
Editorial

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Biographical notes: Paavo Ritala is a Professor of Strategy and Innovation at the School of Business at Lappeenranta University of Technology, Finland. His research interests are in the areas of inter-organisational networks, business models, and innovation. He has published on these topics in top-level academic journals such as *Journal of Product Innovation Management*, *British Journal of Management*, and *Technovation*. He is also extensively involved in business practices with regard to these topics through research projects, executive and expert education programmes, and in speaker and advisory roles.

Eelko Huizingh is an Associate Professor of Innovation Management at the University of Groningen, the Netherlands, and Vice President Scientific Affairs for the International Society for Professional Innovation Management (ISPIM). He was a Visiting Professor at the University of Otago, New Zealand, and Penn State University, USA. His research focuses on the intersection of innovation, marketing and information technology. He has (co-)authored over 300 articles, which have appeared in *Marketing Science*, *International Journal of Research in Marketing*, *Journal of Product Innovation Management*, *Technovation*, *International Journal of Innovation Management*, *International Journal of Technology Management* and *Organisational Behaviour and Human Decision Processes*.

Steffen Conn is the Operations Director of ISPIM, a network of researchers, industrialists, consultants and public bodies who share an interest in innovation management. He is actively involved in the development of the society's events, activities and operations. His work includes the management of the

ISPIM Scientific Panel of 120 innovation experts, the scientific publishing and research engagement programme, the ISPIM Innovation PhD Award, the Special Interest Groups and the growing ISPIM PhD Community. He has edited more than 20 special journal issues and books on innovation. He received his Doctor of Science (distinction) from Lappeenranta University of Technology, Finland.

This special issue is structured around the theme ‘Business and network models for innovation’. The key idea in the issue is that innovation is increasingly an open process, taking place through various types of business and network models which connect a firm to its external environment. Networked innovation activities are conducted through various forms such as projects, alliances, communities, and innovation ecosystems. Therefore, it is important to understand the variety of organisation principles and models that firms can use to achieve their innovation objectives. For this purpose, discussion of the role of business models, networks, and ecosystems in creating and capturing new value from innovation has been on the rise (Conway and Steward, 1998; Dhanaraj and Parkhe, 2006; Chesbrough, 2010; Teece, 2010; Huizingh, 2011; Ritala et al., 2013). In addition, scholars increasingly pursue understanding of the structure and processes of networks within which the firms are embedded (Calia et al., 2007; Lee et al., 2010; Schilling and Phelps, 2007).

Taking into account the myriad of types of innovation environments and related business models as well as the numerous interdependent actors and processes involved, designing innovation processes has become a complex task with an overwhelming number of options. To help academics and practitioners untangle this complexity, this special issue focuses on the different types of business and network models available for innovation. Methodologically, the special issue includes typologies, illustrations, cases, and approaches that help to unravel and conceptualise the organising and organisation of innovation activities in contemporary firms in a multi-actor context.

For academics, the special issue provides conceptual and empirical typologies and models on innovation and its management in the intersection of firm and network levels of analysis. For practitioners, the special issue provides typologies and thinking tools that aid in understanding how firms of various sizes can organise and network in order to create and capture value from innovation activities.

The articles in this special issue are based on selected papers from the XXIII ISPIM Conference: Barcelona, Spain (2012) – Action for Innovation: Innovating from Experience and the 5th ISPIM Innovation Symposium: Seoul, Korea (2012) – Stimulating Innovation: Challenges for Management, Science and Technology.

Network and collaboration issues have consistently been the most popular topic for submissions to ISPIM events since 2009. Of the 760 submissions received for these two events, 187 were dedicated to network and collaboration issues. This special issue reflects both the popularity and breadth of the topic in the innovation management community.

This issue approaches innovation management from various perspectives. Common to all of them is the networked approach to innovation, whether it is between the firm and its specific partner(s), or it involves the entire ecosystem in which the focal actor is embedded. In this regard, the articles in this issue can be categorised into three streams:

- 1 innovation between the focal firm and a specific type of partner
- 2 a firm’s networked innovation activities, including the open innovation approach

- 3 the entire innovation ecosystem consisting of the collaboration of multiple actors in different roles.

This special issue also includes an introductory overview article (Ritala and Huizingh, 2014), which provides an overview of the strategic and structural approaches of the various business and network models for innovation discussed in this issue.

The first category includes the papers from Tsujimoto et al. and Cai and Smart. Tsujimoto et al. focus on the R&D collaboration between Toyota and Panasonic. In this study, the inter-personal networks between the investors in the R&D collaboration are examined through joint patent applications. The findings provide insights on ‘boundary mediators’ between companies, which help to facilitate collaborative innovation. Cai and Smart focus on innovation collaboration between a focal firm and suppliers in two industries. Based on their qualitative evidence, the authors provide indications of how supplier relationships can be utilised in innovation exploration and exploitation.

The second category involves a range of articles focusing on innovation from an open innovation perspective. Bader and Enkel describe the underlying strategies employed by firms that choose openness in their innovation activities. Their study is based on evidence gathered from a case study, and builds on the classical strategy framework of Miles and Snow (1978). Fiegenbaum et al. adopt a different methodological approach and present a simulation model that explores the success of various closed and open innovation strategies. Their results reveal several differences in the financial performance between different types of innovation strategies. Garcia Martinez et al. examine determinants and the impact of firms’ openness in innovation performance in the food and drink industry. Their study is based on a survey conducted in the UK, Spain, and Italy. They cluster firms into three open innovation modes based on external knowledge search strategies, which result in different implications in terms of innovation performance.

Finally, Still et al. examine the topic from the broad perspective of innovation ecosystems, using a case study from EIT ICT Labs. They examine the structure of the innovation ecosystems with data-driven visualisation methods, then use the social network analysis method. They illustrate how such methods can be applied to managing and facilitating the transformation of innovation ecosystems.

As the guest editors of this special issue, we would like to take this opportunity to thank all of the stakeholders involved in this process. Significant credit goes to the authors of the articles, of course, as well as the reviewers who helped improve the scholarly quality of the articles included. We believe that the content of this special issue includes a well-balanced mix of conceptual and empirical insights into business and network models for innovation, which can be used as the basis for future research and practice in the field.

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