

By Benoît Gailly, 17 January 2018

Develop innovative networks and collaborations: never walk alone

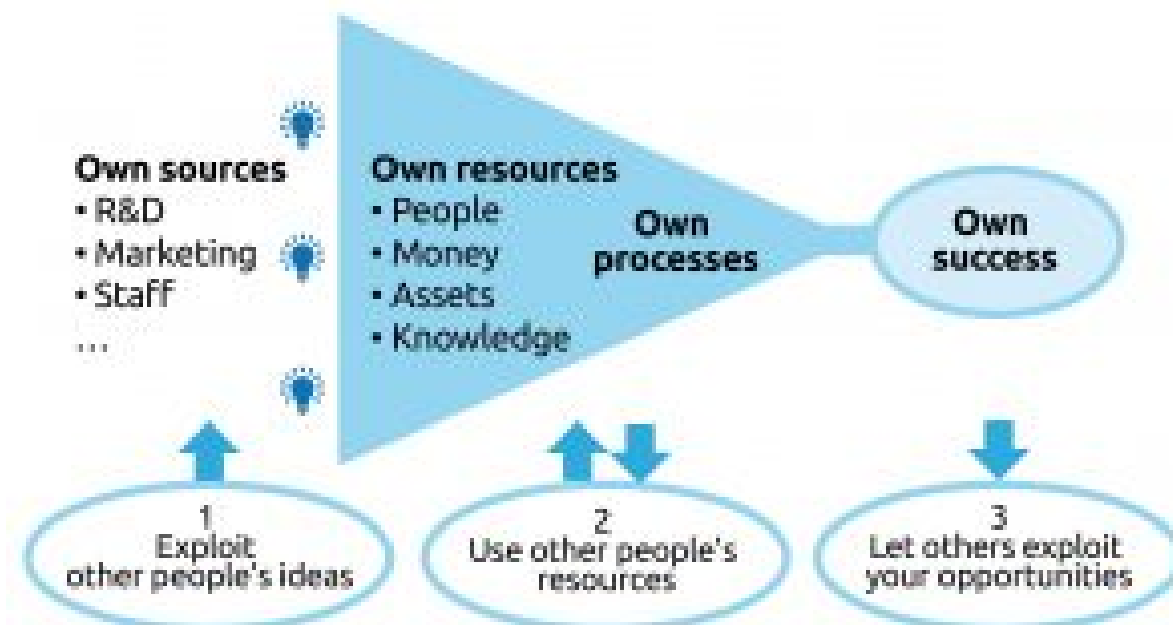


Partnerships offer opportunities to capture **unique competitive advantages**, by gaining scale and speed - pooling resources - and by developing unique assets - acquiring new capabilities.



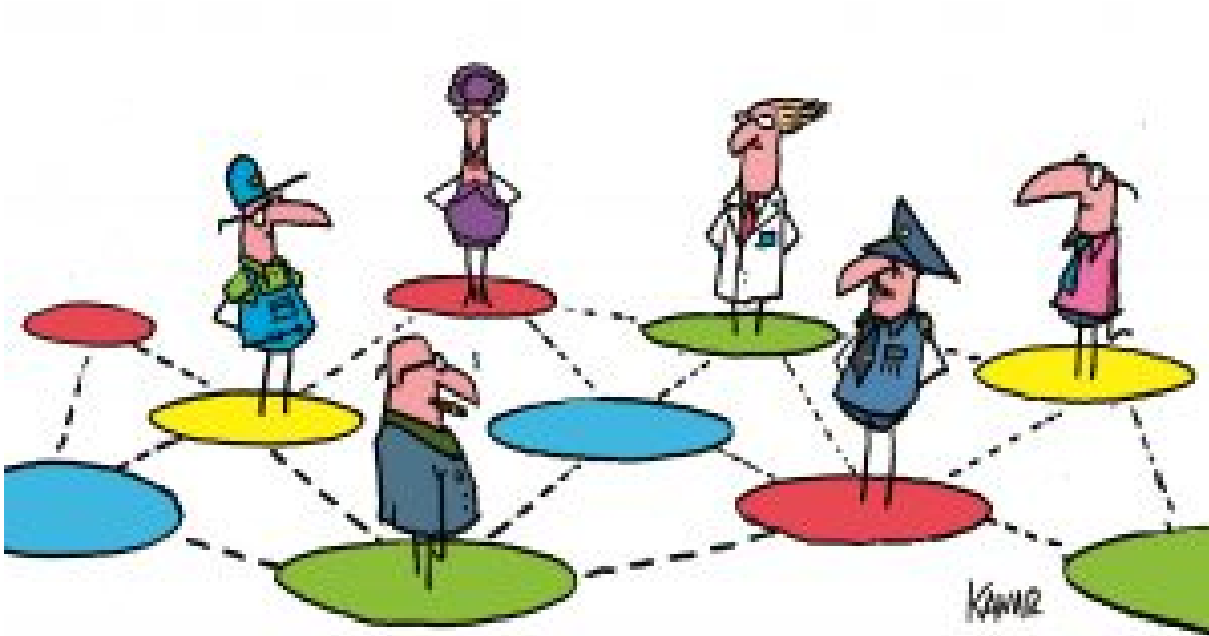
© Kwarr. Illustration, courtesy of Kwarr Management

Building closer ties, particularly across industries, requires dealing with physical as well as cultural distance and being able to leverage innovation intermediaries, clusters and communities.



© Kwarr. Illustration, courtesy of Kwarr Management

Open innovation is about systematically reaching out in order to better identify, develop and/or implement innovation opportunities with partners and outsiders.



Effectively **managing innovation across corporate boundaries** requires dedicated skills and capabilities, particularly regarding the identification and selection of the right partners and the design and implementation of the right partnerships.

Bibliography

Capturing unique competitive advantages from partnerships

Keywords: collaborations, combination, co-opetation, partnerships, synergies

- (Book) Chesbrough, H. W. (2006). [*Open innovation: The new imperative for creating and profiting from technology*](#). Harvard Business Press.
- (Book) Samson, D., Terziovski, M., & Lai, A. (2005). [*Intellectual property strategy and business strategy: connections through innovation strategy*](#). Intellectual Property Research Institute of Australia.
- (Video) [Innovation and strategic partnerships at MacMillan](#)
- (Video) The Zinnovants ["Do not innovate alone"](#)
- (Article) Anjos, F., & Fracassi, C. (2015). Shopping for information? Diversification and the network of industries. *Management Science*, 61(1), 161-183.
- (Article) Appleyard, M. M., & Chesbrough, H. W. (2017). The dynamics of open strategy: from adoption to reversion. *Long Range Planning*, 50(3), 310-321.
- (Article) Barney, J. B., & Hansen, M. H. (1994). Trustworthiness as a source of competitive advantage. *Strategic Management Journal*, 15(S1), 175-190.
- (Article) Bayona, C., García-Marco, T., & Huerta, E. (2001). Firms' motivations for cooperative R&D: an empirical analysis of Spanish firms. *Research Policy*, 30(8), 1289-1307.
- (Article) Belderbos, R., Carree, M., & Lokshin, B. (2004). Cooperative R&D and firm

