

Continuous Innovation Network

Newsletter • Issue 6 • September 2005

Introduction

Dear reader,

For those who missed our **6th annual CINet conference**: it was just great! Well-organised by the joint Brighton-Cranfield team. A warm welcome in the Royal Pavilion, interesting keynotes, music (John Bessant and his band) and dance after the conference dinner, excellent papers and presentations, good discussions, all the ingredients that make a conference a success were in place. The master piece: warm and dry weather ... in the UK! The Milano/Pisa team will have a tough job achieving the same standard for next year's conference, although they have the advantage of location: Lucca, a beautiful little town within easy reach from Pisa, Tuscany. To make the event even more attractive for you: the theme will be "Continuous Innovation and Sustainability. Designing the road ahead". Put the dates in your calendar: 10-12 September 2006.

The redesigned **CINet PhD Workshop**, which started the Saturday before the conference and ended just after the closing session, was a success as well. I am looking forward to meeting the eight students again next year, as second year's participants, together with a hopefully good number of first year's participants. Between now and then: the **3rd CINet PhD Seminar** in March 2006, Aalborg, Denmark. The exact dates will be published within the next two weeks or so. PhD students: a golden opportunity to work intensively together with senior CINet scholars; PhD supervisors: encourage your students to attend this very valuable week.

As I promised in the last newsletter, Paul Hyland and myself, have started working on **CINext** again, a proposal for an EU-funded Network of Excellence to support and extend the activities of CINet. Furthermore, we are discussing other **research** ideas as well, including the 3rd CINet survey. We'll keep you posted. And, don't forget: CINet is *the* forum for continuous innovation research – what would be more beneficial to you than working together with others in the field. If you have any ideas, suggestions, plans, or proposals already in the making, and are looking for partners: check the membership list and contact colleagues, use the CINet website, ask the conference secretariat for advice. This whole network is based on collaboration and we want to keep it that way.

The second formal **board elections**, for three positions this year, were held around the Brighton conference. Mariano Corso had to stand back – his two time three years were over. Jose Albors (Universitat Politècnica de València, Spain), Frances Jørgensen (Aalborg Universitet, Denmark) and Jack O'Herlihy



(Letterkenny Institute, Donegal, Ireland) were elected from the list of four candidates. A warm welcome to Jose, Frances and Jack. Many thanks to Mariano – he has been extremely engaged with CINet, has done all he could possibly do to help establish the network and make it to the community it is today. We will miss him. Luckily he is not lost for CINet, as he will chair our next conference and also promised that he will stay active in the CINet PhD Network.

All things have to come to an end. This is my last introduction to the CINet newsletter. On my request, the board has agreed that I step down as **chairman**. There are many new challenges on my way, including in particular my recent appointment as visiting professor in Stavanger, Norway for the next three years, one day a week, to teach, and help develop teaching and research, in organisation and innovation. I like half jobs, but don't like doing jobs half-heartedly – CINet became the victim. I will remain a board member, though, for the next year (after that my two times three years are over), and help my successor, Mats Magnusson (Chalmers University, Gothenburg, Sweden), get settled. I am sure, he will make a great CINet chair and I wish him all the best. It has been a great pleasure serving you all! Oh, and before I forget, I am, like Mariano, not lost to the network – I will continue chairing the CINet PhD Workshop and PhD Seminar and am sure that the board and the secretariat will manage to find me for other things as well.

Harry Boer, previous chairman CINet

Center for Industrial Production
Aalborg University



Dear reader,

Taking on the role as chairman of CINet is of course a great honour. To take over after Harry is however not only an honour, but also a challenge as his excellent work in creating CINet and developing it into an established, dynamic community means that it will take a lot of hard work to live up to the standards that have been set. I am therefore very glad that Harry will stay on the board for one more year, and that there are now a total of seven board members who willingly sacrifice parts of their time for our network, just like many other CINet members. Some of these efforts can

be seen in this newsletter, in terms of contributions from several of our members. Among other things, Rasmus Kaltof reports from his visit at UWS and CQU in Australia, while Lester Handley and Paul Frost provide an insightful picture of how an academic conference can be perceived from a practitioner's perspective. Thank you for sharing your ideas and experiences with the rest of us. However, the single most important contribution in the realization of this document has as always been made by Jeannette Visser-Groeneveld, by getting hold of all the different pieces of information and assembling them into a truly enjoyable newsletter.

