



## **ISM SEMINAR**

Spring 2012

**Speaker:** Professor Ola Henfridsson, Chalmers University of Technology, Sweden

**Title:** Managing Technological Change in the Digital Age: The Role of Architectural Frames

**Date:** Friday 20 April 2012

**Venue:** B1.19, WBS, Scarman Road

**Time:** 13.30

**Abstract:** Rooted in Herbert Simon's notion of near decomposability, modularity offers a powerful architecture for managing technological change in product innovation. However, to realize the scale benefits of modularity, firms successively freeze design specifications before production and therefore only allow limited windows of functionality design and redesign. This makes it difficult to take advantage of the increased speed by which the functionality of digitized products can be developed and modified. Drawing on Christopher Alexander's seminal work on patterns, we address this problem by introducing a complementary architectural frame that is resilient to digital technology by focusing on product ideas rather than implementation. We illustrate the use of patterns and the potential value of complementing Simonian thinking with Alexandrian thinking in managing technological change through a case study of navigation technology in cars. In conclusion, we discuss implications for technology and innovation management research and practice.

**Biography:** Ola Henfridsson is a Professor of Applied Information Technology at Chalmers University of Technology, Sweden, and an Adjunct Professor at Department of Informatics, University of Oslo, Norway. His research interests include digital innovation, technology management, organizational adaptation of IT, as well as process and design-oriented research. The outcome of this research has been published in Information Systems Research, MIS Quarterly, Information and Organization, Information Systems Journal, Information Technology and People, Journal of Strategic Information Systems, and other journals in the information systems discipline. He is a senior editor emeritus of the MIS Quarterly and serves on the editorial boards of Information Technology and People and Journal of the Association for Information Systems.

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