- performance. *Research Policy*, 33(10), 1477-1492.
- (Article) Berkes, F. (2009). Evolution of co-management: role of knowledge generation, bridging organizations and social learning. *Journal of Environmental Management*, 90(5), 1692-1702.
 - (Article) Bidault, F., Despres, C., & Butler, C. (1998). The drivers of cooperation between buyers and suppliers for product innovation. *Research Policy*, 26(7-8), 719-732.
 - (Article) Bouncken, R. B., & Kraus, S. (2013). Innovation in knowledge-intensive industries: The double-edged sword of co-competition. *Journal of Business Research*, 66(10), 2060-2070
 - (Article) Brouthers, K. D., Brouthers, L. E., & Wilkinson, T. J. (1995). Strategic alliances: Choose your partners. *Long Range Planning*, 28(3), 2-25.
 - (Article) Capaldo, A. (2007). Network structure and innovation: The leveraging of a dual network as a distinctive relational capability. *Strategic Management Journal*, 28(6), 585-608.
 - (Article) Carlsson, S., Corvello, V., & Kutvonen, A. (2011). Strategic application of outbound open innovation. *European Journal of Innovation Management*. 14(4), 460-474
 - (Article) Cassiman, B., Colombo, M. G., Garrone, P., & Veugelers, R. (2005). The impact of M&A on the R&D process: An empirical analysis of the role of technological-and market-relatedness. *Research Policy*, 34(2), 195-220.
 - (Article) Cheng, C.C., & Huizingh, E.K. (2014). When is open innovation beneficial? The role of strategic orientation. *Journal of Product Innovation Management*, 31(6), 1235-1253.
 - (Article) Chesbrough, H. W. (2007). Why companies should have open business models. *MIT Sloan Management Review*, 48(2), 22.
 - (Article) Colombo, M. G., Grilli, L., & Piva, E. (2006). In search of complementary assets: The determinants of alliance formation of high-tech start-ups. *Research Policy*, 35(8), 1166-1199.
 - (Article) Dacin, M. T., Oliver, C., & Roy, J. P. (2007). The legitimacy of strategic alliances: An institutional perspective. *Strategic Management Journal*, 28(2), 169-187.
 - (Article) De Man, A. P., & Duysters, G. (2005). Collaboration and innovation: a review of the effects of mergers, acquisitions and alliances on innovation. *Technovation*, 25(12), 1377-1387.
 - (Article) Diestre, Luis, and Nandini Rajagopalan. "Are all 'sharks' dangerous? new biotechnology ventures and partner selection in R&D alliances." *Strategic Management Journal* 33.10 (2012): 1115-1134.
 - (Article) Dutta, S., & Weiss, A. M. (1997). The relationship between a firm's level of technological innovativeness and its pattern of partnership agreements. *Management Science*, 43(3), 343-356.
 - (Article) Dyer, Jeffrey H., and Harbir Singh. "The relational view: Cooperative strategy and sources of interorganizational competitive advantage." *Academy of Management Review* 23.4 (1998): 660-679.
 - (Article) Emden, Z., Calantone, R. J., & Droge, C. (2006). Collaborating for new product development: selecting the partner with maximum potential to create value. *Journal of Product Innovation Management*, 23(4), 330-341.
 - (Article) Faems, D., Van Looy, B., & Debackere, K. (2005). Interorganizational collaboration and innovation: Toward a portfolio approach. *Journal of Product Innovation Management*, 22(3), 238-250.
 - (Article) Faems, D., De Visser, M., Andries, P., & Van Looy, B. (2010). Technology alliance

- portfolios and financial performance: value-enhancing and cost-increasing effects of open innovation. *Journal of Product Innovation Management*, 27(6), 785-796.
- (Article) Freel, M. S. (2003). Sectoral patterns of small firm innovation, networking and proximity. *Research Policy*, 32(5), 751-770.
 - (Article) Gama, F., Frishammar, J., & Parida, V. (2019). Idea generation and open innovation in SMEs: When does market-based collaboration pay off most?. *Creativity and Innovation Management*, 28(1), 113-123.
 - (Article) Gassmann, O., Enkel, E., & Chesbrough, H. (2010). The future of open innovation. *R&D Management*, 40(3), 213-221.
 - (Article) George, G., Zahra, S. A., & Wood Jr, D. R. (2002). The effects of business-university alliances on innovative output and financial performance: a study of publicly traded biotechnology companies. *Journal of Business Venturing*, 17(6), 577-609.
 - (Article) Gilsing, V. A., & Duysters, G. M. (2008). Understanding novelty creation in exploration networks—structural and relational embeddedness jointly considered. *Technovation*, 28(10), 693-708.
 - (Article) Gnyawali, D. R., & Park, B. J. R. (2011). Co-opetition between giants: Collaboration with competitors for technological innovation. *Research Policy*, 40(5), 650-663.
 - (Article) Grant, R. M., & Baden-Fuller, C. (2004). A knowledge accessing theory of strategic alliances. *Journal of Management Studies*, 41(1), 61-84.
 - (Article) Grimpe, C., & Hussinger, K. (2008). Pre-empting technology competition through firm acquisitions. *Economics Letters*, 100(2), 189-191.
 - (Article) Gronum, S., Verreyne, M.L., & Kastle, T. (2012). The role of networks in small and medium-sized enterprise innovation and firm performance. *Journal of Small Business Management*, 50(2), 257-282.
 - (Article) Gu, Q., & Lu, X. (2014). Unraveling the mechanisms of reputation and alliance formation: A study of venture capital syndication in China. *Strategic Management Journal*, 35(5), 739-750.
 - (Article) Hagedoorn, J. (2002). Inter-firm R&D partnerships: an overview of major trends and patterns since 1960. *Research Policy*, 31(4), 477-492.
 - (Article) Hamel, G. (1991). Competition for competence and interpartner learning within international strategic alliances. *Strategic Management Journal*, 12(S1), 83-103.
 - (Article) Hanna, V., & Walsh, K. (2002). Small firm networks: a successful approach to innovation?. *R&D Management*, 32(3), 201-207.
 - (Article) Hardy, C., Phillips, N., & Lawrence, T. B. (2003). Resources, knowledge and influence: The organizational effects of interorganizational collaboration. *Journal of Management Studies*, 40(2), 321-347.
 - (Article) Hennart, J. F. (1988). A transaction costs theory of equity joint ventures. *Strategic Management Journal*, 9(4), 361-374.
 - (Article) Hoang, H., & Rothaermel, F. T. (2005). The effect of general and partner-specific alliance experience on joint R&D project performance. *Academy of Management Journal*, 48(2), 332-345.
 - (Article) Hohberger, J., Almeida, P., & Parada, P. (2015). 'The direction of firm innovation: The contrasting roles of strategic alliances and individual scientific collaborations'. *Research Policy*, 44, 1473-1487.
 - (Article) Ireland, R. D., Hitt, M. A., & Vaidyanath, D. (2002). Alliance management as a source of competitive advantage. *Journal of Management*, 28(3), 413-446.