The high level of activity within CINet in terms of joint activities and interaction between different members is something that I have always found characteristic for our community, and I hope that we can draw upon this energy in order to develop it even further. CINet has indeed come a long way in a rather short period of time. We now have a substantial number of members and have reached a critical mass that allows us to hold annual conferences as well as frequent PhD workshops. Nevertheless, in order to guarantee stable operations over time we need to enlarge our network even further, so please inform your colleagues about our upcoming PhD seminar and next year's conference in Lucca. Only by developing our network can we create the intellectual platform that is needed in order to generate a comprehensive school of thought based on the notion of continuous innovation. It is thus not enough just to study continuous innovation, but we also need to live it in our actions. CINet is the result of our joint development, and every single contribution is needed. Therefore, please do not hesitate to contact me, or any of the other board members, if you have ideas about new initiatives within CINet. I look forward to hearing from you.

Mats Magnusson, chairman CINet
Chalmers University of Technology,
Sweden



News from the board

• *New board*

Early September the second board elections in CINet history have taken place. This year Mariano Corso stepped down and three new members were elected. Harry Boer thanked Mariano for his very valuable contributions during the past years. He also welcomes the new elected board members:

- **José Albors**, Univ. Politécnica de Valencia, Spain
- **Frances Jørgensen**, Aalborg University, Denmark
- **Jack O'Herlihy**, Letterkenny Institute, Ireland

The board now consists of 7 members instead of 5. The main reasons for this extension are to increase

activity level and to involve younger members. The current members of the CINet board are:

- José Albors
- Harry Boer
- Ross Chapman
- Paul Hyland
- Frances Jørgensen
- Mats Magnusson
- Jack O'Herlihy

• *Division of labour*

Now that the CINet board has been extended from 5 to 7 members, the board decided in its meeting prior to the conference on a different division of labour. The following tasks and task leaders were distinguished and appointed:

- | | |
|------------------------------|-------------------|
| ▪ Network Development | Mats Magnusson |
| ▪ PhD Network | Harry Boer |
| ▪ Research development | Paul Hyland |
| ▪ Meetings, conferences etc. | Jack O'Herlihy |
| ▪ Publications | Ross Chapman |
| ▪ Finance | José Albors |
| ▪ Communication | Frances Jørgensen |
| ▪ Secretariat | Jeannette Visser |

All task leaders will involve other CINet members in their activities, while the CINet board is much more seen as a steering committee. The idea, however, is that board members who leave the board stay active, either as task leader or as a member of one of the teams.

Other interesting news

• *Continuous Innovation: The Hit(s)*

Did you know:

- That the term "continuous innovation" scored 29,500 hits in a Google search in June 2004?
- That the number of hits had increased to 32.900 hits in October 2004 (+10% in 4 months time)?
- And that Google gives 213,000 hits in September 2005 (+640% in another 12 months)?

Do we need more proof of the importance of our network?

• *Two new booklets in CINet Research papers series*

Some time ago two new booklets were added to the popular CINet Research Papers series:

- **Pavesi, Sara**, Enabling Knowledge Processes in Innovative Environments. ICT as a Trigger for Changes in Knowledge Management. Extract PhD thesis, 2004. ISBN 90-77360-03-4.
- **Jørgensen, Frances**, The Journey. A Case Story on Self-Assessment, Group Learning and Continuous Improvement. Based on thesis, 2004. ISBN 90-77360-04-2.

See the CINet Publications page for more details and information on how to order.

• **CINet RSS feed**

As many of you will know, news feeds (or RSS (Really Simple Syndication) feeds, or XML feeds) are becoming more and more popular and the number of websites that have included their own feed is growing very rapidly. The advantage of a feed reader is that the news is delivered to you automatically so you don't have to check the website yourself every time. And CINet now has its own RSS feed! For those who are not familiar with RSS there is a short introduction on RSS on the CINet website: <http://www.continuous-innovation.net/News/rss.htm>.

