
Challenges and opportunities in building the intelligent enterprise: a forward to the inaugural issue

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J.C. Spender is a Visiting Professor in the Center for Business Performance at Cranfield School of Management. In his career, he served in the Royal Navy and going on to Rolls-Royce and IBM (UK). After several years at UCLA [he went back into business as Marketing and Strategy VP with Enigma Logic, computer security specialists, now part of the Secure Computing Corporation (SCUR) and then new opportunities beckoned in academe – so on to Glasgow, Stevens Institute of Technology and Rutgers. Now retired

after seven years as a Business School Dean and building a new full-time career as a researcher, consultant, writer, lecturer and generally itinerant academic.

Major catalysts such as deregulation, global competition, technological breakthroughs, changing customer expectations, structural changes, excess capacity, environmental concerns and less protectionism, among others, are reshaping the landscape of corporations worldwide.

The assumptions about predictability, stability and clear boundaries are becoming less valid as two factors, by no means exhaustive, have a clear impact on the nature of the competitive space and are changing the sources of competitive advantage of firms and industries in new and unpredictable ways: knowledge and interactions.

Leveraged intellect and its prime facilitator, technology, appear as key factors in the achievement of a competitive advantage for the firm. This demands the exploration of the nature of the corporation, the sources of its added value and how it is embedded with other, codependent corporations in the environment.

The *International Journal of the Intelligent Enterprise* provides a global forum for exchanging research findings on new concepts of strategy and organisation as the competitiveness of companies increasingly depends upon exploiting and exploring the new strategic potentials of intellect and service technologies. The objective of this journal is to analyse new strategies and the organisations that support them, focusing on intellect as a core resource in producing and delivering value.

This Inaugural Issue brings together a selection of papers that addresses main aspects related to different challenges and opportunities of interest in the process of building intelligent enterprises in complex and turbulent competitive environments. In particular, the attempt is to highlight basic concepts and processes that characterise intelligent organisations, as protagonists of the actual socio-economic environment, where knowledge governance, innovation management, intangible assets and learning processes are key aspects.

We would like to end this introduction thanking all those who are contributing to make this publication a reality, in particular to Dr. Mohammed Dorgham from Inderscience Publishing, to our editorial team and to authors and reviewers. To Professor Dorgham for giving us this opportunity and all his support. To the editorial team for joining us in this endeavour. And to authors and reviewers, for their time and efforts in the revising and reviewing process.