

2014•2015
FACULTY OF BUSINESS ECONOMICS
Master of Management

Master's thesis

The challenges in managing & organising open innovation:
a marketing perspective

The role of marketing in open innovation

Supervisor :
Prof. dr. Anna ROIJAKKERS

Lise Lotte Vermeulen

*Thesis presented in fulfillment of the requirements for the degree of Master of
Management*

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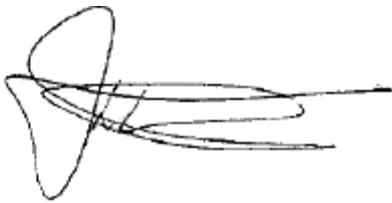
Acknowledgements

This would not have been possible without the help of many people. I would like to thank the following people for their contributions.

First my supervisor, Professor Nadine Roijackers, who introduced me to the concept open innovation. I would like to thank her for their time, the numerous meetings and discussions we had about the project and for sharing her insights and experiences with open innovation. She helped me find the right direction of this thesis.

I also would like to express my appreciation to the participants of the case study research, namely Yvonne Donkers, Marcelle Mettes, Willem Posthouwer, Marijn Rings, Hylke Tulp and Has Verouden. They gave me numerous new insights and knowledge regarding open innovation and the role of marketing in this process.

Last but not least, I would like to thank my friends and family for the motivations and support to keep me on the right track.

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

Lise Lotte Vermeulen

Diepenbeek, 1 June 2015

“Life begins at the end of your comfort zone”

- Neale Donald Walsch-

MANAGEMENT SUMMARY

What is the role of the marketing department within an open innovation (OI) project? This master's dissertation consists of five case studies and aims to answer this central research question.

During the last decade, the popularity of OI in the academic field and in practice has increased. This was a fundamental motivation for this study. Traditionally, the core of a firm's innovation process has been focused on the firm's own research and development resources and knowledge. However, many firms now open up their innovation process to other parties that are operating outside of their landscape or organisation boundaries. The aim is to benefit from the knowledge and skills of others (Chesbrough, 2003) and is called OI. Despite the fact that there are numerous numbers of academic articles, special issues and dedicated seminars related to OI, the role of the marketing department within an OI project is still neglected.

Due to the lack of scientific evidence on the role of marketing within an OI project, this study was of an exploratory nature. The aim was to generate and gain new insights and ideas. The methodology was built based on the case study research method of Eisenhardt (1989) and Yin (2009). For this master's dissertation, five case studies were conducted with firms that operate in different industry sectors. The data was collected through semi-structured in-depth interviews. Each case study was analysed individually and afterwards, a cross case analysis was made to see if there were any patterns or contradictions.

The case study research revealed five roles of the marketing department within an OI project. Namely: (1) conducting market research and based on this research finding insight, (2) offering a long term perspective, (3) translating messages into a commercial message and proposition, (4) offering a bridging role and (5) building and maintaining a relationship with customers. Each of these five roles of the marketing department are linked to a phase of the OI process. However, there is a relation between these roles as well. The result of the market research must be translated in order to offer a long term perspective, offer a bridging role and translate a message into a commercial message or proposition. Last but not least, a marketing department receives a lot of information from market research on how to build and maintain a relationship with the customer. Besides that, as the OI process advances, the marketing department becomes increasingly integrated, working cohesively through each stage and with each partner. It is important that the marketing department focuses on being involved in the right way during an OI process, in order to optimally benefit and learn from their knowledge and skills.

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List of Abbreviations

B2B	Business to Business
B2C	Business to Consumer
CEO	Chief Executive Officer
ETG	Enabling Technologies Group
IP	Intellectual Property
OI	Open Innovation
N/A	Not Applicable
NPD	New Product Development

R&D	Research and Development
RWE	Rheinisch-Westfälisches Elektrizitätswerk
SME	Small Medium Enterprise

List of Definitions

Marketing	A management process through which goods and services are moved from concept to the end customer. It includes the organization of the four P's; product, price, place and promotion.
Marketing Department	A department within a firm that is responsible for all marketing activities. The overall aim is to get attention of the target group(s) and promote the product and/or service.
Market Insights	New facts of the market, consumer, customer or competitor. Often discover by market research and the overall aim is to increase profits.
Market Research	Systematic gathering and interpretation of information about individuals or organisations using the statistical and analytical methods and techniques to gain insights or support decision making.
Open Innovation	Combining internal and external ideas, skills and knowledge to advance the development of new technologies.
Private Label	Products and/ or services are produced by a firm and marketed by another firm under their brand name.
Project	Planned set of related tasks to be done in a certain period of time and within a budget.
Sales department	The department of a firm that is responsible for selling products or services and all related activities.

Relationship management

Focusing on the financial and investment aspects to identify potential sales of products and/ or services. The overall aim is to develop a stronger relationship with the customer.

Role

Prescribed or expected behaviour related to a position in a group or firm.

1. INTRODUCTION

This master's dissertation seeks to examine the role of marketing in Open Innovation (OI) projects. During the last decade, the concept of OI has increasingly become the standard innovation approach of firms. Instead of depending on their own resources, firms incorporate external ideas into their innovation process and allow other firms to use their own ideas (Chesbrough et al., 2006). Creating competitive advantage by investing a huge amount in internal research and R&D is not longer applicable.

In recent years firms have focused their spending on resources that create innovation projects that cross company borders (Borgh, Cloudt, & Romme, 2012). As a result, the traditional closed innovation model is no longer valid in the current highly competitive market, in which firms have to create innovative products quicker than ever before. Consequently, firms must find their resources elsewhere; this is where the OI model comes in (Hagendoorn & Duysters, 2002). According to Chesbrough (2004) the more individuals and firms that participate in an OI process, the greater the benefit from OI will be. When firms are cooperating with external partners, their performance and revenues will increase and their innovation processes will accelerate. (Chesbrough 2003). Firms who do not practice OI can only rely on their own internal knowledge, however must still compete with a network of firms who have the luxury of experimenting and combining knowledge. No single company can do this effectively (Chesbrough, 2004). The emerging growth of OI can pose a threat to the marketing department because of the influence of external parties within the innovation process (Brown et al., 2005). In addition to this, the role of the marketing department has decreased and been marginalized at the level of corporate strategy throughout the last decade (Verhoef and Leeflang, 2009). What happens to the marketing department if a firm partially or completely depends on external resources? Will be there still a role for the marketing department in the future? And if so, what will be the value of marketing the innovative capabilities?

This research tries to solve what the role of marketing is in an OI approach. Therefore, I would like to extend the literature and practice by posing the following central research question: *What is the role of the marketing department within an open innovation project?*

The answer to the central research question will be the subject for future research. There are five sub questions formulated to support the central research question, namely:

- Does the marketing department fulfil the role of communication partner within an OI project?
- Does the marketing department fulfil the role of facilitating research of new market opportunities within an OI project?
- Does the marketing department fulfil the role of adapting the marketing plan to the OI initiative within an OI project?
- Does the marketing department fulfil the role of including the marketing obligations in the final agreement within an OI project?
- Are there other roles that the marketing department fulfils within an OI project that are not described in the literature?

However, there is a need for additional research. For this reason another adjacent literature stream is studied as well to gain new insights namely: the role of marketing within NPD. The objective of this master's dissertation is to investigate what the role of marketing is within an OI project. This will be done by case study research. Five cases will be analysed, each representing an individual firm and each firm operates in a different industry sector. The firms who are willing to participate are: FrieslandCampina, Jumbo Supermarkten, VDL ETG Research, Essent and Rockwool Benelux. In the end, this research will lead to a better understanding of several key drivers determining the role of marketing within OI. In addition, the five case studies demonstrate which research topics represent an interesting opportunity for future investigation.

This master thesis consists of five chapters. The first chapter gives an introduction about the topic OI and describes the problem statement. Chapter two gives an overview of the existing literature and chapter three describes the research methodology that is used. Furthermore, the case study research is described in chapter four, including the quotes of the individual case study reports. To conclude, in chapter five the final conclusions are drawn linking to the literature review and the case study. Moreover, the limitations of this research and some remarks on future research on the role of marketing within an OI project is given.

2. LITERATURE REVIEW

This chapter describes the existing literature on the role of marketing within NPD and how closed innovation had to make way for OI. Furthermore, the role of marketing in an OI approach is also described.

2.1. New Product Development and Marketing

The aim of a NPD is developing a product or service that provides a solution for a customer problem (Song & Thieme, 2006). Marketing activities play an important role in NPD and this department has their own tasks (Zargi, et al., 2009). The main task is to translate the voice of the customer, building and maintaining relationships with customers and analysing the market and trends (Fain, Moes & Duhovnik, 2006). These main tasks can lead to a competitive advantage, but before a firm can achieve this, the marketing activities must be integrated into the NPD. This is considered as a critical activity (Fain, Kline & Duhovnik, 2011). The level of integration depends on the level of innovation of the NPD projects. In other words, the more innovative the projects, the more integration of marketing activities are required (Gupta, Raij & Wilemon, 1986). However, in practice it turns out the level of integration in practice is minimal. The goal is to minimise the gap because this will lead to a greater product success (Gupta and Wilemon, 1991; Griffin and Hauser, 1996). In order to minimize this gap, the integrative mechanisms must be integrated within the NPD (Fain, Kline & Duhovnik, 2011).

The first integrative mechanism is “formalisation”. When a firm has a high degree of formalisation, they have more rules and structure that control the employees during their daily work. The second mechanism is “centralisation”. If a firm has a high degree of centralisation, it means that the decision making will be made at the top of the hierarchy. The last mechanism is “organisational climate”. This describes the shared assumptions, values and beliefs that are present within a firm (Fain, Kline & Duhovnik, 2011). According to the study of Fain, Moes & Duhovnik (2006), a high level of organisational climate is the only factor that has an influence on minimising the involvement gap in marketing. The other two remain integrative mechanisms¹ that not supported in the study of Fain, Kline & Duhovnik (2011). According to Gupta, Raij and Wilemon (1986) the level of marketing integration depends on the firms’ product strategy and environmental uncertainty. A complex product strategy and a high environmental uncertainty requires a better integration of all marketing activities. However, during the last decade, the role of the marketing department has

¹ Formalisation and centralisation

decreased and been marginalised at the level of corporate strategy (Verhoef and Leeflang, 2009).

2.2. From Closed to Open Innovation

Thirty years ago, most firms controlled their own NPD cycle. They made their own decisions about production, R&D, distribution, financing and marketing activities. However, the world is changing rapidly and in order to survive firms must be innovative (Chesbrough, 2003).

Therefore, managing innovation is essential for every firm regardless of the industry. Until the late twentieth century, firms viewed internal R&D as a strategic asset (Chesbrough, 2003). Only firms with enough resources and long term research programmes could compete and create competitive advantage. Firms were creating their own ideas and introducing them to the market themselves. In this case, the key for a successful innovation is “control” and there is generally an internal focus (Chesbrough, Vanhaverbeke & West, 2006).

Recently, closed innovation has become less relevant because of the increasing forces of external factors (Chesbrough, 2003). Firms were looking for a new approach because closed innovation was no longer sustainable. As a result of this, the concept OI was born. Instead of depending on their own knowledge and resources, firms used valuable ideas from both inside and outside the firm. The R&D activities become an open system by applying an OI approach. This results in lower innovation costs, faster times to the market, spreading of the risk with others and it facilitates new market opportunities (Chesbrough, 2006).

There are two main types of OI, namely: outside-in and inside-out (Chesbrough, 2012). The first type, outside-in, means that a firm opens their innovation process to many external inputs and contributions. If a firm only shares unused and irrelevant ideas with external parties then they are applying the second type of OI, inside-out (Chesbrough, 2012). An example of this is sharing licensing IP and ideas to other firms (Gassmann & Enkel, 2004). A combination of these two OI types can be used as well and is called; a coupled approach (Gassmann & Enkel, 2004).

According to Golightly (2012), there must be a balance between open and closed. In other words, firms must realize that OI is not an “all or nothing approach”. Firms can find the right balance by creating a culture and attitude where everyone realises that there is a new way to create knowledge. It can also be said that the level of OI integration differs between industries (Christensen et al., 2006). There are several reasons why a firm would apply an OI approach. Table 2.1 shows the main motivators behind an OI approach according to Golightly et al., (2012). Furthermore they state that the goal of many firms is not directly

related to financial benefits, but that these will be achieved indirectly through the other motivations.

Theme	Drivers
Financial	<ul style="list-style-type: none"> • Competitive advantage • Growth • Decreasing budgets • Reducing costs in the supply chain by encouraging flexibility
Innovative capacity	<ul style="list-style-type: none"> • “If you sell more interesting, new stuff, there is higher value” • “More than just a commodity” • Access to small, fleet-footed innovators: “high speed of conversions of new ideas” • “Tap into a wider intellectual pool of talent” • “Understand the customer” • Access to emerging markets
Public relation	<ul style="list-style-type: none"> • Prestige • Altruism
External forces	<ul style="list-style-type: none"> • “The world is changing, the ‘not invented here’ mentality simply won’t work” • Government favours SMEs in public procurement. They enhance our position” • The impact of disruptive technological innovation on traditional industry business models
Internal staff motivation and processes	<ul style="list-style-type: none"> • “Keeps people connected and interested” • “Smart minds, similar issues, different perspectives” • “To be challenged” • “Everyone in the business to take ownership for innovation” • “Reduce inefficiencies of reinventing the wheel” • “Make use of talent internal intellectual capital”

Table 2.1: Motivations for OI (Golightly et al., 2012 p.4)

To conclude, there were many external reasons for introducing an OI approach within firms. This concept is now discussed and implemented worldwide. The time that only a few entrepreneurs and innovation practitioners knew about this concept is history (Gassmann, Enkel & Chesbrough, 2010). The aim of OI is to extend the innovation potential of firms by including external partners in the process. It is important for firms to keep in mind that OI is a tool for improving their innovation process and not a goal itself (Golightly et al., 2012).

Despite the advantages by using an OI approach, there are disadvantages as well if OI is implemented or used incorrectly (Lindegaard, 2010).

2.3. Marketing and Open Innovation

Marketing plays a role within OI as well. As described earlier, a marketing department has two main activities: creating new innovations and translating customer needs into new innovations (Verhoef and Leeflang, 2009). By applying an OI approach, firms can take major steps forward in their innovation process. If customers are involved in this innovation process and they describe their ideas, needs, wants and gaps then the marketing department no longer needs to translate the customer needs into new innovations. As a result, the popularity of OI can diminish the role of marketing as an idea generator. Thus, OI has certainly had an influence on the role of the marketing department (Rubera, Ordanini and Chandrasekaran, 2011). Therefore, the marketing department might hinder the introduction of OI for two reasons. Firstly, OI introduces innovative ideas, gathered from external participants, faster than the marketing department itself. Secondly, the role of the marketing department in translating customers needs will be reduced when the customers become an important sources of the product ideas (Verhoef and Leeflang, 2009). The number of developed products will increase when a firm combines external technology with their innovative capabilities (King et al., 2008). If the marketing department expands its innovation capabilities, the use of external technology will increase and this will lead to better and innovative products (Lichtenthaler, 2009 and Narasimhan, et al., 2006).

