

Continuous Innovation Network

Newsletter • Issue 4 • April 2004

Introduction

Dear reader,

One of the (relatively) new instruments in FP6 is so-called Networks of Excellence (NoE). I have taken the initiative to develop a proposal for such a network, called **CINext**. The proposal was submitted last December, by a consortium comprising ten universities, two research organisations, two university spin-offs, an ICT-vendor, and CINet, and representing twelve European countries and Australia. The objectives of CINext are too many to mention here, but the most important ones are:

- The integration of existing, and the development of new, actionable knowledge on continuous innovation.
- The exploitation, dissemination and teaching that knowledge.
- Network extension.

The role of CINet relative to CINext is threefold. First, CINet will be the key channel through which the CINext 'products' will be disseminated. In that sense CINext is a kind of production facility working for CINet. Second, CINet will be the administrative centre of CINext. Finally, after the five-year funding period of CINext, CINet is envisaged to be ready to continue the activities of that network of excellence. Nice plans (I think). Let's hope the EC agrees.

The 1st CINet **PhD and Research Symposium** held in Cremona, 8-9 September was a success. Seven major national and international collaborative research programmes were presented and extensively discussed between the 21 participants. Mariano Corso and his team did a great job organising the event, which I think is definitely worth repeating.

This year is the first time for CINet to have formal **board elections**. The board decided not to strictly link the elections to the 5th conference. So, we will find one way or another to enable all members, including those who will not attend the conference, to exercise their voting rights. This year, two of the five positions in the board are open for election (next year two more, and in two years time the fifth position will become vacant). Riitta Smeds and Paul Coughlan have decided to stand back and are not available for re-election. The board will soon start the election process by inviting its members to express their availability for a board membership.



In this issue:

- Introduction
- News from the board
- Research Symposium Cremona
- CINet events
- Other events
- CO-IMPROVE project
- Recent publications
- Journals
- Personalia
- Contact

Since early December 2003, CINet has **legal status** as a foundation under the Dutch law. The decision to seek that status was triggered by the decision to take part in CINext.

Congratulations go to **Paul Hyland** and **Frank Gertsen**, who were appointed full professor at their respective universities. Well done and, more importantly, well deserved. Elsewhere in this newsletter Paul and Frank introduce themselves and their chairs.

Then, our **conference**. You must have noted that Ross Chapman, Paul Hyland and their colleagues are putting an enormous effort into making the 5th edition the best CINet conference ever. I am sure they will succeed. So, even if you are not intending to present a paper, consider attending – it will be worth it! The Sydney conference will be the last bi-annual conference. The interest has grown so much – we expect more than 100 delegates, that the CINet board has decided to go annual with the conference. Please contact Jeannette Visser (j.m.visser-groeneveld@utwente.nl) if you are interested in hosting one of the forthcoming conferences.

Finally, with the conference firmly in place (including a PhD track), going annual as off next year, the website well developed, and the 1st CINet PhD and

Research Symposium successfully completed, it is time to make a next step in the development of our network. Can I use this place to invite all our members, and other readers of this newsletter, to consider the following questions:

- What can CINet do for you?
- What can you do for CINet?

After all, we are a membership organisation, and in my mind that means that we are there for, through and by our members!

I hope to see you in Sydney.

Harry Boer, chairman CINet
Center for Industrial Production
Aalborg University



News from the board

• *Elections*

One of the main issues on the agenda of the board is the election that will be held in September this year. We will send you more information by e-mail very shortly.

• *CINet conference goes annual*

At its February meeting in Dublin, the CINet board decided to go annual with the CINet conference. Helsinki 2002 attracted more than 100 participants, and so will Sydney 2004, which indicates that the need for people to meet and present and discuss continuous innovation is big enough.

It has not been decided where the conference in 2005 will be held. Any news on this will be published on the website as soon as possible. Members interested in hosting a conference in the forthcoming years are invited to contact Jeannette Visser.

Research Symposium Cremona

On September 8-9, 2003, the 1st CINet Research Symposium was held in Cremona, Italy. The following projects were presented:

1. Supply Chain collaboration: CO-IMPROVE
2. Innovation in Manufacturing Strategies: IMSS
3. Knowledge Management and communities: TOM
4. Continuous Improvement in services: CIMA
5. Design-Driven Innovation: Evan
6. Cross organisational learning: NALP

The 2 days event was closed with a Future Networks Panel.

