

Continuous Innovation Network

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Introduction

Dear reader,

First of all a very happy, prosperous and innovative 2005 to you all.

In the last newsletter I mentioned **CINext**, an attempt essentially to develop an EU-funded Network of Excellence to support and extend the activities of CINet. Unfortunately, the EU has decided not to fund the proposal. However, we think the idea is too beautiful to drop just like that. A small group including Paul Hyland and myself will continue working on and improving the idea so that it will, hopefully pass the EU requirement next time.

The first formal **board elections** for two positions were held around the Sydney conference. Riitta Smeds and Paul Coughlan decided to stand back and were not available for re-election. Paul Hyland (Queensland University – Rockhampton, Australia) and Mats Magnusson (Chalmers University of Technology – Gothenburg, Sweden) were elected from the list of three candidates. Many thanks to Riitta and Paul C., and a warm welcome to Paul H. and Mats!

One of two major events was our 5th **CINet Conference**, Sydney, 22-25 September 2004. The theme: Continuous innovation: strategic priorities for the global knowledge economy. Ross Chapman, Paul Hyland and their colleagues put an enormous effort into organising that conference and it paid off: 104 participants from 19 countries, 85 papers in 8 tracks, 3 industrial panel presentations, 2 key note presentations and, in addition to that, a very successful PhD Workshop with 15 participants. See the conference report (available on the members-only section of the CINet website) for more details. The feedback to Ross and Co. showed how much the participants appreciated the conference. Especially the new form of presenting the proceedings, in the form of an interactive CD-ROM, was hailed by many. Well done and many, many thanks!

The other major event, equally successful, was the 2nd **CINet Doctoral Seminar** on Research in Continuous Innovation, which took place in Aalborg on 10-14 May 2004. Ten students and six staff 'entertained' each other with excellent presentations and discussion about the design and results of continuous innovation research.



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The preparation of this year's **conference** and **doctoral seminar** are well underway. Going annual for the first time, the 6th CINet conference will be held in Brighton, on 4-7 September 2005. The theme this year: Continuous innovation: (ways of) making things happen. John Bessant and Dave Francis, supported by their local teams in Cranfield and Brighton, as well as Jeannette Visser on behalf of CINet, are trying their best to make that conference at least as successful as previous ones. The 3rd CINet Doctoral Seminar will take place in Aalborg on 9-13 May. The staff involved hope to meet and work with around 15 PhD students. See the CINet website for more details about both events.

One of the traditionally weak geographical areas, weak in terms of representation in the CINet membership, is **Germany**. Professor Joachim Kuhn has taken the initiative to change that by inviting me to present the CINet to the German Association of University Teachers. An excellent initiative and an example of how we can contribute to developing the network collaboratively. In that context, I'd like to repeat the two questions I asked in the previous

newsletter:

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

What CINet *does* for you – you know. What CINet *can* do for you – we would like to know. What you can do for CINet – a lot of things; some ideas: organise a CINet-supported event, share publications through our website and conferences, invite peers to give a lecture, host MSc and/or PhD students, and there are many more possibilities. I look forward to many responses!

Harry Boer, chairman CINet
Center for Industrial Production
Aalborg University



News from the board

• **New board**

Early September the first board elections in the CINet history took place. Paul Coughlan and Riitta Smeds stepped down. Both received a letter to thank them for their very valuable contributions to the development of the network.

Paul Hyland (Central Queensland University, Australia) and Mats Magnusson (Chalmers University, Sweden) were elected and introduced to those present. The board now consists of the following persons:

Harry Boer (chair)
Ross Chapman
Mariano Corso
Paul Hyland
Mats Magnusson
Jeannette Visser (secretary)

• **Teams**

The first meeting of the new board took place in Sydney. One of the most important items on the agenda was re-enforcing the board teams. It is crucial for the involvement of CINet to have well functioning teams with extensive involvement of its members. At this moment we have the following teams:

- *Network Development Team*
(chair: Harry Boer)
- *Meeting & Conferences Team*
(chair: Mats Magnusson)
- *Publications & Communications Team*
(chairs: Harry Boer & Paul Hyland)
- *PhD Network Team*
(chairs: Mariano Corso & Ross Chapman)

Individual members will be contacted shortly with the invitation to become involved in one of the teams.

