

Editorial

This first issue of 2015 contains two specials: A CINet conference special and a topical special on the role of social networks in organizing ideation, creativity and innovation. Before we introduce both specials, we have two important announcements to share:

Best Paper Award 2014

The Tudor Rickards and Susan Moger Award for the Best Paper published in CIM in 2014 goes to Marjolein Caniels, Kathleen De Stobbeleir and Inge de Clippeleer for 'The Antecedents of Creativity Revisited: A Process Perspective', published in the June 2014 Issue. The Award will be handed out to the authors in person at the 5th CIM Community Meeting on 1 September 2015, at the University of Twente. Runners up for the 2014 Best Paper Award are:

- 'Lessons from Ideation: Where Does User Involvement Lead Us?' by Fiona Schweitzer, Oliver Gassmann and Christiane Rau (June 2014)
- 'The Role of Intuition and Deliberation for Exploration and Exploitation Success' by Kurt Matzler, Borislav Uzelac and Florian Bauer (September 2014)
- 'Decentering the Creative Self: How Others Make Creativity Possible in Creative Professional Fields' by Vlad Petre Glaveanu and Todd Lubart (March 2014)
- 'Creative Hot Spots: A Network Analysis of German Michelin-Starred Chefs' by Florian Aubke (March 2014)

Check out our website for free downloads of these five outstanding CIM articles!

New Editor-in-Chief

We are also happy to announce that another new Editor-in-chief is joining the CIM editorial team: Dr Jennie Björk of KTH Stockholm. Dr Björk is not only an active CINet member, but also the guest editor of this issue's special on the role of social networks in organizing ideation, creativity and innovation, which therefore serves as an illustrative testimony of

her editorial skills. The appointment of Dr Björk next to our other new Editor-in-chief Dr Katharina Hoelzle gives a new spirit to CIM while the existing Editors-in-chief slowly but surely hand over the tasks they have been executing since 2003 and 2008, respectively, and at the same time also marking the strengthening ties between CIM and CINet.

Continuous Innovation Special

The CINet special draws on two conferences, the 2012 conference in Rome, which had 'Continuous Innovation across Boundaries' as its theme, and the 2013 conference in Nijmegen, highlighting 'Business Development and Co-Creation'. Developments over the last 25 years have shaped the innovation landscape and environmental conditions within which Continuous Innovation (CI) initiatives took place.

- *First era (1990s)*: The competitive landscape was characterized by centralized inward-looking innovation systems (*closed innovation*), in which collaboration activities were mainly focused on signing agreements with supply chain partners. In this decade, when the internet was still in its infancy, the debate about the role of information technology in future manufacturing systems was on-going, and innovators were trying to shift their activities to a more extended enterprise mode of doing things.
- *Second era (2000s)*: Companies started to progressively open their boundaries, embracing the Open Innovation paradigm based on externally focused, collaborative innovation practices. Firms were pushed to apply this philosophy by looking at the enormous innovation potential outside their boundaries. In the meantime, information and communication technology advancements enabled them to engage in more effective collaborative partnerships modes.
- *Third era (2010s)*: A deep mutation in the competitive landscape occurred with the birth of Open Collaborative Ecosystems. These systems are based on principles of integrated collaboration, co-created shared

value, cultivated innovation ecosystems, unleashed exponential technologies and extraordinarily rapid adoption. They also capture the elemental characteristics of the constant transformation of network ecosystems: continual realignment of synergistic relationships of people, knowledge and resources for both incremental and transformational value co-creation. Requirements for responsiveness to changing internal and external forces make co-creation an essential force in a dynamic innovation ecosystem. Thus, in the third era, borders are constantly blurring, formal and informal networks interplay, and organizations and individuals have multiple memberships to dynamic and evolving structures.

One of the reasons why most CI initiatives fail is that organizations and individuals often lack a coherent ecosystem in order for them to be able to keep the pace of changes occurring in the innovation context, on the one hand, while supporting and complementing CI efforts, on the other.

