

Editorial

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As previously announced the editorial board of L&E have decided to bring articles in English and gradually turn the journal into English. In the forthcoming volumes we will welcome both Danish and English articles. But with this volume we start up by having all articles, the editorial and the Editors Corner in English.

Worldwide innovation has been on the agenda for a while. In Denmark it has been an official policy of the Danish Government at least since the recommendations of the Innovation Council in 2005 and the Globalization Council in 2006. Again and again the imperative of innovation has been underlined as a necessary national characteristic if the country should be capable of surviving in the ever stronger and more international competition among nations. Also the so called 2009 Danish National Canon on great leadership after the 2. World War emphasized that the most successful firms were those who were characterized by being persistently renewing themselves their strategies and their products. Furthermore it has been the answer to the fiscal crises throughout the public sector to reinvent and innovate rather than just downsize and rationalize. So for some time now executive boards in the private as well as in the public sector have made innovation a top priority.

While innovation is a key element for companies to create and sustain competitive advantage, however innovations are not to be considered risk free. Innovations often fail, but without innovating the company will die. In order to stay alive, companies need to be attuned to the changes and keep innovating accordingly.

In this volume we bring you four articles on innovation. They were all presented at the research conference: Open innovation and new business creation, April 1st 2011, hosted by the institute of Entrepreneurship and Relationship Management, University of Southern Denmark, and subsequently selected for publication in *Ledelse og Erhvervsøkonomi*. The research conference was part of EIC – European Innovation Conference 2011 where 200 innovation practitioners from large firms in Europe participated. Some of the tracks where chaired by Henry Chesbrough and presentations about their way of doing open innovation were made by a heterogeneity of large global firms like Google, IBM, Bombardie, Shell, Lego, Unilever, Phillips, Novozymes and Grundfos. The conference was organized by RegX – the Danish Cluster Academy and Innovation Roundtable.

Companies increasingly acknowledge that they do not possess the vast amounts of specialist knowledge and resources that is needed to solve today's market challenges and create new and valuable solutions and therefore they need to form collaborative networks and partnerships for innovation. The increasing complexity related to innovation today calls for a combination of skills, which can be obtained by collaborating across companies, industries and countries. The partnerships consist of collaborations between the users, companies, universities and other knowledge-based organisations in order to access knowledge globally and to innovate. This calls for reciprocal influence and mutual trust. Companies are moving away from full control over their innovation processes towards shared influence over joint innovation processes.

The four articles in this volume have different perspectives on innovation. The first article, by Hu and Sørensen discuss 'Open Innovation in Networks: Specifying Orchestration Capability for SMEs', from a singlefirm casestudy point of view. It elaborates on the core concepts of open innovation and emphasizes a concept of orchestrating capability in creating and sustaining multifirm innovation networks. To this end three core processes are crucial: knowledge mobility, innovation appropriability and network stability.

The second article has a different perspective focusing on the 'Diffusion of open innovation practices in Danish SMEs.' This article by Esbjerg, Knudsen and Søndergaard investigates the use and the diffusion of open innovation practices in small and medium-sized Danish manufacturing firms. To draw this picture of the practices they combine a quantitative and qualitative data collection approach. It is argued that many Danish SME's are rather closed in their innovative efforts and that this inhibit their ability to create new products and accordingly potentially threaten their competitiveness.

While article one and two look at open innovation from a conceptual and empirical perspective, article three discuss open innovation in the special setting of public-private partnering through a literature review. 'Open Innovation in Public-Private Partnerships?' by Munksgaard, Evald, Clarke and Nielsen contribute to a raising discussion on how to build on private companies innovative capacity to handle public purposes. Focussing on barriers for collaboration on innovation in PPIP's they argue for a modification in the concept of open innovation.

In the fourth article open innovation is not the topic. In the article by Philipsen and Kolind innovation is discussed from a business development and collaboration perspective. This is suggested in the title: 'Supplier and retailer collaboration over the creation of me-too and own brand private labels'. One of the findings is that from the retailers business development point of view me-to and own brands serves different strategic goals.

Although all articles touch on collaboration, the perspective in the fourth article differs from the former three articles by focusing on collaboration as promoting innovative organisational forms. This is done through literature review and explorative empirical investigations.

There is no doubt that innovation will stay on the agenda as an important issue in the private as well as the public sector in the years to come. With this volume we hope inspire these endeavors with empirical as well as theoretical knowledge.