Twenty-one people attended. On the one hand, this allowed for some very good and in-depth discussions. On the other, the local organisers had hoped for a few more participants. An evaluation by the CINet board suggested the following:

- Publication of the presentations in symposium proceedings; development of a journal special or booklet based on the symposium.
- More focus on (the role of) PhD projects (in larger collaborative programmes).
- Credits for PhD students.

Furthermore, given the decision to turn the CINet conference into an annual event as of 2005, it may be worth considering to integrate the symposium into the CINet conference. We'll keep you posted.

CINet events

• *CINet Doctoral Seminar on Research in Continuous Innovation*

Between 10 and 14 May, the CINet Doctoral Seminar on Research in Continuous Innovation will take place at Aalborg University. At the time of writing, 10 PhD

students had applied, coming from Belgium, Denmark, Finland, the Netherlands, Sweden, and the UK.

The notion underpinning the seminar is that the future wealth and well-being of individuals, companies and society as a whole depends a great deal on continuous innovation. Continuous innovation is the ongoing process aimed at creating product - market - technology - organisation - combinations (PMTO) that are new to an individual, a group of people, an organisation, a market sector or even society as a whole. Successful continuous innovation is beneficial to a wide variety of stakeholders, including customers, employees and owners/shareholders of companies. The achievement of such benefits requires company-wide involvement and commitment, cross-departmental and inter-organisational collaboration, continual learning (and unlearning), and deep insight into the process of continuous innovation. Continuous innovation is an essentially cross-disciplinary field of research.

During the five days of the seminar, the PhD students will work with a number of staff, all active members of CINet. The programme will be highly interactive and focus on emerging themes in continuous innovation, related theory and methodology, background and seminal contributions. The programme will also challenge participants to design research in the field using different research approaches, with particular consideration of the following:

- The link between the research question and method.
- The influence of scientific culture and paradigm on research design.
- Criteria for choosing method.
- Research design.
- Analysis and discussion of methodological choices underpinning key publications on continuous innovation.

For further information, please contact Harry Boer (hboer@iproduct.auc.dk) or Jeannette Visser (j.m.visser-groeneveld@utwente.nl).

• *2004 Conference Sydney*

The preparations for the conference in Sydney are on full steam. Almost 120 abstracts were accepted and the programme looks very promising! Please check the conference website for regular updates: <http://www.continuous-innovation.net/Events/CINet2004.html>

Other events

26-28 May 2004

International Seminar "Innovation in Small Firms: Strengthening the Regional Economy"

Venue: Letterkenny, Ireland
Organised by: Letterkenny Institute

http://www.continuous-innovation.net/Events/Letterkenny_programme.doc

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

...

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

CO-IMPROVE project

On 29 February, the three-year EU-funded CO-IMPROVE (Collaborative Improvement Tool for the Extended Manufacturing Enterprise) project was formally completed. CO-IMPROVE built on the observation that the battlefield of competition is increasingly moving from the level of individual firms to that of Extended Manufacturing Enterprises (EMEs). Consequently, new approaches must be developed not only to enhance the business performance of EMEs, but also, in particular, the continuous improvement of their performance, relative to that of other EMEs.

Due to functional and, especially, geographical and time separations between partners involved, EMEs can hardly rely on organisational and managerial mechanisms supporting continuous improvement, while the Information and Communication Technology (ICT) needed to bridge these barriers is in its infancy. And then, even with suitable ICT-support, learning to improve collaboratively is a non-trivial, protracted process. Active collaboration between the firms involved is required in order to create and maximise synergy between the capabilities of the firms, while allowing each individual partner to realise its own strategic goals at the same time. This requires a well-developed capacity to learn, not only at the levels of individuals or companies, but also at the inter-organisational level. Until now there are neither clear theories nor tools to support collaborative improvement and inter-organisational learning.

CO-IMPROVE addressed this need by developing:

- A *Business Model*, establishing a framework for collaborative improvement. Conceptualising collaborative improvement as a learning process, the Business Model essentially describes what a collaborative improvement environment might look like, what may be enablers and barriers to achieving such an environment, what possibilities there are to create the enablers and to overcome the barriers. Furthermore, the model proposes and describes tools that are available for the partners

to manage and monitor key aspects of the development process.

