

Introduction

The Purpose of This Book

Management's job is to see the company not as it is . . . but as it can become.

John W. Teets (1933 –)

Scenarios represent one way to communicate future directions and can foster awareness of new ways for business development (e.g., Hill and Jones 2008; Lindgren and Bandhold 2009; Ringland 2006). However, global business today is more complex, dynamic and decentralized than ever. Strategic management in particular has to deal with the effects of globalization such as required downsizing, mergers, world-wide collaborative arrangements, inter-cultural communication networks, new forms of communication, and innovation in rapidly changing environments (e.g., Ayoko et al. 2004; Babcock and Babcock 2001; de Wit and Meyer 2005; Hitt et al. 2005; Lynch 2009; Prandelli et al. 2008). There is less room for failure in strategic decision-making, considering for instance the effects of corporate scandals that capture print and online attention very quickly. As a result, interest has been raised in communicating corporate issues (e.g., Cornelissen 2008; Ingenhoff and Röttger 2008; Oliver and Adams 2010), scenarios for business development in complex environments (e.g., Kosow and Gaßner 2008; Lindgren and Bandhold 2009), innovations and the organization behind a corporation's innovation portfolio (e.g., Daschkovska et al. 2010; Mast et al. 2005; Zerfaß and Möslin 2009).

Thus, this book covers the complexity and dynamics of world business environment today in contributing to two central research fields *strategic management of innovation and communication of innovation*.

The key term innovation implies both challenges and opportunities for organizations of all sizes. Apart from the broad spectrum of influencing factors for innovation success (e.g., Rogers 2003; Strecker 2009), innovation represents a key success factor for corporations in the twenty-first century. New forms of collaborative arrangements in product development processes, short product life

cycles, innovative business models in emergent B2B and B2C markets, and novelties in information and communication technologies (ICT) support the dynamism of developing innovations (Davenport et al. 2006). The so-called innovation economy sets new standards for business and requires efficient innovation management to plan, execute and evaluate activities and coordinate resources and capacities, which are spread over the globe (e.g., Afuah 2002; Davenport et al. 2006; Tidd and Bessant 2009). As a result, the magnitude of recent changes requires focusing on innovative approaches such as Open Innovation (e.g., Chesbrough 2003, 2006; Gassmann et al. 2010), systematic and effective management concepts (e.g., Strebel 2007; Tidd and Bessant 2009), and applications in operations and in particular in strategy (e.g., Afuah 2002; Tidd and Bessant 2009). Thus, *strategic management of innovation* gains increasing interest in business and science.

In this context, one crucial impact factor on innovation success and strategic management of innovation represents *communication of innovations* (e.g., Mast and Zerfaß 2005; Mast et al. 2005, 2006; Trommsdorff 1991, 1995; Trommsdorff and Binsack 1997; Trommsdorff and Steinhoff 2007; Zerfaß et al. 2004; Zerfaß 2007; Zerfaß and Ernst 2008; Zerfaß and Möslin 2009). On the one hand, all market-related processes, tools, and activities in innovation management have to be coordinated across innovation processes over a period of time (e.g., Hofbauer et al. 2009; Trommsdorff and Binsack 1997; Trommsdorff and Steinhoff 2007). Innovation marketing is thus a central function in corporations and collaborative networks to present novelties to customers and launch innovations into markets successfully. On the other hand, the company behind an innovation has to present itself systematically to strengthen its corporate reputation (van Riel and Fombrun 2008). As one communication field in organizational communication, innovation communication continuously and purposefully manages communication activities on a corporate level to present ideas, innovations and innovative capability to known and unknown stakeholders in the innovation economy (e.g., Daschkovska et al. 2010; Pfeffermann et al. 2008; Zerfaß and Möslin 2009). Consequently, business and science invest in developing new integrated management concepts, theoretical approaches and communication management tools to deal with the requirements of communicating innovations and presenting the corporation behind an innovation.