- (Article) Kanter, R. M. (1994). Collaborative advantage. *Harvard Business Review*, 72(4), 96-108.
- (Article) Khanna, T., Gulati, R., & Nohria, N. (1998). The dynamics of learning alliances: Competition, cooperation, and relative scope. *Strategic Management Journal*, 19(3), 193-210.
- (Article) Koza, M. P., & Lewin, A. Y. (1998). The co-evolution of strategic alliances. *Organization Science*, 9(3), 255-264.
- (Article) Lavie, D. (2006). The competitive advantage of interconnected firms: An extension of the resource-based view. *Academy of Management Review*, 31(3), 638-658.
- (Article) Lee, S. M., Olson, D. L., & Trimi, S. (2012). Co-innovation: convergenomics, collaboration, and co-creation for organizational values. *Management Decision*, 50(5), 817-831.
- (Article) Lin, Z., Yang, H., & Arya, B. (2009). Alliance partners and firm performance: resource complementarity and status association. *Strategic Management Journal*, 30(9), 921-940.
- (Article) Mahmood, I., Zhu, H., & Zajac, E. (2011). 'Where can capabilities come from? Network ties and capability acquisition in business groups'. *Strategic Management Journal*, 32, 820-848.
- (Article) McEvily, B., & Zaheer, A. (1999). 'Bridging ties: a source of firm heterogeneity in competitive capabilities'. *Strategic Management Journal*, 20, 1133-1156.
- (Article) Mention, A. L. (2011). Co-operation and co-opetition as open innovation practices in the service sector: Which influence on innovation novelty?. *Technovation*, 31(1), 44-53.
- (Article) Mowery, D. C., Oxley, J. E., & Silverman, B. S. (1996). Strategic alliances and interfirm knowledge transfer. *Strategic Management Journal*, 17(S2), 77-91.
- (Article) Mowery, D. C., Oxley, J. E., & Silverman, B. S. (1998). Technological overlap and interfirm cooperation: implications for the resource-based view of the firm. *Research Policy*, 27(5), 507-523
- (Article) Murray, F., Aghion, P., Dewatripont, M., Kolev, J., & Stern, S. (2016). Of mice and academics: Examining the effect of openness on innovation. *American Economic Journal: Economic Policy*, 8(1), 212-52.
- (Article) Novak, S., & Stern, S. (2008). How does outsourcing affect performance dynamics? Evidence from the automobile industry. *Management Science*, 54(12), 1963-1979.
- (Article) Oxley, J., & Wada, T. (2009). Alliance structure and the scope of knowledge transfer: Evidence from US-Japan agreements. *Management Science*, 55(4), 635-649.
- (Article) Parida, V., Westerberg, M., & Frishammar, J. (2012). Inbound open innovation activities in high-tech SMEs: the impact on innovation performance. *Journal of Small Business Management*, 50(2), 283-309.
- (Article) Phelps, C. (2010). 'A longitudinal study of the influence of alliance network structure and composition on firm exploratory innovation'. *The Academy of Management Journal*, 53, 890-913.
- (Article) Rigby, D., & Zook, C. (2002). Open-market innovation. *Harvard Business Review*, 80(10), 80-93.
- (Article) Ritala, P., & Hurmelinna-Laukkanen, P. (2009). What's in it for me? Creating and appropriating value in innovation-related co-opetition. *Technovation*, 29(12), 819-828.
- (Article) Ritter, T., & Gemünden, H. G. (2003). Network competence: Its impact on innovation success and its antecedents. *Journal of Business Research*, 56(9), 745-755.

- (Article) Rothaermel, F. T., & Boeker, W. (2008). Old technology meets new technology: Complementarities, similarities, and alliance formation. *Strategic Management Journal*, 29(1), 47-77.
- (Article) Rothwell, R., & Dodgson, M. (1991). External linkages and innovation in small and medium-sized enterprises. *R&D Management*, 21(2), 125-138.
- (Article) Sampson, R. (2007). 'R&D Alliances and Firm Performance: The impact of Technological Diversity and Alliance Organization on Innovation'. *The Academy of Management Journal*, 50, 364-386
- (Article) Sarkar, M. B., Echambadi, R., Cavusgil, S. T., & Aulakh, P. S. (2001). The influence of complementarity, compatibility, and relationship capital on alliance performance. *Journal of the Academy of Marketing Science*, 29(4), 358-373.
- (Article) Sarkar, M. B., Echambadi, R. A. J., & Harrison, J. S. (2001). Alliance entrepreneurship and firm market performance. *Strategic Management Journal*, 22(6-7), 701-711
- (Article) Schilling, M. A. (2015). Technology shocks, technological collaboration, and innovation outcomes. *Organization Science*, 26(3), 668-686.
- (Article) Silverman, B. S., & Baum, J. A. (2002). Alliance-based competitive dynamics. *Academy of Management Journal*, 45(4), 791-806.
- (Article) Soto-Acosta, P., Popa, S., & Palacios-Marqués, D. (2017). Social web knowledge sharing and innovation performance in knowledge-intensive manufacturing SMEs. *The Journal of Technology Transfer*, 42(2), 425-440.
- (Article) Stuart, T. E. (2000). Interorganizational alliances and the performance of firms: A study of growth and innovation rates in a high-technology industry. *Strategic Management Journal*, 791-811.
- (Article) Subramanian, A. M., & Soh, P. H. (2017). Linking alliance portfolios to recombinant innovation: The combined effects of diversity and alliance experience. *Long Range Planning*, 50(5), 636-652.
- (Article) Tether, B. S. (2002). Who co-operates for innovation, and why: an empirical analysis. *Research Policy*, 31(6), 947-967.
- (Article) van der Wouden, F. (2020). A history of collaboration in US invention: changing patterns of co-invention, complexity and geography. *Industrial and Corporate Change*, 29(3), 599-619.
- (Article) Van de Vrande, V., De Jong, J.P., Vanhaverbeke, W., & De Rochemont, M. (2009). Open innovation in SMEs: Trends, motives and management challenges. *Technovation*, 29(6), 423-437.
- (Article) Wang, C. H., Chang, C. H., & Shen, G. C. (2015). The effect of inbound open innovation on firm performance: Evidence from high-tech industry. *Technological Forecasting and Social Change*, 99, 222-230.
- (Article) West, J., & Bogers, M. (2014). Leveraging external sources of innovation: a review of research on open innovation. *Journal of Product Innovation Management*, 31(4), 814-831.
- (Article) Zaheer, A., & Bell, G. (2005). 'Benefiting from network position: firm capabilities, structural holes, and performance'. *Strategic Management Journal*, 26, 809-825.
- (Article) Zhang, X., Chu, Z., Ren, L., & Xing, J. (2023). Open innovation and sustainable competitive advantage: The role of organizational learning. *Technological Forecasting and Social Change*, 186, 122114.

Building closer ties: innovation networks, communities and intermediaries

Keywords: clusters, communities, cultural distance, innomediaries, networks, structural holes, weak ties

- (Book) Chesbrough, H., Vanhaverbeke, W., & West, J. (Eds.). (2014). [New frontiers in open innovation](#). Oup Oxford.
- (Book) Porter, M. E. (1998). *Clusters and the new economics of competition* (Vol. 76, No. 6, pp. 77-90). Boston: Harvard Business Review.
- (Video) [Steve Jobs Connecting the Dots](#) (Stanford speech)
- (Article) Aarikka-Stenroos, L., & Ritala, P. (2017). Network management in the era of ecosystems: Systematic review and management framework. *Industrial Marketing Management*, 67, 23-36.
- (Article) Ahuja, G. (2000a). 'Collaboration networks, structural holes, and innovation: a longitudinal study'. *Administrative Science Quarterly*, 45, 425-455.
- (Article) Allen, J., James, A. D., & Gamlen, P. (2007). Formal versus informal knowledge networks in R&D: a case study using social network analysis. *R&D Management*, 37(3), 179-196.
- (Article) Antikainen, M., Mäkipää, M., & Ahonen, M. (2010). Motivating and supporting collaboration in open innovation. *European Journal of Innovation Management*, 13(1), 100-119.
- (Article) Antonelli, C. (2000). Collective knowledge communication and innovation: the evidence of technological districts. *Regional Studies*, 34(6), 535-547.
- (Article) Batterink, M. H., Wubben, E. F., Klerkx, L., & Omta, S. W. F. (2010). Orchestrating innovation networks: The case of innovation brokers in the agri-food sector. *Entrepreneurship and Regional Development*, 22(1), 47-76.
- (Article) Baum, J. A., Rowley, T. J., Shipilov, A. V., & Chuang, Y. T. (2005). Dancing with strangers: Aspiration performance and the search for underwriting syndicate partners. *Administrative Science Quarterly*, 50(4), 536-575.
- (Article) Baum, J. A., McEvily, B., & Rowley, T. J. (2012). Better with age? Tie longevity and the performance implications of bridging and closure. *Organization Science*, 23(2), 529-546.
- (Article) Beckman, C.M., & Haunschild, P.R. (2002). Network learning: The effects of partners' heterogeneity of experience on corporate acquisitions. *Administrative Science Quarterly*, 47(1), 92-124.
- (Article) Berkes, E., & Gaetani, R. (2021). The geography of unconventional innovation. *The Economic Journal*, 131(636), 1466-1514.
- (Article) Biemans, W. G. (1990). The managerial implications of networking. *European Management Journal*, 8(4), 529-540.
- (Article) Binz, C., Truffer, B., & Coenen, L. (2014). Why space matters in technological innovation systems—Mapping global knowledge dynamics of membrane bioreactor technology. *Research Policy*, 43(1), 138-155.
- (Article) Borgatti, S. P., & Halgin, D. S. (2011). On network theory. *Organization Science*, 22(5), 1168-1181.
- (Article) Brouthers, K. D., & Brouthers, L. E. (2001). Explaining the national cultural distance paradox. *Journal of International Business Studies*, 32(1), 177-189.
- (Article) Burt, R. S. (2004). Structural holes and good ideas. *American Journal of Sociology*,

110(2), 349-399.

