

Table of contents

Figures.....	XV
Tables.....	XVII
Acronyms	XIX

1 Introduction	1
1.1 Research problem.....	1
1.2 Research questions and objective	5
1.3 Outline of the thesis	6
2 Innovation and the Open Innovation concept	9
2.1 Definitions and dimensions of innovation	9
2.1.1 Innovation.....	9
2.1.2 Innovation process.....	10
2.1.3 Innovation strategy	12
2.1.4 Technological and market dimension	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	19
2.2.1 Closed Innovation	19
2.2.2 Open Innovation.....	21
2.2.3 Reasons to follow an Open Innovation approach.....	23
2.3 Two aspects of Open Innovation – technology sourcing and technology commercialization	27
2.3.1 Technology sourcing	28
2.3.1.1 Internal R&D	30
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	39
2.3.2.1 External technology exploitation capability	41
2.3.2.2 Strategic alliances	44
2.3.2.3 Divestment of firm units	46
2.4 Organizational implementation of the Open Innovation concept	48
2.4.1 Ambidextrous organization and Open Innovation for solving the radical-incremental innovation dilemma	48
2.4.2 The example of Evonik’s Creavis Technologies & Innovation	51

3	Innovation culture	59
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	68
3.2.1	Research streams related to innovation culture.....	69
3.2.2	Selected empirical studies on innovation culture and synopsis of major findings	72
3.3	Summary of the literature on Open Innovation and innovation culture	81
4	Conceptual framework and hypotheses	83
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	Hypotheses development	94
4.2.1	Personal characteristics of employees.....	95
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.....	110
4.2.4.1	Technology-sensing capability	110
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	Analysis and results.....	123
5.1	Research setting – the chemical industry	123
5.1.1	Overview of the chemical industry	123
5.1.2	General product classification – commodities and specialty chemicals	124
5.1.3	Innovation beyond molecules – Open Innovation in the chemical industry ..	127
5.2	Sample, data collection, and operationalization of measures	129
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.....	138
5.2.5	Results of construct operationalization.....	143
5.3	Results of analysis.....	153
5.3.1	Method	153
5.3.2	Test of assumptions for AN(C)OVA.....	157
5.3.3	Hypotheses testing.....	161
6	Discussion of findings and implications for theory and practice.....	177
6.1	Discussion of findings and theoretical implications.....	177
6.1.1	Personal characteristics of employees.....	177
6.1.2	Motivation of employees.....	180
6.1.3	Not-invented-here syndrome.....	183
6.1.4	Not-sold-here syndrome.....	188
6.1.5	Technological opportunism.....	190
6.1.6	Organizational risk taking.....	194
6.1.7	Freedom to express doubts.....	195
6.1.8	Management support.....	197
6.1.9	Overall implications.....	198
6.2	Managerial implications.....	201
6.3	Limitations.....	204
7	Summary and conclusion.....	207
	Appendices.....	213
	References.....	229