Other interesting news

• **John Bessant and Harry Boer on Australian TV**

During their visit to Australia last September, "international experts" John Bessant and Harry Boer were interviewed by a local Australian TV station for a short news item in one of their television programmes. The interview has been broadcasted and can be viewed [here](#) (please note: it is a 12MB file ...).

• **9 million DKK grant for CIP to continue the center**

The Center for Industrial Production received a 9 million DKK grant (approx. 1.2 million Euros) from Danish industry, which, together with normal university funding and additional research and

teaching income will ensure the continuation of the center for at least 3-4 years. CIP counts approx. 30 researchers and a significant part (approx. 35%) of its research and staff involved is devoted to continuous innovation. Also a major part of CIP's post-graduate Master of Management of Technology programme and of its five-year full-time Global Business Development focus on knowledge, learning and (continuous) innovation.

Report on Sydney Conference

The 5th International CINet Conference was held in Sydney, Australia, between September 22 and 25 at the Four Points by Sheraton Hotel on Sydney's famous Darling Harbour. The conference had as its theme: "Continuous Innovation: Strategic Priorities for the Global Knowledge Economy". 104 people from 19 different countries attended the 2,5 days conference. Remarkable was the high number of representatives from Scandinavian countries: 15 from Finland and 11 from Denmark. 43 participants were from Australian origin and more than 15 PhD students attended the Doctoral Workshop.

During the conference we also held a CINet Board meeting and an Annual General Meeting.



Just like in 2002, the scientific objective was ambitious. 138 abstracts were received for review before the closing date for the acceptance of abstracts with a further 12 full papers received after this giving a total of 150 submissions received!! All submissions went through the International Programme Committee's double blind review and selection process. From the (provisionally) accepted 124 submissions 85 were finally submitted as full papers. The full papers were additionally reviewed to nominate the John Bessant Best Paper Award.

Through a combination of leading keynote speakers (John Bessant and Harry Boer), streamed parallel sessions and an innovative Industry Panel (Mr Liam Forde, CEO at Boulderstone-Hornibrook, Dr. Ian Gibson, Senior Research Manager at Canon Information Systems Research Australia and Mr. Carlos Broens, Managing Director at Broens Industries) focusing on the implementation of Continuous Innovation in practise, the conference provided a focus for vigorous debate, networking and knowledge

exchange between researchers, research students and practitioners interested in the challenges of Continuous Innovation. The Doctoral Workshop was held on Wednesday afternoon of the 22nd with a wrap-up on Saturday 25th.

John Bessant Best Paper Award

This year the winners of the John Best Paper Award were Jan Feller, Annaleena Parhankangas and Riitta Smeds with their paper "*Process Learning in Alliances: Developing Radical and Incremental Innovations: Evidence from the Telecommunications Industry*". Congratulations!!

Social Programme

The social programme proved very popular with some attendees getting involved with the aboriginal dancing by acting out emus, kangaroos and wombats. Also quite a number of attendees took in the sights of beautiful Sydney Harbour at night time during the Harbour cruise that was organised additionally. During the entire conference the food was of a very high standard.



General comments from delegates during and after the conference were overwhelmingly positive, particularly concerning the organisation of the conference, the social functions and front desk staff. An achievement the organising committee can be proud of!!

A full and much more [detailed report](#) on the conference can be downloaded from the CINet website.

CINet events

• *CINet Doctoral Seminar on Research in Continuous Innovation*

Between 9 and 13 May 2005, the 3rd CINet Doctoral Seminar on Research in Continuous Innovation will take place at Aalborg University.

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 check:

http://www.continuous-innovation.net/Events/PhDSeminar_2005.htm

• *2005 Conference Brighton, UK*

The next CINet conference will be held from 4-7 September 2005, in Brighton, United Kingdom. Preparations for the conference are on full steam. John Bessant, Dave Francis and their team are very keen on organising an interesting and innovative conference. The theme of the conference is "*Continuous Innovation - (Ways of) Making Things Happen*". Tracks include:

- Ways of enabling effective innovation.
- Managing discontinuous innovation.
- Inter-organisational innovation.
- Complex systems innovation.
- Lessons from the world of practice (practitioners' stream).
- Future challenges for innovation management.
- Innovation and sustainability.
- Developing national, regional and local innovation systems.
- Continuous improvement and learning.
- Organising for continuous innovation - new directions.

