Foreword

David W. Parker

UQ Business School,
University of Queensland,
Brisbane, Queensland 4072, Australia
E-mail: d.parker@business.uq.edu.au

Biographical notes: David W. Parker was the Project Director for the Smart Region Initiative, a research consortium comprising Unisys, Microsoft, Bay Technologies: funded by the Queensland government. He has held academic positions at: Bournemouth University; School of Management, Cranfield University; also Head of Schools of Operations Management at University of the West of England and Manchester Metropolitan University. His research interests include strategic service operations management. He has published widely in academic journals such as: *Journal of Supply Chain Management*; *Logistics Focus; Journal of Productivity Science; Logistics Today; International Journal of Business Process Management Management Services Journal* and *International Journal of Electronic Business*.

> "There is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new system. For the initiator has the enmity of all who would profit by the preservation of the old institutions, and merely lukewarm defenders in those who should gain by the new ones."
>
> Machiavelli

1 Introduction

Innovation, creativity and development might be regarded as incorporating processes that transfer ideas through business activity into saleable goods, activities and services. In this special edition, we have taken an extremely broad view of these processes to embrace aspects of: enterprise architecture to nurture innovation; creating sustainable creativity and innovation processes; integrating innovation with business models; measuring and monitoring innovation performance; value delivery; critical factors in innovation successful outcomes and learning and innovation. The very nature of innovation, creativity and development as processes has changed in the last few decades. Application of technology is driving more efficient innovation processes. A new category of technology is being used to develop, test, select and implement new ideas. Traditional definitions of 'research and development' are breaking down. Innovation and creativity requires creating new ideas and thinking about new options; exploring them to see if they are practical, economic and marketable; and then implementing them. While each of these stages holds particular problems, perhaps it is the last stage, that of implementation which is the most problematic. The objective of this special issue is, therefore, to publish quality academic papers related to a range of issues on innovation, creativity and development; with examples set in various contexts and business environments.

The original 'Call for Papers' (published in July 2004) resulted in 64 papers submitted by the deadline (December 2004). A double-blind review process was conducted for 43 papers (33% reject rate), using 19 referees located in universities worldwide. All referees hold doctorates, are senior academics, are research active and with strong publication records. Preliminary decisions and referees comments were received in March 2005; that resulted in 15 papers being accepted subject to minor/major revisions during an ongoing review process during June 2005 to September 2005. Of the 64 papers initially submitted, 10 have been selected (84% reject rate) for final submission in October 2005. The quality of papers has been high; and rejection by this journal is no reflection on the paper's academic worth. We would like to take this opportunity to thank all authors for considering the *International Journal of Management and Decision Making* as an outlet for their contribution to knowledge. Not least, sincere thanks are given to the 19 reviewers who tirelessly read and commented on the papers during the 10-month review process. The resultant publications span an interesting and a diverse range of papers.

The first paper by Christensen, Magnusson and Zetherström investigated web-based IT tools, such as collaborative product development systems that facilitate collaboration in product development networks. The results came from case studies and a survey in Swedish manufacturing firms. Conclusions indicate that companies undertake only limited changes to organisational structures and processes when implementing these systems, which limits their possibilities to realise their potential benefits.

Laurindo and Moraes analysed through a Brazilian case study, the portfolio approach for selecting IT projects. The study was performed in a leading Brazilian manufacturer of building materials, where a new proposal for selecting IT projects was tested. The Critical Success Factors method was applied and results indicate that the formalisation of the selection process helped to improve IT strategic alignment.

de Carvalho and Laurindo investigated international firms and a series of governmental programmes in Brazil aimed at supporting the development of knowledge-based companies and clusters. These companies focus on new product and process development and partners with universities and other companies in the cluster. Case studies identified a range of innovative strategies adopted within the cluster.

The next paper by Szwejczewski, Mitchell and Lemke explored portfolio management: a decision process where a company's list of active new products is constantly updated and revised. This paper presents research into how seven UK manufacturing companies (from several industrial sectors) managed their portfolios of R&D projects.

Burgess, Burkinshaw and Vijayan conducted an empirical study into the barriers and facilitating factors for the diffusion of digital inkjet printing DIP as a full-scale production method within the supply network of the textile manufacturing industry. Conclusions suggest that the supply network is not dominated by any particular stakeholder group and anticipated production costs are an important influence on adoption activity.

Hyvönen and Tuominen studied 159 firms to identify the effects of entrepreneurial innovations, market-driven intangibles and organisational learning on performance advantages in the context of small- to medium-sized firms. The results show that technological innovation capability and strong relationships with customers and supply chain partners are the key determinants of positional and economic performance advantages.

The paper by Bengtsson, Hine and Parker discussed the development of the Alliance Evolutionary Model to explain innovative business-to-business relationships in their pursuit of innovative and sophisticated forms of alliances as a means to long-term competitiveness. The model identifies how innovative alliances could move on from the conventional view that they are deployed as either strengthening firms' competitiveness through upgrading of differentiation or upgrading of low-cost capabilities and that they are based on either a local network of firms or a knowledge network of firms.

The following paper by Dubina explores the problem of optimal management of creativity to develop and mobilise employee creativity in more effective ways. Optimising approaches to managing creativity indicate prospective directions both for theoretical investigations and practical techniques to manage employee creativity more systematically and methodically.

Ehrengren explores the relationship between R&D, innovation and economic growth within Europe. The paper focuses on relationship structures and inter-organisational cooperation, using a survey of countries in Europe to investigate cooperation between government, industry and financial institutions within different types of politically influenced financial systems.

The concluding paper is by Parnell, and investigates the dilemma of top executives when faced with several key concerns prior to formulating strategies for their organisations. Three such dimensions – management as an art or science, strategic emphasis on consistency or flexibility and strategy as a top-down or a bottom-up approach – appear to require difficult choices or compromises between polar extremes. This paper reports on the development of scales to test for predispositions along these dimensions. Results suggest that managers do not necessarily view the polar extremes as mutually exclusive.