



## Editorial

This number includes several selected ICIM 2103 papers from several countries dealing with new and diversified concepts, methods and applications regarding organizational innovation that may be shared in an open collaborative work among countries. To start with we do have an application of TRIZ (Theory of Inventive Problem-Solving) coming from the UTM of Malaysia showing how to apply TRIZ to solve gaps in Design to Cost strategy in product concept development. Next an interesting paper, that may be very well used for Strategic purposes, and this time coming from the Yamaguchi University regarding Technological Trends Analysis using a Patent Search System YUPASS developed at the University. This strategic work may be very well complemented using game theory particularly in today's open-innovation culture, for this purpose the next paper dealing with Patent pools and Standardization may help; moreover regarding today's open innovation culture development it's important to consider the extent to which small and medium size organizations are prepared regarding Absorbing Capacity that is they are able to recognize the value of new, external information, assimilate it, and apply it to commercial ends, this is one more important contribution from the Yamaguchi University. Next we do have a paper from Brazil concerning a Case study to show how diversification may sometimes help as a sustainable growth strategy. Next we move to a study of Trends in Technology Management (MOT) using a text mining process to proceedings of the IAMOT (International Association for Management of Technology) that shows, using network analysis of the concurrence of words, great differences in a decade and in particular a growing impact on social situation as well as patent-related research. Coming back to Brazil we do have a contribution applying and updating Geert Hofstede Cultural dimensions model and showing how important is to consider local socio-cultural profiles in a multinational corporations world. Finally we do have two applied papers dealing with history, development, challenges and trends of two important industries: Cement and Petrochemical. In the case of the Japan Petrochemical Complex a Common Integration Model ( RING project ) is presented that may help the Group Operation. In the Case of the Cement Industry in China, the largest in the world, giving that the Government is now pressing not only industrial consolidation but also environmental protection, there is the need for strategic planning considering the supply chain and all the rest as is the case using PEST analysis (Political, Economic, Social and Technological analysis).

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