

## Editorial

*“We choose to go to the moon. We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win, and the others, too.”*

John F. Kennedy September 12, 1962

Innovation is a journey that is full of challenges. It is demanding, but we need to keep inspirational aspects in mind, such as the ones President Kennedy expressed in his predestinated “sticky” (Heath and Heath, 2007) speech in 1962 about sending a man to the moon. Since the seminal works of Schumpeter (1934), innovation has been widely acknowledged as a key driver of competitiveness, economic growth and welfare. There is a wealth of empirical evidence supporting a positive relationship between innovation and firm-level performance in the academic literature (e.g. Crépon et al., 1998; Griffith et al., 2006; Lööf and Heshmati, 2002). At firm level, innovation has long been recognized as a competitive advantage and a key driver of economic performance (Schumpeter, 1934). Innovation also lies at the very heart of policy mechanisms to achieve a smart, inclusive and sustainable growth in economies, as envisioned by the Europe 2020 strategy (European Commission, 2013).

‘Innovate or die!’, ‘The cure for Apple is not cost-cutting. The cure for Apple is to innovate its way out of its current predicament’ (by Steve Jobs, Forbes 2012), Are they the latest buzzwords and sentences on innovation matters? Another ephemeral managerial fad? Old wine in new bottles? Or perhaps, just perhaps, a fundamental means of survival and success for modern day corporations? Given the amount of effort that has been devoted to the innovation management topic by academics, practitioners and policy makers alike, we argue that it is worthwhile to take a deep, objective and dispassionate look at the role of innovation management in sustained competitive advantage. In our views, innovation is not an option or an exception but has now become the norm and a must for public and private entities. Yet, open issues relating to its management, its antecedents, its impact, its benefits, and its challenges are waiting to be explored. Let’s start by unveiling our definition of innovation.

Our view on innovation departs from the commonly adopted definition provided by the OECD (2005), which stresses the different types of innovation as well as their degree of novelty. We support that the different innovation types are more and more closely intertwined, with the lack of relevance of e.g. the distinction between goods and services, as those are being simultaneously offered as innovative bundles. Along the same lines, service and process innovations are hardly dissociable (de Jong et al., 2003; Toivonen and Tuominen, 2009), especially in the context of service economies. Thus, we consider innovation as any invention or idea that has a potential to bring value, for individuals, firms, organizations or societies. We perceive value in a multifaceted way, so as to embrace both economic and intangible aspects. We also support that innovation is both a journey, with its hurdles, uncertainties, risks,

successes and failures, and an outcome. The Journal therefore welcomes submissions related to innovations in terms of technological developments, novel offerings, new forms of organizations, innovative business models, social innovations, to name a few.

Innovation is a laboratory for applied creativity where the development of innovative projects and the exploration of new directions in different disciplines are dynamically perceived. We are convinced that innovation enables a more conscious perception of place and its characteristics; it is an experimental space in which design methods can be used to examine and interrogate ideas, forms, structures, dreams and visions. Innovation is about transgressing boundaries of multiple disciplines in view of developing novelties or improving existing offerings, methods and processes while taking into account numerous dimensions and angles. It is also about opening new perspectives on the world of tomorrow. Furthermore, innovation is also a mindset, which has to be nurtured and cultivated. The currently turbulent environment renders innovation even more challenging, yet necessary, to reach the competitive edge and maintain sustainable advantage. The successful ability to innovate requires a multidisciplinary attitude towards understanding, designing and implementing an overarching innovation strategy. Innovation requires the opening of new research pathways by encouraging and giving freedom of expression to voices that see innovation from an alternative lens and prism. Innovation as a multifaceted phenomenon existing in every scope and lead of life requires simultaneously diversity, an open-minded attitude and a multi-level approach.

