

BOOK OF ABSTRACTS

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THE USUAL OUTPUT IS EDITABLE IN WORD.

Anderson, Anne - University of Dundee, United Kingdom

SUPPORTING OPEN RESEARCH COLLABORATIONS BETWEEN UNIVERSITIES AND BUSINESS: EXPERIENCES OF ACADEMICS AND BUSINESS

In most developed economies it is believed that effective university-business research collaborations will produce economic benefits. In the UK this is thought to be challenging due to the relative dearth of companies with intensive R&D activities, as reported by the Lambert Report (2003) on Business-University Collaboration.

Much of the existing research on the motivations for companies or university researchers to engage in such collaborations is North American and focuses on science and engineering. The model is usually that the industry partner directly funds research in the university. The study reported here explores a rather different kind of collaboration where university and industry participants are both publicly funded, in whole (universities) or in part (business), to engage in active research collaborations. The university funding was provided by the research councils who support academic research in this area. The support for business came from the relevant government department (the Department for Trade and Industry, DTI). The collaborative projects were also managed as part of a UK wide programme to support university-industry R&D collaborations.

Fifteen collaborative projects were the subject of the report. The projects were in the area of IT and new media. The goals of the projects were to conduct high quality research, the outcomes of which if successful, could be developed and commercially exploited by the industry partners.

The university researchers came from a wide range of disciplines, from the social as well as computing sciences, and from a range of universities, including traditional research-intensive universities and newer institutions.

The companies ranged from a large multinational telecomms company to several small to medium sized enterprises. Almost all the companies were new to collaboration with universities and very few would have been in a position to participate without funding support.

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Author(s)

Anderson, Anne: University of Dundee, United Kingdom

Antikainen, Maria - VTT, Finland

REWARDING IN OPEN INNOVATION COMMUNITIES-IS USING REWARDING IMPORTANT TO MOTIVATE MEMBERS?

During the last years online communities have become an essential and natural part of many people's lives. If we look at the possibilities they offer meeting people all over the world without the limitations of time and geographical location this is not surprising. To companies online communities may offer many kind of benefits and new possibilities. Companies may either create new business models or develop their existing business with online communities.

One type of online communities, open innovation communities, can act as a source for learning and producing external ideas or even solutions to companies (Jeppesen et al. 2006, Chesbrough 2006). Therefore, many companies wish to integrate their customers into their innovation processes. Companies are transforming their focus to encouraging customers to innovate together and to create community solutions (Ahonen et al., 2007). In order to do this companies can either build their own open innovation communities, look for online communities related to their products or services or they can utilise existing communities on web that act as intermediaries in this field (Chesbrough 2003, 2006). Lately the amount of innovation intermediaries acting between innovators and companies (or 'solvers' and 'seekers') has increased rapidly.

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Author(s)

Antikainen, Maria: VTT, Finland

Väätäjä, Heli: VTT, Finland

COLLABORATIVE ADVANTAGE

Apparently collaboration has become one of the management challenges for the next 15 years. Especially important seems to be the application of collaboration to co-creation and innovation. But the subject remains as something intuitive. Many disciplines do research about collaboration but there are not sound methods to make collaboration work from a management point of view. This paper presents an incipient research experiment to integrate knowledge about collaboration in order to produce practical methods to foster collaboration within STPs (Science and Technology Parks) firm residents.

Science , the most accredited publication in the field of science, published in its front page that one of the most important challenges of the science in the 21st century is the knowledge of cooperation. The Economist in their prospective number, Foresight 2020, 'Economic, industry and corporate trends' included; Knowledge Management as one of the key issues for the next 15 years. Knowledge Management is understood as the ability of organizations to share and leverage knowledge. Bain Company , rates collaboration as one of the first tools for managers in the near future.

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Author(s)

Arbonies, Angel: Polo Innovacion Garaia, Spain

Sanchez, Anxo : Universidad Carlos III, Spain

Garcia, Andoni: Polo Innovación Garaia, Spain

ORCHESTRATING INTER-ORGANIZATIONAL INNOVATION NETWORKS

In this paper we focus in purposeful and goal-oriented innovation networks led by a focal firm. Developing and managing a purposeful and goal-oriented inter-organizational innovation network seems to be both a managerial and academic concern. A term 'orchestrating' has emerged in managerial practice and academic literature to describe management of innovation networks, yet there are very few analytical or empirical studies providing a holistic understanding, of how innovation networks are purposefully built and managed.

First we illustrate the relevance of the phenomenon by describing shortly two ongoing cases of purposeful building and managing of inter-organizational innovation networks. The first case, MobileTV is a national community set up by Nokia, where complementary and even competing firms worked closely together to develop MobileTV concept in Finland. The second case, Blade.org is a global community set up by IBM and Intel focusing on blade innovation. It has attracted over 100 firms and 1 billion dollars of invested risk finance. Based on these empirical illustrations we argue that setting up purposeful innovation communities is a relevant and timely issue to study.

