Preface

Open innovation practices are offering great possibilities for collaboration when trying to sell new products or services in the market. Today open innovation, as a model of management is being supported in many different industries. Some business models involving open innovation practices have already been identified in the pharmaceutical, software, textile industries and Public Administrations.

Many firms have realized that they are no longer able to maintain and retain the talent they need to promote innovations in their products and services. This is the reason why they have decided to increasingly focus on their core competencies and use technological tools and collaboration environments in order to share the information and knowledge they need to obtain best products and services for the final customer.

The final customer seems to be a key element in the innovative process too. His/her judgments and personal experience with previous products or services is of vital importance to reach new and innovative elements in firm’s products and services that reach success in the market.

The present book collects a group of opportunities and practices and areas of research in the theme of open innovation. It shows an international and multi-disciplinary perspective that presents open innovation as a new model for the creation of knowledge based in new ways of promoting innovation at firms. We can divide the sixteen chapters that are here presented into 3 areas.

The first area adopts an academic perspective to provide insights on the need to promote innovation by sharing knowledge with other agents participating in the value network as well as insights on how innovation processes take place.

In the second area several methodologies for the analysis of open innovation as an emergent business practice are presented and further tested. Finally the third area in this book presents real experiences of success in different industries.

We would like to show our gratitude to all the contributors for the quality and updated information provided which we believe may be of special interest to open innovation practitioners, students, researchers and professors.

In the first chapter, “Knowledge Sharing in Open Innovation: An Overview of Theoretical Perspectives on Collaborative Innovation,” Marcel Bogers contributes to the theory in open innovation by providing an updated overview of the main perspectives on collaborative knowledge sharing within established economic organization and strategic management theories. As main conclusion, the success of open innovation has to do with the way knowledge is shared amongst the different collaborative efforts.

The second chapter, “Modes of Open Innovation in Service Industries and Process Innovation: A Comparative Analysis,” Sean Kask offers us a comparative study on how different ways of using external knowledge have different consequences in low-tech service and manufacturing firms. From his analysis
it is explained how both broad search breadth and the purchase of intangible intellectual property are stronger predictors of knowledge innovation. The results warn about the idea of carefully considering what kind of open innovation strategy is best for each firm’s objectives. The author explains how open innovation is not a panacea, and firms are heterogeneous in the way they source and apply external knowledge.

The third chapter, “Intellectual Property and Licensing Strategies in Open Collaborative Innovation,” Marcel Bogers, Rudi Bekkers and Ove Granstrand propose different strategies to govern the exchange of knowledge in collaborative relationships for innovation, and discusses about different alternatives to preserve intellectual property in the use of inventions. This is a key aspect in the open innovation context where Governments and business practitioners must do an effort to enable and promote new business models according to the reality of “open innovation practices”.

In chapter four, “An Integrative Model for Technology-Driven Innovation and External Technology Commercialization,” Johan Henk Maarse and Marcel Bogers offer a model that opens firms the opportunity of internal and external commercialization of innovations driven by technology. The model helps decision makers to think in viable ways to commercialize products and services beyond the firm’s boundaries.

Chapter five, “What is the Degree of Inbound Open Innovation in Spanish Firms? An Exploratory Analysis,” Marta Ortiz de Urbina Criado validates to what extent Spanish firms follow open innovation practices in views of the acquisition of technology assets. Trying to go deeper in this particular issue, a two-step cluster analysis is developed to classify small and medium size firms in different stages of innovation capacity in terms of products and processes. Amongst her main conclusions it is confirmed that those firms that higher buy R&D services are the ones that usually cooperate more with other organizations for innovative activities.

In chapter six, “Leadership in Open Innovation: Examining the Influences of Open Innovation on Competencies, Control and Behavior in R&D Environments,” Frank Wippich explains and offers a model of leadership that can be applied to open innovation practices. Taking into account that leadership in open innovation scenarios demands managing certain increasing number of agents to get the best of each of them, he stresses the concept of partnership interaction as a good means to promote leadership in this context.