According to Thorell (2011), the marketing department has four roles within OI. First, they are the communication partner between the OI parties. An important aspect within the early stages of OI is that all parties knows and understand each other's business model, core assets and target markets. If this is not the case, there is a possibility of conflicts and dissatisfaction. The marketing department can play an important role in this stage by presenting the company's business model and strategy to the partners. By doing so, the marketing department can contribute to effective and accelerated negotiation. The marketing executive must anticipate this early on and collaborate tightly with all parties in order to succeed. Thus, to actively listen and learn each other's business model and marketing plan is the foundation of a successful OI project (Rubera, Ordanini and Chandrasekaran, 2011). Second, the marketing department facilitates the research of new market opportunities. As Chesbrough (2006) notes; one of the benefits of OI is the facilitation of new markets. Market research must be conducted to determine which market to enter. The results of this research also act as a guide for the negotiations because it shows several parameters such as IP

rights and the geographic scope of OI (Rubera, Ordanini and Chandrasekaran, 2011). Third, the marketing department adapt the marketing plan to the OI initiative. Companies do not only have a business plan, but a marketing plan as well. By synchronising the marketing activities, they can be integrated better and this will lead indirectly to a better firm performance (Rubera, Ordanini and Chandrasekaran, 2011). Last but not least, the marketing department plays an important role in the final agreement by including the marketing obligations in it. This part is the most underestimated part of the role of marketing within OI (Rubera, Ordanini and Chandrasekaran, 2011). There are several reasons why it is beneficial to include marketing elements in an agreement. First, firms must think about what kind of role promoting will play in the agreement and who has the responsibility of those activities. In addition, it identifies the marketing resources of all parties, something which is particularly true for small companies. Furthermore, firms can protect their brand. For example, company A and company B may individually introduce, a product to the market in the same industry sector. In practice this can lead to confused messages. Last but not least, including marketing elements supports the overall agreement.

2.4. Conclusion and Gaps in the Literature

To conclude, the level of the integration of the marketing department has immense influence on the success of an innovation project (Souder & Chakrabarti, 1978). According to Bessant and Tidd (2007), marketing plays a key role in creating ideas for innovation. This applies not only to closed innovation projects, but OI projects as well. The marketing department knows how to attract customers' interests and how to make the product innovation a success. Furthermore, they have the knowledge and assets to explore new markets and this will create a path to innovation as well (Goffin & Mitchell, 2005). Because of these valuable marketing activities, the marketing department plays several roles within the OI process. An example of this is fulfilling the role of communication partner between all parties of the OI project. Furthermore, the marketing department can conduct market research in order to estimate the total market size, analyse the competitors, indicate (new) opportunities and the projected growth. The results of the market research will lead the negotiation between the parties. Moreover, the marketing department can synchronise the marketing plan with the OI initiative and this will lead to a better integration of the marketing activities. In addition to this, the marketing department plays an important role in determining the future of OI within a firm. In other words, OI gives the marketing department opportunities to regain its influence within the firm (Rubera, Ordanini and Chandrasekaran, 2011). As Rubera, Ordanini and Chandrasekaran mentioned (2011) "Marketing is not just sitting at the negotiation table, it is setting the table for the negotiation."

An OI approach is a strategic decision that has a large influence on the business processes and a firms' culture (Chesbrough, 2003). However, the majority of the published academic articles and online discussions are focused on the role of leadership, the role of R&D and how to manage IP throughout the OI process. For the greater part, the role of marketing is appears to be minimal. Does the marketing department really have a small role at the background of an OI project? Or is the role of marketing more important than everyone thinks? And what does the role of the marketing department look like in practice? At the moment, there is not a scientific answer for these questions. This research will focus on the current role of the marketing department within an OI project and if there is still room for the marketing department in the future. And if so, what the future role of the marketing department is within an OI project.

3. RESEARCH METHODOLOGY

This chapter describes the research method that is used for this master dissertation and the sample that is used for this research.

3.1 Methodology

The aim of this research is to discover future research tasks and to develop (sub) questions for future research. Therefore, due to the lack of existing literature on this topic, a case study is the most suitable research method for understanding which role marketing has in an OI approach. According to Eisenhardt (1989), “A case study is a research strategy which focuses on understanding the dynamics present within single settings”. It can be used to accomplish multiple objectives such as: providing descriptions, testing theories and/or to generating theories. This master’s dissertation aims to include all three objectives. The answer to the central research question will create new insights about the role of marketing in an OI approach and will be based on the results of the cases studies. Figure 3.1 shows the process conducted throughout the multiple case studies. This process is the general approach of this master’s dissertation as well.

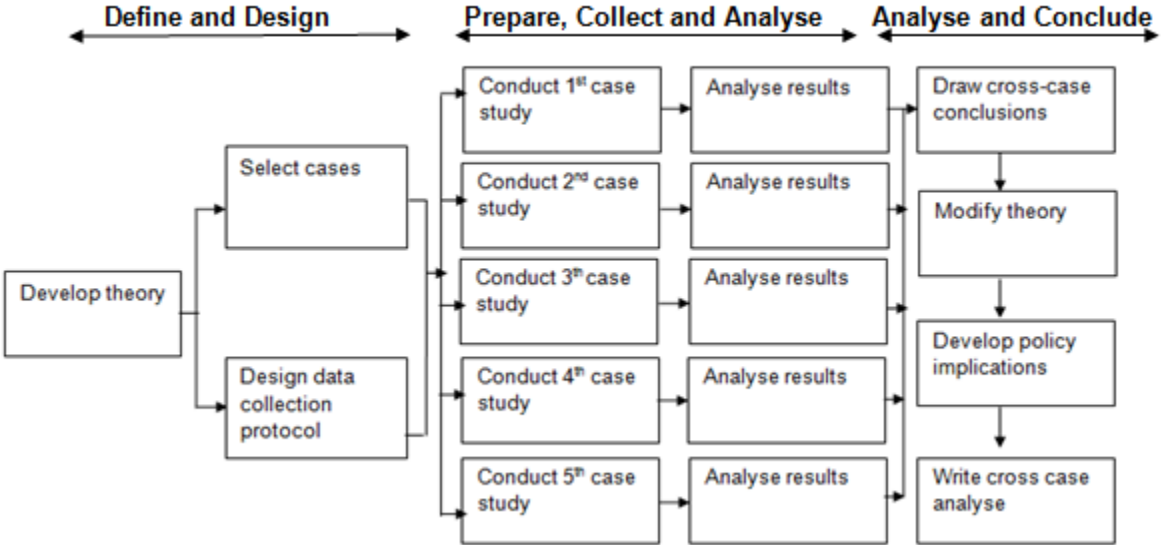


Figure 3.1: Approach to multiple case studies (Yin, 2009)

This research started by gathering secondary data and based on that, the theory was developed. The research design was also implemented at this time. The complete research design, which is based on the methodology of Yin (2009) can be found in appendix A. The aim of a research design is to link the collected data and the conclusions to the main research question of the research. First of all the research question was developed, while still keeping in mind that this question could shift during the research process. Second, the

central research question was developed based on the studied literature. The literature was not only helpful to developing a central research question, but also in providing a foundation for the theoretical framework. Indirectly, it also provided a specific focus for this master thesis. According to Eisenhardt (1989), the aim of case study researching is to develop and gain theories. The main aim of the literature review was not only to find out what had already been written about the role of marketing within OI projects, but also to provide new insights into this topic. Google Scholar and EBSCO were the predominant databases used to find useful academic articles and books about marketing in OI projects. For this master dissertation, multiple case study subjects are chosen in order to benefit from the analytic conclusions independently. This benefit arises when a research has two or more cases to study. This is supported by Yin (2009) who states that conclusions are more meaningful when they arise from two or more case studies. Furthermore, the conclusions coming from the case study are more valid for a bigger population. For this research there is only one unit of analysis, namely, the marketing departments of the firms. Therefore a holistic design is used (Yin, 2009). Due to time limitations only five case studies were conducted for this research. Those five case studies are enough² to provide some basic insights into the role of marketing within an OI project and to generate a few generalised conclusions (Yin, 2009). The firms that were selected for the case study was based on a theoretical sample and not statistical. The aim for a theoretical sampling is to choose firms which are present the future theory. Based on the existing literature and different OI and company websites, a list of companies were identified for possible cooperation for this case study. Each case must be selected carefully in order for the outcomes to predicts similar results. According to Yin (2009) there are four tests to evaluate a case study namely; construct validity, internal validity, external validity, and reliability. Table 3.1. shows the three³ relevant tests for this master's dissertation and the recommended case study tactic for each test. In addition, the table shows which tactic should be used in which phase of the research (Yin, 2009).

² For this master's dissertation

³ Internal validity is not relevant for this master's dissertation because it is an exploratory study (Yin, 2009)

Test	Case Study Tactic	How	Phase of the Research
Construct validity	<ul style="list-style-type: none"> • Use multiple sources • Establish chain of evidence 	In-depth interviews and conduct data from corporate and/or OI website	Data collection
External validity	<ul style="list-style-type: none"> • Use replication logic in multiple case studies 	Apply replication logic method	Research design
Reliability	<ul style="list-style-type: none"> • Apply case study protocol • Develop case study database 	Develop case study protocol and transcriptions of the interviews	Data collection

Table 3.1: Case study tactics for three relevant design tests (Yin, 2009 p.41)

To establish a research report with high quality standards it is important to keep in mind the three tests together with their tactics, which are described in table 3.1. For example, developing a case study protocol creates reliability for the case study research. The aim of such protocol is to create a clear path for the investigator when collecting the data from a single case (Yin, 2009). Please refer to appendix B for the case study protocol of this master's dissertation.⁴ During the data collection there was a focus on the three principles of Yin (2003), namely; using multiple sources, developing a case study database and maintaining a chain of evidence. For the case study report semi- structured in-depth interviews were conducted. They were recorded and transcribed (see appendix C). These transcriptions, together with the study protocol, will lead to an increase in the reliability of the case study research. In case of FrieslandCampina there were two in-depth interviews conducted. The benefit of multiple respondents for a case study is that it will reduce personal interpretations (Yin, 2003). Unfortunately, it was not possible to conduct a second interview with the firms Jumbo Supermarkten, VDL ETG Research, Essent and Rockwool Benelux. Before every in-depth interview, the corporate website or their OI website was studied in order to improve the construct validity⁵. This covers the first principle of Yin (2009), using multiple sources. To increase the reliability of the case study, a database was created,⁶ which contains all the raw data of this study research including; transcribed interviews and

⁴ The case study protocol is based on Brereton et al (2008)

⁵ Not every firm has their own OI website or information about OI on their corporate website

⁶ Second principle of Yin (2003)

the notes from the interviews. (See appendix C). The third principle, a chain of evidence was also adhered to. All statements in the case study reports can be found in the transcribed interviews in the or on the corporate websites, making it possible for the reader to trace back each conclusion of this master's dissertation. The results of each case study was collected in an individual case study report that ends with a conclusion based on its findings. These study reports create the starting point for the cross case analysis which will bring any patterns and/or interesting conclusions to light. Afterwards, the conclusions from the case study research will be linked back to the literature and this will provide an answer to the main research question.

3.2. Data Method

As mentioned above, case study research is the most suitable method for this master's dissertation. Five firms, all operating in different industries, were willing to share their opinion and vision about their OI projects and the role of marketing in relation to them. The following firms were investigated: FrieslandCampina, Jumbo Supermarkten, VDL ETG Research, Essent and Rockwool Benelux. All the interviews are recorded and the transcription and the results can be found in appendix C. The questions asked in the interviews will be shown at appendix B. A short summary of all these firms can be found in table 3.1.

Criteria / Firm	FrieslandCampina	Jumbo Supermarkten	VDL ETG Research	Essent	Rockwool Benelux
Industry	Dairy	Retail	Mechanical and Industrial Engineering	Energy	Building Materials
Employees	22.168 (2014)	30.000 (2014)	85 (2014)	3.115 ⁷	1.200 ⁸
Profit	303 million (2014)	264 million (2013)	98 million (2013) ⁹	278 million (2013)	112.6 million ¹⁰ (2013)
Type of commerce transaction	B2B and B2C	B2C	B2B	B2B and B2C	B2B
Integrated marketing activities	Yes	Yes	No	Yes	Yes
Interviewee(s)	Willem Posthouwer (Open Innovation Manager) and Marijn Rings (Project Innovation Manager)	Hylke Tulp (Manager Module and Innovation process / Formula Management)	Has Verouden (Account Manager Research)	Marcelle Mettes (Director Innovation)	Yvonne Donkers (Market Manager)

Table 3.2: Case study subject overview

⁷ This includes RWE Generation

⁸ Amount of employees of Rockwool BENELUX

⁹ These numbers are based on the firm VDL and not specific to VDL ETG Research

¹⁰ This amount applies for the whole Rockwool group

4. FINDINGS

This chapter describes the findings resulting from the case study research.

The cross case analysis below shows the five roles of the marketing department within an OI project that came forth during the six in-depth interviews. All five firms have a marketing department with the exception of VDL ETG Research. Instead, the business development manager fulfils the commercial role in that firm. This cross case analysis will show any similarities and patterns in the data, allowing the central research question to be answered. One semi-structured interview was completed for each case study, except in case of FrieslandCampina, where two semi-structured interviews were completed. The names of the interviewees and their functions are mentioned in table 3.1 “Case study subject overview” on page 20. Each case study report is analysed separately, however the findings are structured by theme. Each theme represents a role of the marketing department within an OI project. In table 4.1 on page 27 are the quotes from the interviewees that relate to the tasks of the marketing department of each firm. Other interesting information about each firm, which are not directly relevant for this chapter, can be found in the case fiches in appendix D.

4.1. Cross Case Analysis

According to the five case studies, the marketing department generally fulfils five roles within an OI project. These include; conducting market research and search for findings, offering a long term perspective, translating messages into a commercial message and proposition, offering a bridging role and building and maintaining a relationship with customers. Each role is explained in detail in the section below.

4.1.1. Market Research and Insights

An important role that the marketing department fulfil within an OI project is conducting market research and using this to uncover new insights. According to Posthouwer, the main task of the marketing department within an OI project is to conduct market research, unearth consumer and market trends and to respond to them. As Rings mentioned: “These trends are found through market research, in-depth interviews and focus groups.” According to Posthouwer, after the interesting insights are found, the marketing department is responsible to translating these insights it into future claims or propositions. This will lay the foundation for a new innovation. As Rings mentioned, “The marketing department can find the needs and trends and, those needs and trends are the start for the innovation project. An example of one of the last OI project of FrieslandCampina is called “Lattiz”. Based on market research

it was found that there was a need for making a quick cappuccino with high quality standards. This resulted in “Lattiz”, the latest project resulting from OI. According to Rings, it is important to know what is on the mind of the consumer and anticipate this. Market research is an important tool for doing this. It is important to look always for insights, especially when a firm has a customer driven OI industry. As Mettes mentioned: “Essent is always looking for customer insights of their customer and the developments in the market. Finding these insights is the task of the marketing department.” The results of the market research gives Essent information on the customer and the market and creates indirect opportunities. These results can be valuable for OI projects. The marketing department of Rockwool Benelux fulfil the role of market researcher as well. As Donkers mentioned: “The marketing department has the capabilities to conduct a good market research. They know what to do to know the customer. By conducting market research and following the market demands and requirements we get a lot of information. The results of market research gives a lot of new insights of the market demands and (future) requirements. As Donkers mentioned during the interview: “The results of market research provide the input for a new innovation project. Those projects will create an opportunity to respond to the future concerns and adjust their proposition as well.” In other words, the results of market research lays a foundation for new innovations.

