Editorial

New editor announcement and introduction to special issue

We are proud to announce Professor Jim (James) Robins as the new editor of *LRP: Long Range Planning*, who is taking over from Charles Baden-Fuller, who has led the journal for the last 11 years. Jim Robins will continue to be supported by Associate Editors: Professors Robert Grant, Jonathan Doh, Stefan Haefliger, Gianvito Lanzolla, Giovanna Padula, and Simon Peck. Jim Robins holds a PhD from the Anderson School, UCLA, USA. He has extensive international experience in business and academia and is currently University Professor at Vienna University of Economics and Business. For more details see [www.lrp.ac](http://www.lrp.ac)

Charles Baden-Fuller writes

“I would like to thank all those that supported me during my tenure helping me build the journal’s reputation. The recently formed associate editorial team have proved invaluable in manuscript solicitation, selection and shaping; they provided support and advice on the journal’s direction. The editorial board also deserve special mention, for they too played a key role in soliciting submissions and guiding manuscripts, most especially in the early years of my tenure. No journal can succeed without the authors, who supply the material we publish and the reviewers who help shape the pieces, their willingness to engage with the journal has been critical. And finally, I would like to thank the people who work “back stage” over the last 11 years: the copy editors: Jon Morgan, Elizabeth Robinson, Faith Glasgow, and Simon Bird who polished manuscripts and made them “glow”, and the Editorial Assistants who organised the flow of work and dealt successfully with so many questions: Faye Wilson, Amy Swann, Alessandra Marsh and (most recently) Aine Gormley.

A decade has seen many changes in *LRP: Long Range Planning*, the most important of which has been its acceptance in the academic community. The journal has managed to maintain its mission of standing astride the academic and practice communities, publishing pieces that are attractive to the business audience (particularly in an executive education context) and at the same time attracting pieces that are on the boundaries of knowledge (as is evidenced by the dramatic and sustained rise in the citation score). This kind of journal is commonly found in science, but is rare in the field of management, where publication of latest thinking is often divorced from dissemination into practice.

Jim Robins adds:

“The next decade will see rapid change in the way ideas are published and disseminated. The same forces of innovation and globalization that have reshaped business during the last two decades are now transforming academic publishing. The editors and publishers are committed to keeping *Long Range Planning* flexible, innovative, and open to the very best and most provocative ideas. *LRP* will move with the times without losing sight of its core purpose — the dissemination of new ideas and new practices in management. Charles Baden-Fuller has built a strong foundation for the journal. With the help of the rest of the editorial team, the editorial board, and the journal’s
many contributors and readers, I will work to make Long Range Planning even stronger in the next decade.”

Special issue on performance measurement

Too often accounting issues are relegated to the operational level, and rarely are they discussed in the same place and time as strategy. This special issue suggests that this myopia may cause strategy mistakes: measurement issues should shape strategy as well as control it.

Organisations are spending ever-increasing sums of money measuring all aspects of performance (for example, a company with $1 billion sales might spend 25,000 person-days on performance measurement). Because these systems have an effect on behavior, it has long been recognized that their proper design is essential. However, the question often arises “what is proper design?” This issue answers: “it is design that is integrates performance measurement with strategy.” It is vital that the design of performance measurement systems is integrated into strategic thinking and becomes part of the top management agenda.

It is with pleasure that we invite you to read this special issue on Strategic Performance Measurement organised by Pietro Micheli and Jean-Francois Manzoni.

Their opening piece concludes that performance measurement systems serve a dual role: they must reflect the organisation’s strategy setting out to measure the direction of travel and achievements of objectives, but they also play a key role in shaping the strategy agenda. It is an old saying that “what gets measured — gets done first” and so if strategy is to work, then it must be measurable and measured. Strategy formulation must take into account the possibilities that some things may be less easy to measure than others, and so execution risk is heightened when performance measurement is imperfect. The rest of the special issue unpicks the complexities of performance measurement systems, revealing that they need to be understood and rigorously developed and controlled.

Gimbert, Bisbe and Mendoza consider the role of Strategic Performance Measurement systems in making and shaping strategy in 349 medium and large Spanish companies. They find that when design of the performance measurement systems is integrated into setting the strategy agenda, then it makes a difference to the effectiveness of the strategy.

Dossi and Patelli take the idea one step forward, and they unpick some of the subtleties of how to design the strategy performance measurement system. Using the context of the large complex firms, they probe the optimal mix between financial and non-financial metrics. The optimal balance changes, it seems, according to the context: crisis or non-crisis as well as the development stage of the subsidiary.

Kolehmainen picks up the theme by looking at how strategic performance measurement systems need to be adjusted over time, using the insights from a single in-depth case study of a global leader in the telecoms industry. To reinforce earlier points, she finds that strategic performance systems do more than measure, they encourage learning. By probing deeply into the processes, she finds that the most effective learning is obtained when managers are involved in the adjustment processes.

Strategic Performance Measurement systems have a dark side: not only are they expensive, but if improperly used they can retard innovation. Melnyk, Hanson and Calantone utilise an in-depth case study of a large company linking Strategic Performance Measurement systems to new product innovation and ambidexterity. They find that radical innovation will be retarded if top management does not make simultaneous changes to the measurement systems. This reinforces an old thesis that if we want organisations to change, we must first dismantle the blockages; that includes removing outdated and inappropriate measurement systems.

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