- (Article) Cassiman, B., & Veugelers, R. (2002). R&D cooperation and spillovers: some empirical evidence from Belgium. *American Economic Review*, 92(4), 1169-1184.
- (Article) Catalini, Christian, Christian Fons-Rosen, and Patrick Gaulé. 2020. How do travel costs shape collaboration? *Management Science* 66(8): 3295-3798
- (Article) Centola, D., & Macy, M. (2007). Complex contagions and the weakness of long ties. *American Journal of Sociology*, 113(3), 702-734.
- (Article) Chai, S., & Freeman, R. B. (2019). Temporary colocation and collaborative discovery: Who confers at conferences. *Strategic Management Journal*, 40(13), 2138-2164.
- (Article) Chua, R., Roth, Y., & Lemoine, J. (2015). 'The Impact of Culture on Creativity: How Cultural Tightness and Cultural Distance Affect Global Innovation Crowdsourcing Work'. *Administrative Science Quarterly*, 60, 189-227.
- (Article) Colombo, G., Dell'Era, C., & Frattini, F. (2015). Exploring the contribution of innovation intermediaries to the new product development (NPD) process: a typology and an empirical study. *R&D Management*, 45(2), 126-146.
- (Article) Cowan, R., Jonard, N., & Zimmermann, J. B. (2007). Bilateral collaboration and the emergence of innovation networks. *Management Science*, 53(7), 1051-1067.
- (Article) Crescenzi, R., Nathan, M., & Rodríguez-Pose, A. (2016). Do inventors talk to strangers? On proximity and collaborative knowledge creation. *Research Policy*, 45(1), 177-194.
- (Article) Cumbers, A., Mackinnon, D., & Chapman, K. (2003). Innovation, collaboration, and learning in regional clusters: a study of SMEs in the Aberdeen oil complex. *Environment and Planning A*, 35(9), 1689-1706.
- (Article) Dagnino, G. B., Levanti, G., Minà, A., & Picone, P. M. (2015). Interorganizational network and innovation: A bibliometric study and proposed research agenda. *Journal of Business & Industrial Marketing*, 30(3/4), 354-377.
- (Article) Dagnino, G. B., Levanti, G., & Mocciano Li Destri, A. (2016). Structural dynamics and intentional governance in strategic interorganizational network evolution: A multilevel approach. *Organization Studies*, 37(3), 349-373.
- (Article) Dahlander, L., & McFarland, D. A. (2013). Ties that last: Tie formation and persistence in research collaborations over time. *Administrative Science Quarterly*, 58(1), 69-110.
- (Article) Dahlander, L., O'Mahony, S., & Gann, D.M. (2016). 'One foot in, one foot out: how does individuals' external search breadth affect innovation outcomes?'. *Strategic Management Journal*, 37, 280-302.
- (Article) Delgado, M., Porter, M. E., & Stern, S. (2014). Clusters, convergence, and economic performance. *Research Policy*, 43(10), 1785-1799.
- (Article) De Silva, M., Howells, J., & Meyer, M. (2018). Innovation intermediaries and collaboration: Knowledge-based practices and internal value creation. *Research Policy*, 47(1), 70-87.
- (Article) Dhanaraj, C., & Parkhe, A. (2006). Orchestrating innovation networks. *Academy of Management Review*, 31(3), 659-669.
- (Article) Diemer, A., & Regan, T. (2022). No inventor is an island: social connectedness and the geography of knowledge flows in the US. *Research Policy*, 51(2), 104416.
- (Article) Dittrich, K., & Duysters, G. (2007). Networking as a means to strategy change: the case of open innovation in mobile telephony. *Journal of Product Innovation Management*,

- 24(6), 510-521.
- (Article) Duplat, V., & Lumineau, F. (2016). Third parties and contract design: The case of contracts for technology transfer. *Managerial and Decision Economics*, 37(6), 424-444.
 - (Article) Enkel, E., & Gassmann, O. (2010). Creative imitation: exploring the case of cross-industry innovation. *R&D Management*, 40(3), 256-270.
 - (Article) Enkel, E., Heil, S., Hengstler, M., & Wirth, H. (2017). Exploratory and exploitative innovation: To what extent do the dimensions of individual level absorptive capacity contribute?. *Technovation*, 60, 29-38.
 - (Article) Fichter, K. (2009). Innovation communities: the role of networks of promoters in Open Innovation. *R&D Management*, 39(4), 357-371.
 - (Article) Freeman, C. (1991). Networks of innovators: a synthesis of research issues. *Research Policy*, 20(5), 499-514.
 - (Article) Fromhold-Eisebith, M., & Eisebith, G. (2005). How to institutionalize innovative clusters? Comparing explicit top-down and implicit bottom-up approaches. *Research Policy*, 34(8), 1250-1268.
 - (Article) Gassmann, O., Daiber, M., & Enkel, E. (2011). The role of intermediaries in cross-industry innovation processes. *R&D Management*, 41(5), 457-469.
 - (Article) Gawer, A. (2014). Bridging differing perspectives on technological platforms: Toward an integrative framework. *Research Policy*, 43(7), 1239-1249.
 - (Article) Gawer, A., & Cusumano, M. A. (2014). Industry platforms and ecosystem innovation. *Journal of Product Innovation Management*, 31(3), 417-433.
 - (Article) Gilsing, V., Nooteboom, B., Vanhaverbeke, W., Duysters, G., & van den Oord, A. (2008). Network embeddedness and the exploration of novel technologies: Technological distance, betweenness centrality and density. *Research Policy*, 37(10), 1717-1731.
 - (Article) Giuliani, E., & Bell, M. (2005). The micro-determinants of meso-level learning and innovation: evidence from a Chilean wine cluster. *Research Policy*, 34(1), 47-68.
 - (Article) Glückler, J., & Armbrüster, T. (2003). Bridging uncertainty in management consulting: The mechanisms of trust and networked reputation. *Organization Studies*, 24(2), 269-297.
 - (Article) Granovetter, M. S. (1973). The strength of weak ties. *American Journal of Sociology*, 78(6), 1360-1380.
 - (Article) Granovetter, M. (1985). Economic action and social structure: The problem of embeddedness. *American Journal of Sociology*, 91(3), 481-510.
 - (Article) Guan, J., & Liu, N. (2016). 'Exploitative and exploratory innovations in knowledge network and collaboration network: A patent analysis in the technological field of nano-energy'. *Research Policy*, 45, 97-112.
 - (Article) Giudici, A., Reinmoeller, P., & Ravasi, D. (2018). Open-system orchestration as a relational source of sensing capabilities: Evidence from a venture association. *Academy of Management Journal*, 61(4), 1369-1402.
 - (Article) Gulati, R., Nohria, N., & Zaheer, A. (2000). Strategic networks. *Strategic Management Journal*, 203-215.
 - (Article) Halevy, N., Halali, E., & Zlatev, J. J. (2019). Brokerage and brokering: An integrative review and organizing framework for third party influence. *Academy of Management Annals*, 13(1), 215-239.
 - (Article) Howells, J. (2006). Intermediation and the role of intermediaries in innovation. *Research Policy*, 35(5), 715-728.