However, the marketing department does not always fulfil the role of market researcher within an OI project. The marketing department of Jumbo Supermarkten is not always responsible for this task. Sometimes this is the task of the supplier, who shares the information through an OI project. According to Tulp: “The supplier searches for the needs and demands of consumers even though this is not directly related to the retail industry. For example, the results of a market research investigation shows that the consumer prefers a new lemon soft drink. Based on this information the soft drink supplier will produce a new lemon soft drink”. Jumbo Supermarkten is involved in this process if the supplier wants to introduce and promote the product into the market by using one of the channels of Jumbo Supermarkten. However, this does not mean Jumbo Supermarkten does not conduct market research. As Tulp mentioned “Jumbo Supermarkten does market research however, this is not specific to an OI project. This market research is often based on the past purchases of the customer because we have this information already. If we find commercial drivers through market research we can act on this.”

There is also the possibility that there is not a marketing department within a firm and therefore no marketing department included within an OI project. This is the case of VDL ETG Research. As Verouden mentioned: “The business development manager fulfils the

commercial role for VDL ETG Research within an OI project. He talks to our customers and because of that he knows what is on their minds and translates it to opportunities. This is often the beginning of an OI project.” Overall, as Rings mentioned: “New products and services must meet the demands of the consumer to ensure their success.” Therefore, conducting market research is an important tool to find out the needs and wants of the consumer beforehand.

To summarise, in all cases the marketing department is responsible¹¹ for conducting market research and to find consumer and market insights. These results lay often a foundation or an opportunity for a new OI project.

4.1.2. Long Term Perspective

A second task of the marketing department within an OI project can be offering a long term perspective to the sales department. However, only the marketing department of the firm Rockwool Benelux fulfil this role out of those interviewed. As Donkers mentioned, “Because of the poor industry conditions, the focus of the sales department is mainly on creating turnover and this results in tending to have a short term perspective. In contrast with this, the marketing department is used to having a long term view. They check a wider range of options when opportunities arise in order to ensure continuity. So the marketing department will and must push the sales department towards new solutions and methods.”

4.1.3. Translation into Commercial Message and Proposition

The third role that a marketing department can fulfil within an OI project is translating a message or product into a commercial message and proposition. As Rings mentioned: “We can anticipate new trends with our product. This is because the marketing department know what our customers want. Based on that, they can formulate a proposition that fits our customers’ wants and needs and, at the same time our new innovation product/ service.” In addition to formulating a proposition that fits the customers wants and need, the marketing department of FrieslandCampina must translate the needs and wants into the new innovation. As Rings mentioned: “The role is to translate the needs and demands of the market into what needs to be developed.” As Tulp mentioned: “The role of marketing is to tell the customer what we do. The marketing department knows how to reach the consumer and which channels to use. Furthermore, it is involved from the moment we know we want to inform the consumer. The content of the message does not matter. It could be anything from

¹¹ The sales department can offer new (customer) insights as well

the opening of our new head office to the introduction of a new product.” In other words, the marketing department creates a commercial story for the consumer. In order to properly fulfil this role it is important to know the needs and wants of your customers. Therefore, conducting market research and finding the right insights plays an important role within an OI project. The marketing department of the firm Essent also fulfils this role as well. Mettes stated, “The marketing department directs the sales channels, we call this “The Go to the Market Activities. They are responsible for creating the right message and bringing that message to the right target group through the right channels” She continued, “Therefore the marketing department must think of which communication activities, product features and which channels Essent needs to use. This is done when the product is developed.” However, this process is done together with the innovation department to make sure the new innovation suits the marketing strategy. As Mettes mentioned “marketing translates it into a commercial message.” Within the firm Rockwool Benelux, the marketing department is responsible for storytelling. According to Donkers, the aim of storytelling is to provide a message to the target group so they can easily identify what the new innovative solutions can do for them. A customer will not buy a new product or service if he does not understand what the new product or service is and, what it can do for him. This is true even when the new innovation is technically amazing. As Donkers mentioned: “Storytelling can help with translating the technical aspects of a product or service into commercially unique selling points. This is done once the product is ready for implementation.”

To summarise, all interviewed firms with a marketing department¹² are responsible for translating a message or product into a commercial message and proposition. The overall aim is to inform the customer. Creating a commercial message and proposition is often done when the development process is finished.

4.1.4. Bridging role

According to Rings, it is important that the new innovation suits the brand, the image and the corporate strategy of FrieslandCampina. As Rings stated: “Creating a logo, developing a distribution network, distribution policy, positioning, corporate identity and developing a website are the most important tools in building an image and making a link between the customer’s needs and wants and the brand. In other words, the marketing department is responsible for creating, organising and implementing the marketing campaign. Creating that link starts during the development phase.” The overall aim is to increase and stimulate the sales and marketing department works closely with the R&D department to make sure

¹² The interviewed firm VDL ETG Research has not a marketing department

everything fits to the new innovation. In the end, the new innovation must be able to fulfil their promises. According to Rings, creating a commercial message which is indented to the consumer is also important. The marketing department of the firm Jumbo Supermarkten fulfils the bridging role within an OI project as well. As Tulp mentioned: "They trying to make a bridge between the customer, the store and the brand name Jumbo. It is important that there is consistency between the customer needs, the new innovation and the brand image. The new innovation must support a particular brand name and must strengthen the image. Marketing is responsible to ensure this and this is done during the development phase." The overall goal is to improve the business and service of Jumbo Supermarkten." The marketing department of Essent fulfils this bridging role as well. Marketing is responsible for the new innovation meeting the requirements of the consumer. These requirements are the result of the market research that is done earlier in the innovation process. As Mettes stated, "We look to see if the new developments and insights are in line with our identity, strategy, vision and mission." All involved OI parties of Essent have discussions with each other before a new product or service will be introduced to the market. According to Mettes, the aim of such discussion is to improve the product or service by using each other's knowledge. As Mettes mentioned, "Marketing fulfils the role of a discussion partner in this process as well."

To summarise, the marketing department of firms who are focusing their activities on B-to-C markets fulfil a bridging role. In other words, they fulfil the role of a guardian or a watchdog. The marketing department must monitor the consistency between the customer needs, the new innovation and the brand image. This is often done during the development process. The new innovation must support a particular brand name and must strengthen the image. Moreover, the new innovation must suit the corporate and marketing strategy. Therefore, the marketing department is responsible for coordinating this process correctly. Furthermore, the marketing department fulfil the role of a discussion partner within the firm Essent as well. A meeting is set up when the insights of the market of consumer are found, during which all involved parties are trying to improve the idea of the new OI project by using their own knowledge and skills. Within this process the marketing department is a discussion partner to the other involved departments.

4.1.5. Building and Maintaining Relationship

Another role that the marketing department can fulfil within an OI project is building and maintaining a relationship with their customers. Rings stated, "The aim is to create a strong and long lasting customer relationship with the brand." Within the firm VDL ETG Research, the business development manager is responsible for building and maintaining relationships

with the customers. According to Verouden, the reason for this is to generate more business. On the other hand, Mettens stated, "The goal of building a relationship with the customer is to create the optimal customer experience." However, creating a strong and long lasting customer relationship with the brand, generating more business, reducing the costs of customers and creating the optimal customer experience are not the only goals of building and maintain relationships with customers ((Hobby, 1999) As Tulp mentioned: "Another role of the marketing department is to stay in contact with the customers and to find suggestions or insights (coming from our customers) to improve our business and service. Building and maintaining a relationship with the customer starts when the product is ready for implementation into the market."

To summarise, the marketing department is responsible for building and maintaining a relationship with the customers within firms that are operating within a B-to-C market. VDL ETG Research is an exception to this statement. In this case, the business development manager responsible is for building and maintaining the relationships with the consumers. This process starts often when the product and/ or service is implemented into the market.

To conclude, multiple patterns became visible when combining the data from the different cases. In general, the marketing department can fulfil five roles within an OI project. Within all cases it plays the role of conducting market research and finding insight the leading role of the marketing department within an OI project. The main reason for this is that these new insights lay a foundation and create opportunities for a new OI projects. The marketing department of firms that focus their activities on B-to-C markets are not only responsible for building and maintaining the relationships but for fulfilling a bridging role as well.

4.2. Overview Individual Case Study Reports

The table below shows the most important and relevant quotes that are mentioned during the interviews concerning the role of marketing within an OI project. The vertical column shows the different themes that represent the role of the marketing department within an OI project.

Case / Theme	FrieslandCampina	Jumbo Supermarkten	VDL ETG Research	Essent	Rockwool Benelux
Market research / insights	<p>“Another role of marketing is to look at what the customer wants and to search to which future claims or propositions they will lead. This will lay the foundation for a new innovation. This innovation can be a new product but a new business model as well.”</p> <p>“The main task of marketing is to respond to trends in the market.”</p> <p>“They are looking for trends and our innovation projects start there.”</p> <p>“What the needs are in each market and the commercial drivers”</p>	<p>“Jumbo Supermarkten does market research; however, this is not specific to OI projects. The market research is often based on the past purchases of the customer because we have this information already. If we find commercial drivers through market research we can act on this.”</p>	<p>“In order to translate a technical product into a commercial product is it important to know the needs and wants of your customers. This is the task of our business develop manager.”</p> <p>“A business development manager talks with our customers and because of that he knows what is on their mind and translate it to into opportunities. This is the beginning of a OI project.”</p>	<p>“Our innovation strategy and OI projects are customer driven. Therefore we are looking for insights of our customer and the market. To find these insights is a task of the marketing department. The marketing department does a lot of market research and the outcomes can be valuable for our OI projects.”</p> <p>“The insights and opportunities are coming from the marketing department.”</p>	<p>“The marketing department has the capability to conduct a good market research. They know what to do and know the customer. This lays the foundation for new innovations.”</p> <p>“By conducting market research and following the market demands/ requirements we get a lot of (new) information. This information is the input for new projects. Those projects will create an opportunity to respond on the future and adjust our proposition.”</p>

	<p>“The marketing department can find the needs and trends and those needs and trends are the start of the innovation project.”</p> <p>“The marketing department is responsible for finding new insights that can be relevant for FrieslandCampina. For example, based on market research we found out there was a need for making a quick cappuccino with high quality standard.”</p>				
Long term perspective	n/a	n/a	n/a	n/a	<p>“Because of the poor industry conditions, the focus of the sales department is mainly on creating turnover and this results in tending to have a short term view. On the other hand, the marketing department is used to have a long term view. They will check a wider range of options when opportunities arise in order to ensure continuity. So the marketing department</p>

					will and must push the sales department towards new solutions and methods.”
Translation into commercial message / proposition	<p>“We can anticipate with our product on new trends This is because the marketing department knows what our customers want. They can formulate a proposition that fits our customers wants and at the same time our new innovation product/ service. ”</p> <p>“The role is to translate the needs and demands from the market to what needs to be develop.”</p>	<p>“The role of marketing is to tell the customer what we do.”</p> <p>“Marketing translates this into a commercial story for the consumer.”</p> <p>“Marketing tells the story to the customer.”</p> <p>“The marketing department know how to reach the consumer and which channels you need to use The marketing department is involved from the moment we know we want to inform the consumer. The content of the message does not matter. This could be the opening of our new head office or the introduction of a new product.”</p> <p>“The supplier tries to sell their new soft drink trough Jumbo</p>	n/a	<p>“The marketing department direct the sales channels, we call this the “go to the market activities”. In other words, marketing is responsible for how to do bring the product into the market. Think of which communication activities, product features and which channels Essent needs to use.”</p> <p>“They are responsible for creating the right message and bringing that message to the right target group through the right channels. So, they translate it into a commercial message.”</p>	<p>“The marketing department is responsible for ‘storytelling’. The aim is that our target group can easily identify what our solutions can do for them.”</p>

		<p>Supermarkten. The marketing department is involved in this process as well. Together with the suppliers they will decided which marketing channels they will use for the introduction of the new soft drink.”</p> <p>“The marketing department translate this into a commercial message which is communicated to the consumer.”</p>			
Bridging role	<p>“The marketing department is responsible for developing the brand. The new innovation must suit the brand, the image and the corporate strategy. Creating a logo, distribution network, distribution policy, positioning, corporate identity, website etc. are tools to build an image and making a link between the customer’s needs/ wants and the brand.”</p>	<p>“They try to make a bridge between the customer, the store and the brand name Jumbo. It is important that there is consistency between the customer needs, the new innovation and the brand image. The new innovation must support a particular brand name and must strength the image. Marketing is responsible to ensure this happens.”</p>	n/a	<p>“They keep an eye on the innovation process and whether the new innovation still meets the requirements of the consumer. These requirements come from the market research that is done earlier in the innovation process.”</p> <p>“We check whether the new developments and insights are on in line with our identity, strategy, vision and mission. If it does not fit</p>	n/a

				but we think it is too important to ignore it we can implement it into the market using another brand name. Before we can implement it we talk a lot with each other and we use each other's knowledge to improve the idea. So, marketing fulfil the role of a discussion partner as well."	
Relationship management	"The marketing department tries to build and maintain a relationship with the customer. The aim is to create a strong and long lasting customer relationship with the brand."	"The aim of building a bridge between the customer, store and brand name is not only to stay in contact with the customer, but to communicate and build and maintain a relationship with them." "Another role of the marketing department is to stay in contact with the customers and to find suggestions or insights (coming from our customers) to improve our business and service. "	"In addition, they maintain a relationship with them as well. The aim is to generate more business."	"Marketing is responsible for building a relationship with the customer and to create the optimal customer experience as well."	n/a

Table 4.1: Overview in-depth interview quotes

5. DISCUSSION, CONCLUSIONS AND LIMITATIONS

This chapter will show a more extensive analysis based on the case study results. The link between the existing literature and the discovered insights from the case study will be demonstrated. Furthermore, this chapter will discuss what the results of the case study research mean for the literature and in practice. Therefore, based on the insights, lessons for academics and managers are drawn. In addition, managerial implications and limitations are described for the overall master dissertation. To conclude, suggestions for future research will be made. The overall goal is to answer the central research question.

5.1. Discovered Insights and Literature

This research is built on two literature streams, namely, the role of marketing within an NPD project and the role of marketing within an OI project. Based on these themes, the following central research question is formulated: *“What is the role of the marketing department within an open innovation project?”*

The literature review suggested that the marketing department has three main roles within a NPD project. These are: (1) translate the voice of the customer, (2) building and maintaining relationships with customers and (3) analysing the market and trends (Fain, Moes & Duhovnik, 2006). The case study research confirmed the importance of these roles. The marketing department is responsible for translating customer needs into future claims and opportunities for the firm. However, the marketing department also receives help from other departments, such as the sales and R&D departments during this translating process. The idea behind this is to combine each other’s knowledge and skills to create a more innovative process. However, the marketing department often lays the foundation of a new OI project by finding new insights from the consumer and the market through market research.