Continuous Innovation across Boundaries was the theme of the CINet conference in Rome in September 2012. This issue contains two articles that are based on papers presented at that CINet conference.

About the Articles in the CINet Special

The ability to assess the value of inbound and outbound transactions has become essential to maximize the impact of the open innovation strategy of the firm. Based on an extensive overview of the literature, Francesca Michelino, Emilia Lamberti, Antonello Cammarano and Mauro Caputo propose an original and comprehensive framework entailing economic and financial accounting measures to assess the degree of openness of 126 of the world's top R&D spending companies in the bio-pharmaceutical industry for the period 2008–12. Based on annual report data the authors confirm that biotech firms are generally more open than pharmaceutical companies and they actively operate as innovation sellers in the market for technology. Conversely, pharmaceutical companies prefer to adopt Open Innovation modalities to seek and acquire knowledge from external sources.

In the second paper, René Chester Goduscheit and Mette Præst Knudsen focus on the literature that has extensively recognized the relevance of improving knowledge transfer in order to support collaborations as main drivers of innovation. The authors

propose a nuanced analysis of the nature of emerging barriers when collaborations involve small and medium enterprises (SMEs), universities and research and technology organizations (RTOs). Due their heterogeneous goals, dimensions and prior experiences, these actors have diverging attitudes and expectations towards potential collaboration with different types of partners. The authors focus their contribution on the understanding of these factors and on how they affect the barriers to collaboration perceived both by the SMEs towards universities and by the universities towards SMEs. In doing so they also reveal the positive mediating role played by RTOs.

From the 2013 CINet conference in Nijmegen, three papers have been selected.

Annina Coradi, Mareike Heinzen and Roman Boutellier make an important contribution to the discourse on exploration and exploitation, by examining the impact of workspace design. In a longitudinal, micro-level study at Novartis, a pharmaceutical company, employees were interviewed and observed before and after workspace redesign. With the change from a cellular to an open workspace, employees became closer and highly visible to each other, which influenced knowledge work. The findings suggest that exploitation is supported by high proximity leading to faster feedback and first-hand information, while exploration is supported by high visibility inducing cross-functional interactions. In the later stages of new drug development, balanced learning activities are required, which requires a 'multi-space' workspace containing shared meeting areas, quiet zones, central staircases and integrated laboratories and desk areas.

The purpose of the paper by Lars Bengtsson, Nicolette Lakemond, Valentina Lazzarotti, Raffaella Manzini, Luisa Pellegrini and Fredrik Tell is to illuminate the costs and benefits of crossing firm boundaries in inbound open innovation (OI) by determining the relationships among partner types, explorative and exploitative knowledge content and performance. The article is based on a survey of OI collaborations in 415 Italian, Finnish and Swedish firms. The authors show that the depth of collaboration with different partners is positively related to innovation performance, while the number of different partners and size have negative effects. The main conclusion is that the explorative or exploitative knowledge content moderates the performance outcomes and the negative impact of having too many different partners.

Magnus Bergendahl and Mats Magnusson, the winners of the 2013 John Bessant Best Paper Award, consider innovation as a social and communicative process. In their paper, they

address theoretical inconsistencies related to the positive or negative effects of social network structures on innovation. They report a survey study of ideation in a Swedish multinational firm. They conclude that different levels of organizational distance correlate with different knowledge creation processes. In-depth analysis occurs more often with close colleagues, whereas the combination of existing ideas was more frequent in interaction with close colleagues and with external parties.

The Role of Social Networks

The second special in this issue, guest-edited by Daniele Mascia, Mats Magnusson and

Jennie Björk, focuses on the role of social networks in organizing ideation, creativity and innovation. The call for papers for this special attracted a large amount of submissions. After intensive rounds of review, five papers were selected for publication. These are presented by the guest editors in their introduction to the special, further on in this issue.

Enjoy your read!

January 2015
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Maria Isabella Leone
Antonella Martini
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Jennie Björk
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