

Preface

The first ICTO conference (ICTO2015) took place in Paris on March 12 and 13, 2015. This conference focuses on the impact of information and communication technologies (ICTs) on organizations and society, and aims to shed light on how these technologies are understood, adopted, adapted, assimilated, and used within organizations and, more generally, within the society as a whole to solve complex social problems.

In its first edition, the ICTO conference called for contributions on a wide range of issues, such as new business models, competitive strategies, knowledge management, marketing, human resources management, project management, operation management, and innovation management, in both private and public sectors. ICTO2015 was especially interested in papers investigating the role of ICTs in the value creation processes through which organizations impact the society.

The conference attracted more than 70 submissions in all areas of ICTs and information systems. Several innovative and rigorously developed submissions raised interesting debates at the conference. The conference accepted papers from 13 countries: France, Italy, UK, Canada, USA, Austria, Singapore, Lebanon, Greece, Tunisia, Algeria, Slovakia, and Oman.

This book includes 22 papers. Among these, invited scholars (namely Paola Dameri, Sami Dakhli, and Daniele Pederzoli, respectively) who participated in ICTO2015 as keynote speakers and/or roundtable chairs produced three articles. The remaining 19 papers included in this book have been selected through a double-blind review process as the best and most interesting ICTO2015 submissions.

The 22 contributions have been clustered around the following three headings: (1) ICT and the Pursuit of Public Good; (2) ICT, Innovation, and Organizational Change; and (3) Interacting in an ICT-Enabled Relational Landscape.

1. ***ICT and the Pursuit of Public Good.*** In this section, six papers explore the importance of technological innovation to address some key societal challenges, such as e-government, corporate social responsibility, healthcare quality and sustainability, smart cities, and quality of urban life.

- Walter Castelnovo, Maddalena Sorrentino, Rania Fakhoury, and Marco De Marco describe the long and complex process through which a radical ICT-enabled simplification of the interactions between the citizens and the public administration has been pursued in Italy in the last two decades. Then, their study draws some suggestions to guide the implementation of “one-stop government” in Lebanon, where the process is still in the beginning stages.
 - The paper “Cloud Computing: Risks and Opportunities for Corporate Social Responsibility,” by Norberto Patrignani, Marco De Marco, Rania Fakhoury, and Maurizio Cavallari, focuses on a relevant topic: the potential impact of cloud computing on ethically sensitive organizational issues, such as responsible governance, contractual obligations, or market openness.
 - In her study “The Electronic Health Record: A Comparison of Some European Countries,” Sabrina Bonomi conducts an interesting comparison across different countries (Italy, Great Britain, Norway, Finland, Denmark, and Sweden) highlighting the different solutions adopted to collect and leverage digital information in order to improve healthcare quality and sustainability.
 - Danila Scarozza, Alessandro Hinna, Stefano Scravaglieri, and Marta Trotta concentrate on a recent, important reform of the Italian Public Administration that introduces stringent requirements for programming, evaluation, and transparency. Through document analysis, the authors explore the perceived and expected role of ICTs in enabling this important transformation.
 - The paper by Roberta Pinna, Pier Paolo Carrus, and Fabiana Marras concentrates on the pharmaceutical logistic process. The authors investigate this issue through the analysis of a case: the introduction of an ICT-enabled integrated drug logistic system in the healthcare system of an Italian region. The results confirm the advantages of the ICT-enabled system, in terms of cost containment and the traceability of drugs.
 - In her study, Renata Paola Dameri provides a synthetic overview on the smart city phenomenon and related literature. Then, she focuses on smart mobility initiatives as part of a larger smart city initiative portfolio, investigating the emerging role of ICT to address the challenges of today’s transportation systems, which are crucial to improve public value and quality of life.
2. ***ICT, Innovation, and Organizational Change.*** This section includes eight papers that investigate emerging aspects in management issues such as the organizational implications of information technology (IT) innovation and assimilation, supply chain management, knowledge management, human resources management, and the acquisition of hi-tech start-ups.
- Nabil Badr presents a paper titled “A Framework of Mechanisms for Integrating Emerging Technology Innovations in IT Services Companies.” His paper focuses on a systemic issue in IT organizations of companies in the sector of IT services. In order to innovate their business models, these

companies often rely on emerging technologies, which affect the stability of IT services. Through in-depth case studies, field interviews, and focus group discussions, the study brings forth mechanisms that may serve as guidance to develop organizational capabilities for IT-based business model innovation projects.