We posit that adopting a multidisciplinary approach is achieved by combining both vertical and horizontal perspectives so as to embrace innovation management with an overarching perspective. Our vision is that the vertical perspective is grounded in natural or hard core sciences, such as physics, medicine, engineering and chemistry. Inventions usually frequently emanate from these disciplines. But innovation goes beyond invention and we support that it requires the involvement of a horizontal dimension, which covers the processes of idea generation, identification and selection of opportunities, commercialization, economic valuation and impact assessment. All these processes require the involvement of social sciences, business, economics, marketing and other so-called soft disciplines. In other terms, the vertical and horizontal perspectives are indissociable and complementary, and both are needed to create value, for individuals, firms, nations.

To the best of our knowledge, the extant range of journals currently available adopt a rather superficial approach to multidisciplinary, usually restricting their scope either to natural or social sciences. Our aim is to reach this true multidisciplinary approach by combining these so-called *hard* and *soft* sciences.

The relationship between traditional academic publishing and general approval/validation of open-access journals appears to have changed in the last decade. Drivers of this change are multifold: rapid increase in number of open access journals, new and different business models of publishing, demand for availability and accessibility for both academic citations and readership of practitioners for impact, and finally, the takeoff of open innovation paradigm. As it applies to companies, academia may face the dilemma "If you are not open, you are closed!" (Torkkeli, 2012), although this requires some nuance and the adoption of a carefully

thought and balanced contingent strategy.

As we are living in an era where innovation management is a must for every organization, at the same time the way how we share knowledge about innovation may need to be renewed. Publishing business is changing, and there is a clear discontinuity happening among traditional journals, with open access strategy booming. Presumably, the open access of the journal answers the contemporary demand towards the shift from a closed to an open environment and the destruction of silos and boundaries in research. The flow and availability of knowledge encourages the adoption of innovative practices and the mental preparation for becoming the driver of change and creativity, both inherent elements of innovation. But the real questions at the bottom line are whether traditional publishing shifting to an open access business model embodies really and truly open access?

There is increasing pressure from governments and funding bodies to make the results of taxpayers' money invested into research freely and openly accessible. Research Councils UK and the White House Office of Science and Technology Policy recently took steps in this direction as reported by the Economist in May 2013.

Large publishing houses have started a shift in their business models, where authors actually pay to get their papers published and "openly" accessible with a limited, if any, embargo. To some extent, this strategy competes with the booming open access industry. Nevertheless, the reputation and credibility of some open access journals have been largely debated and thus simultaneously jeopardize the willingness of researchers to publish in these outlets and universities/official bodies to recognize these journals as acceptable for publishing research outcomes. Some of the most frequently raised concerns relate to the extremely fast and rather superficial review process, which is considered as one of the main gatekeeper of publication quality. Our strategy is to combine the best of both worlds (i.e. lengthy but thorough peer-review process and speed of full open access journals), thus delivering high quality publications and insights, ensuring a high level of quality of the review process, and allowing publications to be freely and openly available. Our large editorial board and associate editorial team, consisting of over 100 experts, and covering the spectrum of research areas and methods, represent one of our key assets to guarantee a smooth, yet demanding and extensive, review process. Such filtering mechanisms aim at ensuring that speed is not favored to the detriment of quality and that we can simultaneously apply highly selective criteria for publication within a reasonable timeframe.

The philosophy of the Journal of Innovation Management adopts a multidisciplinary perspective on innovation. In doing this, it fills this existing gap by hosting visionary and eloquent research streams enabling the understanding of innovation, appreciating differentiation and striving for academic excellence and insights for practice. The Journal aims at paving new ways of fostering innovation and at bridging the gaps between the different communities involved in the definition of innovation policies, in the analysis of the innovation process and its multiple outcomes, and in its implementation in public and private entities. It brings the reality of innovation at hand by fostering a philosophy of true innovation management by encapsulating insights, valuable experiences and theoretical streams. With this initiative, we create a new Blue Ocean (Kim and Mauborgne, 2005) and aim at reconfiguring the publishing "arena" by combining the best of both worlds while adopting a visionary

approach on both innovation, its management and publishing practices.

