Organizing Vision & Institutional Entrepreneurship

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Collaboration with E. Burton Swanson

Institutionalizing IT Innovations

Hype Cycle
Performance S-curve
Adoption Curve

Launching Sustaining

Time

Linden & Fenn, 2003
Institutional Entrepreneurs Launch New IT

- Challenges
  - Distributed agency
    - Actions guided by self-interests
  - Lack of legitimacy
    - Lack of knowledge
    - Lack of shared assumptions and beliefs
- How do IE meet (or fail to meet) these challenges to launch new IT?

PSA Events, Market Size, & Growth

Source: Gartner

- Worldwide Sales (in millions)
- Annual Growth
Organizing Vision in Launching

- Institutional entrepreneurs struggled to disseminate PSA vision in order to legitimize PSA.
- Cognitive legitimacy relies on coherent vision. However,
  - PSA label fragmented.
  - PSA vision fragmented.
- Sociopolitical legitimacy relies on vision of success. However,
  - PSA success stories were rarely heard.

Institutional Entrepreneurs Sustain Momentum

- Challenges
  - Alignment of interests may be ephemeral.
  - Attention attracted may fall away rapidly.
- How do IE meet (or fail to meet) these challenges to sustain momentum?
Organizing Vision for Sustaining

- Institutional entrepreneurs exploited momentum already acquired.
- They shaped CRM vision to extend legitimacy of CRM.
- CRM vision accentuates evolution & progress of the CRM technology.
- CRM vision points to new development:
  - New underlying technologies, business functions served, functionality, adopter segment ...
Conclusion

- IE can be much more than the strategic activity of but one or a few actors.
- OV shapes and is shaped in both launching and sustaining stages, but in different ways.
  - Dynamic character of the IT: a liability in launching, but an advantage in sustaining.
- IE adds insights of institution-building to innovation diffusion theories; OV is useful tool.

For paper, questions, and suggestions, please email pwang@umd.edu