THE REMAINING TEXT HAS BEEN REMOVED FOR THIS SAMPLE VERSION ONLY

Author(s)

Blomqvist, Kirsimarja: Lappeenranta School of Business, Finland

Armila, Leila: Lappeenranta Business School, Finland

ALONE OR IN TEAM

It is a big problem for companies how they can have their employees work to achieve better business result. Should employees work alone or together in groups? Some new management theories and practices have appeared that demand teamwork. One of them is knowledge management - the most popular theory nowadays - that forces to apply this method. This demand and some other factors together lead there that human resources become more and more important in the life of companies at the competitive market. This important role can be felt during the forming of operation of learning organization and during the forming of organizational structures. Forming of learning organization is an elementary prerequisite for the operation of knowledge management systems in companies. This functional method has some important features and one of them is teamwork.

Nowadays when the world becomes more extrovert people who come from different countries with different cultures very often have to work together. That is why it is very significant to know the characteristics of different countries. Sometimes we can only feel that the colleagues' behaviour is strange for us, but we do not know the reasons for their different work moral or behaviour. We can especially meet some surprising elements during teamwork.

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Author(s)

Bencsik, Andrea: Szechenyi Istvan University of Gyor, Hungary

Noszkay, Erzsébet: Szent Istvan University, Hungary

Dernóczy, Adrienn: Szechenyi Istvan University of Gyor, Hungary

FRONT-END MEASUREMENT IN OPEN INNOVATION

The front-end phase is in the literature generally regarded as the most critical phase of the innovation process. This is due to its inherent uncertain and ambiguous nature and its significant potential to improve overall innovation capability in industrial firms. The front-end phase precedes and feeds the new product development project phase by creating a continuous stream of new incremental and radical product concepts. Such a comprehensive measurement system dealing with the front-end phase of innovation process makes it possible for the people responsible for the innovation activities to get a picture of the efficiency of innovation process front-end and effectiveness of outcomes and impacts. This paper describes conceptually the theoretical backgrounds, a tentative idea and first managerial implications of a method, Balanced Innovation Front-End Measurement BIFEM, we are going to develop and test in 30 Finnish, German and USA companies during next two years. In this paper the theoretical background of open innovation process itself and the role of front-end as part of this process is described (1) first. (2) Second the viewpoint of customer understanding and role of the knowledge as part of this understanding are discussed. (3) This is followed by a description of a earlier developed Quality Maturity Method by the writers. (4) Fourth the most crucial points from the viewpoint of measurement in the front-end stage of innovation process are discussed. (5) Finally the conclusions and structure of the new measurement method Balanced Innovation Front-End Measurement BIFEM is described.

THE REMAINING TEXT HAS BEEN REMOVED FOR THIS SAMPLE VERSION ONLY

Author(s)

Berg, Pekka: Helsinki University of Technology, Finland
Pihlajamaa, Jussi: Helsinki University of Technology, Finland
Nordlund, Hanna: Helsinki University of Technology, Finland
Poskela, Jarno : Helsinki University of Technology, Finland
Lindroos, Malkus: Helsinki University of technology, Finland
Feland, John: Stanford University, USA

HOW TO CREATE BUZZ AND SOCIAL CAPITAL IN TWO DISTRIBUTED INNOVATION NETWORKS

This paper will look at challenges faced by distributed innovation networks and clusters who consist of specialized actors who mainly operate on national and international arenas. Human geographers and innovation theorist have argued that local cooperation and communication happened automatically among local actors in an innovation network (for example Bathelt & al, 2002) because of geographical proximity. Experiences from distributed innovation networks in Norway indicate however that geographical proximity is not enough to automatically create cooperation, face-to-face communication and what geographical theorists call "buzz". The reason for this lack of buzz can have several reasons, but one of these is related to the fact that distance is not just "geography". According to Boschma (2005) there are other dimensions to distance than just geography. Some other dimensions are the social proximity (to know each other) and cognitive proximity (related to common interests, knowledge and professions). In a more specialized and globalised world, also these aspects of distance and others should be taken into account.