Chapter seven, “Organizational Culture and its Effects on Innovation within ERP Systems,” defend how innovation capabilities can be improved by ERP systems and the other way around. As far as these systems offer transparency and best information flows they can help organizations to best interchange information with possible partners in the open innovation schema. The authors conclude how ERP systems can help organizations to be provided with the sustained competitive advantages that they need so that individuals and teams using these systems are motivated to be engaged in innovative behavior and practices.

Chapter eight, “The Role of Promoter in the Context of University-Industry Cooperation: The REDOMIC Project,” Eva María Mora Valentin and Braulio Pérez-Astray analyze the characteristics a promoter role must have to enhance innovation in an open context. They show it through a concrete practice where we can see how by properly using a computer system, decision makers can identify elements that can shape in the basis of future partnership agreements in the relationship between universities and firms.

In chapter nine, “Firms’ Connections and Open Innovation: The Case of Innovative Spanish Firms,” María Isabel Encinar, Ainhoa Herrarte and Félix-Fernando Muñoz, analyze to what extent innovative Spanish firms apply open innovation practices. They develop a methodology focused in the connections
available between different parts of a socio-economic system. The offer a profile of the Spanish firms offering open innovation practices.

In chapter ten, “Innovation Efficiency and Open Innovation: An Application to Activity Branches in Spain,” Rocio Guede Cid, Maria A. Vicente y Oliva, Jaime Manera Bassa and Alberto Romero Ania, analyze the innovation efficiency by activity branches. They conclude how the branches with high levels of open innovation activities show best results in terms of innovation efficiency and this conclusion offers academics and practitioners the opportunity to think of open innovation as a main factor to achieve innovation efficiency.

In chapter eleven, “Open Innovation through Intermediaries in the Web: A Comparative Case Study,” Diana Benito Osorio, Montserrat Jimenez Partearroyo and Luis Miguel Arroyo Gutierrez, compare the services offered by different companies that tried to intermediate in open innovation practices by making close potential supply and demand. They try to establish the relationship between the usefulness of these intermediaries for value co-creators and the phases of the process for new product development.

In chapter twelve, “Practicing Open Innovation in the Mobile Industry”, David López, Manuel Lorenzo, Carmen de Pablos and Gonzalo Camarillo, explain a recent open innovation initiative conducted by Ericsson. It offers a wide view on how this company has created and organized a whole community that tries to support the development of mobile services and applications in the mobile industry.

In chapter thirteen, “Open Business Models in the Telecommunication Industry,” David López, Andrés L. Martínez and Carmen de Pablos present a case of success coming from a large company incorporating external developers into its innovative process. The case offers organizational, strategic and technological views coming from emergent business models that are worth it in open innovation scenarios.

In chapter fourteen, “Open Innovation and Collaborative Network in Supply Chain: The Case of Open IPTV Forum,” Angela Ruriko Sakamoto, Cristiane Biazzin Villar and Michele Esteves Martins, offers an analysis on the role of innovation networks and knowledge clusters in the developing of new products and/or services. They show some results applied to the IPTV Forum.

In chapter fifteen, “Developing an Open Innovation Growth Strategy for New, Technology-Based Firms: the Case of A-Lighting,” Antonio D. Liveratos, Demetrios B. Papoulias and Sandra Charreire Petit present the concept of open innovation growth strategy for new technology based firms NTBFs first developed in the LED lighting industry. In their conclusions they suggest how the new technology based firms should be more based in small collaborative platforms than in large corporations so that partnerships can mutually obtain benefit.

In chapter sixteen, “IDTVOS: An INTECO Open Innovation Success Case,” Raúl Riesco and Javier Alfonso, offer a wide view on how sectoral systems of innovation can play an important role in the promotion of open innovation practices. They present the case of the INTECO Digital Television Operating System, IDTVOS, a decoder operating system providing better interaction and accessibility to digital television services for disabled users. The project constitutes an example on how some technologies and experience can be opened to an industry to have the opportunities to reach a new market.

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