

innovations

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Call for papers – Special Issue

Managerial Innovation and management of Open Innovation

Guest Editor(s):

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Since the publication of Chesbrough's seminal book in 2003, a copious body of academic and managerial literature has grown up around Open Innovation. Many special issues have been devoted to the topic¹, illustrating the importance of the paradigm shift Chesbrough argued was happening from his very earliest writings. The figures reflect the scale of the phenomenon. In an article for the special issue of *Research Policy*, West et al. (2014) note that the term "Open Innovation" is included in the title of 687 publications according to the Scopus database and 3150 according to Google Scholar, and that the book by Chesbrough (2003) is cited 2179 times according to Scopus and 7300 times according to Google Scholar. While many research themes have been associated with Open Innovation, Chesbrough and Bogers (2014) show that they largely concern: approaches to acquisition and promotion of technologies, often via patenting; the construction of Open Business Models (OBMs); the mechanisms, instruments, and processes used to develop openness, and more recently the spread into new areas such as services and low-tech sectors and the impact of the IO on the performance of the company (in terms of competitiveness, expanding business into new markets....).

Although by its very nature this research very essence raises questions about the organization and management of openness, organizational and managerial dimensions have on the whole been neglected by the literature (Chiaroni et al. 2011, 35): *"despite its undisputed importance, this facet of*

¹ R&D Management (2006, 2009, 2010), Industry and Innovation (2008), International Journal of Technology Management (2010), European Journal of Innovation Management (2010), Technovation (2011), Research Technology Management (2012), Revue Française de Gestion (2011), International Small Business Journal (2013), Research Policy (2014), Innovations, Journal of Innovation Economics & Management (2011, 2012, 2016), Innovations, Revue d'Economie et de Management de l'Innovation (2012, 2016).

Open Innovation has been rather neglected by scholars so far and, to our best knowledge, there are no contributions adopting an organisational change perspective to shed light on the adoption of Open Innovation". In the article, "Open Innovation: state of the art and future perspectives", Huizingh (2010) states that our understanding of openness is founded on a study of the "Open Innovation practices" associated with the question of "how to do it?"). This question is one of the key focuses of this special issue, which emphasizes the organizational and managerial dimensions of openness, examining its link with managerial innovation. More specifically, proposals could look into:

- The mechanisms for coordinating activities (formal/informal – centralized/decentralized) and the rollout method (top-down or bottom-up). Mortara and Minshall (2011), working from this perspective, describe the profiles of firms adopting open innovation practices;
- Governance methods for open innovation, concentrating on the associated types of communication and management networks (Felin and Zenger, 2014);
- Entities specifically dedicated to open innovation (such as the creation of a special unit to manage partnerships), and also incentive mechanisms for openness (such as recognition of the role played by the "champions" of open innovation);
- Temporal approaches to open innovation. These include the work by Chiaroni et al. (2011) identifying the characteristic stages (known as unfreezing, moving, and institutionalising) in application of these approaches and the associated organisational changes;
- Actual management of open innovation processes. Since the seminal work of Chesbrough, management of open innovation has involved well-known processes: *outside-in* and *inside-out*, and the *coupled process* (Gassmann and Enkel, 2004; Enkel et al., 2009). However, there has been little research so far investigating how these processes are implemented through innovative organizational methods;
- The new skills of "Open Innovation managers", and more generally, the actors involved in open innovation projects.

