



Call for Papers

Value creation and innovation in and by professional knowledge-intensive services

Deadline for the submission of full papers: January 15, 2016

Guest Editors:

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What is the special issue about?

This Special Issue covers the subject of Creativity and Innovation as sources of value creation which are typical of knowledge-intensive services (KIS). KIS however rarely examine their own ways of working. Yet, increasingly, people's knowledge, experience and creativity form the backbone of the organisation's success; optimising the use of their knowledge to achieve the organisation's aims and objectives is of key importance, as is the retention of skilled practitioners' knowledge over time.

Knowledge-intensive services (KIS) are defined as services where 'knowledge is the main production factor and the good they offer' (European Commission, 2012). These include not only professional knowledge-intensive business services (KIBS) such as IT services, financial services, medical services, legal services, management consultancies (Anand et al. 2007) and creative businesses, but also non-business organisations (KIOs) such as educational services, cultural organisations and public service. The importance of such organisations has been increasing in many economies worldwide, particularly in developed economies. It is estimated that in the UK, Finland and Sweden, KIOs account for more than 39% of employment (European Commission, 2012). In delineating the scope of knowledge-intensive environments, we look to definitions such as "Organisations/firms whose primary value-added activities consist of the accumulation, creation, or dissemination of knowledge for the purpose of developing a

customised service" (Bettencourt et al. 2002), also Caniels & Romijn (2005), Simmie and Strambach (2006), Strambach (2008), as "Companies/organisations which rely heavily on professional knowledge, i.e. knowledge or expertise related to a specific (technical) discipline or functional domain, to supply products and services that are knowledge based" (Den Hartog 2000) as well as public administration/the Civil Service.

The rising share of intangibles in economies worldwide highlights the crucial role of knowledge-intensive and creative communication industries in current and future wealth generation. The recognition of this trend has led to intense competition in these industries (Mudambi, 2008). Research in this area has not progressed strongly and major gaps are observable, also in the public affairs domain.

The topic of this Special Issue, *Value creation and innovation in and by professional knowledge intensive services* is overdue for more attention; to date research on value creation (Løwendahl, 2001) and innovation in KIOs has not kept pace with research in manufacturing organisations. KIOs face a number of new developments in their competitive environment, including a global shortage of talent (Schuler et al, 2011), information technologies that are reshaping the competitive landscape in KIOs (Federoff, 2012), the development of new business models such as offshoring of knowledge-intensive services (Lewin et al, 2009) and global open innovation models (Chesbrough, 2010), all affecting opportunities and barriers to innovation and value creation.

The Special Issue is open both to papers covering value creation and innovation in knowledge intensive services and institutions *in general*, and to those covering *public affairs*. A variety of routes seems open to research Public Affairs' role in value creation and innovation. Fleisher and Nickel (1995) highlighted innovative processes in PA like TQM, whereas Googins & Rochlin (2002) and Humphreys & Grayson (2008) examined public affairs' partnership route to create value. Next to Grönroos' (2004) arguments that relationship overarches the value creation of marcom and public affairs, Surie & Ashley (2008) posit that sustaining entrepreneurial leadership for value creation necessitates ethical action to build legitimacy, and various authors link public affairs and value creation to CSR (Husted & Allen, 2009).

The focus of this Special Issue is: value creation and innovation within and by knowledge-intensive services. Knowledge is not well defined, nor have strategies or tactics for managing knowledge and innovation been explored in any depth in KI disciplines which rarely examine their own ways of working, yet increasingly, people's knowledge, experience and creativity form the backbone of the firm's or department's success.

We are seeking both conceptual and empirical papers offering new insights into topics like the ones below; all should be focused on creativity, innovation and value creation within and by knowledge-intensive/professional services as defined above; in view of the limited research in the field, coverage of/application to public affairs is not required but would be appreciated.

Possible topics:

- How to challenge and facilitate creative potential in knowledge-intensive services
- How to embed creative potential into result-orientated innovative business development
- Creative use of talent, and tacit knowledge as sources of competitive advantage
- New applications of theories of both value creation and innovation as they apply to knowledge-intensive organisational environments in general and public affairs in particular
- Creating value for your client
- Entrepreneurship and innovation management in global KIOs
- Managing knowledge corruption in KIOs
- Organisational responses to knowledge gaps – in the larger environment and internally
- Value creation and ethical challenges
- Integrity in KIOs and in public affairs in particular
- Giving perennial inspiration and recognition to creative staff not seeking or not eligible for promotion

- The behavioural side of innovation management
- Leadership implications of innovation techniques (for example TRIZ) in KIOs
- Leading and inspiring widespread innovation, Knowledge Cities, "silicon" hubs, clusters.

Deadlines and review process

We welcome the submission of original full papers and policy papers, case studies and experience pieces to include contributions based on robust empirical investigation(s), with solid theoretical underpinnings, building on a comprehensive body of literature, setting the agenda for future research. All proposals will be reviewed by members of the editorial board and judged according to rigour and relevance as well as their ability to enhance JPA's reputation.

Submission

- All manuscripts will be double-blind reviewed.
- Papers are submitted with the understanding
 - o that they are original, unpublished works
 - o that they are not being submitted elsewhere
- For submission details please see JPA's Guidelines for Authors: [http://onlinelibrary.wiley.com/journal/10.1002\(ISSN\)1479-1854/homepage/ForAuthors.html](http://onlinelibrary.wiley.com/journal/10.1002(ISSN)1479-1854/homepage/ForAuthors.html)
- However, for this Special Issue do not upload to Manuscript Central

Please submit to aircsi@ashridge.org.uk with 'JPA' in the email heading.

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