Now, a news feed depends on news ... And as news is concerned, we depend on you! Therefore we would like to ask you to contact the CINet secretariat every time you come across news that might be interesting to publish on the web!

Report on Brighton Conference

The 6th International CINet Conference was held on 4-6 September, in Brighton, United Kingdom. The conference had as its theme: "Continuous Innovation: (Ways of) Making Things Happen". 76 people from 15 different countries attended the 2,5 days conference. During the conference we also held a CINet Board meeting and an Annual General Meeting.

Also this year a PhD workshop was being held, though in a slightly different format than usually. The workshop started one day prior to the conference, and ended on the afternoon of the last conference day, while there were also meetings during the conference. This year we had 8 PhD students participating from the following countries:

- Norway (2)
- Australia (2)
- Denmark
- Finland
- The Netherlands
- United Kingdom

Besides that, four senior staff and four junior staff were involved.



The idea is that this year's participants will become next year's "second class". Depending on the number of "first class" and "second class" participants, next year's workshop might take 2 days instead of one.

Just like in previous years, the scientific objective of the conference was ambitious. 89 abstracts were received and all submissions went through the International Programme Committee's double blind review and selection process. From the accepted 80 submissions 55 were finally submitted as full papers. The full papers were additionally reviewed to nominate the John Bessant Best Paper Award.

John Bessant Best Paper Award

This year the winners of the John Bessant Best Paper Award were Patrick McLaughlin, John Bessant & Palie Smart with their paper "*Developing an Organization Culture to Facilitate Radical Innovation*". Congratulations!!



Social Programme

The social side of the conference was very well taken care of and included a welcome reception in the Royal Pavilion in Brighton, home to three British monarchs. Decorated in Chinese style with an Indian exterior this Regency Palace is quite breathtaking. The famous sea-side residence was built for King George IV, and was also used by his brother William IV and their niece Queen Victoria. Originally a farmhouse, in 1787 architect Henry Holland created a neo-classical villa on the site. It was later transformed into its current Indian style by John Nash between 1815 and 1822. Together with John Bessant's musical performance after the conference dinner, many participants regarded this as the peak of the social programme!



Overall, we can, once again, look back on a well organised and successful conference.

CINet events

• *CINet Doctoral Seminar on Research in Continuous Innovation*

Between 20 and 24 March 2006, 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/phd_seminar_2006.html

• *2006 Conference Lucca, Italy*

The next CINet conference will be held from 10-12 September 2006, in Lucca, Italy. Preparations for the conference are on full steam. Mariano Corso, Antonella Martini and Luisa Pellegrini are very keen on organising an interesting and innovative conference. The theme of the conference is "*CI and Sustainability: designing the road ahead*". Tracks include:

- Designing products and services for sustainability
- Internationalisation and sustainable competition
- Cross organizational Innovation, sourcing strategy and sustainable competition
- Developing national, regional and local innovation systems for social sustainability
- Continuous improvement and organisational learning
- E-learning and people development strategies
- ICT based innovation and sustainable competition
- Managing Knowledge and communities of practices for sustainable competition
- New forms of work organisation and sustainability
- Corporate Social Responsibility, business ethics and sustainable development
- Continuous Innovation and environmental sustainability
- Knowledge transfer and management of the intellectual capital

Just like in previous years there will also be a PhD Workshop. The PhD Workshop will start 1 or 2 days prior to the conference, depending on the number of participants.

More information can be found on the conference website:

<http://www.continuous-innovation.net/Events/CINet2006.html>

Other events

27 October 2005

Innovation in your Creative Business

Venue: CENTRIM, University of Brighton, UK

Organised by: Cats3000

<http://www.cats3000.net/innovation>

...

