

Continuous Innovation Network

Newsletter • Issue 3 • June 2003

Introduction

Dear reader,

This newsletter will land in your inbox or on your desk just before or perhaps already into a, no doubt, well-deserved summer holiday. Personally, I hope for warm and dry weather with plenty of sunshine. But even if Mother Nature plays us a nasty trick, there are plenty of sunny things to look back and forward to.

First of all, our call for **membership** resulted in a positive response of no less than 67 researchers and practitioners so far; a great step in the development of the CINet. Welcome! All members have been given access to the members-only part of the CINet web site, and I do hope that will boost interaction between members.

Rick Middel, PhD student at Twente University has proposed to start a **discussion forum**. He and Jeannette Visser are currently investigating the technicalities involved. The forum is primarily meant for PhD students, but seniors are welcome too.

On 27 June, **Sara Pavesi** successfully defended her PhD thesis to a committee of six, including three CINet members (Emilio Bartezzaghi and Mariano Corso of Politecnico di Milano, and Olaf Fisscher of Twente University), assisted by José Gieskes and Jeannette Visser, while Paul Coughlan was 'virtually' present as well. The defence took place at Twente University. Sara's research was the result of a four-year study, which was funded jointly by Milano and Twente, and built on the CIMA project. Both the topic, the organisation of, ICT support for, and management of knowledge management, and the research methodology, a combination of survey (CIMA), case studies and action research are very relevant for other researchers in the field of continuous innovation. Highly recommended reading!

Somewhat longer ago, at the end of March, the first **EDEN Doctoral Seminar on Research in Continuous Innovation** took place in Brussels at the new premises of EIASM. A group of 13 PhD students, from Belgium, Denmark, Finland, Iceland, Ireland, Norway and Sweden worked together with a faculty consisting of Harry Boer, David Coghlan, Mariano Corso, Paul Coughlan, Frank Gertsen and José Gieskes. Five long days of hard work, but sufficiently worthwhile to be continued next year, again at the end of March.



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Preparations for the **CINet Research Symposium**, Cremona (Italy), 8-9 September, are well underway. Some 40 participants are expected to present and discuss their research programmes, and also to share ideas for future collaboration.

The **5th CINet conference** will be held in Australia, in September 2004, and our friends down under, Ross Chapman, Paul Hyland and their colleagues, seem to be doing a great job. Both Paul and Ross will be in Cremona. For Ross the seminar will be the start of a short sabbatical, for which he will use Aalborg University as a base for visiting other colleagues as well.

Paul Hyland is leading the **2nd CINet Survey**. Data collection in the countries involved is expected to be completed by the end of September so that the first results will be available by the end of this year.

Two of our members, Jacob Nielsen, PhD student at Aalborg University, and Petra De Weerd-Nederhof of Twente University became the proud **parents**, in both cases of a daughter. Many congratulations to them and their partners.

Frances Jørgensen will defend her PhD thesis in Aalborg on 27 August, to a committee consisting of John Bessant and Minna Forssén, and chaired by Lise Kofoed. Her study on the revitalisation of CI was supervised by Harry Boer and Frank Gertsen. Good luck!

The development of **CINext**, a proposal to develop the CINet into a 6th Framework Programme Network of Excellence, was stalled and will be picked up again after the summer, to be submitted in December.

Finally, every sunny day will see a cloud once in a while. I am referring to **José Gieskes**, who decided to leave academia for a managerial job in a hospital. A loss for the network – although she promised to stay a member. We wish her all the best.

Have a nice summer!!

Harry Boer, chairman CINet
Center for Industrial Production
Aalborg University



News from the board

• Membership

Since the previous newsletter in December last year the board met once, in Aalborg on February 28. Main issues were the evaluation of the CINet conference in Helsinki and lessons learned for the next conference(s), the PhD Network & Research Symposium in Cremona, Network of Excellence and membership. Some of these issues will be addressed elsewhere in this newsletter. At this point we would like to give you some information on membership.

