

# Open Innovation through Strategic Alliances

**Approaches for Product, Technology,  
and Business Model Creation**

Edited by  
Refik Culpan

**palgrave**  
macmillan

# Contents

Notes on Contributors	ix
Foreword	xix
1 Open Innovation: Learning from Alliance Research <i>Joel West</i>	1
2 Open Innovation Business Models and the Role of Interfirm Partnerships <i>Refik Culpan</i>	17
3 Open Innovation through R&D Partnerships: Implementation Challenges and Routes to Success <i>Nadine Roijackers, John Bell, Jaco Fok, and Wirn Vanhaverbeke</i>	41
4 Relational Drivers of Open Innovation Alliances in Biochemistry <i>Emiel F M. Wubben, Andre van Meijeren, and Vincent Blok</i>	59
5 Open Innovation and Internationalization Behavior: The Case of Spanish Firms <i>Ana M. Moreno-Menendez and Jose C. Casillas</i>	85
6 Accessing Innovation in Supply Chains <i>Richard R. Young</i>	107
7 Genesis and Evolution of the Xerox-P&G Co-innovation Partnership: Lessons Learned <i>Robert DeFillippi, Colette Dumas, and Sushil Bhatia</i>	121
8 The Role of Open Innovation in Business-University R&D Collaborations <i>Ravi Chinta and Rejik Culpan</i>	145
9 The Big Data Lever for Strategic Alliances <i>Mariann Jelinek, Steve Barr, Paul Mugge, and Richard Kouri</i>	167

- 10 Open Innovation and KIBS Start-Ups: Technology- and Market-Based Alliance Portfolio Configurations  
*Brian V. Tjemkes, Eduard H. de Pineda, Marc D. Bahlmann, Ard-Pieter de Man, and Alexander S. Alexiev*
- 11 R&D Partnership Portfolio Strategies for Breakthrough Innovation: Developing Knowledge Exchange Capabilities  
*Scott Mooty and Ben Kedia*
- 12 Corporate Groups and Open Innovation: The Case of Panasonic in Japan  
*Hiroyuki Nakazono, Takashi Hikino, and Asli M. Colpan*
- 13 Open Innovation Ecosystems in the Software Industry  
*Mehmet Gender and Beyza Oba*
- 14 The Challenges and Prospects of Open Innovation through Strategic Alliances  
*Refik Culpan*

Index