On the other hand, the marketing department fulfils different roles based on the literature review for an OI project in comparison to a NPD project. According to Rubera, Ordanini and Chandrasekaran (2011), the marketing department fulfils four roles within an OI project. The first role is acting as a communication partner between the OI partners. Findings during the case study research reaffirmed this role. The marketing department communicates with the marketing and/or sales department from the other parties but is not the point of contact within the OI project itself. This is the responsibility of the project leader. Moreover, the marketing department is an important partner in the pre-development phase within an OI project. During this phase, the marketing department is a discussion partner and shares its knowledge and skills with other departments with the aim of improving the overall quality of the new

innovation. The second role of the marketing department is facilitating the research of new market opportunities (Rubera, Ordanini and Chandrasekaran, 2011). This role was confirmed by all firms during the case study research. The outcomes of a market research often lay the foundation for a new OI project. Therefore, market research is an important tool of the marketing department within an OI project because it creates new insights and opportunities that can lead to a competitive advantage. The third role is adapting the marketing plan to the OI initiative (Rubera, Ordanini and Chandrasekaran, 2011). The literature suggests that it is important that the marketing plan is synchronised to the OI initiative in order to see what the marketing possibilities are and which marketing strategy the initiative needs to follow. Moreover, it gives a clear overview of all the costs and, if necessary, savings that can be made. This role was confirmed by several firms in the case study research. The marketing plan is generally created together with the marketing- and/ or sales departments of the OI partners. The aim of the marketing plan is to create consistency, prevent miscommunication and other problems, while connecting the market to a new innovation and the internal activities of the firm. The aim therefore is to create consistency, prevent miscommunication and other problems as well. The final role is including the marketing obligations in the final agreement (Rubera, Ordanini and Chandrasekaran, 2011). Based on the case study research, it is important to ensure that the new innovation suits the brand, the image and the corporate strategy. Therefore, the marketing obligations are included in the final agreement to create a level of consistency and certainty. The marketing departments from all involved parties set the marketing goals for the new innovation based on the market research information. The overall goal is to make a link between the customer's needs and wants and the brand.

The marketing department also plays an important role in determining the future of OI within a firm. In other words, OI gives the marketing department opportunities to regain its influence within the firm (Rubera, Ordanini and Chandrasekaran, 2011). As Rubera, Ordanini and Chandrasekaran mentioned (2011) "Marketing is not just sitting at the negotiation table, it is setting the table for the negotiation". According to the case study research, the marketing department is indeed setting the hypothetical table. This is done by offering valuable input based on the conducted market research. To create and keep their competitive advantage it is important to know your customer, competitor and market.

To conclude, the literature review suggests that the marketing department fulfils three main roles within a NPD project. Namely, (1) translate the voice of the customer, (2) building and maintaining relationships with customers and (3) analysing the market and trends (Fain, Moes & Duhovnik, 2006). These three activities were confirmed by all firms. According to the literature, the marketing department is responsible for three more roles in addition to the two

roles within a NPD project. These are: (1) being a communication partner between the OI parties, (2) adapting the marketing plan to the OI initiative and (3) including the marketing obligations in the final agreement (Rubera, Ordanini and Chandrasekaran, 2011). The case study research largely confirms the findings in the OI literature. However, two new roles of the marketing department within an OI project were brought to light. These two new roles are: (1) translating a theoretical message into a commercial message or proposition and (2) offering a long term perspective to the sales department. To conclude, the marketing department fulfils different roles within an OI project and this role is larger in comparison to the role within a NPD project. In the future, the marketing department will play still an important role within an OI project. This is mainly because the marketing department has the skills and knowledge to conduct proper market research and can find the insights that create opportunities and future ideas. Although this role can be outsourced, the marketing department also fulfils several other vital roles. These roles cannot be outsourced easily, for example: offering a long term perspective, offering a bridging role and building and maintaining a relationship with customers.

5.2. Discovered Insights and Practice

According to the case study results, the marketing department fulfils the following five roles within an OI project: (1) conducting market research and, based on this research finding insight, (2) offering a long term perspective, (3) translating messages into a commercial message and proposition, (4) offering a bridging role and (5) building and maintaining a relationship with customers. It is important that all these five roles are fulfilled within the OI process if a firm wants to benefit optimally from the knowledge of their marketing department within an OI project.

Figure 5.1. shows a non-linear model of a OI process (Korobow, n.d). In general, there are four steps and each step represents a stage of the OI process.(Enkel, Gassmann & Chesbrough, 2009).¹³

¹³ This model captures the main features of the OI process. The search for OI partners is different for every firm and can be done in different phases (Enkel, Gassmann & Chesbrough, 2009)

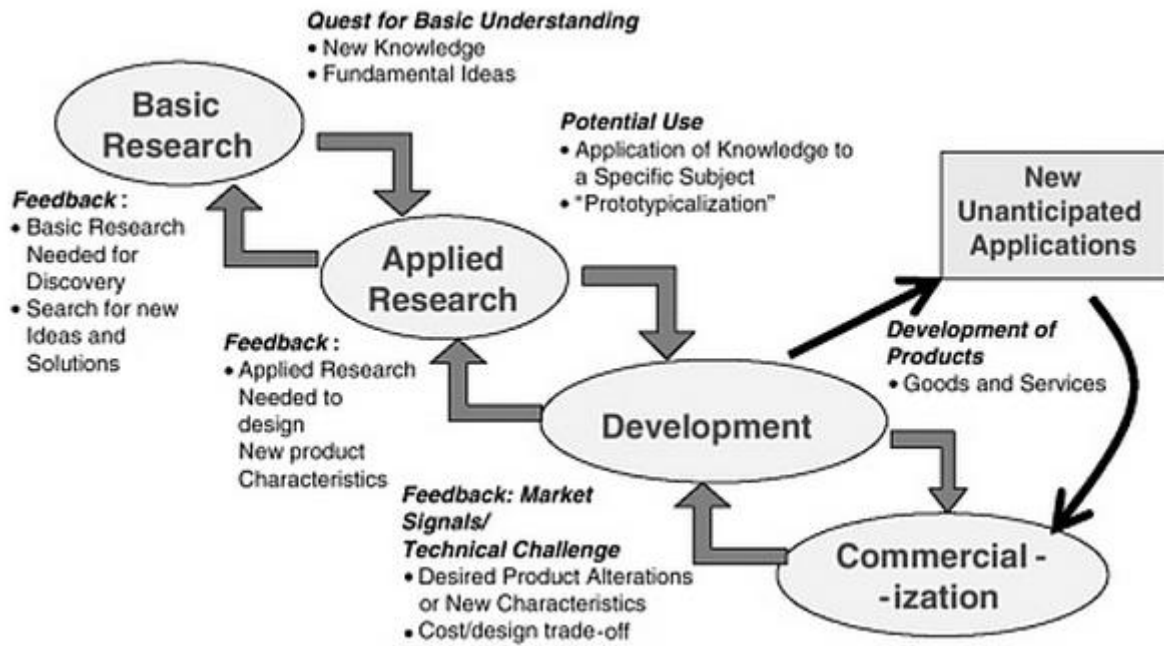


Figure 5.1: A non-linear model on OI (Korobow, n.d)

An OI project is started by conducting basic research. This research is driven by curiosity and the aim is therefore to increase the knowledge. In other words, the results of basic research cannot be implemented directly but heighten the understanding of the world (Wessner, 2004). During this phase, the marketing department must fulfil their role of market researcher and finding new insights about the market and consumer. The results of the market research can lay a foundation for a new innovation. The second phase of an OI project is applied research. This phase is not driven by curiosity anymore but the aim is to understand a real problem and to answer a specific question (Wessner, 2004). Applied research is needed to include the product characteristics into the new innovation and develop a prototype. During this phase of the OI process, marketing can offer a long term perspective, something which was again emphasised in the case study results. They check a wider range of options when opportunities arise in order to ensure continuity. The third phase of the OI process is the development process. During this phase the new innovation will be developed. Therefore, it is important that the market signals are included and a cost and design trade off is done. Moreover, new unanticipated applications can be included into the new innovation as well at this point (Wessner, 2004). During this phase of the OI process, the marketing department can also offer a bridging role. When they fulfil the role of a discussion partner and ensure that the market signals are included, the overall quality of the innovation will improve. Last but not least, the fourth role of the OI process is commercialisation. During this phase the new innovation will be implemented into the market and new unanticipated applications can be added as well (Wessner, 2004). During this phase, the marketing department can fulfil two roles. First of all, they are responsible for

translating the new innovation into a commercial message and proposition. Second, building and maintaining a relationship with the customer. According to the case study, the best moment for creating a commercial message and proposition and building and maintaining a relationship with the customer in an OI project is when the product or service is ready for implementation. The definitive version of the innovation is ready at that phase of the OI process. At that moment the firm can create a commercial message that it suits the new innovation. The overall aim for creating a commercial message and proposition is to develop a link between the market and the new innovation. The new innovation must be accepted before it can be a success. Furthermore, a good moment for building and maintaining the relationship with the customer is in the commercialisation phase of the OI process. At this phase the consumer can buy and try the product and/ or service and it is possible to create a link between the consumer, firm and brand.

Figure 5.2 shows visually which role the marketing department has within an OI project. The upper column shows the OI process within a firm and the lower column shows the different roles of the marketing department. Each of the five roles of the marketing department, found during the case study research, are linked to a phase of the OI process. However, there is a relation between these roles as well. The result of the market research must be translated in order to offer a long term perspective, offer a bridging role and translate a message into a commercial message or proposition. Last but not least, a marketing department receives a lot of information on how to build and maintain a relationship with the customer. Each role supports each other, but based on this research, the extent of the support is unknown, as is whether this level differs in each phase. As the OI process advances, the marketing department becomes increasingly integrated into it, fulfilling an increasing number of roles and making links between several departments.

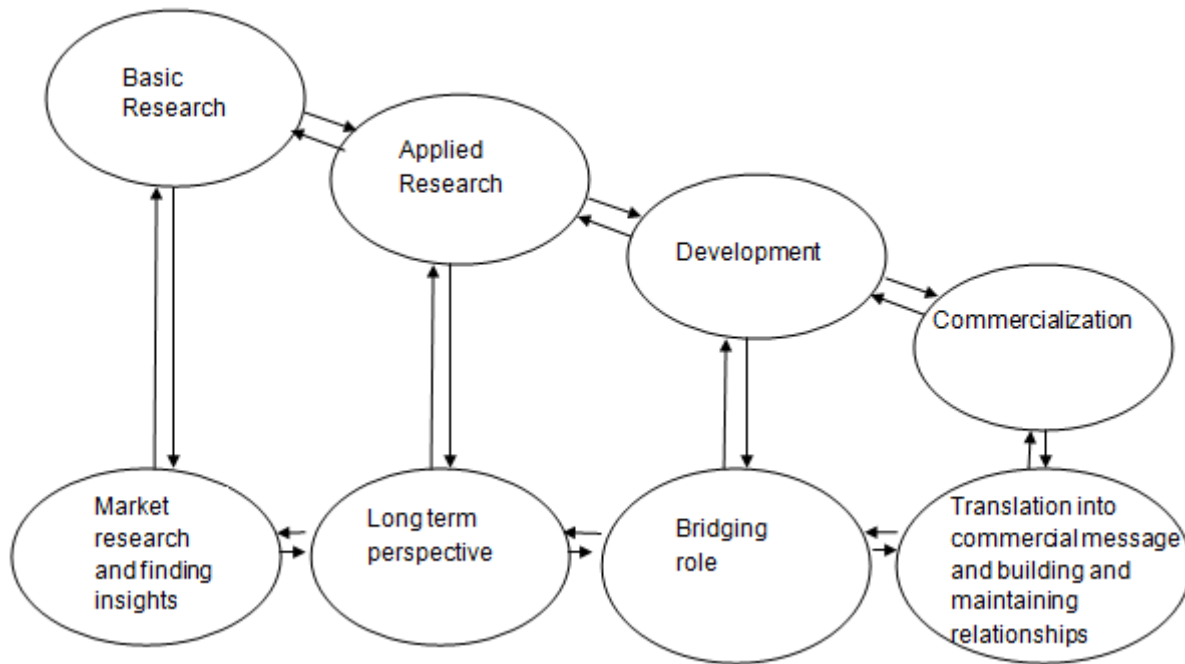


Figure 5.2: The role of the marketing department within an OI project

To conclude, it is important that the marketing department is involved in the right way during an OI process in order to benefit and make optimal use of their knowledge and skills.

5.3. Managerial Implications, Limitations and Future Research

This master's dissertation has several managerial implications. Each OI project is unique and therefore each firm has their own OI approach. Under these circumstances, each marketing department has a varied contribution that adds value to the OI project. Which role the marketing department has within an OI project depends on the firms industry sector, culture and OI goals. The marketing department may fulfil the role of a communication partner in one OI project and in another, create the setting for negotiations. There is no standard procedure that determines what a marketing department must do to make an OI project successful.

This research shows interesting conclusions and implications. However, there are several limitations. The first limitation, all the interviewed firms operate in different industries, so it was not possible so see if there are similar patterns within one industry. Future research could focus specifically on one industry to investigate the possibility of a pattern. Secondly, this master's dissertation focused on only five main themes: conducting market research and finding new insights, offering a long term perspective, translation messages into commercial message or propositions, offering a bridging role and building and maintaining relationships. Other (possible) roles of the marketing department within a OI project are not derived from

this case study research. Moreover, the roles of the marketing department within an OI project, illustrated in figure 5.1., should be investigated more in detail. For example, the relationship between the roles of the marketing department and its influence on each phase of the OI project. The goal is to get a better understanding of their contribution and to improve the model. This can only be done through qualitative research. Another area to investigate are the reasons why the marketing contribution to the OI project can fail; what are the pitfalls within this process? In the long term, quantitative research could also be conducted, however, this is only possible when the model is improved. Therefore, in-depth case studies with for example, a marketing manager, R&D manager and OI partners are recommended. Influencing factors¹⁴ will be come forth by improving the model, which will in turn have a positive or negative influence on the role of marketing within a OI project. Ultimately, quantitative research, with a large sample, is needed to conclude if the statements are statistically valid.

¹⁴ An example of an influencing factor can be the companies culture

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7. APPENDICES

APPENDIX A: RESEARCH DESIGN

The research design is a so called blueprint for the research (Yin, 2009). This blueprint discusses four points: what questions to study, which data is relevant, what data to collect and how to analyze the results (Yin, 2009). In order to conduct a successful case study, there must be a comprehensive catalogue of research designs (Yin, 2009). The design gives an overview of how to formulate the research questions in order to be able to draw conclusions.

According to Yin (2009) a research design has five important elements

1. Research question

The research question reflects the common theme of this master dissertation. The research question is formulated as follows: *What is the role of the marketing department within an Open Innovation project?*

There are no sub question formulated to support the central research question. This is because there is not enough scientific literature to formulate sub questions who are relevant enough. The answer on the central research question will be the subject for future research.

2. Proposition

This section is about the development of the study propositions. Each proposition has a direct influence on a part of this thesis that should be investigated within the scope of the study (Yin, 2009). However, the task of this master's dissertation is very explorative and this means a strong focus on these propositions does not hold.

3. Unit of analysis

This master's dissertation investigates the role of a marketing department of a firm within an OI approach.

4. Linking data to the propositions

In this element, the data is linked to the proposition with the goal of interpreting the findings. In other words, an analysis technique is chosen to study the results coming from the cases. It is important to choose the right technique otherwise it is impossible to create a solid foundation (Yin, 2009). For this master's dissertation, a cross-case synthesis will be used for analysing the case study research.

5. Interpreting the findings

This master's dissertation is based on qualitative research. In total there are six in-depth interviews conducted at five different firms. Each firm operates in a different industry and therefore, each firm has their own corporate strategy and OI strategy. Due to time limitations only five case studies were included in this research. These five case studies are enough¹⁵ to discover some basic insights on the role of marketing within a OI project and to generate a few generalised conclusions (Yin, 2009). The reason for selecting thee firms was based on using a theoretical sample rather than statistical one. The aim for a theoretical sampling is to choose firms which are present in future theory. Based on the existing literature, different OI websites and company's websites, a list of companies were identified as possible candidates for this case study. Each case was selected carefully so that the outcomes would predict similar results. For this master's dissertation there is no statistical analysis and because of that, there will be no "statistically significant" results.