The invitation Harry Boer sent to all the participants of past CINet conferences resulted in 67 people replying positively. 11 of them are student members. A number that we are quite happy with! Beneath you will find a list of names:

LAST NAME	FIRST NAME	COUNTRY
Full Members		
Albors Garrigós	José	SPAIN
Alkhaldeh	Khleef	JORDAN
Bartezzaghi	Emilio	ITALY
Beckett	Ronald	AUSTRALIA
Bengtsson	Lars	SWEDEN
Berendsen	Gerard	NETHERLANDS
Berger	Anders	SWEDEN
Bessant	John	UNITED KINGDOM
Boer	Harry	DENMARK
Brunet	Paul	UNITED KINGDOM
Caffrey	Richard	IRELAND
Chapman	Ross	AUSTRALIA
Christensen	Svend-Ove	DENMARK
Corso	Mariano	ITALY
Coughlan	Paul	IRELAND
De Jager	Bertus	SOUTH AFRICA
Denisse	Claude	FRANCE
Dromgoole	Tony	IRELAND
Duff	Dermot	IRELAND
Fisscher	Olaf A.M.	NETHERLANDS
Forssen	Minna-Kaarina	FINLAND
Frick	Jan	NORWAY
Gertsen	Frank	DENMARK
Gieskes	José	NETHERLANDS
Grantham	Andrew	UNITED KINGDOM
Hollander	Mieke	NETHERLANDS
Hyland	Paul	AUSTRALIA
Kuhn	Joachim	GERMANY
Lager	Thomas	SWEDEN
Larsson	Flemming	DENMARK
Lay	Gunter	GERMANY
Magnusson	Mats	SWEDEN
Martini	Antonella	ITALY
Minnie	Chris	SOUTH AFRICA
Murray	Peter	AUSTRALIA
Neerland	Henning	NORWAY
O'Herlihy	Jack	IRELAND
O'Sullivan	David	IRELAND
Pavesi	Sara	ITALY
Pellegrini	Luisa	ITALY
Riis	Jens O.	DENMARK
Rijnders	Sander	NETHERLANDS
Ronchi	Stefano	ITALY
Schuring	Roel	NETHERLANDS
Seferis	Kostas	GREECE
Seow	Christopher	UNITED KINGDOM
Shani	Rami	UNITED STATES

Sheahan	Ann	IRELAND
Sloan	Terry	AUSTRALIA
Smeds	Riitta	FINLAND
Smid	Gerard	NETHERLANDS
Stebbins	Mike	UNITED STATES
Strate, van der	Gertjan	NETHERLANDS
Taskinen	Tapani	FINLAND
Vartiainen	Matti	FINLAND
Villa	Agostino	ITALY
Weerd-Nederhof, de	Petra	NETHERLANDS
Student Members		
Andreassen	Mads R.	DENMARK
Dabhilakar	Mandar	SWEDEN
De Cantis	Gianluca	ITALY
Fenech	Paul	MALTA
Hallgren	Erik W.	DENMARK
Jamieson	Kieren	AUSTRALIA
Kaltoft	Rasmus	DENMARK
Middel	Rick	NETHERLANDS
Mussig	Dennis	AUSTRALIA
Oskarsson	Gunnar	ICELAND
Pöyhönen	Aino	FINLAND
Rastas	Hannu	FINLAND

Meanwhile all members received a username and password they need to access the "**Members Only**" section of the CINet website along with the question to provide us with suggestions to fill this part of the website. A few replied and contributed with some very good ideas. Nevertheless the "Members Only" section is still rather empty and we definitely could do with some more ideas for improvement ... Please share your ideas on this with us!

As said before we now have 11 **student members**. We hope to enlarge this number considerably in the very near future. The CINet PhD Network and the activities within that network are of major importance to the development of CINet. You can help us with this by getting us in touch with PhD's you supervise, or just know, and for whom you think CINet membership might be beneficial. Again: please share your ideas on this with us!

• CINet Research Papers

Recently we started a new initiative within the CINet PhD Network: the publication of a book series called "CINet Research Papers". The original idea was to publish extracts (50-80 pages) from doctoral dissertations developed inside the network. The objective was primary to encourage dissemination of PhD research results that could otherwise become difficult to access. Later it was proposed and decided to enlarge the scope of this initiative using the series to disseminate research results within the network. Beside extracts from PhD studies, also reports from relevant research projects could be published in this form.

The **editors** of the book series are: Mariano Corso, Harry Boer, Ross Chapman, Paul Coughlan and Riitta Smids.

The **editorial board** consists of: Emilio Bartezzaghi, John Bessant, José Gieskes, Paul Hyland, Mats Magnusson and Rami Shani.

