

Editorial: *Placing Continuous Emphasis on Resilience, Agility and Innovation, Effectively Managing Technological Priorities*



In our last HMM issue we brought to our readers' attention the need of continuous emphasis placed on resilience and strategic risk management while going beyond disruption, better understanding the linkage between resilience building (and reinforcing it by valorizing digitalization) and strategic capabilities building, one hand, and AI impact on the future of work (opening the door for growth from AI) and both consumers' exposure to AI applications, and their willingness to use AI to connect, on the other hand (Purcarea, 2024). Two years ago, also on the pages of our HMM Journal it was highlighted the importance for delivering improved CX to adopt agile marketing practices (as a learning mindset) and effectively managing technological priorities (Purcarea, 2022).

In the current uncertain times McKinsey's experts recommend to focus on the moving target represented by the organizational health (based on a leadership checklist) considering the particular evolving dynamics (including technology and digital capabilities, as well as sustainability) in the management practices driving it, and advancing on the path to create value by using the new technology (De Smet et al., 2024). The Chief Marketing Officer (CMO) and Field Chief Digital Officer (CTO) for Catchpoint Systems at the Adaptive Marketer (Dada, 2024), underlined that a priority for every business (being imperative to aspire for Internet resilience) is now digital resilience, taking into account the massive losses and damages determined by the recent CrowdStrike outage caused by a routine software update failing completely to produce the expected effect. Consequently, within this framework of effectively

managing this digital resilience priority, it was shown the importance of having a Chief Resilience Officer (CRO) supervising in an official capacity the development of the organizational culture of resilience (including the resilience of its digital infrastructure, operations and services).

The recent Technology Trends Outlook 2024 report by the McKinsey Technology Council (McKinsey Digital, 2024) revealed, for instance, how among the 15 most important tech trends analyzed leads Gen AI's rapid moving forward. The report also underlines significant aspects such as: the remarkable dependencies between more mature technologies (like advanced connectivity, applied AI, cloud and edge computing, Gen AI) and still emerging technologies (like digital trust and cybersecurity and the future of robotics); the need of long-term technology adoption strategies' alignment in order to integrate successfully into the business models the new technologies.

Focused on pioneering startups creating a new era in technological evolution StartUs Insights (2024) explored future technologies significantly improving not only business workflows and productivity, but also worker safety. Gen AI, hyper automation, voice-activated technology, quantum and neuromorphic computing, digital trust technologies etc. are among top future technology trends identified. It was underlined how important is for ensuring relevance and resilience to better understand the impact of these technological advancements and developments on today's business landscape complexities.

Boston Consulting Group's strategy think tank known as BCG Henderson Institute updated recently (Torres et al., 2024) their approach of rewarding strategies conceived and implemented by a reflective Chief Executive Officer (CEO) producing positive organization's results by generating not only actionable insights, but also engagement and emotional commitment. BCG experts confirmed CEOs' opinion with regard to the important role of the structured reflection, being recognized that value creation is informed in the end by reflection.

Thinking carefully about the megatrend of digital evolution and how digital transformation (DT) is impacting on business operations and CX within this context, Ali et al. (2024) introduced (as a measure of DT) a Digital Transformation Index (DTI) and examined the link between DT and operational performance (based on applying regression analysis), with regard to adoption and use of digital technologies underlining significant aspects of the business (literature) research, such as: Technology Acceptance Model (TAM), Diffusion of Innovations (DOI) Theory, Dynamic Capabilities Framework, Digital Business Model Framework, and McKinsey's Digital Transformation Framework (Anshu, Gaur and Singh, 2022; Ghosh et al., 2022; Vial, 2021; Witell et al., 2020). Also, they showed how in order to reach the full potential of digital change it is necessary to set up on a firm basis a culture of innovation and improvement.

It is appropriate to quote from the end of a report by a Zurich-based startup (rready, 2024), part of this report being produced in collaboration with the University of St. Gallen, Institute of Information Systems and Digital Business: "... the journey of innovation is complex and varied, yet unified by the common threads of culture, results, and measurable success. As we move forward, let us remember that the true essence of innovation lies not just in the ideas we generate, but in the culture we cultivate, the results we achieve, and the standards we set to measure our progress."

Allow us to end by remembering the wise words of the reputed Professor David Schonthal (2024), Director of Entrepreneurship Programs at Kellogg School of Management at Northwestern University: "Innovation doesn't just happen when creativity strikes. It's the product of a thoughtful approach to getting people together and inspired, including the ideas here. Think about how you've been going about innovation, and try to implement these tips. If even the thought of it evokes a little anxiety, you're on the right track!"

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