

Preface to the 2nd edition

Long before the term ‘Open Innovation’ was introduced by Henry Chesbrough, many firms realized the necessity of opening their corporate boundaries to spur innovation. Firms like Degussa, which is now part of Evonik Industries, set up completely new organizational structures to allow for close collaboration with external partners. However, research in the field of Open Innovation is now catching up with corporate practice as can be seen in a plethora of published journal articles dealing explicitly with the subject. Two years after publication of the 1st edition of my dissertation, Open Innovation continues to be among the most discussed management topics in the field of innovation management.

Since the completion of my research project, my former PhD colleagues at the Institute of Business Administration at the Department of Chemistry and Pharmacy, Center for Management (CfM), University of Münster, have continued to explore the many facets of Open Innovation. These research projects focus, for example, on ‘Knowledge sharing in collaborative R&D projects’ (Dr. Benjamin Niedergassel, completed), ‘The anticipation of converging industries’ (Dr. Clive-Steven Curran, completed), Innovation teams in the front end phase’ (Dr. Verena Holtorf, completed), or ‘Not-invented-here syndrome in academic research’ (David Große Kathöfer, in progress).

This 2nd edition has been completely reviewed and I hope that I spotted and corrected most of the little errors and typos that the 1st edition – to my surprise ;) – still contained. Furthermore, some references were updated and I made some minor changes, such as updating the examples from Degussa’s Creavis Technologies & Innovation or adapting the layout of some figures and tables.

Overall, I continue to be excited about the interest that my work has received from both the academic and the management community.

Philipp Herzog

Preface to the 1st edition

In recent years, there has been increased awareness of both managers and researchers within the field of technology and innovation management regarding the concept of Open Innovation. The former ‘do-it-yourself’ mentality of Closed Innovation is no longer sustainable in many industries. For example, in order to generate radical innovations or build new business, firms are quite often depending on external ideas, technologies, or ways of

commercialization. This pressing need to integrate external R&D sources has prompted many firms to shift from a Closed Innovation to an Open Innovation model, using external ideas and knowledge in conjunction with internal R&D to achieve and sustain innovation. The broad awareness of the concept of Open Innovation as well as its relevance and significance in the academic community can be seen in several special issues of the leading journals within the field of technology and innovation management. Although strategies, processes, or the role of business models have been addressed in the Open Innovation literature, the evolving debate is missing a key element: the people side of the equation. Since Open Innovation requires a different way of thinking and a change in employees' practices in dealing with ideas, knowledge, or technologies, it is quite surprising that aspects of innovation culture have been neglected so far.

The central objective of the present work is to shed light on the cultural aspects of Open Innovation. A questionnaire-based empirical study into differences between Closed and Open Innovation cultures constitutes the core of the present work. 120 employees from R&D within three business units of a leading multinational company within the specialty chemicals industry participated in the study. As the first large-scale empirical study into this area, the present work not only diminishes existing white spots in research. Apart from contributing to the literature on Open Innovation and apart from stimulating further research, the results of the study also may be directly applied in corporate practice. That is, the results may help firms cope with the difficulties and challenges experienced in the implementation of the Open Innovation concept.

The present work is the result of my doctoral research project at the Institute of Business Administration at the Department of Chemistry and Pharmacy, Center for Management (CfM), University of Münster. During the time of the doctoral research project, I was funded by the Ministry of Innovation, Science, Research and Technology of the State of North Rhine-Westphalia, whose support I gratefully acknowledge.

Though in the end, I am solely responsible for the creation of this dissertation, it is my pleasure to thank various people for their support. Without their considerable tangible and especially intangible "investments", the successful completion of this research project would not have been possible.

I am greatly indebted to my academic advisor, Prof. Dr. Jens Leker, for coaching me during the research project in an excellent way. He was the supportive and at the same time challenging mentor who strongly influenced the quality of my thesis in a positive way. I am especially thankful for the academic freedom he provided and the valuable experiences I was able to gain during my time at the institute. Moreover, I would like to thank Prof. Dr. Gerhard

Schewe from the Center for Management's Chair of Organization, Personnel & Innovation, University of Münster, for co-advising my dissertation. I also thank Prof. Dr. Jens Leker, Prof. Dr. Gerhard Schewe as well as Prof. Dr. Søren Salomo, Center for Technology, Economics & Management (TEM), Technical University of Denmark, for publishing my work in their scientific series "Betriebswirtschaftliche Studien in forschungsintensiven Industrien".

Furthermore, I thank all my former and current colleagues and friends at the Institute of Business Administration for creating such an – in various ways – inspiring atmosphere. I especially would like to thank Dr. Stefanie Bröring, Benjamin Niedergassel, Jan-Henning Trustorff, and Dr. Dirk Mahlstedt. Steffi was a great help and played a significant role in data collection for this research project. We have also co-authored several papers together, which I greatly enjoyed. Ben was always available for discussing my emerging ideas (once in a while in one of Münster's pubs). Both Steffi and Ben took the trouble to proof-read my manuscript in its whole-length. They provided valuable comments for further improvement. Due to them, I was able to correct some more or less severe blunders. Jan-Henning was so kind to provide an insight into his exceptional statistical knowledge, often during long-lasting tours with our racing bikes. Dirk and I not only shared the same office but also the ups and downs of academic research. Listening to his expert knowledge in soccer was always fun and a pleasant distraction from daily work. Besides my colleagues and friends at the institute, I would like to thank my aunt, Prof. Dr. Kerstin Stender-Monhemius, for being my personal advisor over the years in all study and research issues.

Above all, I thank my girlfriend Rieke, who has been accompanying me along the way for (almost) all the time, for her patience, encouragement, and personal support. Finally, my greatest gratitude goes to my parents, Margarethe and Karl Herzog, who made all my education possible. They generously supported and always encouraged me in an outstanding way during all my endeavors. Thank you so much! To you I dedicate this work.

Philipp Herzog