# Article information:

Turning Liabilities of Global Operations into Assets: IT-Enabled Social Integration Capacity and Exploratory Innovation | Information Systems Research  
<https://pubsonline.informs.org/doi/epdf/10.1287/isre.2019.0890>

# Article summary:

1. Information technology (IT) can help firms overcome the difficulties of producing exploratory innovations due to knowledge being distributed across cultures and geographies.

2. IT-enabled social integration capacity influences exploratory innovation by enabling firms to leverage global cultural diversity and geographical dispersion.

3. IT helps firms achieve greater exploratory innovation by turning the potential liabilities of cultural diversity and geographical dispersion associated with global operations into assets.

# Article rating:

Appears moderately imbalanced: The article provides some useful information, but is missing several important points or pieces of evidence that would be required to present the discussed topics in a balanced and reliable way. You are encouraged to seek a more balanced perspective on the presented issues by exploring the provided research topics and looking at different information sources.

# Article analysis:

The article "Turning Liabilities of Global Operations into Assets: IT-Enabled Social Integration Capacity and Exploratory Innovation" published in Information Systems Research explores the role of information technology (IT) in helping firms overcome the difficulties associated with global operations, particularly when it comes to creating exploratory innovations. The authors argue that IT-enabled social integration capacity can facilitate more novel knowledge recombinations that help firms leverage global cultural diversity and geographical dispersion.

The article presents a well-structured argument based on the knowledge-based view of the firm. The authors provide a clear hypothesis and use empirical analyses to support their claims. However, there are some potential biases and missing points of consideration that need to be addressed.

One potential bias is that the study only focuses on public U.S. manufacturing firms from 2003 to 2014. This narrow focus may limit the generalizability of the findings to other industries or regions. Additionally, the study does not consider how different types of IT systems may affect exploratory innovation differently.

Another potential bias is that the study assumes that cultural diversity and geographical dispersion are liabilities for firms operating globally. While these factors can present challenges, they can also be assets if managed effectively. The authors do not explore counterarguments or alternative perspectives on this issue.

The article also lacks evidence for some of its claims. For example, while the authors suggest that IT-enabled social integration capacity facilitates more novel knowledge recombinations, they do not provide concrete examples or data to support this claim.

Furthermore, while the article notes that there may be risks associated with global operations, such as cultural misunderstandings or communication barriers, it does not provide a comprehensive analysis of these risks or how they can be mitigated.

Overall, while "Turning Liabilities of Global Operations into Assets" presents an interesting argument about the role of IT in facilitating exploratory innovation in global firms, it has some limitations in terms of its scope and evidence base. Future research could address these limitations by examining a broader range of industries and regions, considering different types of IT systems, exploring alternative perspectives on cultural diversity and geographical dispersion, providing more concrete examples to support claims, and analyzing potential risks associated with global operations in greater depth.

# Topics for further research:

* Strategies for managing cultural diversity in global operations
* Best practices for mitigating communication barriers in global teams
* The impact of different types of IT systems on exploratory innovation
* Case studies of successful IT-enabled social integration in global firms
* Risks and challenges associated with global operations and how to address them
* Perspectives on the benefits and drawbacks of cultural diversity and geographical dispersion in global firms

# Report location:

<https://www.fullpicture.app/item/cf39ddc666dda22f3519cc831b706eac>