¹⁵ For this master's dissertation

APPENDIX B: CASE STUDY PROTOCOL

1. Change record

- The first version was completed on 18/02/2015.
- The first modified version was completed on 22/03/2015
- The second modified version was completed on 30/04/2015

2. Background

Unfortunately, there is a lack of scientific articles that describe the role of marketing within OI project. Rubera, Ordanini and Chandrasekaran (2011), Lichtenthaler (2009) and Narasimhan, et al. (2006) have contributed most to the articles to the literature. To gain more insights in this subject another adjacent literature stream is studied as well namely: the role of marketing within NPD. The main authors for this literature stream are, Zargi, et al. (2009), Fain, Moes & Duhovnik (2006) and Fain, Kline & Duhovnik (2011).

3. Design

Please refer to appendix A for the research design of this master's dissertation.

4. Data Collection

The collected data is gathered from in-depth interviews. All interviews are tape-recorded in order to prevent important data being lost. The aim of these interviews is to collect data that give more insights into the topic and the opportunity to answer the central research question. The transcription of these interviews can be found in appendix C.

5. Data Analysis

The collected information from the in-depth interviews is the foundation for the study reports. These reports provide basic information about the firm itself, a description of the current OI project, the role of each department within the OI and of course the role of the marketing department within the OI project. Each report ends with a conclusion based on its findings. These study reports create the starting point for the cross case analysis. Due to the cross case analysis, patterns or interesting conclusions will be visible. Afterwards, the conclusions from the case study research will be linked back to the literature and this will provide an answer to the main research question.

General interview structure

Part 1: Introduction

- Introduction (explain purpose of thesis)
- Ask permission to record the conversation

- Can you maybe give a short introduction of who you are and your role within your firm?
- Can you tell me a little bit about how OI practices within your firm?

Part 2: The current OI strategy

- When did you introduce OI within the firm?
 - Why did you introduce an OI approach?
 - Can you explain the OI strategy?
 - Can you give me some examples that illustrate this OI strategy?
 - Who is responsible for the OI strategy?
- What are the roles of each department in OI?
 - Which department(s) plays the most important role?
 - Why is that?
 - What is their role?
 - What is their contribution to the OI strategy?
 - Which department(s) plays the less important role?
 - Why is that?
 - What is their role?
 - What is their contribution to the OI strategy?

Part 3: OI and marketing

- What is the role of the marketing department within the OI project?
 - In which phase is the marketing department involved?
 - What kind of role has the department of marketing in the OI strategy?
- Did all marketing departments (from all involved parties) sit down together before the OI project started?
- To what extent is the marketing department involved in the OI project?
 - What did they discuss?
 - Did you discuss the strategy with other marketing departments from other firms?
 - Did you discuss each other's goal(s)?

Part 4: The future

- How do you see the future of OI?
- How do you see the future for the marketing department within OI?
- What is your future goal of your OI approach?

Part 4: Closing

- Are there any topics that we did not touch upon but that you expected me to talk about?
- Do you have any questions or comments?
- Thank you for your participation

Appendix C: TRANSCRIPTED INTERVIEWS

Interview Case Study 1: FrieslandCampina

Data: 20/03/2015

Organisation: FrieslandCampina

Interviewer: Lise Lotte Vermeulen

Interviewee: Willem Posthouwer

Location: Personal interview at FrieslandCampina (Zaltbommel, The Netherlands)

Can you give a short introduction of who you are and your role is within the firm?

My name is Willem Posthouwer and I am the OI manager of FrieslandCampina. I have a background in Business Engineering. Before I became the OI manager I fulfil different positions in different areas within FrieslandCampina. In the field of production, commerce and innovation.

Can you tell me a little bit about how OI practices within your firm?

OI is new for FrieslandCampina. Since 1 year we pay more attention to OI and we are looking how FrieslandCampina can benefits from it. The OI team consist of 25 employees from different departments such as R&D, procurement and marketing.

When did you introduce OI within the firm?

1 year ago, January 2014.

Why did you introduce an OI approach?

The world is changing and therefore we as a company must respond on those changes. It is impossible to do this by your own. If you do it on your own then it is possible that you are to slow compare to your competitors. Besides that, you need different competencies to be successful as well and, FrieslandCampina does not own every competence. Therefore, OI is a huge opportunity.

Can you explain the OI strategy?

FrieslandCampina has three different axes, customers, suppliers and knowledge provides (e.g. universities). Besides that, we have different network organisations such as: different communities, strategic alliances and a network organisation. Each network has their own tools and approaches. We have different project portfolios and, those portfolios come up with new innovation ideas as well.

Can you give me some examples that illustrate this OI strategy?

For example, baby nutrition in China. The demand for good quality baby nutrition is enormous. Because of this change in the demand we changed our business model. Instead of offering our product through the retail we offering our product online.

Who is responsible for the OI strategy?

The whole OI team and I have the end responsibility.

What are the roles of each department in OI?

The OI strategy is project based. This means, each project is on its own and we organise each project individual. Therefore, we take the department goals not into account but we make our own project goals. When there is a focus on each department there is a chance that there will be an internal focus. So, is it important to keep in mind that there is not one department that has a predominant role. Our OI projects are project based. Besides that, it is important that each group consist of different personalities. The main benefit is it utilized all benefits of each personality.

How does an OI project looks like?

An OI starts as follow: within FrieslandCampina we make a planning and based on the planning, we see that there are different needs in different markets. Then we look which skills we are missing (so which skills we do not have within FrieslandCampina). Based on that, we are going to look for a partner who has those skills and a similar OI goal. Then we make a project assignment together with the partners. We discuss each other's objectives, risk management and how we communicate with each other. This project is a part of a long term program.

What kind of role has marketing within the OI strategy?

The team must be multidisciplinary (as I mentioned before) and of course marketing plays an important role in this process as well. It takes time to implement a good innovation. Before we can implement an innovation we must find partners. The main task of marketing is to respond on trends in the market. Besides that, another role of marketing is to look at what the customer wants and to search to which future claims or propositions they will lead. This will lay the foundation for a new innovation. This innovation can be a new product but a new business model as well. An example of a new business model is baby nutrition in China, as mentioned earlier.

In which phase is the marketing department involved?

Within FrieslandCampina there are three plans and each on another level; strategic planning, business year planning and individual project planning. Marketing is involved from the beginning.

Why are they involved from the beginning?

They are looking for trends and our innovation projects start there. A trend is the start for an innovation project.

Did all marketing departments (from all the parties) sit down together before the OI project started? (If not, why?)

Yes, we have a planning cycles. Based on this cycles we are looking to our strategic planning (this planning shows us which direction we want to follow). Each business unit narrow its own part down to an implementation level. If I related this is an OI project it will looks as follow. Based on the overall business strategy, each business unit and department will make a plan and goals. It is important to be on the same level as your partner to make an OI plan realistic.

Which criteria's plays an important role by searching for partners?

Strategic fit (complementary or not. If they are complementary you get another collaboration), degree of innovation and business potential.

What kind of collaboration do you get if they are complementary?

You make strict rules with your partner.

Can you give an example of such a rule?

For example, we work together with some of our suppliers but at the same they are our competitors as well. In this case, we make rules. This means on certain subjects/ areas you do not talk with each other. This means, people from account A do not talk with people of account B.

How does the process looks like of choosing a partner?

We set up a plan (a strategic plan) and we update this each year. We look what the needs are in each market and the commercial drivers. (This is the role of the marketing department). Based on this, we make a list of requirements for our partner. Then the search of a new partner can start. After we made a top 3 or top 5 we refine our requirements again.

Did you discussed each other (marketing) goals?

Yes of course. You must do this in order to be on the same level.

In what extent is the marketing department involved in the OI project?

The marketing department can find the needs and trends. Those needs and trends are the start of the OI project.

How do you see the future of OI?

The need for OI will increase. It is very important to have a good network if you want to be a competitive player in the market. You must implement new products very fast. Therefore, OI plays an important role in this process. OI can speed up the whole process.

How do you see the future for the marketing department within OI?

In my opinion there are different scenarios, which is based on the conditions of the market. If the market is mature then the role of marketing is, “know what your customer wants and know how you must anticipate on this.” On the other hand, if you are operating in an emerging market, then there are more possibilities and freedom for a firm.

Can you give an example for an emerging market?

For example the baby nutrition case that I mentioned before. China is a growing market for baby nutrition. So it was possible to try something else. Instead of using the retailer as a third party, we introduced e-commerce in China. In The Netherlands (mature market) is it not possible to exclude the retailer. In other words, the marketing department is more customer oriented and is looking for trends and how to anticipate on this. If you operate in a mature market, the marketing department cannot afford big changes. Their aim is to keep the highest margin on your product.

What is your future goal of your OI approach?

A network economic. So you do not talk anymore about different departments. You are looking for personalities that fits together. Those personalities create a project team. My future innovation goal is to create innovations with a shorter lead time. For example, a new process or new ingredients or a new platform. Besides that, vital networks will play an important role within OI as well. SME's have often a lot of ideas but they do not have the capabilities and/ or resources to enter the market. This is where FrieslandCampina can help. We have the money, capabilities and access to different markets. We do not know how we can do this or how this process looks like. This is new for us.

Interview Case Study 1: FrieslandCampina

Data: 02/04/2015

Organisation: FrieslandCampina

Interviewer: Lise Lotte Vermeulen

Interviewee: Marijn Rings

Location: Phone interview

Can you give a short introduction of who you are and your role is within the firm?

My name is Marijn Rings and I am project Innovation Manager at FrieslandCampina. I have an economic background and work within FrieslandCampina on several innovation projects. Within these projects I am responsible for the commercial activities.

Can you tell me a little bit about how OI practices within your firm?

We do not have a specific OI strategy. It is more project based. When we accept a project we look what kind of skills and expertise we need. Based on this we select a project team. The project team consist of internal departments (R&D, marketing and sales) but external parties as well. For example market research companies. However, we do not share our technologies with others. We have a closed agreement with them. One of our latest project is "Lattiz". We work with several parties on this project for the last 3 years.

Why do you have an closed agreement with them?

We do not share our technologies with them. We own the IP rights. That is what we always do. This is a decision from the top.

When did you introduce OI within the firm?

I do not think we have an OI strategy as I told you before, but we have several OI projects. We have these projects at least 5 years.

Why did you introduce an OI approach?

To be innovative and to be different compared to your competitors.

Can you explain the project "Lattiz"?

Lattiz is a milk foam machine for restaurants and bars that serves cappuccinos, latte macchiato and other milk coffees. Everyone can make the perfect milk coffee by using this machine. You do not have to clean the machine anymore and you can make six coffees within one minute. This product is brand new. At this moment there are around the 100 machines in the market and we hear a lot of positive signs. The marketing department can

find the needs and trends and, those needs and trends are the start for the innovation project. An example of one of the latest OI projects of FrieslandCampina is called “Lattiz”. Based on market research, there was a need for making a quick cappuccino with high quality standards. This resulted in “Lattiz”. According to Rings, it is important to know what is on the mind of the consumer and to anticipate this. Market research is an important tool for doing this.

What is the role of FrieslandCampina within this project?

We developed everything ourselves with some help of other parties. However, we were responsible for the technical and the commercial part of the project. Of course, a few parts of this process was outsourced to external parties. We worked with other parties together to reach our goal.

Which parties were involved?

A lot of parties. I cannot say exactly how much. There are several market research companies involved, advertisement companies, customers, restaurants and bar owners, several technological firms and R&D firms.

Did the marketing department has a role in this project as well?

Yes.

How does this role looks like?

The marketing department is responsible for finding new insights that can be relevant for FrieslandCampina. For example, based on market research we found out there was a need for making a quick cappuccino with high quality standard. Based on this we created the Lattiz. Another task of the marketing department is to develop the price policy, distribution policy and promotion policy.

How does the marketing find these insights?

These trends are found through market research, in-depth interviews and focus groups.

Does the marketing department outsource their marketing research to an external party or not?

Sometimes. If the project is complex like the “Lattiz” project then we outsource the market research. Otherwise, we do I ourselves.

Why is marketing research important?

If we do not know what our customer or a consumer finds important we cannot make products that are a success and will be accepted by the customer.

Who is responsible for the OI projects?

That is different every time. However, in a big project like "Lattiz" there is one person responsible for the technical part and one person responsible for the commercial part. In this case I am responsible for the commercial part.

What are your tasks?

I am responsible for the sales and marketing activities. The role is to translate the needs and demands of the market into what needs to be developed. It is important that the consumer accept the new product. This is the task of the marketing department but, the sales department as well. Both departments have the skills and knowledge to figure out what is important for the consumer. We can anticipate on new trends with our product. This is because the marketing department knows what our customer wants. Based on that, they can formulate a proposition that fits our customers' wants and needs and, at the same time our new innovation product/ service. When the product is ready the marketing department is responsible for developing the brand. The new innovation must suit the brand, the image and the corporate strategy. Creating a logo, distribution network, distribution policy, positioning, corporate identity, website etc. are tools to build an image and making a link between the customer's needs/ wants and the brand. With other words, creating, organizing and implementing the marketing campaign. The overall aim is to increase and stimulate the sales. Everything is done in cooperation with the R&D team to make sure everything fits. The marketing department translate this into a commercial message which is communicated to the consumer. Besides that, the marketing department tries to build and maintain a relationship with the customer. The aim is to create a strong and long lasting customer relationship with the brand.

How does the marketing department build and maintain a relationship with the customer?

It goes beyond simple collecting demographic information and customer data. The marketing department tries to build a strong relationship with the customer so the customer feels connected to the brand. The aim is to create word-of-mouth and generating leads.

When does this process starts?

Once the product is implemented. At that moment the consumer knows that the product exists.

At which phase of the OI process does the marketing department build and maintain a relationship?

Once the innovation is implemented into the market we start with building the relationship with the consumer. We maintain the relationship as long the new innovation is in the market.

How does the role of sales looks like?

They have close contact with the customer and market. Indirect they get a lot of information. This information can be used for new (open) innovation projects.

Which department(s) plays the most important role?

Our OI projects are project based so it is difficult to answer which department plays the most important role and the less important role.

In which phase is the marketing department involved?

From the beginning.

Why form the beginning?

The results of the market research is the input for a new (OI) project. We need to know what our customers' wants. This knows the marketing department.

How does the marketing department knows the customers' wants?

They conduct market research .

At which phase of the OI process does the marketing department translate a message into a commercial message?

Once the product is ready to implement into the market. The marketing plan is an important tool/ guideline for this process.

Why at that phase?

At the phase the product is ready to implement into the market, so at that point we now our definitive version of our innovation. When we create a commercial message at that moment we can guarantee that it suits our product.

Is the marketing a communication partner between the OI parties?

No, the project manager is the communication partner. Of course the marketing department has contact with the R&D team and other teams but this is not a specific role.

Are the marketing goals set up before an OI project starts?

Yes.

Why?

To make everything clear and create a good start of the OI project. When there are no goals formulated is it hard to fulfil your role properly.

How do you see the future of OI?

I think the future looks good. If you want to distinguish yourself you must come up with innovative products and (open) innovation plays an important role in this process.

How do you see the future for the marketing department within OI?

At this moment marketing plays an important factor and this will continue. The marketing department has the capabilities to find new insights, needs and wants of the consumer. It becomes more and more important to know what is on the mind of the customer and to find new insights. The marketing department have the capabilities to do this.