Furthermore, the Journal of Innovation Management aims at hosting the debate for innovation, whatever form and facet it takes, and its management. Particular attention is paid to the multidisciplinary nature of the innovation, thus embracing both its technological features and its managerial process. Issues of the journal will typically contain academic papers, letters from industry thought leaders, academics, and policy makers, book reviews and commentaries. Four issues per year will be released, and some special issues are also foreseen, so as to concentrate on dedicated themes, which will be addressed from multiple angles. Our ultimate aims are to foster cross fertilization across disciplines, to bridge gaps between academia, practice and policy making, to raise awareness on innovation, its challenges and its impact as well as to shape new reflections and thoughts on innovation, and its management. We aim at broad scope of readership in innovation. The Journal of Innovation Management is a platform for exchanging ideas in both horizontal and vertical dimensions of innovation management. The idea is to publish topical research works, practitioners' insights and case studies on innovation with multidisciplinary flavor.

This first issue reflects the philosophy and the overall aim of the Journal of Innovation Management, which is to host the debate on innovation challenges, as perceived by academics, thought leaders and policy makers, from a multidisciplinary perspective.

In his provocative and topical academic letter, Tribolet restates the role of academic institutions in stimulating, nurturing and bringing to maturation stage the intrinsic capabilities of individuals to engage into an innovation journey.

The industry letter by Deutsch and Baby provides practical insights on how an open and collaborative approach to problem solving can leverage innovation capabilities within and across firms, with illustrations from a firm belonging to the pulp and paper industry and a series of events held in Canada.

Letters are followed by a selection of eight academic papers, which originate from various disciplines and cover a wide range of methods and empirical settings. In the realms of marketing and organizational innovations, Hulten scrutinizes how the use of visual and auditory cues acts as stimulus for shoppers' approach and touching behavior at the point of purchase in the retail industry, applying a carefully designed experimental and observational method. Pace's contribution also revolves around customer behavior, and explores how customers actually shape an innovation. A key contribution of the paper resides in the original empirical setting under scrutiny, Google Glass®. Kliewe et al. astutely combine innovation and change management to unveil the key elements inducing a sustainable innovation environment in a large professional services firm. Their case study uncovers the strong influence of communication, involvement of company leaders and adequate incentive mechanisms on innovation culture. Cultures for sustainable innovation are also the core focus of Prud'homme van Reine's paper, which develops a dynamic framework to assess innovation culture in two regions, thus contributing to the regional innovation systems literature, from a multidisciplinary perspective. Another critical issue in the growth of firms is their internationalization process. Qi's conceptual contribution focuses on the determinants of outward FDI entry mode choice, and more specifically discusses the role of network and ownership in the behavior of Chinese firms. In their exploratory

qualitative work, Durst et al. shed light on the knowledge creation process in an industry that is traditionally perceived as non innovative. Their study on the construction sector in Germany provides valuable insights on the behavior of managers toward internal and external sources of knowledge. In their empirical study of SMEs, Van Auken and Carraher uncover how some characteristics of entrepreneurs affect their propensity to prepare and use financial statements for informed decision-making. The last contribution of this first issue, from Tanik, emerges from computer sciences and elaborates a comprehensive architectural framework to improve the design process of cyber-physical systems, which is further implemented in a single case study in view of deriving a toolset using knowledge-based engineering systems.

As described above, the selected papers in this first issue depict the variety and the diversity of the contributions expected in the Journal of Innovation Management. This diversity is captured by the multiple and various methods, techniques, perspectives, empirical settings, theories mobilized, and epistemological approaches. In essence, this first issue brings upfront the true necessity and value of a multidisciplinary approach on innovation.

Bringing this Journal to live has been a tremendously challenging and rewarding journey. And yet, it is only the beginning. We sincerely hope you will join us in the forthcoming stages of this journey, and we look forward to fruitful multidisciplinary experiences together!

With such a wide range of people covering globally both horizontal and vertical aspects of innovation management, we cannot conclude without sincerely expressing our gratitude and thanks to the Advisory Board, Editorial Board and Associate Editors of their open-minded attitude towards the new journal – let the journey begin!

Innovatively yours,

João José Pinto Ferreira, Anne-Laure Mention, Marko Torkkeli  
Editors

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