The first two booklets in the series are published recently:

1. **Gieskes, José, F.B.**, *Closing the research cycle. Verifying the underlying assumptions of the CIMA model on stimulating learning in product innovation processes*. ISBN 90-77360-01-8
2. **Ronchi, Stefano**, *The effects of the internet adoption in customer-supplier relationships: the markets - vertical alliances divergence and the emergence of collaborative markets*. ISBN 90-77360-02-6

If you are interested in receiving a copy, please contact Jeannette Visser.

'What am I doing here?'

By **John Bessant**

For anyone who doesn't know, Cranfield sits on the highest place in Bedfordshire (not a difficult task in a landscape which otherwise would give the Canadian prairies a run for their money in the flat-as-a-pancake stakes). The advantage of this location is that it made an excellent site for building an airfield for use during the Second World War, since even the most directionally-challenged navigator might have a fighting chance to getting his plane somewhere near and the pilot would enjoy having a long flat surface to bounce around on (an activity still practiced today by the large number of wannabe airline pilots who undertake their training at Cranfield). The disadvantage of this location these days is that there is precious little between here and Siberia to slow down the winds which blow in from the East and which hammer with icy regularity against my office window, making me pause and ask myself the basic question: 'what am I doing here?'

This is an interesting question – not least for those of my new colleagues who are beginning to wonder along similar lines, since I have now been here nearly six months and can no longer claim to be simply settling in! Now that the summer (well, what in England we call summer) is here, I can begin to answer it!

I'm setting up an Innovation Management Centre which will be a focal point for research and management/organization development around the innovation theme. Having spent twenty years helping to get one research centre off the ground I don't propose to start again from square one – and in any case the clear message from much of our recent research is that collaboration and networking is the name of the game in 21st century innovation. So this IMC will be very open, linking up with the wider academic network (especially through a strong collaboration with CENTRIM/SPRU/Freeman Centre) and with practitioners (through a Research Club and other networking activities). In terms of what we'll do in the IMC the challenge is to offer both good quality applied research and also to capture and transfer the results of that research into practice through a flexible management and organizational development activity, modestly entitled the Innovation Leadership Programme (ILP).

On the research front there is a wide range of possible programmes and I will be focusing on three core

themes – enabling innovation, inter-organizational innovation, and discontinuous innovation.

1. enabling innovation. Here the basic question is simple. If we already know so much about how innovation ought to be managed why aren't more organisations putting this into practice? The answer is complex but essentially involves research into problems of implementation. How do we measure innovation and how can we use this to audit our current approach and direct development efforts to doing better in the future? How do we configure proven approaches from one situation to work in a very different one – for example, learning across sectors or between large and small firms? What are the particular gaps in firm capability and how can they be met by inputs from outside – access to knowledge, finance, training and other support?
2. exploring the inter-firm innovation agenda. Most of what we know about effective innovation management relates to enterprise-level studies. But it is increasingly clear that innovation involves networks and systems of multiple actors configured in a variety of different ways (for example regional and sectoral clusters, complex product systems consortia, supply chain learning, etc.). A second strand of work will explore and frame issues at this level. There is again a need to map and to identify what has already been done and to bring in researchers who operate in different communities and their perspectives – for example those who have worked on programmes around the theme of supply chains, and those working on activities around networks and innovation.
3. discontinuous innovation. Much innovation research has concentrated on improving understanding and practice within established parameters – 'doing what we do better' innovation. Major national initiatives such as the Industry Forum and related sectoral efforts have been targeted at continuous improvement and facilitating the UK's catching up with international 'best practice'. But recent attention has focused on the challenges posed by discontinuous (and sometimes disruptive) changes in technology and markets. Evidence suggests that sometimes deploying "good practice" routines for innovation management (such as working closely with established customers) may actually inhibit the exploitation and the exploration of alternative opportunities (Christenson 1977). Clarifying the nature of this and other "innovators dilemmas", identifying appropriate alternative and complementary routines and developing tools and supporting resources to enable firms to handle innovation beyond the steady state represents a major new research area.

The Innovation Leadership Programme (ILP)

Some of you may remember that we ran an MSc/MBA Technology Management course at Brighton/Sussex and this experience has provided the core design platform for the ILP – a part-time, modular programme aimed at giving practical frameworks and tools to those involved with the challenge of actually

trying to manage innovation. The new ILP will build on this but also try and add some new features (if nothing else, I've learned something about product innovation!) including an action-learning team based project working on a live innovation management issue which aims to develop change agent skills as well as give an integrating focus to the material presented in the course. Perhaps most important is the aim to make this a continuing development option – even for those who have completed the basic MSc there will be a series of (research-led) inputs of workshops and short courses which will focus on emerging themes at the frontiers of our experience in managing innovation. (For example, picking up the new challenges of inter-firm innovation or of discontinuity outlined above.) There will also be opportunities for taking research-linked approaches forward on an individual basis through the Doctorate in Business Administration, MPhil and other programmes. (It is here that the academic network again becomes important – being able to deliver the expertise and knowledge for such a course will depend on close partnerships with sources of research and management development – such as the Freeman Centre.)

