Norwegian

Self reinforcing mechanisms

Why this case

- It is a brilliant piece of work
- It is academic solid
- It challenges some of our teachings this far
- It is a great source of reference, both academically, and professionally.

What will happen next

- Explaining the method used
  - There will be some philosophy coming up, so bare with me.
- We will then explain how the mechanisms came to be.
- Next, we will apply these mechanism, on other cases.
- Interpret the results
- You will now gain a fair grasp of the paper
- Then, apply it to your projects

Context

- What is the difference between a context and a mechanism?
- Is there any context without any mechanism?
- What kind of assumptions are made in the case?

Mechanisms

- What is a mechanism?
- Is it tangible?
- How can we prove that it is there?
- How is this done in the paper?
- Why did they choose the mechanisms that they did? What was the criteria?

The Adoption Mechanism

Adoption

A self-reinforcing process by which more users adopt the infrastructure as more resources invested increase the usefulness of the infrastructure

Digital Infrastructure

More services offered

More resources invested

More users adopt
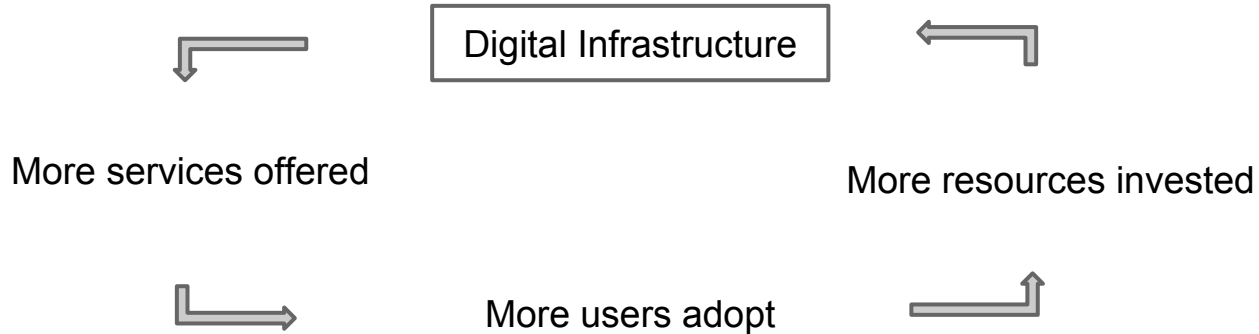
The Innovation Mechanism

Innovation

A self-reinforcing process by which new products and services are created as infrastructure malleability spawns recombination of resources

Digital Infrastructure

Technical malleability

New services

Recombination
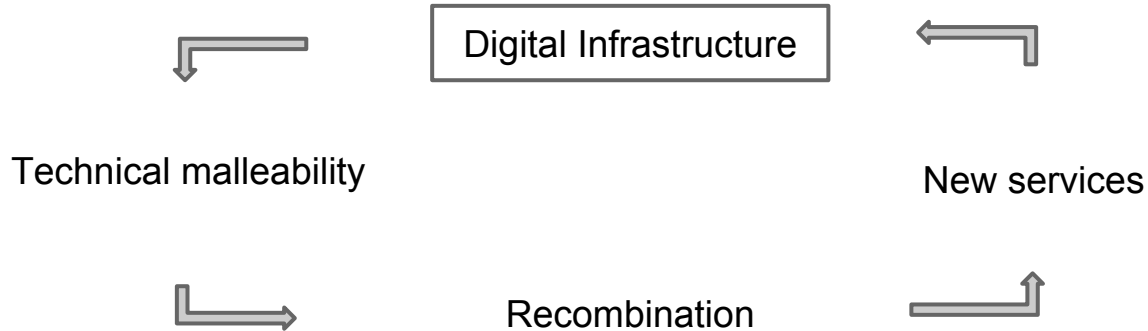
The Scaling Mechanism

Scaling

A self-reinforcing process by which an infrastructure expands its reach as it attracts new partners by offering incentives for collaboration

Digital Infrastructure

Partners attracted

Reach expanded

Partner solutions added
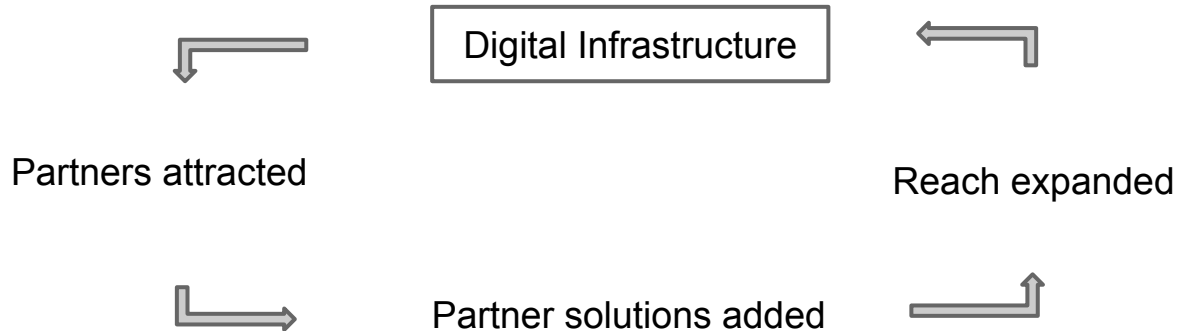
Case studies

The three mechanisms are now applied to other cases

- They are applied exactly as they worked in the Norwegian case.
- They also look at:
  - Loosely-coupled architecture
  - Decentralized control

Findings AS

"Our study also suggests that the AS configuration involves lower stakes than AIS because the interplay between the adoption and scaling mechanisms is relatively straightforward. It allows for a wider choice of management interventions. Seeking to actualize this configuration, managers should have confidence in traditional project management techniques, and observe that both loosely coupled and tightly coupled architectures may be effective."
(Henfridsson and Bygstad, 2013)

Findings AIS

"In such cases, managers should note that the dynamics of the configuration require a loosely coupled architecture and decentralized control in order to create the space of possibilities necessary for actualizing the innovation mechanism."

(Henfridsson and Bygstad, 2013)