
Editorial

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Biographical notes: Alexander Brem received his Diploma in Business Administration and PhD degree from the University of Erlangen-Nuremberg in 2004 and 2007, respectively. From 2004 to 2007, he was a Senior Researcher and Teaching Assistant at the Chair of Industrial Management, University of Erlangen-Nuremberg, where he currently works as a Professor of Idea and Innovation Management. Moreover, he is the Founder and Partner of VEND Consulting GmbH, Nuremberg. His current research interests include technology and innovation management as well as entrepreneurship. He is a reviewer and editorial board member of various international journals such as *Technovation* and *International Journal of Innovation Management*. His latest book with Eric Viardot *Evolution of Innovation Management: Trends in an International Context* has been recently published with Palgrave Macmillan.

Eelko Huizingh is an Associate Professor of Innovation Management at the Faculty of Economics and Business, University of Groningen, The Netherlands. He is the Director of the Scientific Affairs of The International Society for Professional Innovation Management (ISPIM). His research focuses on the intersection of innovation, marketing and information technology. He has (co)authored over 300 articles, which have appeared in *Technovation*, *Marketing Science*, *Marketing Letters*, *European Journal of Innovation Management*, *International Journal of Innovation Management*, *International Journal of Technology Management*, *International Journal Entrepreneurship and Innovation Management*, *Decision Support Systems*, *Information and Management* and *Organisational Behaviour and Human Decision Processes*. Recently, Sage published his book *Applied Statistics with SPSS*.

Eric Viardot is a Permanent Professor of Marketing and Strategy at EADA Business School in Barcelona. He holds a Doctorate in Management. He is a graduate of the HEC Business School, Paris, and the Institute of Political Sciences, Paris. He has published various books and articles on strategic management and marketing with a strong focus on technology and innovation management. He teaches regularly in executive programmes in Europe. He is an active Consultant and Trainer and has worked with several major multinational corporations. His latest book with Alexander Brem *Evolution of Innovation Management: Trends in an International Context* has been recently published with Palgrave Macmillan.

Welcome to this special issue which is the third collaboration of the *International Journal of Technology Marketing (IJTMKT)* with the International Society for Professional Innovation Management (ISPIM), a worldwide established network of innovation management professionals from research, industry and intermediary organisations. ISPIM's goals are to create a worldwide network of excellence in the field of innovation management, to enhance collaboration between its members and to be at the forefront of research on innovation.

The first versions of the papers in this special issue were originally presented at the XXIV ISPIM Conference in Barcelona, Spain on 17–20 June 2012. The theme of the conference was 'Action for innovation: innovating from experience'. Based on the feedback of the conference, revised articles were submitted to *IJTMKT*, where all papers went through another double-blind review process (in multiple stages).

The importance of acting is actually crucial when it comes to innovation, as this is what differentiates the innovation from the invention. Indeed, innovation is taking a new idea and developing it into a product or a service valuable for the customers. Consequently, the different papers of this special issue examine various ways to transform an invention into an innovation which will be marketable and will deliver long-term profitability and competitive advantage for a company.

There has been a recent trend to enlarge the sources of ideas outside the traditional boundaries of the firm. Among the various external sources are the independent inventors who are at the centre of the first article titled 'Independent inventors and inbound open innovation: using a resource-based approach to create a tool for screening inventor approaches in order to facilitate technology in-licensing'. The paper explores a resource-based approach to identify the key resources possessed by successful independent inventors: It also focuses on the commercialisation strategy based on licensing opportunities and finally, it proposes a preliminary screening tool to facilitate technology in-licensing.

Users are also considered as useful originators of ideas and innovation. The second article titled 'Diffusion of user innovations – a firm-level survey' analyses the transfer of user innovations and most specifically whether and how the firms are making use of user innovations that are created by their customers. The paper examines also whether firms systematically aim to identify user innovations that are created by their customers. Interestingly, this research shows that only a fraction of firms have a systematic program for that.

Another source of ideas comes more traditionally from the employees and business partners of the firms. The innovation-hub is a tool recently adopted by high-tech companies to support the exchange of experience and knowledge both with business

partners and among employees within the company. So, the next article is about 'Applying the hub-and-spoke model to virtual communities: the IBM innovation approach'. Despite its strategic role, relatively little is known about the hub's effectiveness in supporting innovation process, connectivity, operational and motivational mechanisms. Building on an extensive analysis of the IBM case studies, the authors contribute to fill the theoretical gap related to the hub model and to provide interesting suggestions for companies about the use of this tool.

Innovation is not only about limited to new products but also it concerns the expanding area of services. The following article proposed an interesting model: 'The service innovation triangle: a tool for exploring value creation through service innovation'. The model provides an integrated view of value creation through service innovation which combines a multiple perspective with various dimensions that permits to service firms to reconsider how they can create value with their resources and assets.

One key element for marketing successfully an innovation is its commercialisation strategy. This is the central theme of the fifth article named 'Building up a firm's commercialisation competence: from product concept to the first reference'. The article examines the build-up of commercialisation competence when a firm moves from concept development to the first customer reference. More precisely, it identifies strategic marketing, market preparation/creation and sales creation as key competence groups for commercialisation with a total of 14 sub-competences.

Finally, the last paper titled 'Distinctive dynamic capabilities for new business creation: sensing, seizing, scaling and separating' provides us with a more general consideration of the organisation and the competences required to make an innovation as a business success. One significant finding is the need to create an appropriate balance between the separation of an independent venture to avoid dependence and rigidities and its integration with the line organisation. Another interesting outcome provided by the authors is that the dynamic capabilities for innovations that they have identified are to be the same whatever the degree of the maturity of the industry.

Ultimately, we would like to thank Eelko Huizingh¹, the Director of Scientific Affairs of ISPIM and Steffen Conn, the ISPIM Operations Director who have made possible the making of this exciting special issue. Enjoy your reading and do not hesitate to send us your comments as well as your next academic paper about the marketing of technology-based solutions and innovations.