- (Article) Hurmelinna-Laukkanen, P., & Nätti, S. (2018). Orchestrator types, roles and capabilities—A framework for innovation networks. *Industrial Marketing Management*, 74, 65-78.
- (Article) Ilbert, O., & Müller, F. (2015). 'Network dynamics in constellations of cultural differences: Relational distance in innovation process in legal services and biotechnology'. *Research Policy*, 44, 181-194.
- (Article) Inkpen, A. C., & Tsang, E. W. (2005). Social capital, networks, and knowledge transfer. *Academy of Management Review*, 30(1), 146-165.
- (Article) Järvi, K., Almpantopoulou, A., & Ritala, P. (2018). Organization of knowledge ecosystems: Prefigurative and partial forms. *Research Policy*, 47(8), 1523-1537.
- (Article) Jeppesen, L. B., & Lakhani, K. R. (2010). Marginality and problem-solving effectiveness in broadcast search. *Organization Science*, 21(5), 1016-1033.
- (Article) Kabo, F. W., Cotton-Nessler, N., Hwang, Y., Levenstein, M. C., & Owen-Smith, J. (2014). Proximity effects on the dynamics and outcomes of scientific collaborations. *Research Policy*, 43(9), 1469-1485.
- (Article) Klerkx, L., & Leeuwis, C. (2008). Balancing multiple interests: Embedding innovation intermediation in the agricultural knowledge infrastructure. *Technovation*, 28(6), 364-378
- (Article) Knobon, J., & Oerlemans, L. A. (2006). Proximity and inter-organizational collaboration: A literature review. *International Journal of Management Reviews*, 8(2), 71-89.
- (Article) Kogut, B., & Singh, H. (1988). The effect of national culture on the choice of entry mode. *Journal of International Business Studies*, 19(3), 411-432.
- (Article) Lazzarotti, V., & Manzini, R. (2009). Different modes of open innovation: a theoretical framework and an empirical study. *International journal of innovation management*, 13(04), 615-636.
- (Article) Lee, S., Park, G., Yoon, B., & Park, J. (2010). Open innovation in SMEs—An intermediated network model. *Research Policy*, 39(2), 290-300.
- (Article) Levin, D.Z., & Cross, R. (2004). The strength of weak ties you can trust: The mediating role of trust in effective knowledge transfer. *Management Science*, 50(11), 1477-1490.
- (Article) Li, Y., & Vanhaverbeke, W. (2009). The effects of inter-industry and country difference in supplier relationships on pioneering innovations. *Technovation*, 29(12), 843-858.
- (Article) Malerba, F. (2002). Sectoral systems of innovation and production. *Research Policy*, 31(2), 247-264.
- (Article) Mandell, M., & Steelman, T. (2003). Understanding what can be accomplished through interorganizational innovations The importance of typologies, context and management strategies. *Public Management Review*, 5(2), 197-224.
- (Article) Möller, K., & Rajala, A. (2007). Rise of strategic nets—New modes of value creation. *Industrial Marketing Management*, 36(7), 895-908.
- (Article) Nambisan, S., & Sawhney, M. (2011). Orchestration processes in network-centric innovation: Evidence from the field. *Academy of Management Perspectives*, 25(3), 40-57.
- (Article) Nooteboom, B., Van Haverbeke, W., Duysters, G., Gilsing, V., & Van den Oord, A. (2007). Optimal cognitive distance and absorptive capacity. *Research Policy*, 36(7), 1016-1034.

- (Article) Ollila, S., & Yström, A. (2017). An investigation into the roles of open innovation collaboration managers. *R&D Management*, 47(2), 236-252.
- (Article) Orton, J. D., & Weick, K. E. (1990). Loosely coupled systems: A reconceptualization. *Academy of Management Review*, 15(2), 203-223.
- (Article) Pahnke, E., McDonald, R., Wang, D., & Hallen, B. (2015). 'Exposed: venture capital, competitor ties, and entrepreneurial innovation'. *Academy of Management Journal*, 58, 1334-1360.
- (Article) Pisano, G. P., & Verganti, R. (2008). Which kind of collaboration is right for you. *Harvard Business Review*, 86(12), 78-86.
- (Article) Pittaway, L., Robertson, M., Munir, K., Denyer, D., & Neely, A. (2004). Networking and innovation: a systematic review of the evidence. *International Journal of Management Reviews*, 5(3-4), 137-168.
- (Article) Powell, W., Koput, K., & Smith-Doerr, L. (1996). 'Interorganizational collaboration and the locus of innovation: networks of learning in biotechnology'. *Administrative Science Quarterly*, 41, 116-145.
- (Article) Powell, W., Koput, K., White, D., & Owen-Smith, J. (2005). 'Network dynamics and field evolution: The growth of interorganizational collaboration in the life sciences'. *American Journal of Sociology*, 110, 1132-1205.
- (Article) Provan, K. G., Fish, A., & Sydow, J. (2007). Interorganizational networks at the network level: A review of the empirical literature on whole networks. *Journal of Management*, 33(3), 479-516.
- (Article) Rampersad, G., Quester, P., & Troshani, I. (2010). 'Managing innovation networks: Exploratory evidence from ICT, biotechnology and nanotechnology networks'. *Industrial Marketing Management*, 39, 793-805.
- (Article) Rauch, A., Rosenbusch, N., Unger, J., & Frese, M. (2016). The effectiveness of cohesive and diversified networks: A meta-analysis. *Journal of Business Research*, 69(2), 554-568.
- (Article) Reagans, R., & McEvily, B. (2003). Network structure and knowledge transfer: The effects of cohesion and range. *Administrative Science Quarterly*, 48(2), 240-267.
- (Article) Ring, P. S., & Van de Ven, A. H. (1992). Structuring cooperative relationships between organizations. *Strategic Management Journal*, 13(7), 483-498.
- (Article) Rosenkopf, L., & Almeida, P. (2003). Overcoming local search through alliances and mobility. *Management Science*, 49(6), 751-766.
- (Article) Rost, K. (2011). The strength of strong ties in the creation of innovation. *Research Policy*, 40(4), 588-604.
- (Article) Sarala, R. M., & Vaara, E. (2010). Cultural differences, convergence, and crossvergence as explanations of knowledge transfer in international acquisitions. *Journal of International Business Studies*, 41(8), 1365-1390.
- (Article) Sawhney, M., Prandelli, E., & Verona, G. (2002). The power of innomediation. *MIT Sloan Management Review*, 44(2), 77-82.
- (Article) Schilling, A., & Phelps, C. (2007). 'Interfirm Collaboration Networks: The Impact of large-Scale Network Structure on Firm Innovation'. *Management Science*, 53, 1113-1126.
- (Article) Schmitz, H. (1999). Collective efficiency and increasing returns. *Cambridge Journal of Economics*, 23(4), 465-483.
- (Article) Shenkar, O. (2001). Cultural distance revisited: Towards a more rigorous conceptualization and measurement of cultural differences. *Journal of International*