11-13 June 2006

13th International Product Development Management Conference

Venue: Milan, Italy

Organised by: Politecnico di Milano

http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=411

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18-21 June 2006

EurOMA 13th International Annual Conference "Moving up the value chain"

Venue: Glasgow, Scotland

Organised by: University of Strathclyde

<http://www.euroma2006.com>

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21-23 June 2006

3rd IEEE International Conference on Management of Innovation and Technology

Venue: Singapore

Organised by: IEEE Engineering Management Society, Singapore Chapter

<http://www.icmit.net>

...

17-18 August 2006

The 5th International Conference on the Management of Healthcare & Medical Technology

Venue: Chicago, Illinois

Organised by: Stuart Graduate School of Business

<http://www.hctm.net>

Contributions from members

• *Visiting a university abroad*

Rasmus Kaltof

Center for Industrial Production
Aalborg University



Being a member of CINet can offer many opportunities and benefits in addition to attending, and presenting and discussing research at, the annual conference. One of those opportunities is spending some time abroad with people interested in the same topic, which I did. I spent the second half of 2004 at University of Western Sydney in Australia (UWS), and as part of that also visited Central Queensland University (CQU).

Long term visit at UWS

It did not require much preparation to arrange a six-month visit at UWS because as it happened Prof. Ross Chapman from UWS visited Aalborg University, my home university. He and I had a good talk about a possible visit and what could be expected from such activity. My expectations were to network with fellow PhD students and other colleagues, becoming inspired by a new research environment, engaging in site visits at Australian companies and getting a good opportunity to focus on writing my PhD thesis. After the talk Ross, my two advisors and I decided that a visit would be beneficial and the verdict was GO. It did not require much more preparation to organise the formalities, but I soon realised that it would require much to organise all the little things, such as funding, booking the flight, visa, finding a place to live, getting an office space at UWS, packing everything here in Denmark and much more. I managed, I left, I enjoyed, I learned, I did not regret, but I had to go back, sigh.

I came to Sydney rather jetlagged in August 2004, and I MUST have been jetlagged because I turned up at my new office a day early, to Ross' great surprise. Luckily he had the time to introduce me to most of my new colleagues and show me around at campus. By then I thought the whole organising charade would be over, but was I wrong. It turned out that the OZ (=aussy) bureaucracy beats the Danish. I had a office, but no key, to get a key I needed a staff number, to get a staff number, I needed to ask the IT help desk (????) to send me a form, but how could they send it to me ... I did not exist in the system, I mean I did not have a staff number, right? Also, I needed to fill in a form, to get hold of stationary such as pens, but you need a staff number to fill a stationary form?!? Somehow we managed to get hold of a staff number for me, and in the process I met a lot of nice and helpful Australians.

One thing that positively surprised me was the hospitality and friendliness of the Australians. One example, the cashiers actually talk to you, in a friendly manner, not simulated, because they enjoy it, not because they have to. I have rarely experienced that in Denmark and many other countries.

Our plan of networking, site visiting, writing the PhD thesis, etc., was achieved. I met a lot of new and clever colleagues, I visited a couple of Australian companies, I wrote about 80% of my PhD thesis, I attended the CINet conference, took part in organising the conference, and managed to pay a short term visit to CQU.

Short term visit at CQU

I met Prof. Paul Hyland at the CINet conference in Sydney and had a talk about a visit to Central Queensland University in Rockhampton or just Rocky.

It seems that the Australians or Aussies change everything to end with "y" (or "ies" in plural), so Brisbane becomes Brissy, Bundaberg rum is changed to Bundy, even Christmas is changed to Chrissy. Anyway, one of the reasons for this visit was to engage in the research environment and discuss different research problems and results with fellow PhD colleagues. On the other hand I was also very curious to engage with the Australian Institute of Management (AIM), a network of practitioners and researchers, which is very active in Rockhampton.

The AIM was formed more than half a century ago as part of a national vision to assist managers to secure their future in the ever changing business environment. As Australia's largest professional body for managers, AIM facilitates management and leadership excellence by promoting, supporting and developing the profession of management in all its forms. The AIM has approx. 35.000 members. With a 39 million dollar turnover, over 250 staff nationwide, a network of first rate office and training facilities and a commitment to Australia's business future, the AIM is considered by many to be their key professional development partner.

