Editorial

Dear Reader,

The articles of the present issue cover the topics of openness and innovativeness as well as strategic alliances, which are very different themes at the first glance. However, openness is a first step in order to find partners and to start collaboration. Firms that are closed systems will not be able to recognise the advantages of an alliance with one or more partners. In addition, several authors still understand strategic alliances as innovative organisational form, in particular in the SME-sector. Almost every company that collaborates within a strategic alliance will perceive this cooperation as very "innovative experience". Moreover, strategic alliances, regardless what specific objectives they are following, aim to achieve innovative solutions.

Therefore openness, innovativeness and strategic alliances are interrelated aspects. Even if the articles are not directly addressing this interrelatedness, this may be an interesting idea for future articles.

Tünde Baga and *Diether Gebert* studied privatised Romanian organizations in two industrial sectors in order to answer the question which industrial sector specific conditions are vital for opening processes that facilitate successful innovations. The authors performed an empirical investigation in five privatized companies of the natural gas industry and five privatized organizations of the mechanical engineering industry. As a result Bage and Gebert concluded that more openness does not necessarily lead to more innovativeness, as some Western approaches suggest. Rather their analysis shows that specific characteristics of an industrial sector may interact with societal and economic peculiarities creating a complex context that must be considered for predicting the effects of intra-organisational opening processes. Based on their results the authors highlight a set of management consequences.

Zoltán Buzády tries to categorize different Hungarian alliances. Based on the conclusion that western classifications of strategic alliances are not suitable, the author develops a new classification for post-transitional Hungary founded on empirical researches, namely questionnaire and interview investigations. As a result three cluster groups are established. The first group is named „Cautious Partners" and consists of companies that try to retain some of their independence. Thus, the firms chose informal or simple contractual arrangements, which would be easy to exit. The "Members Only Club", the second group, describes a closed cluster of companies. The firms themselves initiated the process of closer collaboration and chose to be closed for other potential partners. The "Waiting for the White Knight"-group, is formed by companies waiting for assistance by any possible partner willing to co-operate. According to Buzady, the most important result of the study is that not all

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alliances follow the same entry mode. Different strategic approaches to alliances result in different outcomes for cooperation and partners.

Csaba Makó's extended research note presents training and competence development in the Hungarian SME-sector. The author aims to better understand non-formalized practice of learning and training in the company practice. Case studies were organised in the sectors of tourism, clothing industry and interactive media. Mako presents his results in a sector specific way because a diagnosis on the training practice of firms investigated would be impossible without analyzing both internal as well as external context of the SMEs surveyed. Thus he draws three distinct but very interesting pictures and makes only few generalisations.

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(Member of the Editorial Committee)

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