- A portal-based *Software System*, which aims to enable and enhance the capturing, storage, retrieval, transfer and dissemination of knowledge generated as part of ongoing collaborative efforts to improve the order fulfilment performance of EMEs and through that to facilitate collaboration between, and joint learning by, dispersed partners.
- *Implementation Guidelines* supporting the situational design, implementation and ongoing development of collaborative, EME-level improvement, using the Business Model and the Software System.

The project was performed by a consortium of:

- Four universities:
 - Aalborg University – Denmark.
 - Trinity College Dublin – Ireland.
 - Politecnico di Milano – Italy.
 - Twente University - The Netherlands.
- Two software vendors:
 - IFS – Sweden.
 - I2S – Greece.
- Three Extended Manufacturing Enterprises:
 - Sauer-Danfoss – Denmark, and three of their suppliers.
 - AerMacchi – Italy, and four of their suppliers.
 - Power packer – The Netherlands, and three of their suppliers.

Scientifically speaking, the project was highly successful, producing 24 publications, while another 17 journal articles, book chapters and conference papers have been accepted for publication/presentation. Furthermore, seven PhD students will base their thesis on the CO-IMPROVE project. Also from a commercial perspective, the project was (will be) a success in the sense that the Software System will indeed be developed into a commercial product, which IFS expects to launch in 2005.

For more information, please contact Harry Boer (hboer@iproduct.auc.dk).

Recent publications

• *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 Smeds.

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 were 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

In the very near future a third booklet based on the thesis of Sara Pavesi will be published.

If you are interested in receiving a copy or developing a contribution to the CINet Research Papers, please contact Jeannette Visser.

Journals

• *Creativity and Innovation Management*

We would like to draw your attention to the Journal Creativity and Innovation Management (published by Blackwell). During volume 12, founding editors Tudor Rickards and Susan Moger have transferred the editorship to CINet members Olaf Fisscher and Petra de Weerd-Nederhof (University of Twente, The Netherlands). Several CINet members already know the journal. John Bessant is a member of CIM's board of associate editors. In Volume 13, Issue 1 (March 2004) we published an article by Claudine Soosay and Paul Hyland, and in Issue 2 (June 2004) an article by José Gieskes and Beate van der Heijden based on CIMA data will be published.

We believe that the Journal is of interest for most CINet members to read and also to contribute to and we would like to invite you all to take a further look at it. CINet members are eligible for a 3-month e-trial (free online access; contact Lorna James at Blackwell (<mailto:lorna.james@oxon.blackwellpublishing.com>) and mention your CINet membership).

In Volume 13, Issue 1 you find the articles listed below as well as a Call for Papers for a Special Issue on Organizing for Innovation in Established Firms (addressing issues of dealing with exploration vs. exploitation). A selection of 2 articles will be made temporarily available in full text free of charge. Visit www.blackwell-synergy.com/links/toc/caim to view abstracts.

Contents of Creativity and Innovation Management
Volume 13, Issue 1

1. Editorial: Olaf Fisscher & Petra de Weerd-Nederhof.
2. Insourcing Creativity with Listening Posts in Decentralized Firms: Oliver Gassmann & Berislav Gaso.
3. Working Together Apart? Building a Knowledge-Sharing Culture for Global Virtual Teams:

Norhayati Zakaria & Andrea Amelinckx & David Wilemon.

4. Networking Beyond Organizational Boundaries: The Case of Project Organizations: Udo Staber.
5. Driving Innovation in Logistics: Case Studies in Distribution Centres: Claudine A. Soosay & Paul W. Hyland.
6. Project Factors Influencing Conflict Intensity and Handling Styles in Collaborative NPD; Ping-Kit Lam & Kwai-Sang Chin.
7. Stimulating the Potential: Creative Performance and Communication in Innovation Teams: Jan Kratzer, Roger Th. A. J. Leenders, Jo M. L. van Engelen.

You may also visit the journal's website (<http://www.blackwellpublishing.com/journals/caim>) for more information or alternatively you can e-mail the editors on cim@bbt.utwente.nl.

Looking forward to hearing from you and/or receiving your submissions!

Olaf Fisscher & Petra de Weerd-Nederhof

• *New journal*

We just received the announcement of a new journal that may be of interest to the CINet membership. The journal's title is "**The International Journal of Learning and Intellectual Capital**". The objective of this journal is to bring together a selection of new perspectives that collectively articulate a knowledge-based view of strategy management. It adopts a knowledge-based view that considers the role of the firm in the nurturing, deployment, storage and measurement of the organisation's knowledge.