Paul Hyland asked me to give a presentation to the Rocky branch of the AIM, and gave me a couple of guidelines on what the group would find interesting from the CO-IMPROVE project we had conducted in Denmark together with colleagues in other European countries. The main objective of the project was to establish a collaborative improvement relationship suppliers and customers.

See www.i2s.gr/coimprove/co-improve.html for more details.

A group from the university went to the event venue to set everything up, and shortly later the rest of the participants started to arrive. The participants represented a good mix: a consultant who had just started a new business, several CEO's and managers from local companies, PhD students, senior researchers, a journalist from the local newspaper "The Morning Bulletin" or just "The Bully".

The event kicked off with lunch followed by my presentation. The participants seemed to find the presentation interesting and asked a lot of good and hard questions. After the event the journalist from "the Bully" asked me if we could go into the adjacent room to discuss how our research could be relevant specifically in regards to the local industry, such as mining and farming of cattle. I can honestly say the journalist caught me off my guard, but I obviously replied yes, and started to think about possible replies to these difficult questions. I tried my best and after the interview the journalist told me that after our extra chat my message made much more sense, which was a great relief since that is one of a researcher's greatest challenges: to make our scientific findings understandable for the public.

Paul had also been so kind to arrange a visit at the so-called meat works. This is something very special, there nothing similar elsewhere in this world. After all, Rockhampton is the meat capital of Australia and the cattle farms in Queensland are almost "the size of Denmark". Unfortunately this visit was cancelled due

to a cattle virus that possibly could contaminate unvaccinated humans = me. But that gave me even more time to collaborate with a couple of fellow PhD students, which was very beneficial for our research and gave prospects of future collaborations.

All in all I had a very good and valuable visit to both universities. In my experience, such visits are extremely easy to arrange within the CINet community. I can highly recommend others engaged in the CINet to try and do the same – make use of the opportunities the network offers.

• *Conference reflections from a practitioner in the practitioners' stream*



Lester Handley
Geoffrey Osborne Ltd



Paul Frost
University of Brighton

We would like to thank you all very much for making us welcome at the conference and providing us with a platform to enable us to share with you our learning from the practitioners' perspective. For Lester attending a conference in the midst of an academic assembly was a first time experience, for Paul it was perhaps more an extension of the day job.

The prospect of addressing the gathered assembly was not without its concern and apprehension. Lester's fears did little to recede when the closing questions of the first paper raised questions over parametric versus non-parametric data and its appropriateness of Licket scales. At the time he did not understand a word of it. As the hours passed it slowly dawned on Lester that a whole different language was being spoken here and he only had a couple of hours to learn it.

Lester sought comfort from scanning the list of participants to track down other practitioners with whom he could relate his predicament to. He was working on the principle of "a problem shared is a problem halved". This brought precious little comfort. Practitioners were somewhat few in number. Where were all the practitioners? Surely Lester wasn't the only person who had warmed to the prospect of passing amongst "thinkers" and "doers". To us the opportunity to learn new tools and explore new concepts that could improve business and develop our scholastic understanding was exciting, challenging and full of promise.

It is clear to us that although a great success in almost all regards the conference does need to bridge the gap between the academic world and the practitioner's world. It is a goal we all need to square up to and address. The benefits of both sides moving closer are there for the taking. We need to work on how the benefits can be communicated. We need to draw the interest and excitement out of translating new

concepts into practical tools to generate continuous improvement, continuous and sustainable innovation.

In an early session Lester's thoughts drifted to the welcome reception where he fielded a pertinent enquiry from a young scholar who commented in a tone of enquiry "I tried to find you on the Internet but couldn't find out much about you." In the business world as a Construction Director, anonymity is a good sign! One only tends to be drawn into the media spotlight when something goes wrong. The world of academia was already sounding like a truly different world. The next question was equally perceptive and probing. "What was your motive for doing the paper?" The truth was it came down to Paul asking Lester if he would be interested. Lester now confesses his first reaction was one of "Are you sure our work really is of interest?" Paul's response that 'we have some good stuff here, we should share it, it may help others', provided the necessary reassurance so we agreed to do it. Further organisational motivation came from the fact that if nothing else came out of it, it would be a cathartic process that would enable us to look at where the business had come from. We could then take the opportunity to reset the sails and move it forward in the right direction with new vigour.

