

## Technology-enabled organizations and social impact



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**Did you know ?** Technology-enabled organizations can make lasting impact.

**Why it matters?** Zappos, Spotify, GitLab, KlimaDAO... Technology-enabled organizations with bold, non-traditional designs are often seen as the front-runners of innovation. These “maverick” organizations embrace agile or decentralized structures, creating exciting potential to disrupt the status quo. They move quickly, dismantle bureaucratic silos, and deliver results that traditional organizations can only dream of. But is this dynamism sustainable? Are these organizations simply a trend, or can they achieve lasting impact addressing the grand challenges of our times?

In an era where global challenges demand long-term vision, can technology-enabled organizations sustain the momentum required to drive lasting change? Giga, an initiative to connect every school in the world to the internet, is one such maverick organization. Born from two United Nations agencies, it’s a radical departure from bureaucratic norms. A key to Giga’s success was its use of open-source technology—not just as a product but as an organizational approach. Giga built its platform to be open-source, allowing partners from various sectors—private companies, governments, and civil society—to contribute and co-create solutions. This not only sped up the innovation process but also fostered a collaborative ecosystem that ensured the initiative would have broader ownership beyond Giga itself.

For managers, the lesson is to consider how open-source models, or similarly open collaborative approaches, can serve as powerful tools for scaling innovation across sectors. Instead of centralizing control, open-source fosters a shared sense of ownership, increasing the chances of sustained impact.

Source : (Tatarinov & Ambos, 2025, Puranam, 2023)

Tatarinov, K., & Ambos, T. C. (2025). Technology-enabled organization designs for tackling the grand challenges: The case of Giga. *Journal of Organization Design*, 14(1), 35-41. <https://doi.org/10.1007/s41469-024-00175-z>

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