What is your future goal of your OI approach?

To create more products and services that meet the demands of our customers. New products and services must meet the demands of the consumer to ensure their success.

Interview Case Study 2: Jumbo Supermarkten

Data: 27/03/2015

Organisation: Jumbo Supermarkten

Interviewer: Lise Lotte Vermeulen

Interviewee: Hylke Tulp

Location: Personal interview at Jumbo Supermarkten (Veghel, The Netherlands)

Can you give a short introduction of who you are and your role is within the firm?

My name is Hylke Tulp and I am the head of module and innovation process of Jumbo Supermarkten. There are three commercial departments within Jumbo Supermarkten namely: Formula and Innovation, Marketing and Commerce (category management). Commerce is responsible for the presentation of the products. The task of the Marketing department is to communicate with our customer and potential customer. Formula en Innovation is responsible for the marketing within the stores. For example, finding the right route within the stores and placing communication point within the store itself. I am responsible for module developments. With other words, together with my team, I develop the concept of Jumbo Supermarkten. Our aim is to create deliver a better service to our customers with the aim of creating more profit.

Can you tell me a little bit about how OI practices within your firm?

We have several OI projects with our suppliers and consumers. Our aim is to anticipate quickly on the developments and trends in the retail industry.

When did you introduce OI within the firm?

Approximately 5 years ago.

Why did you introduce an OI approach?

The retail industry develops and change quickly. Supermarkets come and go, socio-demographic backgrounds changes and the law and the technology changes all the time as well. If you do not anticipate on those changes you are as a business not relevant anymore. A firm must anticipate on the change to be a relevant player all the time. It is important for us to be open for everyone (e.g government, customers, suppliers). Our aim is to provide our customer the best as possible. This is only possible if we have a total overview.

Can you explain the OI strategy?

We do not have a specific OI strategy but it is project based. Each project is on their own. However, in general our aim is to serve our customer (and consumer) better and to increase our profit and market share.

Can you give me some examples that illustrate this OI strategy?

There are a lot of examples on product level. For example, our collaboration with the category captain of each industry sector. Our category captain of the soft drink industry is Coca Cola. We work together with Coca Cola to improve the soft drink industry. Our goal of this collaboration is to get knowledge from the supplier and to know the needs and wants of the consumer. The aim for the supplier (in this case Coca Cola) is to increase their product success within the retail sector.

Do you work with small players as well?

Yes but not that much.

Why not so much?

The category captain has more knowledge that is useful. The aim is not only that the brand of the category captain will grow. The aim is to grow the whole industry sector as well. In this case the soft drink industry. During this process plans and ideas for other soft drink suppliers will arise as well. We include the smaller player in the process if those ideas are relevant for other suppliers.

What is in for Jumbo Supermarkten?

We want to deliver the best service with the lowest price for our customer. If we work close with our suppliers. As a result, we get a lot of information about the behaviour of our (potential) customers. This information is very valuable.

Why is that information valuable?

Info and insights about consumers are always valuable. Of course you can buy this info but still it is costly. By applying an OI project and share this kind of info you decrease "the time to the market". If you have a short "time to market" you can be innovative. You can be the first store with a new product or a new service.

Who is responsible for the OI strategy?

That depends on the project.

Why does that depends?

If the aim of the OI project is “assortment development” then the category management is responsible. Sometime our private label team is involved as well. It depends if the assortment development is related to our own brand. The innovation and formula department is involved when the aim of the OI project is related to our concept of our stores or the formula. The marketing department is involved in an OI project if the consumer is involved. How bigger a project, how complex the project is. It can even be a strategic move.

So the marketing department is involved if the consumer is if the consumer is involved?

Yes.

Not earlier?

No.

Why not?

Because they cannot deliver valuable input at that moment if the consumer is not involved.

What kind of role has marketing within the OI strategy?

The role of marketing is to tell the customer what we do. The marketing department knows how to reach the consumer and which channels we need to use. Furthermore, it is involved from the moment we know we want to inform the consumer. The content of the message does not matter. It could be anything from the opening of our new head office till the introduction of a new product. The main task is to inform consumers and customers. Besides that, another role of the marketing department is to stay in contact with the customers and to find suggestions or insights (coming from our customers) to improve our business and service. Building and maintaining a relationship with the customer starts when the product is ready for implementation into the market. They try to make a bridge between the customer, the store and the brand name Jumbo. It is important that there is consistency between the customer needs, the new innovation and the brand image. The new innovation must support a particular brand name and must strengthen the image. Marketing is responsible to ensure this happens. The aim of building a bridge between the customer, store and brand name is not only to stay in contact with the customer, but to communicate and build and maintain a relationship with them.

How do does this work?

We have several channels to reach our customers. Through these channels we tell them what we do. A few examples of those channels are: television, radio, newspaper, our website, our magazine (Hallo Jumbo), advertisements, flyers and of course the stores.

At which phase of the OI process does the marketing department offer a bridging role?

During the development phase. At that moment the marketing department checks if the product still meets the requirements.

Why at that phase?

The aim of such bridging role is to create consistency between the customer needs, the new innovation and the brand image. During the research phase we are still gathering customer needs.

Does they fulfil the role after the development process as well?

Not really. It is better to do this during the development process because it is easier to make changes to your product during this phase instead afterwards.

Does the supplier provide information about the customer as well?

Yes. We have the information of the customer based on their purchases. The supplier does the "real market research" and they will share the information with us. The supplier search for the needs and demands of consumers even though this is not directly related to the retail industry. For example, the results of a market research investigation shows that the consumer prefers a new lemon soft drink. Based on this information the soft drink supplier will produce a new lemon soft drink. However, the supplier wants to make this new soft drink to a success and this is where Jumbo Supermarkten comes in. The supplier tries to sell their new soft drink trough Jumbo Supermarkten. The marketing department is involved in this process as well. Together with the suppliers they will decided which marketing channels they will use for the introduction of the new soft drink. Because of this OI project we get a lot of information about the consumer what their needs and wants are. Therefore we can better meets the demands of the consumer. Since the supplier knows the need and wants of the consumer of the (new) product the proposition, the overall message and logo is done by the marketing department of the supplier. Jumbo Supermarkten does market research however, this is not specific to an OI project. This market research is often based on the past purchases of the customer because we have this information already. If we find commercial drivers through market research we can act on this.

At which phase of the OI process does the marketing department build and maintain the relationship with the customer?

This process starts once the new product is implemented into the market.

How does this process look like?

That is different every time. It depends if the supplier is involved or not and, it is based on what kind of new innovation it is. To build and maintain we use our tools e.g. purchase history, offer discounts in collaboration with or with our partners etc.

Why at that phase?

We start with building the relationship as soon as the product is in the market. Then the consumer knows what we offer and they can try/ buy the product.

You do you not start build a relationship sooner?

No.

Why not?

Because it is hard for a consumer to identify them with a product that they never saw or tried.

On what does that depend?

If the supplier wants to use the channels of Jumbo Supermarkten, we decide how the commercial (and the translation) looks like. However, if the supplier wants to make an own television commercial they decide everything by themselves. In this case, the name "Jumbo" is not mentioned during the television commercial of the supplier.

In which phase is the marketing department involved?

From the beginning. The marketing department knows how to reach the consumer and which channels they need to use The marketing department is involved from the moment we know we want to inform the consumer. The content of the message does not matter. This could be the opening of our new head office or the introduction of a new product. The supplier creates the proposition, the overall message and logo. This is based on the market research.

At which phase of the OI process does the marketing department translate a message into a commercial message?

When the product is ready to implement into the market.

Why at that phase?

First we conduct a market research so we know what our customer or consumer wants. Based on that we create the product or service and when the product is ready to implement into the market. It is impossible to create a commercial message without knowing the needs and wants of your customer. Besides that, we must create and test the product or service before we can create a commercial message. We must be sure that the product can fulfil and suits the demands of the consumer.

Did all marketing departments (from all the parties) sit down together before the OI project started?

Yes, however we have contact with the sales department of our suppliers instead of the marketing department. They know what kind of image their product has or wants to have. Based on that, we set up a marketing plan. Therefore it is important to have good contact with the other party to avoid miscommunication or problems. To share information with each other makes the bond with all involved parties stronger.

What did they discuss?

The marketing strategy of the supplier, their budget, their (marketing) goals. Based on this information we set up a plan how to promote their new product by using the Jumbo Supermarket channels. The marketing obligations are included in the final agreement to create a certain consistency and certainty.

Is the marketing a communication partner between the OI parties?

No, the project manager is the communication partner between the several parties. He organizes everything. The marketing department has contact with the several teams e.g. the sales and the marketing team of the supplier.

How do you see the future of OI?

Good. With an OI approach you can reach more. Our aim is to serve our customers optimal. This is only possible when you are open for new things. You must anticipate on the new developments. My opinion, OI is the most important tool for this.

How do you see the future for the marketing department within OI?

The marketing department plays an important role within OI. Marketing tells the story to the customer. However, the input of that story comes not always from the marketing department itself. For example, last year a few Jumbo stores included insects to their assortment. The role of marketing is to tell this to the consumer but, the marketing department is not

responsible for the fact that those stores included insects to their assortment. Marketing translates this into a commercial story for the consumer. If you do this well you can distinguish yourself from your competitor.

Interview Case Study 3: VDL ETG Research

Data: 27/03/2015

Organisation: VDL ETG Research

Interviewer: Lise Lotte Vermeulen

Interviewee: Has Verouden

Location: Personal interview at High Tech Campus Eindhoven (The Netherlands)

Can you give a short introduction of who you are and your role is within the firm?

My name is Has Verouden and I am account manager of VDL ETG research. I have a technical and commercial background and I am responsible for the sales within VDL ETG Research since 1 year. VDL ETG Research is one of the 85 firms of the VDL group. Together with five other “VDL ETG firms” (VDL ETG Eindhoven, VDL ETG Almelo, VDL ETG Singapore, VDL ETG Suzhou and VDL Projects) are we responsible for 25% of the total revenue of the VDL Group. We, VDL ETG Research, focusing on building high tech systems for different parties, such as ASML. We are involved in the pre development phase of our customers.

Can you tell me a little bit about how OI practices within your firm?

We offer high tech total solutions for our customers. For example, one of our customers has a product, but they are not satisfied with one part. VDL ETG Research comes in at this stage. VDL ETG Research tries to find a solution together with the customer to improve this specific part of the product. By improving this part, the total quality of the product will increase and this will lead to a better sales performance. After all, VDL ETG Research tries to find a solution together with their customer (at the same time their OI partner). We develop and produce components for several machines. It is very important to be open to each other. With other words, we tell each other’s roadmap and cost structure. For example, we must know how many machines ASML will produce in 2016. Based on this information we can divided our capacity and decide what kind of technique and/ or skills we need to develop. Therefore it is important to be open to prevent problems.

When did you introduce OI within the firm?

Approximately 10 years ago.

Why did you introduce an OI approach?

Working together with partners creates a “win/ win” situation. It is not possible to develop everything yourself. Combing each other’s strengths and knowledge makes each other stronger. By applying an OI approach we can reach more in the high tech industry.

Can you explain the OI strategy?

We mainly work together with our customers (e.g. ASML) and less with our suppliers. However, we want to focus more on strategic procurement. For example OI projects with our suppliers. Besides that, we work together with different Technical Universities (e.g. TU Eindhoven, TU Delft, TU Twente) as well.

Why less focus on OI with suppliers?

We focus more on our sale because this creates our revenue. Our OI projects with our customers creates work and indirect money. If we do not have work, we do not have to buy materials from our suppliers.

How does the collaboration looks like with the Technical Universities?

It is a triangular relationship with our customer (e.g. ASML) the university and VDL ETG Research itself. The university fulfil the role of researcher. They come up with a technical solution. The customer (e.g. ASML) will give the assignment. On the other hand, VDL ETG Research fulfil the role of a mix that consist out researcher and making the product (generating high volume). We have a less focus on the research process compared to the university.

When there is a triangular relationship (University, customer and VDL ETG Research) who is responsible for implementing the product into the market?

Our customer. So in this case ASML. VDL ETG Research does not produce their own products so we do not have IP. The IP belongs to our customer.

Who is responsible for the OI strategy?

Within VDL ETG Research is the key account manager and business developers responsible.

Which departments are involved within an OI project?

CEO, business developers and key account managers.

What is the role of the CEO?

CEO directs the business develop managers.

What is the role of the key account managers?

The task of the key account manager is to create a profitable growth of the product.

What is the role of the business development manager?

The business development manager talks with our customer (they are at the same time our OI partner) about their opportunities from a technical perspective. With other words, the business development manager is looking what is on their mind and how VDL ETG Research can help. In addition, they maintain a relationship with them as well. The aim is to generate more business. The business development manager fulfils the commercial role for VDL ETG Research within an OI project. He talks to our customers and because of that he knows what is on their minds and translates it to opportunities. This is often the beginning of an OI project.

At which phase of the OI process does the marketing department build and maintain the relationship with the customer?

During the whole process. At the beginning to know what their wants and needs are and in the end to check their satisfaction. We can anticipate if there are any complaints. Moreover, it is important to have a good relationship with them. The aim is to create trust and at the end, to get assignments of course. However, as I mentioned before, we do not have contact with the end user. Only with our innovation partner.

So, the business development manager is a communication partner between the OI parties?

Yes, they try to know the needs and wants from the customer and translate this to the other parties.

Who does create the commercial goals?

Our development manager.

How do you translate a technical product into a commercial product?

In order to translate a technical product into a commercial product is it important to know the needs and wants of your customers. This is the task of our business develop manager. If we get the official assignment of our customer we create a project team for this particular assignment. So, often an OI project start with the input that the business develop manager receives.

How can the business developers know the needs and wants of the customer?

Talk frequently with them. Schedule meetings and inform each other about new projects, new machines and each other strategies. By being open you get a lot of information that

Who is involved in a project team?

(1) A business development manager talks with our customers and because of that he knows what is on their mind and translate it into opportunities. This is the beginning of a OI project.

(2) Technicians. They develop a technical solutions for our customer and (3) a project manager. He coordinates the project, setting goals in consideration with the OI partner.

The marketing department is not involved in this process?

No.

Why not?

We do not have a marketing department. There is one marketing and communication department but this department has a central focus. This department is not specially focused on VDL ETG Research. Despite the fact that we do not have a marketing department within VDL ETG we have a turnover of 400 million Euros. This is at the same time the main reason why we do not pay a lot of attention to marketing. Because the business is going well without a marketing department. Another reason, VDL ETG Research has not a own brand. With other words, there is no pressure to introduce (more) marketing activities.

What kind of role has marketing within the OI strategy?

At this moment the marketing department is not involved in our OI approach. So they do not play a role.

Why are they not involved?

The aspect marketing is underexposed. This is a decision from the management top. The main reason, VDL ETG Research has not a own brand name. We are just involved in the development process of other firms, our OI partners.

What are the improvements for VDL ETG Research concerning the marketing activities?

Improving our website with the aim to promote our self more and better. However, this industry (high tech) is network related and because of this marketing plays a less important role. Our CEO has intense contact with the CEO of several partners, for example the CEO of ASML. Because of this good and intense contact business is done quickly. There is no pressure to increase our marketing activities because our CEO does not believe in that marketing. His opinion his, why spending money on marketing when there is enough work and the results are good. This will not change overnight.

How do you see the future of OI?