The paper slowly developed as data was collated and themes and principles emerged from the exchanges. Our paper presented a case study of a business trying to continually improve. The management concepts that emerged would give sign posts to others who tread the path. We tried to colour it with graphic descriptions of our concepts to generate a language that both the academic and practitioners' world would relate to. Furthermore, we were keen to try and make the learning transferable across the many industrial and sector languages and so contribute to the thoughts of both practitioners and academics.

The expressions of "Managerial Magma, Information warehouses, Permeable silos, the graphic equaliser and Local Hero syndrome came into use. Each step of the way raised more questions for which we didn't have all the answers. We have now driven our thoughts and the investigation further. We are keen to know from practice (not theory, yet) "What is a learning organisation?" "How will you know when you have got one?" "What will it feel and sound like?" "How do you create a culture where CI will thrive?" There is much to be done.

As the clock rolled forward at the conference the time to present neared. Lester had reached a point of resignation of "what will be, will be". The presentation commenced and the relief spread when the listeners engaged with the paper, questioned it and shared experience with it. Thoughts were exchanged which was a most useful and interesting time. This helped us shape the way forward for our future work. We are both grateful.

Our closing conference thoughts were one of reflecting on the rich experience. Lester's was perhaps a very different experience from most delegates due to the circumstances. He felt a bit like a new boy looking with curiosity into a different world, an exciting world, full of challenge and promise if only we can all rise to it.

The conference had made us most welcome and enabled us to share our thoughts in a friendly, thoughtful atmosphere. We both thank you very much for that.

Italy does sound very alluring.....

• **Continuous Innovation research activities & CINet opportunities at the University of Twente**



Petra de Weerd-Nederhof
University of Twente

Continuous Innovation research activities in which CINet members are involved at the University of Twente primarily takes place within the newly formed Department "Operations, Organisation and Human Resources" (OOHR), which carries out research as part of the Institute for Governance Studies (www.IGS.utwente.nl). Innovation-research in terms of Entrepreneurship and specifically related to SMEs takes place within NIKOS (www.bbt.utwente.nl/nikos).

The OOHR research focuses on 4 consecutive themes:

1. Innovation of production processes.
2. Organising for innovation.
3. Innovation of organisations and labour relations.
4. Organising for corporate social responsibility.

Rick Middel's research on collaborative improvement, as well as the group's participation in the IMSS and CINet surveys falls under the heading of the first theme, while Petra de Weerd-Nederhof is primarily active in the second theme where two closely related projects may be mentioned;

- **Patterns in NPD** (www.patterns-in-npd.com): a project in which also CINet members from Denmark, Norway, Turkey and Australia are involved, and with partners from Germany, UK, Belgium, Spain, Portugal, Finland, Slovak Republic, seeking to developing knowledge on organizing NPD to optimize its contribution to sustained innovation. Please visit the website for more information, for papers reporting on our pilot study and other background documents including an ESF proposal, and for the current version of the Patterns in NPD web-based survey.
- **Strategic flexibility and operational effectiveness in the innovation journey**: an emerging programme within IGS acknowledging that innovation processes on all levels are complex, contingent and uncertain expeditions into unexplored areas, and as such they can be characterized as innovation journeys. In organising these journeys, one of the critical tensions is related to the need for the balancing of short- vs. long-term issues, the working on generic promises vs. applied developments, and the focus on exploitation vs. exploration of knowledge and technology. In other words, challenges are posed upon the management and organisation of innovation regarding the balancing

of operational effectiveness and strategic flexibility. The purpose of the 'Journey' project is to further develop the understanding of the management and organization of sustained innovation given the described tensions in the innovation journey.

