

<b>Pitcher's Name</b>	2QmBeJanine Lay	<b>Purpose</b>	HDR research colloquium
<b>(A) Working Title</b>	Exploring inter-organisational collaborative practices for open innovation		
<b>(B) Basic Research Question</b>	In inter-organisational collaboration, what collaborative practices contribute to successful open innovation?		
<b>(C) Key paper(s)</b>	<p>Chesbrough, H. and Bogers, M., 2014. Explicating open innovation: clarifying an emerging paradigm for understanding innovation. <i>New Frontiers in Open Innovation</i>. Oxford: Oxford University Press, Forthcoming, pp.3-28.</p> <p>Carlile, P.R. 2004. Transferring, Translating, and Transforming: An Integrative Framework for Managing Knowledge Across Boundaries. <i>Organization Science</i> 15(5) 555-568.</p> <p>Knorr-Cetina, K. 2007. 'Culture in global knowledge societies: knowledge cultures and epistemic cultures', <i>Interdisciplinary Science Reviews</i>, 32 (4) 361-375.</p>		
<b>(D) Motivation / Puzzle</b>	<p>Through open innovation, firms identify and use knowledge from outside their boundaries to augment their own innovation activities. For this to occur successfully, the boundaries between the firm and its collaboration partners need to allow the necessary exchange of knowledge. This collaboration across knowledge boundaries is complicated and can be risky. Understanding the nature of inter-organisational boundaries and how to navigate them is therefore central to successful collaboration. This study uses a practice-based approach to knowledge to overcome some of the shortcomings of previous collaboration research, most of which has taken a structural/cognitive approach.</p>		
<b>THREE</b>	<b>Three</b> core aspects of any empirical research project i.e. the "IDioTs" guide		
<b>(E) Idea</b>	<p>Much of the collaboration literature has proposed general solutions to knowledge sharing, rather than specific solutions for particular contexts. However, the mechanisms of knowledge sharing in open innovation have been shown to be quite context dependent. The literature has also focused at the level of the organisation and on routine business processes. This exploratory study takes a practice-based approach to knowledge to overcome some of these shortcomings. The practice approach views knowledge as socially constructed and so is well-suited to group processes and settings where structure is less well defined or emerging, as in the early phases of open innovation in the case examined. The practice-based approach understands knowledge to be inherently linked with its specific context, and so better reflects the observed sensitivity of open innovation processes to their context. Finally, taking a practice-view also allows us to examine the collaborative practices and processes at the level of individuals and groups, rather than at the level of the organisation.</p>		
	The study used the case study approach. A retrospective case was chosen to capture the long innovation time frames typical in the		

<p><b>(F) Data</b></p>	<p>mining industry. The case involves a successful, multi-organisation collaboration for open innovation. The collaboration began in 1989 and a contractual relationship with an equipment manufacturer was set up in 1994. The device was commercialized in 1999 and it still underpins a strong, ongoing business today. The device has undergone several developments in response to different customer contexts and has been installed in mineral processing operations worldwide. This study examines the three-year period of informal collaboration prior to the contractual agreement with the equipment manufacturer and therefore provides a unique view into the emergent workings of a multi-organisational collaboration, in the absence of the safety or constraints of contractual agreements.</p> <p>Data were gathered from interviews, informal conversations and documents- confidential and public domain.</p> <p>Examining a retrospective case study can raise concerns, however, these were offset by the availability of extensive documentation, including academic papers, conference presentations, reports and public sources. Potential distortion of participant memories was addressed by conducting in depth interviews with multiple agents and then comparing their ways of seeing the case.</p>
<p><b>(G) Tools</b></p>	<p>Analysis was undertaken manually by analysing interview transcripts and identifying themes until a stable set of themes was achieved. The project timeline was constructed from analysis of the documentation and interview data and then validated and amended with participants. Epistemic communities were identified by comparing the knowledge settings of each of the participants, their practices, the objects they used in their practices and the groupings of people and objects at the various developmental stages of the project that were examined. The knowledge boundaries in each phase were identified and a degree of complexity was assigned to each. The study identified the collaborative practices that enabled participants to overcome these knowledge boundaries.</p>
<p><b>TWO</b></p>	<p><b>Two</b> key questions</p>
<p><b>(H) What's New?</b></p>	<p>The novelty of this study relates to the two theoretical lenses used: a practice-based approach to knowledge and conceptualising inter-organisational collaboration as interactions between groups with different epistemic cultures. The practice-based approach to inter-organisational collaboration allows us to shed light on the context dependency of open innovation activities, which the mainstream literature has not yet been able to explain. Understanding inter-organisational collaboration as interactions between epistemic communities allows identification of differences in the knowledge cultures involved in the collaboration.</p>
<p><b>(I) So What?</b></p>	<p>This study shows that multiple knowledge boundaries arose at the nexus of the epistemic communities involved. The findings demonstrate that different types of knowledge boundaries influenced the dynamics of the corresponding knowledge transformation processes, and the specific practices through which knowledge was transformed at these boundaries that allowed knowledge sharing to occur.</p>

	The study is providing additional information about some of the collaborative practices involved in open innovation. These will be of great interest to innovation policy makers in government and to firms to help them develop more effective strategies for innovation.
<b>ONE</b>	<b>One</b> bottom line
<b>(J) Contribution?</b>	The study contributes to the open innovation literature in three ways. Firstly, this study moves beyond the traditional view of open innovation as transfer of knowledge in and out of organisations by viewing collaboration as a social process of give and take, achieved by mutual transformation of that knowledge. Secondly, the study demonstrates the important role of objects in the collaboration processes. Finally, the study provide a finer grained understanding of the mechanism of inter-organisational collaboration, an area not yet well addressed.
<b>(K) Other Considerations</b>	<p>Target journals: Academy of Management Journal, Organization Studies, Organization Science</p> <p>Risk assessment- the risk with this work was that insufficient sufficient data may have been available and that key respondents may not be contactable or willing to participate.</p> <p>Ethics clearance was required.</p> <p>The data is commercially sensitive, so it was de-identified.</p>

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