As if that weren't enough, I have just learned that I've been awarded a Fellowship of the Advanced Institute of Management which sounds rather grand but is basically a device for spending a large chunk of public money on trying to get some more focus in UK management research. There are 17 Fellows in total and our task, over the next 3 years, is to try and raise the profile of management research, engaging much more with practitioners and policy-makers and building a stronger and better linked academic community. (Modest targets or what?!!!) One of the three core themes is 'sustaining innovation' and I hope to link the above plans to this Fellowship but particularly to ensure good international networking – in other words, reinforce the CINet connection! I don't officially start that until the autumn and I will remain based at Cranfield so I'll keep you posted in a subsequent newsletter.

It all seems a bit ambitious as I sit here in the (relative) wilds of Bedfordshire, but it should be interesting and fun to try and make it happen. If you'd like to know more – and/or if you'd like to join in with any of the plans – please get in touch. Apart from being a (hopefully frequent) Visiting Professor at CENTRIM I'm close to most airports and not too far off the information superhighway or even the M1.

Apart from all of that a couple of things. First, I finally took on the knowledge management challenge which someone threw at me last year, along the lines of 'if you leave CENTRIM then the last of the CI researchers will have gone and there will be nothing left of the CIRCA project and its knowledge base!' My response is that (apart from continuing the CI work in my Cranfield context and with colleagues like Jeff Readman at CENTRIM) I have finally managed to write it all down and John Wiley have just published the resulting book 'High involvement innovation' (John Wiley and Sons, Chichester. ISBN 0-470-84707-7).

The other is a picture puzzle – anyone who can explain to me why Paul Hyland has moved to a town with such a fixation with concrete bulls will be the lucky recipient of a drink at the next CINet event! I had a great time in Australia but I did wonder about whether the sun was finally getting to Paul now he's up in the tropical zone! As you can see from the fountains and swimming pool, this sneak preview of his new office shows that he still has his innovation skills but I am worried by his deep interest in the Wild West Rodeo area in the last picture – back to bulls again?!!!!



Professor John Bessant
School of Management
Cranfield University
Cranfield, Bedfordshire
MK43 0AL
Tel: +44 1234 751122
@: john.bessant@cranfield.ac.uk

CINet events

- **Research Symposium 2003**

Preparations are on full steam now, quite a number of research groups have already confirmed their participation. For the latest developments and information please visit the symposium website: <http://www.continuous-innovation.net/Events/Cremona2003.html>

- **2004 Conference Sydney**

Recently preparations started for the:

**5th International CINet Conference
Continuous Innovation: Strategic Priorities
for the Global Knowledge Economy**
Sydney, Australia
22-25 September 2004

hosted by
the University of Western Sydney
and Central Queensland University

Main change with regard to all previous CINet conferences is that this conference will have two key streams for paper submissions:

- Refereed papers - research papers describing key outcomes of relevant research
- Non-refereed papers - reports on on-going research in relevant areas; doctoral students are also encouraged to submit papers to this stream.

Key dates:

- Abstracts required by: **January 15, 2004**
- Refereed papers required by: **April 2, 2004**
- Notification of acceptance for refereed papers (with Reviewers comments): **May 31, 2004**
- Full and final refereed papers, plus non-refereed papers required by: **July 1, 2004**
- Early Bird Registration Fees Deadline: **July 15, 2004**
- Papers will not be included in Proceedings unless at least one co-author has paid registration fees by: **August 1, 2004**

More information can be found on the CINet web site: <http://www.continuous-innovation.net/events/cinet2004.html>

Other events

22-23 September 2003

International Conference on Managing Innovative Manufacturing 2003

Venue: Aalborg, Denmark
Organised by: Aalborg University, Center for Industrial Production

<http://www.cip.auc.dk/mim2003/default.htm>

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2-3 April 2004

The Fifth European Conference on Organizational Knowledge, Learning and Capabilities