Linking *strategy and communication for innovation*, communicating innovations and presenting the innovative capability of a company or a collaborative network can lead to a common understanding of innovation and create a culture of innovation in the long run (Daschkovska et al. 2010). These changing organizational and network processes can result in a strategic management perspective of innovation communication (Pfeffermann 2010). As a future direction, *innovation communication* may represent an organizational dynamic capability to re-configure, create and extend the valuable resource base of an enterprise in rapidly changing environments. Moreover, communication of innovation strategy or corporate strategy can be surveyed using the integrated view (e.g., Argenti 2007; Cornelissen 2008). As one essential functional task in corporate communication, communication of strategy can support presenting the future direction of business including its mission, values, products and services to stakeholders (e.g., Cornelissen 2008;

O'Rourke 2010). Through dialog situations and information exchanges with stakeholders within organizations and partnerships, as well as outside in other sectors and industries, communication can also lead to receiving important feedback regarding strategy formulation and implementation (Cornelissen 2008). Strategies for innovative marketing (e.g., Belz et al. 2007; Belz 2007) and communication in collaborative innovation are also topics (e.g., Donaldson et al. 2010), that can be pointed out to demonstrate the relationship between strategy and communication for innovation. Creative means of communication in organizational communication highlight corporate issues and innovative thinking in companies through new and intelligent combinations of strategic communication planning and operational communication tools (e.g., Belasen 2008; Cornelissen 2008). On the other hand, interaction in collaborative innovation can support idea sharing. Dialogs can form knowledge transfer, but also require communication strategies in order to use the power of communication in collaborative innovation (Donaldson et al. 2010). Thus, the linkage between strategy and communication for innovation requires investigating frameworks and developing new integrated approaches, methodologies and practically oriented applications for organizations in the innovation economy.

Hence, this book contributes to the two cutting-edge topics *strategic management of innovation* and *communication of innovation* including integrated perspectives on strategy and communication for innovation. The specific book chapters highlight different aspects in these areas to provide an up-to-date overview regarding research in these fields and to identify topics for future research agendas. Moreover, worthwhile insights and practical experiences for business should be given. Thus, this book presents a scope of different aspects in the two main fields of interest and a closer look at the literature and practical case studies.

Target Groups and Major Aims of the Book

The book *Strategies and Communications for Innovations* serves scientists, students, managers, consultants, and professionals of organizations who design, implement and manage innovation and communication/marketing of innovations. With an international orientation, this book provides a comprehensive, well-structured and multiple perspective treatment for strategically managing and communicating/marketing innovations, covering several research fields and addressing organizations of all sizes in different industries.

The major aims of this book are:

- To collect and disseminate information on new and advanced developments as well as emerging issues and key aspects in the central research fields of interest *strategic management of innovation* and *communication of innovation*, as well as *integrated perspectives on strategy and communication for innovation*.
- To encourage further progress in basic research, methodology and applications.

- To cover a broad spectrum of aspects in the two main research fields with a research focus and application-oriented focus in terms of best practices including key learnings.
- To provide material for training and education in up-to-date specific fields such as Open Innovation, Strategic Innovation, Knowledge Management for Innovation, Innovation Clusters, Strategic Communication of Innovations, Innovation Communication, Marketing of Innovations, Integrated Marketing Communication for Innovations, Innovative Communication, and Communication Management for Innovations via the Web.

The Content Structure of the Book

After the introduction, which encompasses the reasoning for the book and the book profile, *Part I “Strategic Perspectives on Innovation”* emphasizes several research topics related to innovation under current internal and external environmental circumstances for companies or collaborative arrangements. Strategic aspects of open innovation, the development and visualization of new business models, impact factors of the organization’s innovative capability, accessible knowledge in innovation clusters, and social innovation effects on strategic management are considered in more detail in this part to consider the opportunities and challenges in strategically managing innovation.

The purpose of *Part II “Communicative Perspectives on Innovation”* is to depict some aspects of communicating innovations. Topics of the main research areas in this field of interest are provided, such as innovation marketing, the communicative perspective in diffusion research, integrated communication in the innovation process, and the management concept and management communication of innovations. These specialized aspects show the broad spectrum of approaches in communicating innovations from a multiple research perspective (marketing research, diffusion research, corporate communication research, and management research).

