Foreword

In theory and practice, cross-functional teams (CFTs) are considered an essential requirement for the success of innovation projects. However, empirical research indicates that the use of CFTs does not automatically lead to successful innovation. It appears favorable that the employment of CFTs has to be directed as systematically as well as other organizational actions.

Against this background, this dissertation deals with the phase-specific influence of organizational and environmental variables for the success of cross-functional innovation projects. New territory is entered by applying a phase-specific perspective. After having outlaid a theoretical framework, the effects of different variables on the success of cross-functional innovation projects during *the early* and the *late project stage* are empirically investigated.

At its core, the purpose of this study is related to the investigation of the intentional and phase-specific use of organizational infrastructures in order to increase the success of innovation projects. Thereby, a difference is made between the early and the late project stage. The intentional manipulation of different organizational and environmental variables may become a more complicated venture, if these structures impede and/ or foster creative processes, innovation and efficiency at the same time. Based on Duncan's theory of the ambidextrous organization, the author elaborates a framework, which focuses on the following organizational infrastructures:

- Organic Designs (participative decision-making, central budgets, team member proximity, decentralization)
- Mechanistic Designs (rewards, formalization, steering committees)
- Boundary Management (integration with functional departments, top management support)

Based on comprehensive theoretical reasoning, the author presents three structural models with the purpose of investigating the phase specific influence of the selected antecedents. Model I addresses the phase-specific influence of creativity and efficiency. Creativity is considered as a result of the successful transfer of innovative information, while efficiency is considered as a result of the successful transfer of coordinative information among the team members. Model II deals with the effects of the selected antecedents on efficiency and creativity during the early project stage, while model III is concerned with said effects during the late project stage.

The hypothesized relationships are theoretically derived and empirically tested. Great effort is spent on the empirical estimation. Thereby, the author applies the partial least squares method (PLS). In comparison to LISREL, PLS represents an iterative least square approach, where the postulated paths are not simultaneously estimated. For several reasons, this approach represents the preferred alternative.

All in all, this dissertation stands out due to its following characteristics:

- The author provides a comprehensive and well elaborated literature review on the success factors of cross-functional teams.
- The dissertation addresses an explicit gap in the literature.
- The empirical part demonstrates analytic expertise and the author's willingness to spend a lot of time and effort on the data survey.
- The empirical results are discussed in detail and they are adequately reflected. The results are relevant from a theoretical point of view as well as from a practitioner's perspective.

It is my hope that this study will be favorably adopted and be well recognized by the scientific community and the market.

Joachim Büschken