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# The Open Innovation Journey: How firms dynamically implement the emerging innovation management paradigm

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### Abstract

Open Innovation is currently one of the most debated topics in management literature. Nevertheless, there are still many unanswered questions in Open Innovation research. Especially two issues require further investigation: (i) understanding the relevance of Open Innovation beyond high-tech industries and (ii) studying how firms implement Open Innovation in practice. The paper addresses these topics by studying, through an in-depth case study, the journey that the Italian leading cement manufacturer, has undergone to move from a Closed to an Open Innovation paradigm.

The paper shows that the Open Innovation paradigm is implemented along a three-phase process that comprises the stages of unfreezing, moving and institutionalising. Moreover, it emerges that the changes through which Open Innovation has been

implemented involve four major dimensions, i.e. networks, organisational structures, evaluation processes and knowledge management systems. They should be therefore conceived as the managerial and organisational levers an innovating firm can act upon to streamline its journey toward Open Innovation. Theoretical and managerial implications of using these levers for implementing Open Innovation are discussed at length.



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## Keywords

Open Innovation; Mature industries; Organisational change; Case study; Managerial levers; Networks; Italy

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