
EDITORIAL

The text of the literary contribution, derived from the doctoral studies of Ph.D Giuseppe Modarelli, under Prof. Christian Rainero's expert supervision, analyzes the potential of blockchain technology from a managerial perspective for public administration. Starting from the observation of the growing complexity of public administrations, the book underlines the need for innovation to face contemporary challenges. Hence, the significance of digital transformation, spread, approval and/or disapproval of technologies, particularly those that are emerging and exhibit a strong innovative, almost revolutionary nature, are crucial factors to take into account within organizational settings. By orienting the analysis towards different perspectives, both inherent to the private sector and strictly focused on the public sector, it was possible to define an overall picture of a phenomenon within the phenomenon. In this sense, the possible application of blockchain technology within the broader spectrum of digital transformation, which has affected public administration for some decades and which in light of the "new public management", has brought the two spheres of public-private interest ever closer. The overall study, based on an (only apparently fragmented) scientific production included in the volume, on the contrary, finds confirmation and adds quality to the already extensive literature on the topic. Precisely by virtue of the ability to draw from a large work of deliberate fragmentation, specifically aimed at guaranteeing parcelled and precise research results, seems to be the first output. Therefore, the book pertains to the referring individual articles included therein, which have found a significant editorial placement as following reported in terms of advancing knowledge products:

1) Rainero, C., & Modarelli, G. (2021). Blockchain informative infrastructure: A conceptual reflection on public administrative procedures and a citizen-centred view. *Information Technology & People*, 34(4), 1252–1284. <https://doi.org/10.1108/ITP-05-2020-0343>

2) Rainero, C., & Modarelli, G. (2019). From blockchain to bitcoin and beyond: A social learning approach in identity, innovation and impact of Italian corporatism. In *Inside the digital economy* (pp. 260-276). University of Turin-Department of Management.

3) Rainero, C., & Modarelli, G. (2020). Empowering technology acceptance through the added value of urgency: Teaching profession smart-working case. *Impresa Progetto*, 2, 1–24. <https://doi.org/10.15167/1824-3576/IPEJM2020.2.1284>

4) Rainero, C., & Modarelli, G. (2020). Bitcoin-blockchain phenomenon: An investigation on news titles influence. *European Journal of Islamic Finance*. <https://doi.org/10.13135/2421-2172/4168>

5) Rainero, C., & Modarelli, G. (2021). Food tracking and blockchain-induced knowledge: A corporate social responsibility tool for sustainable decision-making. *British Food Journal*, 123(12), 4284–4308. <https://doi.org/10.1108/BJFJ-10-2020-0921>

Concerning this and therefore as an added value, attention is focused on the integration of different perspectives to understand the perception and adoption influencing factors of blockchain. In fact, the greatest contribution, the deepest relevance, the most specific observation and the best attribution of value

connotations of the study, are substantiated by the originality in integrating and re-orientating a design that exploits the advantages of the specificity of each contribution. In this way, the book expands their potential, intersecting the overlapping traits between the variables, the contexts and the dimensions of two common factors: 1) an innovative and emerging technology, such as blockchain and 2) knowledge, both as a basis and as an output of the conceptual meso-system created *ad hoc* for the explicitation of the research objectives. So, knowledge can be both external and internal. These two areas are appropriately considered in relation to blockchain technology, its functionality and potential, as a tool for “constructive knowledge”. The guiding thread of social-learning, of a purely psychological nature, opens the doors to investigation in the managerial field of knowledge management, from which everything originates and with blockchain, everything returns. In this sense, blockchain is an example, a stabilizing and generalizing engine to be attributed to any information tool capable of operating a transition. The dynamic perspective of the conceptualization is to give life to the possibility of facilitated acceptance and a more fluid applicability of the tool with less friction and discontent in the environment in which it will be inserted. Thus, the idea relies on a structured and studied strategy based on knowledge, aimed at formalizing “provided knowledge”. Acting on the analysis of contextual factors, the observation concomitant with the emerging phenomenon has made it possible to derive information of fundamental interest inherent to the variable of urgency produced by the COVID-19 pandemic. Considering that, a pool of data has been made available that has validated the induction of knowledge by the sense of need created by the situation.

Therefore, both the strategy, which will be named with the acronym FKTKS (from-knowledge-to-knowledge strategy) and the urgency, would be capable of inducing acceptance of innovation through a reduction of barriers and reticence to it. In parallel, from an internal perspective, voluntariness in self-producing knowledge (e.g., information-seeking), would be equally capable of providing the results mentioned above. Then, passing through the aforementioned social-learning, the most banally desirable and conceptualized social impact perspective (the value-generative society), on which this contribution only sheds light, should become a perspective through which to read all the managerial, corporate and social policies of the future from now on, as well as an area of investigation potentially expressed on a par with the theories of value co-creation.

In detail and to facilitate reading, the main themes analyzed in the contribution are listed:

- 1) The role of knowledge: for which the creation and sharing of knowledge are essential to overcome resistance to innovation;
- 2) The impact of urgency: such that events such as the COVID-19 pandemic can accelerate the adoption of new technologies;
- 3) The public-private comparison: such that analysis of successful cases in the private sector can provide pilot indications and guidelines for public administration;
- 4) Perceptions and barriers: identify the factors that hinder the adoption of blockchain, or in any case any transition to new processes, procedures and tools. In this regard, proposals and strategies are identified to overcome the obstacles mentioned above.

As previously introduced, the main contribution of the work consists in identifying an integrated model that connects blockchain technology, knowledge creation, urgency and user perceptions. This approach allows us to better understand the dynamics that influence the adoption of blockchain in public administration and to develop effective strategies to promote its use.

In conclusion, the book highlights the need for a multidisciplinary approach to address the complexities of innovation in the public sector and underlines the potential of blockchain as a tool to improve administrations' efficiency and transparency, providing a third way to build self-generative and re-generative value for society as a whole, in light of the exogenous shocks that afflict the era in which organizations and individuals currently move.

The contribution, as a whole, fits largely into the managerial literature of a business-organizational nature; it is inherent to the themes of behavioral analysis, promoting functional and instrumentally implementable perspectives in the field of knowledge management and digital transition.

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