



## SIG 06: Innovation

The Strategic Interest Group (SIG) Innovation at the European Academy of Management (EURAM) aims to:

- facilitate the continued evolution of an open, inclusive, international and cross-cultural EURAM community of engaged scholars,
- support scholars in designing, producing and disseminating higher quality and impactful research at each stage of their career,
- influence the development of management education,
- provide platforms and facilitate networks for the dialogue between scholars, reflective practitioners, and policy makers.

The Goal of SIG Innovation is to create an open “learning climate” for all members (juniors and seniors) to reach the goals of EURAM in the field of innovation. The annual EURAM conference is the annual highlight to realize this goal. In the EURAM 2014 conference, SIG Innovation was responsible for about 200 papers, organized in 50 sessions in 8 tracks.

For the EURAM 2015 conference in Warsaw, we are aiming at having at least a similar number of paper presentations, although quality is more important than quantity. Based on proposals from within and outside the EURAM community, 9 Standing tracks, and 3 topic proposals have been accepted (see below). Whether or not the 3 topic will be finally accepted as a track for the EURAM 2015 conference depends on the number of paper submissions. We would also like to encourage the authors to submit papers to EURAM for three reasons:

1. You will receive valuable feedback on your paper from at least two, if not three reviewers,
2. EURAM provides a constructive and open learning platform where you can present your paper, and
3. You will extend your network with people interested in similar topics as you are.

Another goal for the next few years is that SIG Innovation becomes a solid organization, which reflects the diversity of topics, and people interested innovation. Therefore, the intention is that topics/tracks within SIG INNOVATION last at least several years to enable building a community. In addition, leaders of the topics/tracks (e.g. track coordinators) are invited to play a role in the management of SIG Innovation.

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## ST\_06-04 Open Innovation

"During the previous years, the interest in open innovation from academia and practice has been growing continuously. Within the open innovation framework, companies transfer knowledge they cannot leverage internally to the outside and use the knowledge produced by external organizations to advance their technologies and generate innovations internally. The fundamental principle of open innovation is simple in theory. In addition, there is compelling evidence that a respectable number of companies have been practicing open innovation successfully. For many other companies, however, the journey toward open innovation is difficult because of many challenges and barriers. Activities such as internal and external knowledge exploitation and exploration call for different organizational capabilities that companies should build in order to be successful in their open innovation endeavours.



Open innovation should not be an end in itself; it is only a means to increase the company's innovativeness and performance. However, the relationship between open innovation and financial performance is unclear. "It is difficult to find hard evidence that the benefits of open innovation outweigh its costs" (Lindegaard, 2010, p. 7). In order to capture the returns of open innovation, new measurement scales are required. Furthermore, research that is more empirical is needed to identify the costs of open innovation (Huizingh, 2010). In this regard, many questions are worth asking: how can we measure the success of open innovation? What are the metrics that can be used? What are the cost dimensions of pursuing open innovation? How can firms be sure that, by revealing their knowledge, they will not risk losing their competitive advantage? What are the human resource management principles that increase the likelihood that the open innovation endeavours of companies succeed?

So far, open innovation, has been studied extensively in the context of big manufacturing firms, but academia paid little attention to open innovation in Small and Medium Enterprises (SMEs) (van der Vrande et al., 2009). Especially for SMEs, open innovation is a hard issue. SMEs lack resources and may find it difficult to make technological acquisitions from the outside.

Furthermore, the potential of open innovation has been neglected in the service sector, though services currently generate more than 70% of GDP in most of all developed countries. In attempt to fill this gap, Chesbrough (2011), in his book on open services innovation, shows the potential of openness in generating new and highly competitive services. This field of research is particularly important because of the relevance of the service sector in generating value and the potential of openness to accelerate the pace of service innovation. Since services are very human resource-intensive, the human resource management topic is even more important in open service innovation. In particular, researchers should investigate how organizations can make people at the front office become an effective source for innovations. The front office employees are in a continuous dialog with their customers, and therefore they should be trained and managed appropriately, to capture the customers' requirements that lead to the development of innovative services. In addition, the employees in the back office may require training with respect to open innovation, as they do not interact with end customers, but with other partners, which can also be valuable sources for innovations.

Open innovation poses many challenges on intellectual properties (IPs). In particular, in the context of open source innovation and open design, research on IP is still in its infancy. For instance, it is not clear under which IP conditions should firms open their designs to the external world? By opening their designs, firms can attract physically distributed developers, who can advance the firm's products and technologies. However, this can encourage free riders, in particular competitors, to imitate the innovation, or to combine it with other technologies and then distribute it, as it were a proprietary innovation. There are many other thinkable situations that illustrate IP concerns and difficulties due to open innovation.

The topics of interest include but are not limited to the following:

- The application of open innovation principles in SMEs,
- Open source innovation in software and physical products
- Open innovation in the service sector
- Scales & instruments for the measurement of open innovation benefits
- Open innovation and Solutions to IP issues
- Tools and methods for open innovation
- User-driven innovation and crowd sourcing
- The limits of open innovation
- Metrics and key measures for the analysis of open innovation endeavours
- Open innovation readiness and methods for Costs-Benefit analysis
- Beyond open innovation: What is the next paradigm in innovation?
- Open innovation in higher education institutions"

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