I support OI. The developments in the high tech industry has an enormous impact worldwide. It is impossible to follow and anticipate on these developments on your own. Because of the speed of these developments we need to apply OI. Applying OI is a must to keep our competitive advantage in this fast growing competitive market. Our customers need partners who can make parts of their machines. This is where we come in. The process of developing a product or improving a process is an OI project. However, finding the right needs and wants of the customer and translating this to technical specifications is a very important aspect of the OI project. This lays the foundation for an OI project and therefore important to do this correctly.

How do you see the future for the marketing department within OI?

Within VDL Group not so fast. The main reason is, the VDL Group is a family business and the management do not believe in the power of marketing at this moment. The business is going very well and therefore there is no pressure to focus more on marketing activities and to increase the marketing budget.

What is your future goal of your OI approach?

Our aim is to establish a strategic partnership with our customers. VDL ETG Research needs OI to grow. Therefore it is important to know the systems of our customers and this is only possible by OI.

What are the characteristics of a good partner?

Trust and openness. These two are related to each other. It is important that there are no secrets for each other. For example, we know the business model and cost structure of our partners and vice versa.

Interview Case Study 4: Essent

Data: 01/04/2015

Organisation: Essent

Interviewer: Lise Lotte Vermeulen

Interviewee: Marcelle Mettes

Location: Phone interview

Can you give a short introduction of who you are and your role is within the firm?

My name is Marcelle Mettes and I am the OI director of Essent. I am responsible for the innovation strategy of Essent. We focus on customer-driven OI. Therefore we transforming social trends and changing customer needs into relevant solutions for our B2C and B2B markets. Essent is always looking for customer insights of their customer and the developments in the market. Finding these insights is the task of the marketing department.

When did you introduce OI within the firm?

Since 2014 we focus 100% on our innovation strategy. Before we had OI projects as well but we had not one central innovation strategy.

Why did you introduce an OI approach?

The traditional gas and electricity industry is under pressure. The industry is changing. A few years ago everything was big with quick results and national. Nowadays, everything must be local and sustainable. The margins are decreasing and the competition in this industry is high and mainly focused on the price aspect. Besides that, more consumers are looking for an alternative way to generate energy by themselves (e.g. solar panels). A result of all these changes, our revenue decreases. At this moment we are market leader and we want to hold this position. Therefore we are looking for new solutions for our customers (B2B and B2C). These new solutions are needed to create business and money in the future as well. Two years ago we had some innovation projects as well however, these were not centralized. There was not a "one way of working". This way of working was not effective in time and money. Because of this we set up an OI plan and created one innovation portfolio. This new portfolio increases the development of our (open) innovations and create a clear overview.

Can you give me some examples that illustrate this OI strategy?

The current business and revenue model does not work optimal anymore because the energy and gas industry is changing. People want to generate their own energy for example by solar panels. We need to anticipate on this new development. For example we can offer our own solar panels and therefore we need to change our business and revenue model. We

want to offer solutions for our customers so that they can benefit from their (self) generated energy. For example, putting on the washing machine if the sun shines. This is an example of an energy efficient solution and our task is to facilitate those solutions. Another example is the “connect mode environment”. In this case each household connects their appliances to each other. Last but not least, the big data. Consumers have a lot of information about their own energy and gas consumption. This valuable information can be used by creating solutions and gives the consumer insights about their own consumption behaviour. However, there are several other aspect that plays a role in “the big data case.” For example, the privacy of our customers. We cannot use their consumption information for commercial purposes.

Can you give an example that illustrate the “big data case?”

For example, a lot of consumers have a “smart energy meter”. This meter collects data about the energy consumption of each household. If the meter runs the consumer knows that he is using energy. This data is valuable for Essent but, for the consumer as well. For example, based on the results of the energy meter the consumer knows how many days he is not at home. The consumer can decide to use this information and share it to other parties e.g. an insurance company and make a proposal to them. For example, decrease the insurance premium because the consumer is just 100 days at home each year. However, this is just an idea. This is not implemented into the market. There are a lot of purposes when it comes to big data. Nevertheless, we must test several of this purposes if it really works in practice. Moreover, we must find out what it offers the consumer and us.

Which department of Essent are involved within an OI project?

Sales, marketing, operation, legal, risk, finance, procurement and public affairs.

What are the roles of each department in an OI project?

Sales: determining the route-to-market sales of innovations and preparation of activities to sell the product / service. Operation: define and prepare the route-to-market for device service. Legal: drafting compliance check, Letter of Intent, creating OI collaboration agreements with partners. Risk: set up risk assessments of new product/ service Finance: preparation and rigorous challenge of business cases, monitors investment actual vs. budget. Procurement: set up purchasing agreements and if needed buying products from third parties. Public affairs: creating, implementing and coordinating PR activities related the (new) innovation when the innovation is launched.

What kind of role has marketing within the OI strategy?

Marketing plays an important role within OI. Our innovation strategy and OI projects are customer driven. Therefore we are looking for insights of our customer and the market. To find these insights is a task of the marketing department. The marketing department does a lot of market research and the outcomes can be valuable for our OI projects. The results gives us information of the market and indirect opportunities. Marketing is responsible for building a relationship with the customer and to create the optimal customer experience as well. However, sometimes we test a pilot within an OI project to get suggestions and new ideas. The innovation department is responsible for translating these suggestions and new ideas into the product. The aim is to improve the quality new innovation and make it ready for the market. Therefore is it important that the marketing department is involved in this innovation process as well. They keep an eye on the innovation process and whether the new innovation still meets the requirements of the consumer. These requirements come from the market research that is done earlier in the innovation process.

In which phase is the marketing department involved?

From the beginning. The idea phase. Marketing is customer focus. The insights and opportunities are coming from the marketing department. It is important that all the involved parties discuss with each other the results of the market research. We can decide to anticipate on the new developments or insights or put it on the back burner.

At which phase of the OI process does the marketing department build and maintain the relationship with the customer?

As soon as the product is implemented into the market. We cannot build a relationship with our customer if the consumer never saw or heard from the new innovation.

What do you discuss during such meeting?

We check whether the new developments and insights are on in line with our identity, strategy, vision and mission. If it does not fit but we think it is too important to ignore it we can implement it into the market by using another brand name. Before we implement, we talk a lot with each other and we use each other's knowledge to improve the idea. So, marketing fulfils the role of a discussion partner as well. Besides that, The marketing department direct the sales channels, we call this "The Go to the Market Activities. They are responsible for creating the right message and bringing that message to the right target group through the right channels. In other words, marketing is responsible for how to do bring the product into the market. Think of which communication activities, product features and which channels Essent needs to use. Marketing confer with the innovation department how to implement the

product into the market. However, they are responsible for creating the right message and bringing that message to the right target group through the right channels. So, marketing translates it into a commercial message. On the other hand, marketing can suggest to not implement the new innovation into the market because it does not suit to the brand Essence. If this happens we need to find another way to implement the new innovation.

In which phase of the OI process does the marketing department check whether the new developments and insights are on in line with our identity, strategy, vision and mission?

During the development process. Based on the market research we know what the consumer wants. This must be included in the new innovation.

Why at that phase?

During the development phase. At that moment we can still make changes to the new innovation. Once the product is ready it is costly and difficult to make changes.

In which phase of the OI process does the marketing department translate a message into a commercial message?

Once we created a marketing plan so we know what we want to tell our customers. Therefore, our product must be ready for implantation into the market.

Why at that phase?

Our marketing plan is our guideline for the implementation. Before we implement our product into the market we must know what we need to tell our customer. We are too late if we create a commercial message for our customer after the implementation process.

Did all marketing departments (from all the parties) sit down together before the OI project started?

Yes. It is important to have a clear marketing strategy for the new innovation and fulfil the 4 P's. A strong and good marketing plan is part for a successful implementation of the new innovation. Once we know we accept the project we set up the marketing strategy. This is done together with all involved marketing departments.

Is there another marketing strategy for B2B compared to B2C?

There are a lot of similarities however, there are a few differences.

Why are there differences?

The dynamic of the market is different and therefore you need to fulfil your four P's differently. However, the way of working is the same.

Is the marketing department a communication partner between the OI parties?

Yes, but as mentioned before a discussion partner as well. The aim is to improve our innovation/ idea.

Are the marketing goals set up before an OI project starts?

Yes of course.

Why?

To create consistency and certainty. Avoid confusion.

How do you see the future of OI?

OI will play an important role in the future. It is an important tool to stay ahead from competitors and anticipate on market changes and on the changing consumer behaviour. The need to distinguish yourself will grow more and more in the future.

How do you see the future for the marketing department within OI?

The marketing department is mainly focused on the existing product portfolios. The goal is to create more market penetration and to increase the revenues. There is less focus on solution development. Therefore, the marketing department is mainly focused on the largest markets. The customers in these markets have the most common needs that are related to the existing product portfolio. The innovation department focus more on the not lead users. Therefore, marketing can be a threat for innovation. Because the innovation department focus on smaller customer groups. Marketing can decide not to focus with their marketing strategy on this group because it is not profitable enough. With other words, the innovation department is not always focusing on lead users but on other needs and wants of other customers and consumers as well.

What is your future goal of your OI approach?

Our goal is to receive quicker feedback from consumers by creating more prototypes. This feedback is valuable to make quicker and better decision to accept a project or not.

Which department is responsible for receiving feedback from customers?

The innovation department.

Interview Case Study 5: Rockwool Benelux

Data: 16/03/2015

Organisation: Rockwool Benelux

Interviewer: Lise Lotte Vermeulen

Interviewee: Yvonne Donkers

Location: Phone interview

Can you give a short introduction of who you are and your role is within the firm?

I'm a market manager, responsible for all marketing and communication activities within several market segments.

Can you tell me a little bit about how OI practices within your firm?

There are different angles. Innovation can be driven by best practices in the Rockwool group (e.g. solutions in one country could also serve the markets in other countries), or by local initiative. On one hand we are constantly looking for product- or service improvement, on the other hand the market keeps changing demands. We also co-create by developing solutions in co-operation with suppliers or distribution channels. OI grow more and more, but still gradually. Management is very cautious in respect to sharing 'sensitive information'. Our industry is very 'traditional' in this way.

When did you introduce OI within the firm?

I do not know. I can see there are initiatives but it is not incorporated in our strategy as such.

Why did you introduce an OI approach?

Market opportunities (and –treats). The economic crisis in the building industry has prompted us to look for new opportunities. It was the beginning of the OI approach within Rockwool.

Can you explain the OI strategy?

It's is not a specific strategy, it is being applied if it offers opportunities.

Can you give me some examples that illustrate this OI strategy?

This I cannot share, as this is regarded confidential, my apologies.

Who is responsible for the OI strategy?

Local product management / Group development (in co-operation with sales and marketing).

What are the roles of each department in OI?

Product development => technical specs, development, co-development with external parties. Sales => market insights, know what sells and what not. The key account managers are responsible for building and maintaining the relationship with the customer. They are part of the sales department. Marketing => marketing research / insights, long term perspective, translation into commercial message / proposition

Why is market research important?

The marketing department has the capability to conduct a good market research. They know what to do and know the customer. The results of market research provide the input for a new innovation project. Those projects will create an opportunity to respond to the future concerns and adjust their proposition as well. This lays the foundation for new innovations.

Why does is this the foundation for new innovations?

If we know what our customers want and what they find important than we know which path we need to follow.

Does the marketing department outsource their market research to an external party or not?

Sometimes. It depends on how big the market research and project is, and if there is time pressure or not. If the project is too large or too complex for our marketing department and there is time pressure, we will source it out.

Can you give an example by what you mean “long term perspective”

I will give an example. In 2020 every firm in our industry must apply new rules concerning energy use and Co2 emissions. In practice this could mean that the current constructions methods and the applications of our products must change or even not meet the requirements anymore. As we speak we are trying to find solutions to meet those recruitments before 2020. By conducting market research and following the market demands/ requirements we get a lot of (new) information. This information is the input for new projects. Those projects will create an opportunity to respond on the future and adjust our proposition.

How does the process looks like to translate a message into a commercial message?

The marketing department is responsible for ‘storytelling’. The aim is that our target group can easily identify what our solutions can do for them. It is quite difficult for an external party to make such” storytelling” because they do not have daily contact with our target group.

With other words, they do not know what is happening.

At which phase of the OI process does the marketing department translate a message into a commercial message?

When the product is ready to implement into the market. Therefore we create a marketing plan.

Why at that phase?

Before we create a commercial message we need to develop a marketing plan. This plan will be our guideline during the commercial implantation. A part of this commercial implementation is to develop a commercial message.

Which department(s) plays the most important role?

Depends on the complexity (product development, market development). The department most heavily involved is usually taking care of project management.

Which department(s) plays a less important role?

Depends on the complexity (product development, market development). The department lowest involved is usually taking the lowest care of project management.

What kind of role has marketing within the OI strategy?

Marketing works on short and long term strategies to ensure the company's continuity. This makes marketing one of the advocates of OI in order to seek new ways to gain market (share). However, OI is in many cases a joint operation with the other departments mentioned above, because each of them brings in specific knowledge and expertise.

How does that role looks like?

Conducting market research and getting market/ customers insights, develop a long term perspective and translate the ideas/ products into commercial message / proposition.

In which phase is the marketing department involved?

Depends on the complexity, the more complex the earlier most departments are involved in a joint operation

Did all marketing departments (from all the parties) sit down together before the OI project started?

Yes.

What did they discuss?

The marketing department discuss the needs and wants of every party and each other's goals and strategy. Feasibility and potential are the first things to be investigated. If a certain projects gets an approval from management, discussing or aligning market the approach is an important topic.

Did you discussed the strategy with other marketing departments from other firms?

Only with the involved firms. However, sometimes we do benchmark with other firms under the strictest confidentiality.

Did you discussed each other marketing goals?

Yes. Discussion limits itself to project goals.

How do you see the future of OI?

Good. Opens possibilities and quite necessary to be able to grow or meet market demands. However, our industry is very traditional, so this is growing gradually.

How do you see the future for the marketing department within OI?

As an important driver /advocate.

Why do you think it will be an important driver/ advocate?

The building is a very traditional market. Innovations and new partnerships need time to be accepted. Despite the slightly improvements, the conditions of the construction industry is still not perfect. "Because of the poor industry conditions, the focus of the sales department is mainly on creating turnover and this results in tending to have a short term perspective. In contrast with this, the marketing department is used to having a long term view. They check a wider range of options when opportunities arise in order to ensure continuity. So the marketing department will and must push the sales department towards new solutions and methods.

In which phase of the OI process does the marketing department offers a "long term perspective?"

Once we know the facts and numbers of our customers and the market. As I told you before, sometimes the sales department tends to have a short view for example by choosing a point to focus on. At that moment the marketing department offers a longer term of view and offers more options.

What is your future goal of your OI approach?

Modernise our marketing approach and making the company ready to profit from new OI opportunities.

APPENDIX D: CASE FISHES

Case Fishe 1: FrieslandCampina

FrieslandCampina is one of the world's five largest dairy companies. They serve professional customers such as catering companies, bakeries and they supply ingredients and half-finished products to several industries. In addition, FrieslandCampina provides consumers all over the world with dairy based beverages such as those for infant nutrition, cheese and desserts.

Two employees of FrieslandCampina were willing to share their view on their OI approach, namely Willem Posthouder and Marijn Rings. Willem Posthouder is OI Manager and is responsible for the overall OI strategy of FrieslandCampina. Marijn Rings is Project Innovation Manager and is responsible for all commercial activities during an OI project.