Just like in previous years there will also be a PhD Workshop though at the moment the format is being reconsidered. More information on this PhD Workshop and on the conference itself can be found on the conference website: <http://www.continuous-innovation.net/Events/CINet2005.html>

Other events

5-7 June 2005

**The 9th International Workshop
of the IFIP WG 5.7 Special Interest Group
on Experimental Interactive Learning
in Industrial Management
"New Approaches on Learning, Studying
and Teaching"**

Venue: Espoo, Finland

Organised by: The IFIP WG 5.7 Special Interest Group
on Experimental Interactive Learning in Industrial
Management

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<http://www.simlab.hut.fi/events/SIGworkshop.htm>

12-14 June 2005

**The 13th International
Product Development Management Conference
(IPDMC)**

Venue: Copenhagen, Denmark

Organised by: EIASM, Brussels, Belgium

http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=387

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19-22 June 2004

EurOMA 12th International Annual Conference

Venue: Budapest, Hungary

Organised by: HALPIM and EurOMA

<http://www.euroma2005.hu/>

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25-27 August 2005

**The 4th International Conference on
the Management of Healthcare & Medical
Technology**

Venue: Aalborg, Denmark

Organised by: CIP – Center for Industrial Production

http://www.hctm.net/events/2005/conference_2005.html

Personalia

• *Mats Magnusson visiting professor in Rome*

Mats Magnusson is visiting professor at Luiss Guido Carli University in Rome, Italy, from September 2004 to June 2005. During this period, he will undertake joint research projects with colleagues at Luiss on different research topics, e.g. Open Source Software firms, implementation of e-governance, and firm

capabilities. Furthermore, he will be teaching at the PhD and MBA programs at Luiss.

• *Terry Sloan appointed as associate professor*

Terry Sloan had been seconded to an Associate Professor position for 2 years while he was supervising the Offshore programs of the Faculty of Law and Business at the University of Western Sydney. However, recently he has been promoted to Associate Professor in a permanent position. Terry stepped down from the Offshore coordination role to, his own words, "(hopefully) once again become a productive teacher and researcher - something the coordination role did not leave time for". Good luck Terry!

• *Rasmus Kaltoft visiting Australia*

Rasmus Kaltoft, PhD student from Aalborg University, Denmark, is currently visiting Australia to complete his thesis, aimed at explaining the difficulties companies encounter by engaging in collaborative improvement relationships. His visit to Australia links in as part of the CINet PhD Network and promotes research collaboration and international exchanges among PhD students and their institutions.

• *Aino Pöyhönen defending her thesis*

On Friday 10 December Aino Pöyhönen defended her thesis at the Lappeenranta University of Technology, Department of Business Administration, Finland. The title of her dissertation is "Modelling and Measuring Organizational Renewal Capability".

In a nutshell, Aino had two main goals in her PhD:

1. To create a comprehensive theoretical framework for examining organizational renewal capability.
2. To present a quantitative tool (called KM-factor) for modelling, measuring and developing this capability. This tool has been developed over 6 years and has been so far used by almost 100 Finnish organizations.

The dissertation is a so-called article dissertation, consisting of a theoretical overview part and 5 articles. The [overview part](#) is available electronically via the CINet website, and the full dissertation can be ordered via the library, by e-mailing irma.sihvo@lut.fi, or by e-mailing Aino Pöyhönen herself (aino.poyhonen@lut.fi).

The full bibliographical information of the publication is: Pöyhönen, A. (2004). Modelling and measuring organizational renewal capability. Acta Universitatis Lappeenrantaensis, 200. Lappeenranta University of Technology.

Aino would be more than happy to discuss her thesis and related issues with any interested members of the CINet community!

- **New CINet members**

We welcome the following new members:

LAST NAME	FIRST NAME	COUNTRY
Full Members		
Acur	Nuran	DENMARK
Alliprandini	Dário	BRAZIL
Hanna	Victoria	AUSTRALIA
Hensler	Douglas	UNITED STATES
Jurkiewicz	Robert	AUSTRALIA
Pedersen	Jørgen	DENMARK
Zhao	Ming	CHINA
Student Members		
Baker	Tim	AUSTRALIA
Bikfalvi	Andrea	SPAIN
Bjerge	Laugen	NORWAY
Brookes-Hefetz	Darian	UNITED KINGDOM
Bull	Lyndall	AUSTRALIA
Dziadosz	Przemyslaw	POLAND
Iriana	Reiny	AUSTRALIA
Vaidya	Kishor	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.aau.dk or the CINet secretariat:

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