not be covered. Modern disruptive technologies, such as cloud-based ERP systems, have a high potential to adapt in SMEs with the benefits of manpower cutoff by automation (Hati, 2023). While SMEs struggle to survive in their industry, cost reduction in actual staff is replaced by enterprise resource planning software, to restructure the workflow by letting the computer automation do the repeated work in an affordable subscription fee.

The renovative era of machine learning chatbots stormed the market, as the automation FAQ left the burdens off SMEs on customer service by identifying customers who needed 1-on-1 help. The base of setting up FAQ chatbots helps to funnel customers who just need a general answer on the

services or products; with the machine-learning process to collect data from each chatbot conversation, chatbots could expand their FAQ list by understanding customers' needs besides the original list of answers (Bhattacharya, 2023).

Take the current example from HKRC, the hero project of multiple district flag day selling in July 2023, had just acquired imBee, the integrated channel platform vendor to handle general inquiries. Instead of sitting 50 volunteers at the hotline center weeks before the flag day, the platform merged WhatsApp broadcasting function, FAQ chatbot function to navigate the potential volunteers to designated webpage, donation QRs, or other services to increase the capacity on pre flag day customer service with less staffing issues.

On the bright side of AI chatbots, SMEs allow disruptive technology to take the customer service task from office hours to 24/7 available. However, the red flag of AI chatbots is the potential of SEO manipulation by attackers with bot spamming to the chatbot system. Attackers could hijack the chatbot data collection by rapidly creating chats on the chatbot with certain keywords, to interfere with the machine learning process and lead to an inaccurate direction of customer needs.

Therefore, companies should make well use of disruptive technologies to optimize manpower by reducing repeated tasks and acquiring technologies to automate and funnel tasks that truly need staff to handle. The utilization of organizational work could transform lots of mega-size companies into smaller scale for easy management; from a business perspective, manpower cost cutting would be always the advantage to sustain the business. However, companies need to frequently run technology audits to monitor

their performance, to avoid any cyber hijack or manipulation that leads to business failure.

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