Part III “Integrated Perspectives on Innovation” is dedicated to specific research topics that focus on the linkage between strategy and communication related to innovation. Contributions include strategy aspects such as internal and external communication strategies for technological innovations; relational communication strategy for collaborative innovation; and strategies for innovation communication. Strategic management aspects are also presented, for instance, strategic planning for communication of innovations; achieving marketing leadership for innovation through communication; and elements of the dynamic innovation communication capability and its integration in the strategic management process.

Worthwhile experiences and insights from science and practice at international level are presented in *Part IV “Best Practices – Insights from Science and Practice”*. By describing and highlighting practical managerial concepts (DHL Open Innovation concept, Siemen’s holistic approach of communicating innovations; User Driven Innovation approach at Deutsche Telekom Laboratories) and

state-of-the-art applications (DFG Science TV; ICOM Compass; RWE mobility; high-tech innovation *ParcelRobot*), valuable information and key learnings are accentuated.

Figure 1 illustrates the structure of the book with its four main parts including the key issues in the multiple perspectives on innovation. After Part I and Part II the integrated perspectives on innovation (Part III) are presented and finally several

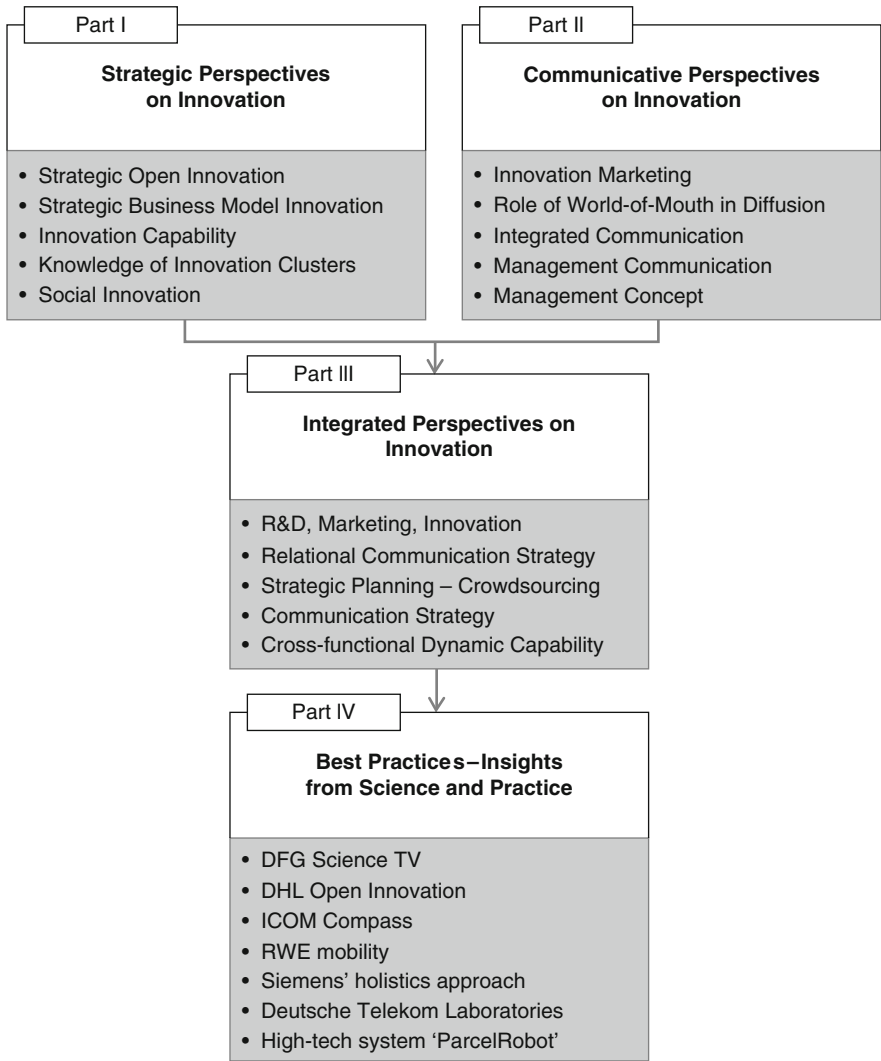


Fig. 1 Structure of the book

Source: authors

best practices (Part IV) bring forward exemplary theoretical approaches and managerial concepts in science and business.

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