If you are interested in getting more information on the journal (aims and scope, editorial board, editorial policy, special issues and more), please visit the webpage www.inderscience.com/catalogue/ijlic/ijlic.html or contact the editor, Patricia Ordonez de Pablos (patriop@uniovi.es).

Personalia

• *Paul Hyland promoted to Professor*

Professor Paul Hyland believes his professorial role is leadership. Recently promoted to Professor, Paul Hyland takes his new role seriously.



"My professorial leadership area is in research and research output, that is publication in journals and conference proceedings, and in attracting external research funding to Central Queensland University," he says.

"My job is to help staff who do not have the necessary skills set to publish their research". "Being involved in writing with staff, editing or encouraging them to write the paper themselves and helping them identify the

appropriate outlet for the publication - this is a critical part of my role".

Paul is currently the Principal Supervisor of four PhD students, one Master of Business (Research) student and one Bachelor of Business (Honours) student, all of whom are researching aspects of "managing innovation" and "continuous improvement", the two areas of most interest to Paul.

Paul believes in collaborative research and publication as it allows people with different expertise to share skills and knowledge. "Researchers need to have research expertise and not (only) research interests" he said "It is possible to do research in an area of interest without being an expert in that area."

For the future Professor Paul Hyland would like to do more work on innovation at the firm level. "There is a lot of rhetoric about what firms need, what they should do, how they can be innovative and how important innovation is". "All size firms need managed innovation otherwise they will not get the financial or performance benefits they desire in the long term" he continues. Paul wants to work with industries and industry associations such as Australian Institute of Management.

• **Frank Gertsen promoted to Professor**



The Center for Industrial Production (CIP) at Aalborg University has strengthened its research and teaching within the area of industrial innovation by appointing Frank Gertsen as Professor of Innovation Management. This five-year position is co-funded by Industriens Realkredit Fond and The Faculty of Engineering and Science, and commenced February 1st.

Frank Gertsen is a child of Aalborg and its university. Not only did he receive his MSc and PhD degrees from Aalborg University, he also spent most of his career in Aalborg, most recently as associate professor of industrial management and organisation at the Center for Industrial Production. In the past he spent short breaks elsewhere, including a visiting scholarship at Stanford University in California 1995/96 and short spells at Hong Kong City University and the Danish Royal School of Library and Information Science.

Frank has taught and studied a wide range of industrial development areas mostly from an organisational and managerial perspective, including cross-functional collaboration in new product development, order flow integration, manufacturing strategy and technology management. His recent research has focused on continuous improvement, total productive maintenance, collaborative improvement in supply chains, and lean manufacturing.

In his new position, Frank will dedicate a good deal of his research to Continuous Innovation as framed by the CINet and the Organisational Design and Change group at the Center for Industrial Production. Continuous Innovation challenges the classical

productivity dilemma - efficiency versus innovativeness, which is at the core of future industrial competitiveness.

The new professor will continue teaching organisation and change in the post-experience masters program Management of Technology, the MSc program Industrial Management, and the recently launched BSc/MSc program Global Business Development. Furthermore, he will continue to play an active role in the supervision of PhD students working on topics related to Continuous Innovation.

• **New CINet members**

We welcome the following new members:

LAST NAME	FIRST NAME	COUNTRY
Full Members		
Fong	Patrick S.W.	HONG KONG
Kobe	Carmen	SWITZERLAND
Koivisto	Tapio	FINLAND
Sainz	Jorge	SPAIN
Soosay	Claudine	AUSTRALIA
Sun	Hongyi	HONG KONG
Paolucci	Emilio	ITALY
Rittner	Frank	UNITED STATES
Woodhead	Roy	UNITED KINGDOM
Student Members		
Caniato	Federico	ITALY
Iskanius	Päivi	FINLAND
Leitner	Josef	SWEDEN
Lim	Lisa	UNITED KINGDOM
Mansouri	Zia	SWEDEN
Nielsen	Jacob S.	DENMARK
Plewa	Carolin	AUSTRALIA

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:

Jeannette Visser
 School of Business, Public Administration and Technology
 University of Twente
 P.O. Box 217
 7500 AE Enschede
 THE NETHERLANDS
 Phone: + 31 53 4894533
 @: j.m.visser-groeneveld@utwente.nl