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## Editorial

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**Biographical notes:** Ilídio Tomás Lopes is Professor and Dean of School of Management and Technology (Polytechnic Institute of Santarém, Portugal). He was the Conference Chair of the 7th European Conference on Innovation and Entrepreneurship (ECIE 2012). He is a researcher in the fields of: knowledge management, management and financial accounting, management control systems, and innovation.

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Innovation is viewed as a process of value creation, both for businesses and entire nations and regions. It has been explored and treated as one of the most important key drivers towards economic growth and sustainability. However, multiple interpretations and practices can be found in the scope of sustainable development. According to the economic theory, it is related to increases in income and production, always involving drastic changes in institutional, social and administrative structures, sometimes even in individual and collective beliefs. Sometimes, it can be seen as a process of expanding the real freedoms of human being, as argued by Amartya Sen, the winner of the *Nobel Prize* in economics in 1998.

The boundaries of development are vague and their vectors are linked to multilateral cause-effect chains. The intrinsic paradox appears in the current literature as an unresolved paradigm. It allows companies and economic agents to identify its structure and to establish a systematic and dynamic framework for its integrated analysis. Companies and countries should monitor and report their innovation cycles in order to increase their turnovers. Thus, innovation and entrepreneurship emerge, in a two-way cause and effect linkage, as key structural blocks for macro and micro sustainability. Those pillars are embodied in complex learning processes and dynamic networks that drive economic growth, development and social welfare. The actual economic paradigms require new insights to reinforce that innovation and entrepreneurship are continuous key drivers for sustainable development.

In a complex world of uncertainty and risk, innovative initiatives are required as the wheel of knowledge management and value creation. An innovation driven economy emerges as a structural pillar for integrated and self controlled economies. This mindset, based on collaborative and networked approaches, can drive individuals and organisations through continuous and structured innovative processes. The seven papers included in this special issue provide new important insights towards a better understanding of entrepreneurship boundaries and its scope.

Aelita Skaržauskienė and Steponas Jonušauskas, from Mykolas Romeris University, in Lithuania, clarify the linkage between intelligence competencies and leadership performance in public administration organisations through a systems thinking approach. The study revealed several predictors of leadership performance, namely: acceptance of complexity and flexibility; systems thinking; focus on continual improvement; leading change; and networking. These two last predictors are the top requirements for leadership in complex environments. In this scope, empirical evidence was provided, which supports that organisations manage their success and reduce the complexity through integrated systems thinking.

The management of the value chain of organisations is affected in the short and long term by multiple risks and detractors. These managerial key burners enable or detract their financial and strategic positioning. Oleg Golichenko and Svetlana Samovoleva, from Central Economics and Mathematics Institute, from the Russian Academy of Sciences, map the risk factors of innovation activity enterprises and, through a five-stage procedure, they also provide the basis for policy measures in order to mitigate and compensate the risks embedded in innovation activities. Oleg and Svetlana also present a rank of risk factors, supported by an adequate linkage between risks and the set of factors that enable or detract them. Although the procedure and evidence are provided based on the Russian experience, the five-stage approach can be replicated in other economies and scopes.

Alcina Nunes and Carlos Balsa, from the Polytechnic Institute of Bragança (Portugal), explore the clustering approach in different but complimentary orientations: entrepreneurial activity and aspirations of national entrepreneurs concerning innovation, business growth and international orientation of their activities. Apart of their social and economic dimensions, Alcina and Carlos evidence, in complement of other key issues, that the highest rate of entrepreneurial activity is observed in the group of countries with the lowest level of entrepreneurial aspirations. Thus, other causal relationships can support the entrepreneurial activities across countries and regions.

The development of a cross-border regional innovation system is the topic under debate by Peter Kiryushin (from Lomonosov Moscow State University, in Russia), Bala Mulloth (from Central European University, in Hungary) and Tatiana Iakovleva (from University of Stavanger, in Norway). Through a case study approach, the authors analyse the role of entrepreneurship in a Swedish-Danish transnational region (Øresund). Based on regional policy subsystems, their interactions and socio-institutional factors, theoretical and practical evidence is provided that collaborative effort of social and technical scientists could have more impact than technological innovations.

Piotr Chwastyk, from the Opole University of Technology, in Poland, suggests the use of multicriteria analysis as a tool to support the innovation decision making process. The uncertainty and asymmetry of information at the stage of innovation process phases require a tool that allows the decision maker to mitigate the risk of its own decision. The approach followed by Piotr surpasses, by identifying the appropriate method, the noticed evidences of a direct relationship between the errors in the processes of innovation and effectiveness in decision-making, especially in small and medium-sized enterprises. The method provided by the author also includes the expert's participation in order to evaluate the process and mitigate the risk associated to the lack of information availability.

The development of autotelic and dynamic capabilities can play a significant role in the creation of new knowledge-intensive low-tech ventures. This is the topic developed by Glykeria Karagouni, Aimilia Protogerou and Yannis Caloghirou, from Greece. Improvisational and transcendental capabilities can support the creation of strong initial competitive advantages for new ventures and for forthcoming mature markets entrance process. The comprehensive approach provided, in a first stage of low-tech ventures, in this research paper, suggests that those capabilities emerge in organisations as source of sustainable competitive advantages and future economic benefits.

Sandra Nunes, Luísa Carvalho and Teresa Costa, from the Polytechnic Institute of Setúbal (Portugal), drive us through the boundaries of the cooperation for innovation processes. Through a exploratory approach, authors explore the impact of research and development investments, incoming spillovers, public support, return guaranties and financial constraints of innovation, and firm size and sector, in the cooperative behaviors within the southern Europe countries. Although the differences observed for the countries under analysis, the research also highlights similar patterns among them. This evidence can support, as suggested, the formulation of public policies towards the improvement of cooperation in innovation processes and for better decision-making processes in a context of resources scarcity.

This special issue provides a set of diversified approaches, methods, capabilities, and new insights of understanding, towards a better comprehensiveness of entrepreneurship and its linkage with innovation chain and value creation enablers. The merger of capabilities and skills embedded in individuals and organisations, through integrated networks, can contribute for a deep and more reliable knowledge creation and sharing processes. Innovation as a key support of entrepreneurial initiatives and set of behaviours can boost, in a sustainable basis, the integrated development of regions and countries.