- Business Studies*, 32(3), 519-535.
- (Article) Sieg, J. H., Wallin, M. W., & Von Krogh, G. (2010). Managerial challenges in open innovation: a study of innovation intermediation in the chemical industry. *R&D Management*, 40(3), 281-291.
 - (Article) Simonin, B. L. (1999). Ambiguity and the process of knowledge transfer in strategic alliances. *Strategic Management Journal*, 20(7), 595-623.
 - (Article) Soukhoroukova, A., Spann, M., & Skiera, B. (2012). Sourcing, filtering, and evaluating new product ideas: An empirical exploration of the performance of idea markets. *Journal of Product Innovation Management*, 29(1), 100-112.
 - (Article) Stewart, J., & Hyysalo, S. (2008). Intermediaries, users and social learning in technological innovation. *International Journal of Innovation Management*, 12(03), 295-325.
 - (Article) Tiwana, A. (2008). 'Do bridging ties complement strong ties? An empirical examination of alliance ambidexterity'. *Strategic Management Journal*, 29, 251-272.
 - (Article) Uzzi, B. (1997). Social structure and competition in interfirm networks: The paradox of embeddedness. *Administrative Science Quarterly*, 35-67.
 - (Article) Van Aken, J. E., & Weggeman, M. P. (2000). Managing learning in informal innovation networks: overcoming the Daphne-dilemma. *R&D Management*, 30(2), 139-150.
 - (Article) Vasudeva, G., Zaheer, A., & Hernandez, E. (2013). The embeddedness of networks: Institutions, structural holes, and innovativeness in the fuel cell industry. *Organization Science*, 24(3), 645-663.
 - (Article) Wang, C., Rodan, S., Fruin, M., & Xu, X. (2014). 'Knowledge networks, collaboration networks and exploratory innovation'. *Academy of Management Journal*, 57, 484-514.
 - (Article) Zaheer, A., Gözübüyük, R., & Milanov, H. (2010). It's the connections: The network perspective in interorganizational research. *Academy of Management Perspectives*, 24(1), 62-77.
 - (Article) Zaheer, A., & Soda, G. (2009). Network evolution: The origins of structural holes. *Administrative Science Quarterly*, 54(1), 1-31.
 - (Article) Zucker, L. G., Darby, M. R., & Brewer, M. B. (1994). Intellectual capital and the birth of US biotechnology enterprises (No. w4653). *National Bureau of Economic Research*.

Open innovation: proudly-found elsewhere

Keywords: *crowdsourcing, open innovation*

- (Book) Chesbrough, H et al. (2006) [Open Innovation: Researching a New Paradigm](#). Oxford University Press
- (Book) Howe, J. (2008). [Crowdsourcing: How the power of the crowd is driving the future of business](#). Random House.
- (Book) Tidd, J. (2013) [Open Innovation Research, Management and Practice](#). Imperial College Press, London.
- (Video) [Insight: Ideas for Change](#) - Open Innovation - Henry Chesbrough
- (Video) B. Wilmot, R. (2015). [Crowdsourcing Innovation: Changing the world one idea at a time](#). Tedx Talks
- (Article) Afuah, A., & Tucci, C. L. (2012). Crowdsourcing as a solution to distant search. *Academy of Management Review*, 37(3), 355-375.

- (Article) Almirall, E., & Casadesus-Masanell, R. (2010). Open versus closed innovation: A model of discovery and divergence, *Academy of Management Review*, 35(1), 27-47.
- (Article) Andrew, J. P., & Sirkin, H. L. (2003). Innovating for cash. *Harvard Business Review*, 81(9), 76-83.
- (Article) Baldwin, C., & Von Hippel, E. (2011). Modeling a paradigm shift: From producer innovation to user and open collaborative innovation. *Organization Science*, 22(6), 1399-1417.
- (Article) Bayus, B. L. (2013). Crowdsourcing new product ideas over time: An analysis of the Dell IdeaStorm community. *Management Science*, 59(1), 226-244.
- (Article) Bogers, M., & West, J. (2012). Managing distributed innovation: Strategic utilization of open and user innovation. *Creativity and Innovation Management*, 21(1), 61-75.
- (Article) Boudreau, K., & Lakhani, K. (2009). How to manage outside innovation. *MIT Sloan Management Review*, 50(4), 69.
- (Article) Boudreau, K. (2010). Open platform strategies and innovation: Granting access vs. devolving control. *Management Science*, 56(10), 1849-1872.
- (Article) Boudreau, K. J. (2012). Let a thousand flowers bloom? An early look at large numbers of software app developers and patterns of innovation. *Organization Science*, 23(5), 1409-1427.
- (Article) Boudreau, K. J., & Lakhani, K. R. (2013). Using the crowd as an innovation partner. *Harvard Business Review*, 91(4), 60-9.
- (Article) Cassiman, B., & Valentini, G. (2016). 'Open innovation: are inbound and outbound knowledge flows really complementary?'. *Strategic Management Journal*, 37, 1034-1046.
- (Article) Chesbrough, H. (2003). The logic of open innovation: managing intellectual property. *California Management Review*, 45(3), 33-58.
- (Article) Chesbrough, H. (2003). The era of open innovation. *MIT Sloan Management Review*, 44(3), 35-41.
- (Article) Chesbrough, H. W., & Appleyard, M. M. (2007). Open innovation and strategy. *California Management Review*, 50(1), 57-76.
- (Article) Dahlander, L., & Gann, D.M. (2010). How open is innovation?. *Research Policy*, 39(6), 699-709.
- (Article) Djelassi, S., & Decoopman, I. (2013). Customers' participation in product development through crowdsourcing: Issues and implications. *Industrial Marketing Management*, 42(5), 683-692.
- (Article) Ebner, W., Leimeister, J. M., & Krcmar, H. (2009). Community engineering for innovations: the ideas competition as a method to nurture a virtual community for innovations. *R&D Management*, 39(4), 342-356.
- (Article) Estellés-Arolas, E., & González-Ladrón-De-Guevara, F. (2012). Towards an integrated crowdsourcing definition. *Journal of Information science*, 38(2), 189-200.
- (Article) Galton, F. Vox Populi - The Wisdom of Crowds; *Nature* (1907), No. 1949, Vol. 75, 450-451
- (Article) Ghezzi, A., Gabelloni, D., Martini, A., & Natalicchio, A. (2018). Crowdsourcing: a review and suggestions for future research. *International Journal of Management Reviews*, 20(2), 343-363.
- (Article) Huizingh, E. K. (2011). Open innovation: State of the art and future perspectives. *Technovation*, 31(1), 2-9.

- (Article) Mack, T., & Landau, C. (2020). Submission quality in open innovation contests-an analysis of individual-level determinants of idea innovativeness. *R&D Management*, 50(1), 47-62
- (Article) Mazzola, E., Bruccoleri, M., & Perrone, G. (2012). The effect of inbound, outbound and coupled innovation on performance. *International Journal of Innovation Management*, 16(06), 1240008.
- (Article) Poetz, M. K., & Schreier, M. (2012). The value of crowdsourcing: can users really compete with professionals in generating new product ideas?. *Journal of Product Innovation Management*, 29(2), 245-256.
- (Article) Tatarynowicz, A., Sytch, M., & Gulati, R. (2015). 'Environmental Demands and the Emergence of Social Structure: Technological Dynamism and Interorganizational Network Forms'. *Administrative Science Quarterly*, 1-35.
- (Article) Tortoriello, M. (2015). 'The social underpinnings of absorptive capacity: the moderating effects of structural holes on innovation generation based on external knowledge'. *Strategic Management Journal*, 36, 586-597.
- (Article) Trott, P., & Hartmann, D. A. P. (2009). Why 'open innovation' is old wine in new bottles. *International Journal of Innovation Management*, 13(04), 715-736.
- (Article) West, J., & Gallagher, S. (2006). Challenges of open innovation: the paradox of firm investment in open-source software. *R&D Management*, 36(3), 319-331.
- (Article) West, J., Salter, A., Vanhaverbeke, W., & Chesbrough, H. (2014) Open innovation: The next decade. *Research Policy*, 43(5), 805-811.