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Author(s)

Bergum, Svein: Eastern Norway Research Institute, Norway

HOW TO MANAGE ABSORPTIVE CAPACITY: THE CASE OF TECHNOLOGY ACQUISITIONS

During the past decade, the way the development and commercialization of new technology is managed, has undergone some drastic changes. The long-established approach to innovation, where everything from invention to commercialization is done inside the company, no longer applies. Nowadays both technology creation and commercialization are managed through a large variety of mechanisms, many of which are external to the firm. This model of technology creation and commercialization has recently gained popularity beyond the academic community under the names of "open innovation" (Chesbrough, 2003) and "fast follower innovation" (Markides & Geroski, 2005). Open innovation means combining internal and external sources for both the development and the commercialization of new technologies (Chesbrough, Vanhaverbeke, and West, 2006; Chesbrough, 2003). Along the lines of these theories, the acquisition of technology and more specifically the acquisition of pioneering ventures has become an increasingly important means to obtain access to innovative technologies (Hitt et al., 1991; Chakrabarti et al., 1994, Vanhaverbeke et al., 2002). Several studies have shown that pioneers have long-lived market share advantages and are likely to be market leaders in their product categories (e.g. Lambkin, 1988). However, the results of Golder and Tellis (1993, 2002) seriously question the existence of the pioneer advantage by showing that almost half of market pioneers fail and only six percent grow into a position of market leader. But even these market leaders have a market share which is much lower than expected (4%). Furthermore, fast followers have much greater long-term success and enter on average 13 years after the pioneers to the market (Agarwal & Bayus, 2002). Small entrepreneurial firms, called pioneers, typically have the skills and mindsets to create innovations, while established firms, fast follower thus, typically dispose of the capabilities to transform the idea from a niche market to a mass market (Markides & Geroski, 2005). Therefore, there is a growing consensus that, in an environment where entrepreneurial ventures are likely to be the source of valuable and innovative ideas, the acquisition of these ventures is the appropriate vehicle to pursue a fast follower strategy.

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Author(s)

Bobelyn, Annelies: Ghent University, Belgium
Clarysse, Bart: Imperial College, Tanaka Business School, United Kingdom
Lambrecht, Inge: Ghent University, Belgium

Boisselier, Yves - MAC-Team aisbl, Belgium

JOINT ENTREPRENEURSHIP FOR SUSTAINABLE AGRO-BUSINESSES AND RURAL DEVELOPMENT

The Multi Actor Cooperation for entrepreneurship in joint rural development. The e-Dairy Farm approach is the result of a European Leonardo da Vinci project (www.dairy-farm.eu) to support milk producers into agro-business diversification thanks to the Multi-Actor Cooperation (MAC) approach developed by the European MAC-Team network. (www.dairy-farm.eu).

THE REMAINING TEXT HAS BEEN REMOVED FOR THIS SAMPLE VERSION ONLY

Author(s)

Boisselier, Yves: MAC-Team aisbl, Belgium

Brophey, Glenn - Nipissing University, Canada

INNOVATION PRACTICES WITHIN SMALL TO MEDIUM-SIZED MECHANICALLY-BASED MANUFACTURERS

The majority of previous research into innovation has taken place within large firms of all types and small firms that are new technology-based firms - for example biotech and software. This empirically-based paper addresses a gap in the literature by studying innovation within small to medium-sized mechanically-based manufacturing firms (MechSMEs), a sector that has been virtually ignored despite its significant economic impact in many nations (for example, it accounts for approximately 4% of the labour force within Canada).

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Author(s)

Brophey, Glenn: Nipissing University, Canada
Brown, Steve: Exeter University, United Kingdom

Carignani, Giuseppe - University of Udine; Tecnest R&D, Italy

**MODULARIZING FOR A COMMUNITY: ENABLING NEW PRODUCT DEVELOPMENT AND INNOVATION
SUPPORTED BY COLLECTIVE INTELLIGENCE**

This paper describes a research in progress addressing the following question: can a web-based community autonomously support the development of a new physical product and manage the subsequent innovation?

We present both the theoretical and the operational part of the research: the paper is therefore divided into two parts:

The theoretical framework is supported both by literature and preliminary empirical evidence. It exploits the idea of product modularization as a knowledge tool enabling community collaboration and possibly leading to an emergent process of product innovation.

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Author(s)

Carignani, Giuseppe: University of Udine; Tecnest R&D, Italy

Andriani, Pierpaolo: Durham Business School, United Kingdom

De Toni, Alberto Felice: University of Udine, Italy

Castiaux, Annick - University of Namur, Louvain School of Management, Belgium

COMPETITIVENESS POLES: TOWARDS THE SELECTION OF DOMINANT DESIGNS

Today, knowledge is seen as a significant innovation factor, allowing for long term economic growth and business competitiveness. In order to access this resource, various sourcing strategies are available to the firm: knowledge creation through internal R&D departments, knowledge sharing with suppliers or market relationships and transfer from knowledge institutions such as research centres and Universities.

THE REMAINING TEXT HAS BEEN REMOVED FOR THIS SAMPLE VERSION ONLY

Author(s)

Hermans-Pouplard, Julie: University of Namur, Louvain School of Management, Belgium

Castiaux, Annick: University of Namur, Louvain School of Management, Belgium

Dejardin, Marcus: University of Namur, Department of Economics, Belgium

Lucas, Stéphane: University of Namur, Departement of Physics, Belgium

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