



13th International Conference on Industrial
Engineering and Industrial Management

XXIII Congreso de Ingeniería de Organización

A large, abstract concrete sculpture with a central archway, set against a blue sky and green ground. The sculpture is made of dark, weathered concrete blocks. The archway is the central focus, and the overall shape is reminiscent of a stylized letter 'C' or a bridge structure.

**Organizational
Engineering
in Industry 4.0**

BOOK OF ABSTRACTS

Gijón, 11th-12th July 2019

Book of Abstracts

**“13th International Conference on
Industrial Engineering and
Industrial Management” and
“XXIII Congreso de Ingeniería de
Organización (CIO2019)”**

Book of Abstracts

“13th International Conference on Industrial Engineering and Industrial Management” and “XXIII Congreso de Ingeniería de Organización (CIO2019)”

COORDINADORES

DAVID DE LA FUENTE GARCÍA

RAÚL PINO DIEZ

PAOLO PRIORE

FCO. JAVIER PUENTE GARCÍA

ALBERTO GÓMEZ GÓMEZ

JOSÉ PARREÑO FERNANDEZ

ISABEL FERNÁNDEZ QUESADA

NAZARIO GARCÍA FERNÁNDEZ

RAFAEL ROSILLO CAMBLOR

BORJA PONTE BLANCO

© 2019 Universidad de Oviedo
© Los autores

Servicio de Publicaciones de la Universidad de Oviedo
Campus de Humanidades. Edificio de Servicios. 33011 Oviedo (Asturias)
Tel. 985 10 95 03 Fax 985 10 95 07
[http: www.uniovi.es/publicaciones](http://www.uniovi.es/publicaciones)
servipub@uniovi.es

I.S.B.N.: 978-84-17445-38-6
DL AS 1875-2019

Imprime: Servicio de Publicaciones. Universidad de Oviedo

Todos los derechos reservados. De conformidad con lo dispuesto en la legislación vigente, podrán ser castigados con penas de multa y privación de libertad quienes reproduzcan o plagien, en todo o en parte, una obra literaria, artística o científica, fijada en cualquier tipo y soporte, sin la preceptiva autorización.

Factors Influencing Disruptive Innovation Development Within Spanish Firms: A Qualitative Research

Martínez-Vergara SJ²⁰⁶, Valls-Pasola J²⁰⁷

Keywords: Disruptive Innovation; Spanish Firms; Innovation Management; Incremental Innovation; Management challenges

1 Introduction

Disruptive Innovation (DI) has been considered one of the most important challenge for the future, as the customer expectations, market requirements, and the competition grows in a global scale and is capturing the interest of scholars and practitioners due to its immense economic contributions. A business which disrupts the market and is deemed economically successful is commonly viewed as an “agile,” effective business (Taylor, 2017). Christensen (1997) pioneer of DI theory argued good managers are faced with a dilemma, because by doing the same things they need to do to be successful (listening to customers, investing in the business, and creating distinctive capabilities), they run the risk of ignoring rivals with “disruptive innovations.” To avoid being dethroned, Pérez et al. (2017) argue that incumbents need to identify new opportunities. Hence, in term of this, our study focusses on Spanish firms.

2 Objectives

The objectives of this research are the following:

How do Spanish firms attend to, interpret, and respond to disruptive innovation?

What strategies, actions are incumbents taking to develop and compete with this innovation?

What are the common challenges involved in adapting disruptive innovation?

²⁰⁶Sucet Jimena Martínez-Vergara (✉ e-mail: sucet_martinez@yahoo.es)
Dept. of Business. University of Barcelona. Diagonal 690 08034 Barcelona (Spain).

²⁰⁷Jaume Valls-Pasola (e-mail: jaume.valls@ub.edu)
Dept. of Business. University of Barcelona. Diagonal 690 08034 Barcelona (Spain).

3 Methods

Based on a qualitative research, using grounded theory, a convenience sample of 21 firms, innovation level managers were contacted by email with an interview request. We concentrated on top management and innovation managers (managers who had been involved in R&D and innovation) in medium and big firms in Spain. In-depth individual interviews in a private space at participants' place of work were conducted with thirteen participants. Face-to-face interviews generally lasted 45 to 60 min (24 open research questions). Additionally, we prepared closed research questions of DI theory with multiple choice of answers (closed questions were divided in eight sections with three or four possible answer for each one).

4 Results

Participants were asked about their role and experiences in introducing disruptive innovations into their firms, the process of DI adoption within the innovation system, and their opinions on constraints and opportunities in their context. All the participants are aware of this concern. However, most participants use incremental innovation into their products or services, five of thirteen participants argued that they are trying to develop DI on their own or with startups. Participants argued that they are focusing on actual core of the business and trying to strategically expand their business around the word, taking care of the brand and the quality of their products or services. All the participants understand that DI is a totally new product or service with new clients. They argued that to develop DI, it is important that skills related to technology use, competence, open-mind, the environment, common concerns, and explore other sectors are strengthened to prioritise disruption in the market.

5 Conclusion

In this paper we conducted an analysis of thirteen firms, considering important aspects about how Spanish incumbents tackle disruptive innovation. The results showed that the incumbents in Spain are aware of this kind of innovation. Managers navigate this innovation using participatory management skills. This innovation represents a challenge and opportunity for them. Our findings offer important theoretical contributions for scholars and practitioners.

References

- Christensen CM 1997 *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Boston, MA Harvard Business School Press.
- Pérez L, Dos Santos Paulino V, Cambra-Fierro J 2017 Taking advantage of disruptive innovation through changes in value networks: insights from the space industry. *Supply Chain Management: An Int. J.* 22, 97–106. <https://doi.org/10.1108/SCM-01-2017-0017>.
- Taylor A 2017 Perspectives on the University as a Business: the Corporate Management Structure, Neoliberalism and Higher Education. *J. Crit. Educ. Policy Stud.* 15, 117.