Managing innovation across corporate boundaries

Keywords: *alliance capability, conflict resolution, contracts, deal flow, joint ventures, negotiation, scouting, transaction costs*

- (Book) Archibald, R. D., & Archibald, S. (2016). [Leading and Managing Innovation: What Every Executive Team Must Know about Project, Program, and Portfolio Management](#) (Vol. 22). CRC Press.
- (Book) Oliver Alexy and Markus Reitzig (2012) [Managing the business risks of open innovation](#), McK Quarterly, January
- (Book) Williamson, O. E. (1985). [The economic institutions of capitalism](#). Simon and Schuster.
- (Video) [Open Innovation: Proudly found elsewhere](#) (DSM video)
- (Video) [Open Innovation: Amway Sends Out Scientists as Scouts](#)
- (Article) Aarikka-Stenroos, L., Jaakkola, E., Harrison, D., & Mäkitalo-Keinonen, T. (2017). How to manage innovation processes in extensive networks: A longitudinal study. *Industrial Marketing Management*, 67, 88-105.
- (Article) Adegbesan, J. A., & Higgins, M. J. (2011). The intra-alliance division of value created through collaboration. *Strategic Management Journal*, 32(2), 187-211.
- (Article) Albers, S., Wohlgezogen, F., & Zajac, E. J. (2016). Strategic alliance structures: An organization design perspective. *Journal of Management*, 42(3), 582-614.
- (Article) Alexy, O., George, G., & Salter, A. J. (2013). Cui bono? The selective revealing of knowledge and its implications for innovative activity. *Academy of Management Review*, 38(2), 270-291.

- (Article) Bahemia, H., & Squire, B. (2010). A contingent perspective of open innovation in new product development projects. *International Journal of Innovation Management*, 14(04), 603-627.
- (Article) Bhaskaran, S. R., & Krishnan, V. (2009). Effort, revenue, and cost sharing mechanisms for collaborative new product development. *Management Science*, 55(7), 1152-1169
- (Article) Bianchi, M., Cavaliere, A., Chiaroni, D., Frattini, F., & Chiesa, V. (2011). Organisational modes for Open Innovation in the bio-pharmaceutical industry: An exploratory analysis. *Technovation*, 31(1), 22-33.
- (Article) Bigliardi, B., Ivo Dormio, A., & Galati, F. (2012). The adoption of open innovation within the telecommunication industry. *European Journal of Innovation Management*, 15(1), 27-54.
- (Article) Brettel, M., & Cleven, N. J. (2011). Innovation culture, collaboration with external partners and NPD performance. *Creativity and Innovation Management*, 20(4), 253-272.
- (Article) Buganza, T., Chiaroni, D., Colombo, G., & Frattini, F. (2011). Organisational implications of open innovation: an analysis of inter-industry patterns. *International Journal of Innovation Management*, 15(02), 423-455.
- (Article) Chesbrough, H. (2004). Managing open innovation. *Research-Technology Management*, 47(1), 23-26.
- (Article) Chesbrough, H., & Brunswicker, S. (2014). A fad or a phenomenon?: The adoption of open innovation practices in large firms. *Research-Technology Management*, 57(2), 16-25.
- (Article) Chesbrough, H., & Crowther, A. K. (2006). Beyond high tech: early adopters of open innovation in other industries. *R&D Management*, 36(3), 229-236.
- (Article) Chiaroni, D., Chiesa, V., & Frattini, F. (2010). Unravelling the process from Closed to Open Innovation: evidence from mature, asset-intensive industries. *R&D Management*, 40(3), 222-245.
- (Article) Chiaroni, D., Chiesa, V., & Frattini, F. (2011). The Open Innovation Journey: How firms dynamically implement the emerging innovation management paradigm. *Technovation*, 31(1), 34-43.
- (Article) Coase, Ronald (1960), "The Problem of Social Cost", *Journal of Law and Economics* 3: 1-44;
- (Article) Dabić, M., Daim, T., Bogers, M. L., & Mention, A. L. (2023). The limits of open innovation: Failures, risks, and costs in open innovation practice and theory. *Technovation*, 126, 102786.
- (Article) de Araújo Burcharth, A. L., Knudsen, M. P., & Søndergaard, H. A. (2014). Neither invented nor shared here: The impact and management of attitudes for the adoption of open innovation practices. *Technovation*, 34(3), 149-161.
- (Article) De Faria, P., Lima, F., & Santos, R. (2010). Cooperation in innovation activities: The importance of partners. *Research Policy*, 39(8), 1082-1092.
- (Article) De Groote, J. K., & Backmann, J. (2020). Initiating open innovation collaborations between incumbents and startups: How can David and Goliath get along?. *International Journal of Innovation Management*, 24(02), 2050011.
- (Article) Dodgson, M., Gann, D., & Salter, A. (2006). The role of technology in the shift towards open innovation: the case of Procter & Gamble. *R&D Management*, 36(3), 333-346.
- (Article) Drechsler, W., & Natter, M. (2012). Understanding a firm's openness decisions in

- innovation. *Journal of Business Research*, 65(3), 438-445.
- (Article) Duysters, G., Kok, G., & Vaandrager, M. (1999). Crafting successful strategic technology partnerships. *R&D Management*, 29(4), 343-351.
 - (Article) Dyer, J. H., & Nobeoka, K. (2000). Creating and managing a high-performance knowledge-sharing network: the Toyota case. *Strategic Management Journal*, 21(3), 345-367.
 - (Article) Felin, T., & Zenger, T. R. (2014). Closed or open innovation? Problem solving and the governance choice. *Research Policy*, 43(5), 914-925.
 - (Article) Giannopoulou, E., Yström, A., & Ollila, S. (2011). Turning open innovation into practice: Open innovation research through the lens of managers. *International Journal of Innovation Management*, 15(03), 505-524.
 - (Article) Gilson, R., Sabel, C., & Scott, R. (2009). 'Contracting for Innovation: Vertical Disintegration and Interfirm Collaboration'. *Columbia Law Review*, 109, 431-502.
 - (Article) Gnanasambandam, C., & Uhl, M. (2017). Innovation Is as Much About Finding Partners as Building Products, *Harvard Business Review*, July 20, 2017
 - (Article) Ghoshal, S., & Moran, P. (1996). Bad for practice: A critique of the transaction cost theory. *Academy of Management Review*, 21(1), 13-47.
 - (Article) Hallen, B. L., Katila, R., & Rosenberger, J. D. (2014). How do social defenses work? A resource-dependence lens on technology ventures, venture capital investors, and corporate relationships. *Academy of Management Journal*, 57(4), 1078-1101.
 - (Article) Heimeriks, K. H., & Duysters, G. (2007). Alliance capability as a mediator between experience and alliance performance: An empirical investigation into the alliance capability development process. *Journal of Management Studies*, 44(1), 25-49.
 - (Article) Hernández-Espallardo, M., Sánchez-Pérez, M., & Segovia-López, C. (2011). Exploitation-and exploration-based innovations: the role of knowledge in inter-firm relationships with distributors. *Technovation*, 31(5-6), 203-215.
 - (Article) Hitt, M. A., Dacin, M. T., Levitas, E., Arregle, J. L., & Borza, A. (2000). Partner selection in emerging and developed market contexts: Resource-based and organizational learning perspectives. *Academy of Management Journal*, 43(3), 449-467.
 - (Article) Hoetker, G. (2005). How much you know versus how well I know you: selecting a supplier for a technically innovative component. *Strategic Management Journal*, 26(1), 75-96.
 - (Article) Hsieh, K. N., & Tidd, J. (2012). Open versus closed new service development: The influences of project novelty. *Technovation*, 32(11), 600-608.
 - (Article) Huston, L., & Sakkab, N. (2006). Connect and develop. *Harvard Business Review*, 84(3), 58-66.
 - (Article) Katila, R., Rosenberger, J. D., & Eisenhardt, K. M. (2008). Swimming with sharks: Technology ventures, defense mechanisms and corporate relationships. *Administrative Science Quarterly*, 53(2), 295-332.
 - (Article) Kazadi, K., Lievens, A., & Mahr, D. (2016). Stakeholder co-creation during the innovation process: Identifying capabilities for knowledge creation among multiple stakeholders. *Journal of Business Research*, 69(2), 525-540.
 - (Article) Kelly, M. J., Schaan, J. L., & Joncas, H. (2002). Managing alliance relationships: Key challenges in the early stages of collaboration. *R&D Management*, 32(1), 11-22.
 - (Article) Keupp, M.M., & Gassmann, O. (2009). Determinants and archetype users of open innovation. *R&D Management*, 39(4), 331-341.