The subject of open innovation also raises questions about the way firms succeed in combining internal and external resources with knowledge distributed across different types of actor, by using innovative organisational methods. This relates to the boundaries that must be crossed to ensure dissemination of knowledge, which is complicated by the divergences between shared values, shared identities and common databases. The research by Carlile (2002) identifying three modes of knowledge processing (transferring by the use of common vocabulary, translating leading to shared representations and understandings, and transforming, for instance through the use of boundary objects) that can overcome divergences of interest, could be examined in the context of open innovation. Several factors are involved in the process of knowledge transfer in an open innovation space: the organisational capacities of the issuing and receiving firms (particularly their absorption capacity) the nature of the knowledge being exchanged (ambiguous, tacit, complex), and the dynamics of interorganisational relations between the firms participating in a common project

(power relations, levels of trust, social bonds, etc) (Van Wijk et al., 2008, Easterby-Smith et al., 2008). Submissions for the special issue could concern subjects such as:

- New mechanisms (in HR for example) for assimilating external information/knowledge that is a source of innovation;
- The role of “boundary spanners”, playing a coordinating role between organisations involved in open innovation processes;
- the role of boundary objects (physical, symbolic, linguistic) as a tool for developing a shared understanding between different communities (Hislop, 2013).

As most research about Open Innovation concerns product innovations in high-R&D settings (Loilier and Tellier, 2011), it would be interesting to investigate the validity of this “model” in other fields outside purely technological settings. With the exception of Huang and Rice (2012) and Dubouloz and Bocquet (2013) who have used the open innovation model to study its effects on process and managerial innovations, it has rarely been used in relation to non-technological innovations. Yet past research on the antecedents of managerial innovation has put the role of external actors into perspective. Through an empirical test of data concerning British firms (CIS3), Mol and Birkinshaw (2009) show that knowledge from both market sources (customers, suppliers, competitors, consultants) and professional sources (industry bodies) encourage adoption of a managerial innovation. Ganter and Hecker (2013) have replicated this study with German CIS data, and validated the initial findings. Finally, a more recent study on a sample of Australian firms also shows that interfirm collaboration is good for innovation in processes, whether technological or non-technological (Huang and Rice, 2012). This special issue thus provides an opportunity to examine the effects and limitations of a firms’ openness to external knowledge as regards the generation or adoption of managerial innovations.

The proposed papers could, for example, address the following questions:

- Could the open innovation model apply to managerial innovation? What might an “Open Managerial Innovation” system mean? Is it not the case that management design processes have already been “open” for a long time?
- Is Open Innovation, with its claim that it makes innovation activities more effective through new practices (Huizingh, 2010) that can compensate for the shortfalls in innovation?
- What are the effects of openness on generation, adoption and implementation of managerial innovations?
- What are the effects of open innovation on the generation, adoption and implementation of managerial innovations?
- What are the limitations of open innovation as regards the generation, adoption and implementation of managerial innovations?
- What are the temporal approaches to open innovation for more effective generation, adoption and implementation of a managerial innovation?

- Chiaroni, Chiesa, and Frattini (2011), in a unique case study, suggest that the paradigm of open innovation follows three stage of implementation in firms (unfreezing, moving, and institutionalising), each of which may require organizational structures and management systems for specific knowledge. These results need to be explored further and compared with other firm types and settings. Does open innovation necessarily require managerial innovation to be a powerful stimulus for innovation activities as Chesbrough (2006) suggests?

All these questions can be addressed in the light of a variety of sectors and firms, to advance understanding of innovative organizational and managerial practices dedicated to open innovation. This list is not intended to be limitative. All types of paper are encouraged, whether predominantly theoretical or empirical, to enrich reflection on the links between Open innovation and Managerial innovation. A variety of methodological approaches is also welcomed.

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Timetable for submission and acceptance of papers:

- **1 October 2018:** Deadline for complete manuscripts through online paper submission: <http://www.editorialmanager.com/innovations/default.aspx>

Guideline for authors: http://www.cairn.info/docs/Instructions_for_authorsGB110816.pdf

- **1 December 2019 :** Final notification for acceptance

Submit abstracts or questions to: sophie.mignon@umontpellier.fr

Proposed timetable:

- Submission of papers (version 1): 1 October 2018
- Replies to authors: 15 December 2018.
- Revised papers (version 2) to be received by: 15 March 2019.
- Replies to authors: 1 June 2019
- Revised papers (final version 3) to be received by: 1 September 2019
- Special issue to be ready by the end of 2019.