

---

## Editorial

---

### Marina Dabic

Faculty of Economics and Business,  
University of Zagreb,  
J.F. Kennedy Square 6, 10000 Zagreb, Croatia  
Email: mdabic@efzg.hr  
and  
Nottingham Business School,  
Nottingham Trent University,  
Burton street , Nottingham NG1 4BU, UK  
Email: marina.dabic@ntu.ac.uk

**Biographical notes:** Marina Dabic edited five book series and several special issues on innovation, HRM and transfer technology. She participated in over 70 conferences, published 70 papers, and appeared in a wide variety of international journals. For her research, she has been awarded several scholarships sponsored by ALIS, a British Council scholarship, EC Erasmus, EC Leonardo and Taiwan Research Visiting Scholar Grant Program funded by Education Division, Taipei Economics and Cultural Office in Austria. From 2009 to 2011, she was the grant holder of 1 m Euro grant for an EU JP TEMPUS Project: Fostering Entrepreneurships in Higher Education – FoSentHE. Currently, she is a partner on the European Commission Leonardo LLL Project: Transfer of Innovation – ‘Stimulating learning for idea to market’ – SLIM and an Erasmus Mundus Project ‘Open Innovation’.

---

Imagination is not only the uniquely human capacity to envision that which is not, and therefore the fount of all invention and innovation. In its arguably most transformative and revelatory capacity, it is the power to that enables us to empathize with humans whose experiences we have never shared.

J.K. Rowling

We are happy to have this opportunity to present you with the latest issue of the *International Journal of Transition and Innovation Systems (IJTIS)* which is in its third year of publication. This issue, based upon the contributions by authors and reviewers, is organised in three parts that correspond to different levels of aggregation and units of analysis.

The list of the contributing authors and their manuscripts displays a wide variety of research topics. Quan Hoang Vuong and Nancy K. Napier deliberated on ‘Making creativity: the value of multiple filters in the innovation process’, Wai Chon Ng and Hao Hu on ‘From medicine to food: evolution of TCM health food sector in China’, Andrzej H. Jasinski studied ‘Transformation of R&D results into innovation in small and medium-sized enterprises: a multi-faceted approach to management and partnership’ and Alma Maciulyte-Sniukiene wrote on ‘Evaluation of information and communication technologies as the factor increasing labour productivity’.

Companies compete among each other in product markets on the basis of the resources they had acquired externally or by their own development. The first category of resources can be specified and measured, even if they are not essentially tangible, which makes them subject to trade while the latter is much more difficult to specify. This is mainly due to the fact that such resources call for slow accumulation of the *know-how-a* and competencies that are inherently tacit and spread throughout the company departments, which makes them firm specific.

The system approach to the theory of innovation introduces new elements into the theory of innovation, of which two are most prominent:

- 1 there is no more *a unified base of knowledge for many key technologies* – in other words, technologies develop as ‘systems built by product manufacturers and providers are transformed into system managers whose competencies chiefly rely on the abilities to specify the different inputs)
- 2 as firms are limited by their knowledge horizons, their *areas of current or technological skills and competencies are limited by the experience and resources they allocate to research.*

This issue discusses:

- the development of innovative systems and the role of creativity in it
- the analysis of health food sector in China based on innovativeness
- the effectiveness of R&D supporting the innovation capacity of SMEs
- information and communication technologies (ICT) as the factor in increasing labour productivity while attempting to answer the questions that follow.

What makes high-performance companies successful? What are the sources of their sustainable development and growth, i.e., development as permanent performance self-renewal? What makes high-performing companies stand out from lesser performing ones in the long run? Thus, formulated questions (whose variations may be much higher) reflect the central theme of this issue, which suggests that high-performance companies are innovative, manage to (permanently) develop and use their innovative potential, i.e., turn out and/or accumulate new knowledge and skills.

The first topic – the development of innovation the system – is addressed in the paper ‘Making creativity: the value of multiple filters in the innovation process’ by Quan Hoang Vuong and Nancy Napier.

The second topic is emphasised in Wai Chon Ng and Hao Hu’s paper ‘From medicine to food: evolution of TCM health food sector in China’. In their paper, Wai Chon Ng and Hao Hu intended to analyse the innovation of China’s Medical Health Food sector from 1980s by using the system of sectorial innovation. The paper examines the different factors affecting the development of the Chinese medical health food sector.

The post-socialist companies (holdings) are considered through complex endeavours of all actors in the post-socialist context to ‘rebuild the organisations and institutions *not on but with the ruins of communism*’ reallocating the available resources and responding to their current practical dilemmas and giving them the necessary democratic content. R&D differs in different companies in accordance with the numerous economic, technological, scientific and other changes occurring in the companies and their surroundings. However, the presented paradigms and processes, and structures and

systems are not relevant for both small and medium-size firms (SMEs?) since they are focused on solving the specific development problems of diversified companies'. Unfortunately, it ought to be noted that adequate models and scenarios for research and development management meeting the needs of SMEs have not yet been developed and that further research is expected in this area. This is especially important since the issue is becoming prominent as a high-priority one for the creators of national innovative systems.

The third topic – the effectiveness of R&D supporting the innovation capacity of SMEs – is addressed in Andrzej Jasinski's paper 'Transformation of R&D results into innovation in small and medium-sized enterprises: a multi-faceted approach to management and partnership'. This paper presents a multi-faceted concept of the process of transforming R&D results into practical applications/innovations in SMEs. The concept focuses on the managerial aspects of the process and is facilitated by a partnership for innovation model that features the different types of stakeholders that could contribute to a successful outcome. The concept has been inspired by the struggle for improving innovative capacity of SMEs in Poland, but holds relevance for other transition countries and countries that are more advanced on the innovation path.

In a humorous futuristic vignette about 'the factory of the future' the marvelling listener/reader is queried about the composition of its 'crew' and offered the answer: in 'the future factory the work will be done by the dog and the human!' To the obvious question 'why the dog and why the human?' the marvelling listener/reader is offered the following answer: 'the dog will keep the human company, and the human will feed the dog!' This comical story about the future human who is devoid of toiling efforts, nevertheless offers an interesting framework for discussing new and fascinating technologies at the crossroads between the industrial age and post-industrial or post-modern age, as well as their social, ethical, economic, political, ideological and other challenges and consequences. Technology is the factor influencing most aspects of a firm's strategy, and its impact has to be respected in all phases of the firm's strategic process (creation, implementation and control). Technology also influences the values of the individual company groups and the formation of the corporative culture as a whole, and is significant for moulding the key forces that shape the structure of the competition. Thus, technology and innovation complement each other as the unavoidable significant factors in shaping the company's competitive advantage.

Alma Maciulyte-Sniukiene, the author of the last paper on the third topic discussing the role of ICT as the factor increasing labour productivity in the context of economic globalisation and international openness and of the evaluation of ICT as the factors increasing labour productivity

In the light of globalisation the development of ICT could be one of the sources for increasing productivity. Taking this into consideration, the paper aims to ground or deny the impact of ICT on labour productivity in the EU countries both at the conceptual and empirical levels. Therefore, it discusses the theoretical aspects of ICT development and presents theoretical frameworks of ICT development impact on labour productivity and economic growth, as well as identifies indices and indicators for measuring ICT development, divided into four groups: ICT infrastructure, ICT use, ICT readiness and ICT producing and trade.

We trust that you will find reading this issue of *IJTIS* as inspirational, stimulating and enjoyable as we did while preparing it.