- (Article) King, A., & Lakhani, K. R. (2013). Using open innovation to identify the best ideas. *MIT Sloan Management Review*, 55(1), 41.
- (Article) Lam, A. (1997). Embedded firms, embedded knowledge: Problems of collaboration and knowledge transfer in global cooperative ventures. *Organization Studies*, 18(6), 973-996.
- (Article) Lambe, C. J., Morgan, R. E., Sheng, S., & Kutwaroo, G. (2009). Alliance-based new product development success: The role of formalization in exploration and exploitation contexts. *Journal of Business-to-Business Marketing*, 16(3), 242-275.
- (Article) Lambe, C. J., Spekman, R. E., & Hunt, S. D. (2002). Alliance competence, resources, and alliance success: conceptualization, measurement, and initial test. *Journal of the Academy of Marketing Science*, 30(2), 141-158.
- (Article) Lavie, D., & Rosenkopf, L. (2006). Balancing exploration and exploitation in alliance formation. *Academy of Management Journal*, 49(4), 797-818.
- (Article) Levén, P., Holmström, J., & Mathiassen, L. (2014). Managing research and innovation networks: Evidence from a government sponsored cross-industry program. *Research Policy*, 43(1), 156-168.
- (Article) Littler, D., Leverick, F., & Bruce, M. (1995). Factors affecting the process of collaborative product development: a study of UK manufacturers of information and communications technology products. *Journal of Product Innovation Management*, 12(1), 16-32.
- (Article) Lopez-Vega, H., Tell, F., & Vanhaverbeke, W. (2016). Where and how to search? Search paths in open innovation. *Research Policy*, 45(1), 125-136.
- (Article) Love, J. H., Roper, S., & Vahter, P. (2014). Learning from openness: The dynamics of breadth in external innovation linkages. *Strategic Management Journal*, 35(11), 1703-1716.
- (Article) Lumineau, F., & Oxley, J.E. (2012). Let's work it out (or we'll see you in court): litigation and private dispute resolution in vertical exchange relationships. *Organization Science*, 23(3), 820-834.
- (Article) Madhok, A. (2002). Reassessing the fundamentals and beyond: Ronald Coase, the transaction cost and resource-based theories of the firm and the institutional structure of production. *Strategic Management Journal*, 23(6), 535-550.
- (Article) Maietta, O. (2015). 'Determinants of university-firm R&D collaboration and its impact on innovation: A perspective from a low-tech industry'. *Research Policy*, 44, 1341-1359.
- (Article) Miotti, Luis, and Frédérique Sachwald (2003) "Co-operative R&D: why and with whom?: An integrated framework of analysis." *Research Policy*, 32(8), 1481-1499.
- (Article) Möller, K., Rajala, A., & Svahn, S. (2005). Strategic business nets—their type and management. *Journal of Business Research*, 58(9), 1274-1284.
- (Article) Möller, K., & Svahn, S. (2006). Role of knowledge in value creation in business nets. *Journal of Management Studies*, 43(5), 985-1007.
- (Article) Monteiro, F., & Birkinshaw, J. (2017). The external knowledge sourcing process in multinational corporations. *Strategic Management Journal*, 38(2), 342-362.
- (Article) Natalicchio, A., Ardito, L., Savino, T., & Albino, V. (2017). Managing knowledge assets for open innovation: a systematic literature review. *Journal of Knowledge Management*, 21(6), 1362-1383.
- (Article) Nieto, M.J., & Santamaría, L. (2010). Technological collaboration: Bridging the

innovation gap between small and large firms*. *Journal of Small Business Management*, 48(1), 44-69.

- (Article) Ouchi, W. G. (1980). Markets, bureaucracies, and clans. *Administrative Science Quarterly*, 129-141.
- (Article) Oxley, J. E., & Sampson, R. C. (2004). The scope and governance of international R&D alliances. *Strategic Management Journal*, 25(8-9), 723-749.
- (Article) Paquin, R. L., & Howard-Grenville, J. (2013). Blind dates and arranged marriages: Longitudinal processes of network orchestration. *Organization Studies*, 34(11), 1623-1653.
- (Article) Ragatz, G. L., Handfield, R. B., & Scannell, T. V. (1997). Success factors for integrating suppliers into new product development. *Journal of Product Innovation Management*, 14(3), 190-202.
- (Article) Reuer, J.J., Ariño, A., & Mellewigt, T. (2006). Entrepreneurial alliances as contractual forms. *Journal of Business Venturing*, 21(3), 306-325.
- (Article) Reuer, J. J., Zollo, M., & Singh, H. (2002). Post-formation dynamics in strategic alliances. *Strategic Management Journal*, 23(2), 135-151.
- (Article) Ritala, P., & Hurmelinna-Laukkanen, P. (2013). Incremental and radical innovation in co-opetition—The role of absorptive capacity and appropriability. *Journal of Product Innovation Management*, 30(1), 154-169.
- (Article) Rohrbeck, R., Hölzle, K., & Gemünden, H. G. (2009). Opening up for competitive advantage—How Deutsche Telekom creates an open innovation ecosystem. *R&D Management*, 39(4), 420-430.
- (Article) Rothaermel, F. T., & Deeds, D. L. (2006). Alliance type, alliance experience and alliance management capability in high-technology ventures. *Journal of Business Venturing*, 21(4), 429-460.
- (Article) Saebi, T., & Foss, N. J. (2015). Business models for open innovation: Matching heterogeneous open innovation strategies with business model dimensions. *European Management Journal*, 33(3), 201-213.
- (Article) Sampson, R. C. (2005). Experience effects and collaborative returns in R&D alliances. *Strategic Management Journal*, 26(11), 1009-1031.
- (Article) Salter, A., Criscuolo, P., & Ter Wal, A.L. (2014). Coping with open innovation. *California Management Review*, 56(2), 77-94.
- (Article) Schreiner, M., Kale, P., & Corsten, D. (2009). What really is alliance management capability and how does it impact alliance outcomes and success?. *Strategic Management Journal*, 30(13), 1395-1419.
- (Article) Shipilov, A. V., Li, S. X., & Greve, H. R. (2011). The prince and the pauper: Search and brokerage in the initiation of status-heterophilous ties. *Organization Science*, 22(6), 1418-1434.
- (Article) Soda, G. (2011). The management of firms' alliance network positioning: Implications for innovation. *European Management Journal*, 29(5), 377-388.
- (Article) Swan, J., & Scarbrough, H. (2005). The politics of networked innovation. *Human Relations*, 58(7), 913-943.
- (Article) Toroslu, A., Schemmann, B., Chappin, M. M., Castaldi, C., & Herrmann, A. M. (2023). Value capture in open innovation: A literature review and a research agenda. *Industrial Marketing Management*, 114, 297-312.
- (Article) Williamson, O. E. (1981). The economics of organization: The transaction cost approach. *American Journal of Sociology*, 87(3), 548-577.

- (Article) Zheng, Y., & Yang, H. (2015). 'Does Familiarity Foster Innovation? The Impact of Alliance Partner Repeatedness on Breakthrough Innovations'. *Journal of Management Studies*, 52, 213-230.

(c) Prof. Benoit Gailly, Louvain School of Management