- Moufida Sadok and Peter Bednar present the paper “Relating ICT to Organizational Change in Research and Practice.” Their paper discusses key information system (IS) paradigms in some of the content of commonly adopted IS academic textbooks and research papers. The paper highlights original differences between two dominant IS paradigms and considers that the distinction between IS as a data processing system and IS as a human activity system provides a frame of reference to explain why the gaps in understanding the transformation process continue to be relevant issues to explore in IS research.
- Mary Ann El Rassi and Antoine Harfouche propose in their paper “e-Business Assimilation Levels in Lebanon” an investigation into the factors that explain the differences in e-business assimilation. Based on the perceived e-readiness model adapted to the Lebanese context, they develop a dynamic model, tested through the analysis of quantitative data collected from a sample of 171 executives from three different industries: banking, retailing, and tourism.
- In “Supply Chain Management and the Role of ICT: DART-SCM Perspective,” Lucia Aiello, Iana Dulckaia, and Maria Menshikova analyze the main literature on service-dominant logic (SDL) and Dialogue-Access-Risk Benefits-Transparency (DART) framework in order to investigate how the academics and practitioners put this framework in action in the international scenario of supply chain management. Through a case study focused on e-procurement in a multinational enterprise that operates in the chemical-pharmaceutical sector, the paper aims to highlight the coherence of e-tools with a DART perspective.
- Alessandra Lazazzara and Stefano Za, in “How Subjective Age and Age Similarity Foster Organizational Knowledge Sharing: A Conceptual Framework,” review the literature on knowledge sharing, examining the influence of subjective age and age similarity within the work context. They propose a conceptual framework that highlights how subjective age and age similarity may affect the extent to which the people in an organization are inclined to share and the knowledge-sharing route they prefer.
- In “Information Technologies and Quality Management. Towards a New Idea of Quality?” Teresina Torre examines the relationship between technology and quality. She investigates which of the many IT solutions used in enterprises affects more directly the quality levels and underlines the main effects they produce. The study considers the specific case of an Italian software house, where it is possible to clarify and understand the role of each specific IT solution.

- Roberta Fantasia presents a paper entitled “Acquihiring: A New Process for Innovation and Organizational Learning,” which aims to give an academic contribution to comprehend the “acquihiring” strategy and its success for organizations in fostering innovation and consolidating a competitive position. Her work is based on a theoretical background and includes a field study on organizational learning and the dynamic capabilities focusing primarily on the post-acquisition phase conducted on an Italian firm.
 - Claude Chammaa, in “The Optimization of the HRM at the ‘LSCA’ in an Economy with Delay in Modernization of Systems,” reviews the literature of development and adaptation of information technology to human resources departments. The paper describes the implementation process of a new human resources information system in a Lebanese company.
3. ***Interacting in an ICT-Enabled Relational Landscape.*** This section presents eight papers that focus on how new technologies are shaping the emerging landscape of business interactions. The topics addressed in these papers include privacy, trust, branding, customer relationship management, and the nexus between technological and social networking.
- Imed Ben Nasr, Lisa Thomas, Jean François Trinquécoste, and Ibtissame Abaidi, in “The Brand Website as a Means of Reviving Memories and Imaginary,” explore mental imagery in the consumer online Web site navigation experience. They examine qualitative and quantitative attributes of mental imagery as influencers of consumers’ e-satisfaction and brand attitude.
 - Wen Yong Chua, Klarissa Chang, and Maffee Peng-Hui Wan present a paper entitled “Location Privacy Apprehensions in Location-Based Services among Literate and Semi-Literate Users.” Their empirical study draws upon theories of restrict access/limited control and familiarity to identify the antecedents of location privacy apprehensions related to personalized services provided by location-based services (LBSs) and user literacy. The proposed research model is tested in a laboratory experiment. The findings show that the different types of LBS affect the degree of location privacy apprehensions between the literate and semi-literate users.
 - In “Towards an Ontology for Enterprise Interactions,” Youcef Baghdadi presents a typology of enterprise interactions toward a lightweight ontology for interactions that can facilitate their engineering. His paper distinguishes different types of interactions by their nature, their issues, and their current realizations and conceptualizes them for the purpose of their modeling, design, realization, evaluation, and analysis.
 - Eliane El Zoghbi and Karine Aoun, in “Employer Branding and Social Media Strategies,” analyze the evolution of employer branding on social media platforms. They conduct a study to better understand the new facets of employer branding created by social media. Based on nine interviews with hotel managers in Paris, they describe the evolution of this concept and summarize the different facets of e-employer branding within social media.

- Christine Bauer, Natalia Kryvinska, and Christine Strauss, in “The Business with Digital Signage for Advertising,” present a detailed analysis of the potential of digital signage. The authors emphasize challenges in performance measurement and implementation, operating and using a digital signage system, display blindness, and negative externalities. The article presents possible solutions as well as best practices.
- Sami Dakhlia, Andrés Davila, and Barry Cumbie, in “Trust, but Verify: The Role of ICTs in the Sharing Economy,” propose a pedagogical note that offers a short primer on some of the underlying economic concepts related to peer-to-peer sharing platforms. They underline the main challenges of the feedback-driven reputation that can boost trust by reducing risk while keeping transaction costs small. To do so, they propose two complementary approaches: (1) developing ID verification solutions that link and aggregate a user’s reputation profiles from various communities and (2) using connected monitoring devices.
- Francesco Bellini, Fabrizio D’Ascenzo and Valeria Traversi, in “Internet Service Providers: The Italian Scenario,” present the characteristics of the Italian Internet providers’ market. They analyze the Italian Internet market based on fundamental parameters such as demand, global turnover, and different methods of access to the network. They underline the technical, economic, and financial characteristics of the sector. They provide an analysis of the economic and financial structure exploring companies’ efficiency through performance indicators.
- Daniele Pederzoli, in “ICT and Retail: State of the Art and Prospects,” analyzes the diffusion of technologies in the retail sector. He categorizes four different fields for technologies impacting retail activities, and he analyzes some examples for each category that can illustrate these trends.

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