Venue: Innsbruck, Austria
Organised by: University of Innsbruck

<http://www.uibk.ac.at/congress/oklc2004/index.html>

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20-22 June 2004

The 11th International Product Development Management Conference (IPDMC)

Venue: Dublin, Ireland
Organised by: University of Dublin, Trinity College

http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=338

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27-29 June 2004

EurOMA 11th International Annual Conference

Venue: Fontainebleau, France

Organised by: INSEAD

http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=330

Recent publications

• **Bessant, John** (2003). *High-Involvement Innovation: Building and Sustaining Competitive Advantage Through Continuous Change*. Published by: John Wiley and Sons. More info:

<http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0470847077.html>

• **Pavesi, Sara** (2003), *Enabling knowledge processes in innovative environments*, Thesis, University of Twente, Enschede, The Netherlands. If you are interested in receiving a copy of this thesis please contact the CINet secretariat.

The CINet secretariat (see bottom of this newsletter) are more than happy to receive copies of working papers, conference papers, journal articles, book chapters, books and other publications that you would like the CINet community to be aware of.

Personalia

• After working for 20 years at the University of Twente **José Gieskes** left academia and started a new job as manager of the Outbound Patient Clinics (this is the part of the hospital where patient visit to consult doctors, have minor treatments, research, etc.) for Internal Medicine and Rheumatology of Medisch Spectrum Twente, a large top-clinical hospital with approximately 1000 beds. There she is responsible for the organisation and provision of the resources that are required for efficient and effective processes. There are about 20 specialists in the field of Internal Medicine (think of fields such as Oncology, Infectious Diseases, Nephrology and Endocrinology) and about 10 in Rheumatology that see a large number of patients. This requires a large number of complex processes to support the patients, support the specialists and at the same time "fit" other processes in the hospital (for instance the clinic).

• **Paul Hyland, Jose Gieskes** and **Mats Magnusson** have received a **commendation** for their paper *Organisational Learning Barriers in Distributed Product Development: Observations from a Multi-National Corporation*, 2002 Journal of Workplace Learning, vol 14 No 8, pp 310-319.

Only three papers from the 2002 volume receive a commendation so this is an excellent outcome for researchers involved in the CIMA project. It is also an example of the benefits of international collaboration, which is central to working in the CINet Network. A copy of the paper can be downloaded from the CINet website.

- Prof. **John Bessant**, Innovator in Residence at University of Queensland has spent some time with CI researchers at Central Queensland University. As well as extensive discussions with staff John savoured the unique delights of The Beef Capital of Australia Rockhampton and the Capricorn Coast. As always he was keen to observe many local business operations including the Gracemere Saleyards, Queensland busiest cattle yards, the Koorana Crocodile Farm, an award-winning exporter. John under the guidance of Paul Hyland also visited some of the regions top tourism businesses including, The Great Western Hotel and rodeo ring, Rydges Capricorn Resort and Great Keppel.

- One of the new CINet student members is **Paul Fenech**. Paul is working at De La Rue Plc in Malta. De La Rue Plc is a global security printing company, quoted on the London Stock Exchange. Their core business is printing banknotes and they have customers worldwide (mainly countries that do not have their own state printing works (SPW)).

At the moment Paul is preparing his dissertation proposal for his Henly MBA on CI, in particular on applying the CINet survey to measure the CI maturity, support tools and improvement activities across De La Rue Plc.

- **Claudine Soosay** completed her PhD at the University of Western Sydney (UWS), Australia. Her thesis was on Continuous Innovation in Logistics Services, an empirical study of Distribution Centres. She also did her MBA at UWS in International

Business. Claudine originates from Singapore where she worked as a senior officer with the Singapore Standards, Productivity and Innovation Board for four years. She was involved in a joint government cooperation for Human Resource Development of third world countries in business and management. She has been in Australia for the past six years and hopes to establish a career there. She is currently researching on innovation and teaching undergraduates International Business Management at the university.

Contact/CINet secretariat

For more information on the CINet, please visit our web site: <http://www.continuous-innovation.net>, or contact Harry Boer on hboer@iprod.auc.dk or the CINet secretariat:

The CINet secretariat is:

Jeannette Visser
Faculty of Technology & Management
Department of Technology & Organisation
University of Twente
P.O. Box 217
7500 AE Enschede
THE NETHERLANDS
Phone: + 31 53 4894533

@: j.m.visser-groeneveld@utwente.nl (please not that this e-mail address has changed).