Any CINet member, PhD student or researcher who works on topics related to the areas mentioned above, including **collaborative improvement**, is welcome to spend some time working with us here in Twente. We have capacity for one person at the time and we can offer a stimulating research environment.

Another CINet opportunity in Twente is the journal Creativity and Innovation Management (www.blackwellpublishing.com/caim) as an outlet for your academic papers. The journal was already brought to your attention in a previous CINet newsletter. As of 1 September Jeannette Visser-Groeneveld is our editorial assistant. Please do not hesitate to contact us about all topics mentioned above!

- **Some relevant news from Spain**

José Albors

Univ. Politécnic de Valencia, Spain



On 12-9-05 the research group CCTCV from UPV lead by Dr. Albors presented to the industry the results of the study related to the Spanish tile ceramic cluster. Part of the study was presented at the 2005 CINet Brighton Conference in a paper by J. Albors.

More than 40 managers from the tile ceramic industry attended the presentation and participated in the discussion of its results. Among the conclusions the study concludes that due to the globalization competitive situation the chain governance in the tile ceramic value chain is migrating from the suppliers and producers towards the distributors. On the manufacturing side the study classified the firms in three clusters according to their strategies, and it was found that the cluster having the most proactive advanced strategies focused on added value presented the highest financial performance.

The research group is engaged actually in a study of the distribution subsector and its innovation and service focus.

The CCTCV research group from UPV has negotiated an agreement with a consultancy group (Aplus+) in order to carry out seminars and events related to continuous innovation. The research group carried out the 2004 CINet survey with the support of Aplus+.

Personalia

- **John Bessant changed jobs**



Effective 1 September 2005 John Bessant moved from Cranfield University to Tanaka Business School, Imperial College London.

- **Harry Boer appointed as visiting professor at the University of Stavanger**



Harry Boer has been appointed as visiting professor at the University of Stavanger, to teach in their new Master of Science in Management programme, and to help them develop research in that area. The appointment is for three years, one day a week.

- **Paul Hyland visits CIP, Aalborg University, while on sabbatical from CQU**



Paul Hyland, Professor of Management at Central Queensland University (CQU) Australia is visiting with Harry Boer, Frank Gertsen and their Innovation and Change Management research group at the Center for Industrial Production at Aalborg University while on sabbatical from CQU. While at CIP he will be working on a research development plan for CINet and will be investigating funding opportunities for the network. He will focus on collaborative projects and activities that can involve many or all members of CINet. So if you have any ideas or if you want to make any suggestions you can email Paul at p.hyland@cqu.edu.au.

While at CIP Paul will also be working with Petra C. de Weerd-Nederhof of University of Twente and other EU researchers on the Patterns in NPD project for details see www.patterns-in-npd.com

- **Mats Magnusson appointed as director of the Institute for Management of Innovation and Technology in Sweden**



Mats Magnusson has taken over the role as director of the Institute for Management of Innovation and Technology (IMIT) from Professor Christer Karlsson. IMIT is a research institute providing a fruitful collaboration platform for research projects that include several universities, or a combination of academic and industry research partners. An important role of IMIT is also to communicate new research findings within technology management to practitioners through the distribution of the journal "Management of Technology", which is distributed to around 12.000 managers in Swedish industry. Apart

from its head office in Göteborg, IMIT also has a recently opened office at Lund Technical University.

Mats will spend approximately 50% of his time as director of IMIT and on the other half he continues his work at the Department of Technology Management and Economics at Chalmers University of Technology.

• *New CINet members*

We welcome the following new members:

LAST NAME	FIRST NAME	COUNTRY
Full members		
Andersson	Hans	SWEDEN
Arlbjørn	Jan Stentoft	DENMARK
Bretherton	Phil	AUSTRALIA
Brödner	Peter	GERMANY
Brown	Steve	UNITED KINGDOM
Christiansen	Thomas	DENMARK
Emes	Michael	UNITED KINGDOM
Flowers	Steve	UNITED KINGDOM
Francis	David	UNITED KINGDOM
Fraser	Peter	UNITED KINGDOM
Frost	Paul	UNITED KINGDOM
Handley	Lester	UNITED KINGDOM
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