Table of contents

Fi	gures				XIII			
Ta	bles				XV			
A	crony	ms			XVII			
1	Introduction							
	1.1	1.1 Research problem						
1.2 Research			rch ques	uestions and objective				
	1.3	Outlin	e of the	thesis	5			
2	Inno	vation	and the	e Open Innovation concept	9			
	2.1	Defini	tions and dimensions of innovation		9			
		2.1.1	Innovat	ion	9			
		2.1.2	Innovat	ion process	10			
		2.1.3	Innovat	ion strategy	12			
		2.1.4	Technol	logical and Market Dimension of Innovation	14			
			2.1.4.1	Technological dimension	14			
			2.1.4.2	Market dimension	17			
	2.2	Closed and Open Innovation – definitions and underlying rationales						
		2.2.1	Closed	Innovation	19			
		2.2.2	Open In	novation	21			
		2.2.3	Reasons	s to follow an Open Innovation approach	23			
	2.3							
		commercialization			27			
		2.3.1	Techno	logy sourcing	28			
				Internal R&D				
			2.3.1.2	Non-equity alliances	31			
			2.3.1.3	Equity alliances	34			
			2.3.1.4	Acquisitions	37			
		2.3.2 Technology commercialization						
				External technology exploitation capability				
				Strategic alliances				
				Divestment of firm units				
	2.4	Organ	izationa	l implementation of the Open Innovation concept	47			
				extrous organization and Open Innovation for solving the radical-				
				ental innovation dilemma	48			
		242		ample of Degussa's Creavis Technologies & Innovation				



3	Inn	Innovation culture				
	3.1	Corporate culture	59			
		3.1.1 Definition of corporate culture and overview of different research				
		paradigms	59			
		3.1.2 Measuring corporate culture	64			
		3.1.3 Typologies of corporate culture	65			
	3.2	Innovation culture	69			
		3.2.1 Research streams related to innovation culture	69			
		3.2.2 Selected empirical studies on innovation culture and synopsis of major				
		findings	73			
	3.3	Summary of the literature on Open Innovation and innovation culture	81			
4	Con	onceptual framework and hypotheses				
	4.1	Resource-based approach to Open Innovation	83			
		4.1.1 Resource-based view and relevance of core competencies for				
		Open Innovation	87			
		4.1.2 Resource-based view and the role of asymmetries for Open Innovation	89			
		4.1.3 Resource-based view and innovation culture for Open Innovation	91			
	4.2					
		4.2.1 Personal characteristics of employees				
		4.2.2 Motivation of employees	98			
		4.2.3 Attitudes towards external technology sourcing and external				
		technology commercialization	100			
		4.2.3.1 Not-invented-here syndrome	100			
		4.2.3.2 Not-sold-here syndrome	106			
		4.2.4 Technological opportunism	111			
		4.2.4.1 Technology-sensing capability	111			
		4.2.4.2 Technology-response capability	112			
		4.2.5 Organizational risk taking	113			
		4.2.6 Freedom to express doubts	116			
		4.2.7 Management support	117			
	4.3	Synthesis and implications	121			
5	Ana	alysis and results	123			
	5.1	Research setting – the chemical industry	123			
		5.1.1 Overview of the chemical industry				
		5.1.2 General product classification - commodities and specialty chemicals				
		5.1.3 Innovation beyond molecules - Open Innovation in the chemical industry				
	5.2	Sample, data collection, and operationalization of measures				

Table of contents	<u>XI</u>
-------------------	-----------

		5.2.1 Sample and data collection	129			
		5.2.1.1 Information on survey	129			
		5.2.1.2 Information on sample	130			
		5.2.2 Principles of scale construction	133			
		5.2.3 Selection of variables	135			
		5.2.4 Reliability and validity of measures	137			
		5.2.5 Results of construct operationalization	142			
	5.3	Results of analysis	151			
		5.3.1 Method	151			
		5.3.2 Test of assumptions for AN(C)OVA	154			
		5.3.3 Hypotheses testing	158			
6	Disc	cussion of findings and implications for theory and practice	175			
	6.1	Discussion of findings and theoretical implications	175			
		6.1.1 Personal characteristics of employees				
		6.1.2 Motivation of employees	178			
		6.1.3 Not-invented-here syndrome	181			
		6.1.4 Not-sold-here syndrome	186			
		6.1.5 Technological opportunism	188			
		6.1.6 Organizational risk taking	192			
		6.1.7 Freedom to express doubts	194			
		6.1.8 Management support	195			
		6.1.9 Overall implications	197			
	6.2	Managerial implications	200			
	6.3	Limitations	202			
7	Sun	nmary and conclusion	205			
A	Appendices 2 References 2					
R						