In 2014, FrieslandCampina implemented their innovation strategy with the aim to respond better to market and consumer changes. At the moment, they have several OI projects collaborating with their customers, suppliers and knowledge providers¹⁶. In addition, FrieslandCampina has different network organisations such as: several communities, strategic alliances and a network organisation. Each network has their own tools and approaches. Moreover, FrieslandCampina has multiple different project portfolios and, those portfolios come up with new innovation ideas as well. According to Posthouder, to be successful a firm needs different competencies, however, FrieslandCampina, just like any other firm, does not have every competency and skill. Therefore, participating in all those network organisations is necessary to operate successfully. OI is a huge opportunity to create new opportunities based on different competencies and skills.

The OI strategy of FrieslandCampina is project based. In other words, each project is independent and is organised individually. Therefore, individual project goals are set up and the department goals are not taken into account. As Posthouwer mentioned: "When there is a focus on each department there is a chance that there will be an internal focus. For this reason it is important to keep in mind that there is not one department that plays a predominant role. Our OI projects are project based." To create an effective OI project it is important that each group consist of different personalities according to Posthouwer. The main benefit of this is to utilise all the benefits of each personality. However, the employees who are involved within an OI project do have a certain background. According to Rings, employees with a marketing, sales, technical and a research background are involved in an OI project of FrieslandCampina.

¹⁶ Several Dutch universities

The procedure

According to Posthouwer and Rings, the marketing department is involved from the beginning. They are searching for insights and based on these insights future claims and proposition can be created. This will lay a foundation for an OI project.

The future

According to Posthouwer, the future will be a network economic. "So you are not talking about different departments anymore. You are looking for personalities that fit together. Those personalities create a project team." The overall future innovation goal for FrieslandCampina is to create innovations with a shorter lead time. Examples could be a new process, new ingredients or a new platform. Besides that, vital networks will play an important role within OI in the future as well. As Posthouwer mentioned during the interview: "SME's have often a lot of ideas but they do not have the capabilities and/ or resources to enter the market. This is the part where FrieslandCampina can help. We have the money, capabilities and access to different markets." According to Rings, the marketing department will play in the future an important role in OI projects. They have the capability to find new insights and the needs and wants of the consumer. As Rings mentioned "It becomes more and more important to know what is on the mind of the customer and to find new insights. The marketing department have the capabilities to fulfil this task.

Case Fishe 2: Jumbo Supermarkten

Jumbo Supermarkten is the second largest supermarket chain in The Netherlands. The first store was open on 18 October 1979 but, now there are around 520 stores. Their assortment consists of A- brands, home brands and their own private label.

For this case study I interviewed Hylke Tulp, Head Module and Innovation of Jumbo Supermarkten. Hylke Tulp is responsible for the module developments regarding to the concept of Jumbo Supermarkten. The aim is to create and deliver a better service to the customer that will lead to an increase in profit.

Before Jumbo Supermarkten can serve their customers optimally they must know exactly their customers and their needs and demands, the competitors and the environment of Jumbo Supermarkten. However, all these factors change constantly as the retail industry. Several supermarket chains come and go and laws and technology change all the time. According to Tulp, "A firm must anticipate changes to be a relevant player all the time." There are three commercial departments within Jumbo Supermarkten and, each department has their own task to fulfil the overall goal of Jumbo Supermarkten, namely "offer the best service and the lowest price." The first department, Formula and Innovation, is responsible for the marketing within the stores. For example, finding the right route within the stores and placing communication point within the stores. The second department Category Management is responsible for the presentation of the products. The third department, the marketing department, communicate with the customers and potential customers. As Tulp mentioned: "They try to make a bridge between the customer, the store and the brand name Jumbo."

Procedure of the marketing department

According to Tulp, the main task of the marketing department within Jumbo Supermarkten is to inform consumers and customers. Once it becomes clear that the consumer or customer is involved, the marketing is involved in the OI project as well. This can be done with or without a supplier and can manifest in different ways.

Once the supplier wants to use at least one of the marketing channels of Jumbo Supermarkten, the marketing department from both parties and the sales department of the supplier is involved from the beginning. The supplier creates a marketing plan for their new product. This plan includes the goals, marketing strategy and the budget. Since the supplier conducted the market research they have several insights of the consumer. Therefore they create the proposition, the overall message and logo. This will be done by the marketing department of the supplier. The marketing department of Jumbo Supermarkten is

responsible for implementing the marketing strategy through the Jumbo Supermarkten channel.

It is possible that only the marketing department of Jumbo Supermarkten is involved within an OI project as well. In this case, the marketing and sales department of the supplier is excluded. As Tulp mentioned: "Last year a few Jumbo stores included insects to their assortment. The role of marketing is to tell this to the consumer, but, the marketing department is not responsible for the fact that those stores included insects to their assortment." According to Tulp, in this case the marketing department translate the message into a commercial story for the consumer.

Future

Each firm must be innovative in the retail industry in order to be a competitive player in the market. The importance of the innovative aspect will grow more and more. OI opens several doors that creates opportunities and allowing Jumbo Supermarkten to distinguish itself from its competitors. The marketing department plays an important role in this process as well. It is important to inform the customer about new products, services and other changes and improvements of Jumbo Supermarkten. Even more important is to translate this message into a commercial message according to Tulp. In other words, the marketing department will play an even more important role in OI projects.

Case Fishe 3: VDL ETG Research

VDL ETG Research is part of the VDL Group that consist of 85 firms and each firm has a focus on a different aspect. The main activity is of VDL ETG Research is delivering mechatronic solutions to their customers who are high-tech Original Equipment Manufacturing companies and users of advanced production lines.

For this case study I interviewed Has van Verouden, Account Manager of VDL ETG Research and responsible for the sales within VDL ETG Research. The high tech industry is a dynamic industry that develops quickly. According to Verouden, combing each other's strengths and knowledge makes each other stronger. By applying an OI approach we can reach more in the high tech industry, it creates a "win/ win" situation. At the moment, the majority of the OI project is in collaboration with customers. However, in the future VDL ETG Research wants to focus more on strategic procurement. Besides the OI project with the supplier and customer, there are a couple of OI projects that consist of a triangular relationship as well. In this case the involved parties are, the customer of VDL ETG Research, a technical university and VDL ETG Research itself. The customer of VDL EGT is often the starting point of creating an OI project. For example, a part of a customer's machine not operate perfectly and they are looking for a solution to improve it. The technical university fulfil the role of researcher and they develop a technical solution for the customer's problem. On the other hand, VDL ETG Research fulfils the role of a mix that consists of the researcher and making the product. In other words, VDL ETG Research generates high volume. They have a less focus on the research process compared to the university. From a VDL ETG Research perspective, there are three parties involved in an OI project. The CEO, key account manager and business developer. The CEO has an overall overview of the OI project and directs the business developers and key account manager. The task of the key account manager is to create a profitable growth of the product. The third party, the business developers are responsible to know the needs and wants of the customer of VDL ETG Research. By knowing what is on their mind, VDL ETG Research can anticipate this. As Verouden mentioned, "The business development manager fulfils the commercial role within VDL ETG Research."

Procedure of the marketing department

An OI project often starts with the valuable information that the business developer receives from their customer. This information comes forward from business meetings between the business developer and the customer of VDL ETG Research. During these meetings they discuss each other's current and future projects, goals and strategy. The business developer

look for possible opportunities that VDL ETG Research can anticipate. Once VDL ETG Research receives an official approval, a project team will be formed and the OI project will start. A business developer, technicians and a project manager are involved in a project team. As mentioned earlier, the business developer is responsible for finding the needs and wants of the customer. The technicians are responsible for finding a technical solution for the customer and the project manager coordinates the OI project. He is responsible for setting the OI goals in consideration with the OI partner and the overall OI process. The overall aim of an OI project is developing a product or improving a process for our customer.

Currently, marketing is underrepresented within the VDL Group and therefore the marketing department does not play a role in an OI project. According to Verouden, the main reason why marketing is not involved with the OI projects is VDL ETG Research does not have its own brand name. In addition, VDL ETG Research is only involved in the development process of other firms, their OI partners, and not in the implementation.

The future

The developments in the high tech industry have an enormous impact worldwide. It is impossible to follow and anticipate all of these developments on your own. Because of this VDL ETG Research needs to apply OI in order to keep their competitive advantage in this fast growing competitive market. Finding the right needs and wants of the customer and translating these to technical specifications is a very important aspect of the OI project. This lays the foundation for an OI project and therefore it is important to do this correctly. Therefore, the business developers will play an important role in an OI project both now and in the future as well.

Case Fishe 4: Essent

Essent NV is a Dutch energy company that supplies electricity and gas to residential and business customers. The firm was founded in 1999 and, part of the German firm RWE¹⁷ since October 1, 2009

The OI Director Marcelle Mettes was interviewed for this case study. Mettes is responsible for the overall customer-driven innovation strategy of Essent. Therefore Essent transforms social trends and customer needs into relevant solutions for their B2C and B2B markets.

The innovation strategy of Essent was officially implemented in 2014. This was necessary due to the market conditions. It is a fact that the traditional gas and electricity industry is under pressure. The industry is changing rapidly. Ten years ago all strategic decisions were implemented nationally and aimed for fast results and with a little attention to sustainable solutions. Now, Essent pays more attention to the sustainable aspects from political, competitor and consumer point of view. However, the margins in this industry are still decreasing and the competition is high and mainly focused on pricing. Besides that, more consumers are looking for an alternative way to generate energy, for example solar panels. As a consequence of all these changes the revenue of Essent has decreased. However, under these circumstances Essent is still market leader and wants to hold this position in the future as well. Therefore they are looking for new solutions for their B2B and B2C markets. These new solutions are needed to create business and money and to hold their market leader position. In the past Essent had several innovation projects but these were not centralized. There was not a “one way of working”. As can be expected this way of working was not effective either in terms of time or money. Because of this, Essent established an innovation plan and created one innovation portfolio. A result of creating this new portfolio was an increase in the development of their innovations and it also created a clear overview of all innovations.

There are nine departments in Essent involved within an OI project. Namely: innovation, marketing, sales, operation, legal, risk, finance, procurement and public affairs. The sales department is responsible for determining the route-to-market sales of innovations and the preparation of activities to sell the product and/ or service. The operation department is responsible for defining and preparing the route-to-market for the service device. The legal department is responsible for drafting compliancy check, the Letter of Intent and creating OI collaboration agreements with partners. The risk department sets up risk assessments of the new product and/ or service. The finance department prepare and rigorous challenge of

¹⁷ is a German electric utilities company

business cases, monitors the investments and the budget. The procurement department set up purchasing agreements and if needed they are responsible for buying products from third parties. The last department, public affairs creates, implement, and coordinate PR activities that are to related the (new) innovation when the innovation is launched. The innovation department is responsible for translating these suggestions and new ideas into the product. The aim is to improve the quality new innovation. In the end, they coordinate the overall OI process.

Procedure

The marketing department is involved from the idea phase of the OI project. The insights and opportunities that the marketing department collects often creates a start for an OI project. All involved departments discuss the latest insights and opportunities during a meeting. The aim of this meeting is to look at what the possibilities are for Essent and to improve the quality of the idea. During these meetings the marketing department fulfil the role of a discussion partner as well. Based on this discussion, Essent decides to act on the new developments or insights or put it on the back burner. Whether Essent acts or not depends on these developments and insights and whether they are in line with the identity, strategy, vision and mission of Essent or not. There is a possibility that it does not fit and meet the requirements, but the development or insight is too important to ignore. If this is the case, Essent will implement it into the market under another brand name. The marketing department set up the marketing strategy once the project is accepted. As Mettes stated: "It is important to have a clear marketing strategy for the new innovation and fulfil the four P's. A strong and good marketing plan is part for a successful implementation of the new innovation." The way of working of creating a marketing plan is the same for the B2B and B2C market." However, there are a few differences. The dynamic of the markets is different and therefore Essent needs to fulfil their four P's differently.

The future

According to Mettes, OI is an important tool to stay ahead from competitors, anticipate on market changes and on the changing consumer behaviour. It is a way to distinguish yourself from your competitor and to offer something unique to the customer. Furthermore, applying OI projects is a trend will continue to grow in the future. Currently, the marketing department of Essent plays an important role in this process and this will continue in the future according to Mettes. However, the marketing department can be a threat for OI as well. As Mettens mentioned: "The marketing department is mainly focused on the existing product portfolios within a firm. Their goal is to create more market penetration and increase the revenues. Because of that, there is less focus on solution development. On the other hand, the

innovation department focus more on the not lead users.” under these circumstances it is possible that the marketing department wants to follow another direction compared to the innovation department.

Conclusions

The marketing department of Essent fulfil four roles within an OI project. They are responsible for conducting market research and finding new insights that Essent can act on. These insights often lay a foundation for the OI projects. Despite that, marketing translate the new innovation into a commercial message. Therefore they are creating a marketing plan that suits to the brand name and image of Essent. This is done in collaboration with the other involved marketing department. Finally, the marketing department is responsible for building a relationship with customer to create the optimal customer experience.

Case Fishe 5: Rockwool

The Rockwool Group was founded in 1937 and has more than 20 factories in Europe, Asia and North America. They are world's leading producer of stone wool and, their headquarter is located in Hedehusene (Denmark).

For this case study I interviewed Yvonne Donkers, the Market Manager of Rockwool Benelux. She is responsible for all marketing and communication activities within several market segments. At the moment Rockwool does not have a clear OI strategy. However, they have several OI projects. Currently, their OI approach is in the introduction phase but the amount of OI projects is continuing to grow. The industry where Rockwool Benelux operates (the building industry) is a very traditional industry in the way of sharing information. In other words, they are unfamiliar with sharing information with external parties. Despises this, the economic crisis was the starting point of a new direction concerning innovation. The economic crisis affected the building industry and Rockwool as well. The crisis created both market threats and opportunities. Those opportunities and threats have prompted Rockwool Benelux to look for new opportunities. This was the start of introducing an OI approach within Rockwool Benelux. Different departments are involved within an OI project to make it a success. However, the local product management leads the OI project when it is within Benelux. If it is an international OI project, Rockwool Group Development will lead the OI project. According to Donkers, the product development department is responsible for the technical specifications, the development process and co-development with external parties. The sales department will provide market insights and knows what sells and what does not. The key account managers, who are part of the sales department, are responsible for building and maintaining the relationship with the customer. The last involved department is the marketing department.

Procedure of the marketing department

The marketing departments from all parties sit down together before each OI project starts. They discuss the needs and wants of the each other's customers and each other's marketing strategy. The reason for this to know each other better on areas such as feasibility and to know each other's potential. Furthermore, it lays a foundation to formulate the project goals as well. As Donkers mentioned," the higher the degree of project complexity, the earlier a marketing department is involved within an OI project."

The future

According to Donkers, the future of OI is bright. OI opens possibilities and this will be necessary if a firm wants to grow or meet the market demands. However, the building

industry is very traditional, so the growth will be gradual. The marketing department will play an important role in the future of an OI project. Not only do they deliver market facts and future trends, but they also know what the customer wants and even more important, what they do not want. As Donkers mentioned: "The marketing department will be an important driver and advocate within OI projects. The main reason is that the marketing department has a long term view and check several options when opportunities arise." The future goal of the OI approach of Rockwool is to modernise their marketing approach and making the company ready to profit from new OI opportunities

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<i>The role of marketing in open innovation</i>

Richting: **Master of Management-International Marketing Strategy**

Jaar: **2015**

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