

# Tagungsprogramm – TIM 2006

## Tag 1 - Donnerstag, 26. Oktober 2006

14:00 Empfang & Kaffee

14:45 Begrüßung der Gastgeber und einführende Worte vom Vizerektor für neue Geschäftsfelder der Wirtschaftsuniversität Wien (Dr. Horst Breitenstein)

### Session 1 - Chair: Prof. Dr. Nikolaus Franke (Wirtschaftsuniversität Wien)

#### 15: 15 **Vortrag 1**

*The costs and benefits of entrepreneurial information networks: an empirical study*

Prof. Dr. Peter Witt (WHU)  
Andreas Schroeter (WHU)

#### Abstract:

The network success hypothesis postulates a positive relation between entrepreneurial networks and start-up success. It has been extended theoretically and tested empirically in many different settings, with rather mixed results. This paper presents a resource based theoretical model and derives four main hypotheses for the relation between resources obtained from personal networks of the founders and a new venture's success. This model takes into account a broad range of control variables and potential non-linearities. We empirically test the hypotheses using a sample of 123 German entrepreneurs from different industries and in different stages of their development. Surprisingly (or not), we do not find much support for our network success hypotheses. We conclude that, quite in contrast to most existing theories, entrepreneurial networks do not matter much. Network links do not seem to help entrepreneurs to get cheaper or more exclusive resources than markets do.

Korreferat: Dr. Andreas Wald (International University Schloß Reichartshausen)

15:55 Pause

#### 16:30 **Vortrag 2**

*How user innovations become commercial products: A theoretical investigation and case study*

Prof. Dr. Carliss Baldwin (Harvard Business School),  
Dr. Christoph Hienerth (Copenhagen Business School)  
Prof. Dr. Eric von Hippel (MIT Sloan School of Management)

#### Abstract:

In this paper we model the pathways commonly traversed as user innovations are transformed into commercial products. First, one or more users recognize a new set of design possibilities and begin to innovate. They then join into communities, motivated by the increased efficiency of collective innovation. User-manufacturers then emerge, using high variable cost / low-capital production methods. Finally, as user innovation slows, the market stabilizes enough for high-capital, low variable cost manufacturing to enter. We test the model against the history of the rodeo kayak industry and find it supported. We discuss implications for “dominant design” theory and for innovation practice.

Korreferat: Dr. Marcus Wagner (TU München)

17:10 **Vortrag 3**

*The secret to successful user communities: An analysis of computer associates' user groups*

Dipl.-Wirtschaftsw. Celine Schulz (LMU München)

Abstract:

This paper provides the first large scale study that examines the impact of both individual and group-specific factors on the benefits users obtain from their user communities. By empirically analysing 924 survey responses from individuals in 161 Computer Associates' user groups, this paper aims to identify the determinants of successful user communities. To measure success, the amount of time individual members save through having access to their user networks is used. As firms can significantly profit from successful user communities, this study proposes four key implications of the empirical results for the management of user communities.

Korreferat: Dr. Frank Piller (MIT Sloan School of Management / TU München)

18:00 Ende “fachlicher Teil Tag 1”

19:00 **Heurigenbesuch Fuhrgassl-Huber in Neustift am Walde**

## Tag 2 - Freitag, 27. Oktober 2006

9:30 Empfang & Kaffee

Session 2 - Chair: Prof. Dr. Dietmar Harhoff (LMU München)

10:00 **Vortrag Work in Progress 1**

*Organizing for exploration and exploitation. The Case of Biotechnology*

Dr. Klaasjan Visscher (University of Twente)

Prof. Dr. Petra de Weerd-Nederhof (University of Twente)

Prof. Dr. Bart van Looy (Catholic University of Leuven)

Abstract:

Exploitation of current technologies and competences generates revenues in the present, while exploration of new technological options creates the basis for future revenues. Exploration is needed for short-term survival, while exploitation is needed for long-term survival. Between exploration and exploitation, a tension exists, which is one of the essential tensions in the management of innovation. To develop and maintain innovation strategies and organizational forms that facilitate both exploration and exploitation and that can cope with the tensions, is a major challenge for the management of innovation. The purpose of this paper is to give a succinct overview of relevant literature, and to draw the outline of a research project on the organization of exploration and exploitation in the field of biotechnology. The main research questions of this project are: Under which circumstances is the strategic choice to engage in multiple technological trajectories sensible? and: To what extent are ambidextrous organizational forms effective structures for firms pursuing a multiple technology strategy?

10:20 **Vortrag 4**

*Investigating the effect of the corporate mindset on innovation output*

Dr. Katrin Talke (Karl-Franzens Universität Graz)

Prof. Dr. Sören Salomo (Karl-Franzens Universität Graz)

Abstract:

It is the aim of this study to develop and validate a corporate level construct related to firm strategy critical for innovation output. Building on a conceptualization of corporate strategy proposed by Venkatraman (1989) we introduce the concept of "corporate mindset" as an inherent element of a firm's disposition towards innovation behavior. The construct is defined as encompassing both a market and a technology dimension, for which measurement models are suggested. In order to provide a test for nomological validity, we analyze the impact of the corporate mindset on innovation output in terms of degree of innovativeness. Having analyzed data from 113 innovating firms, we present and validate a formative measurement model for corporate mindset. Moreover, the results of our path model indicate that a pronounced analytical, proactive and aggressive posture towards the market and technology drives

innovation output significantly. Risk affinity only seems to favor innovativeness from a market perspective.

Korreferat: Prof. Dr. Christian Lühje (Universität Bern)

11:00 Pause

11:30 **Vortrag 5**

*Je motivierter und spezialisierter umso besser? Folgerungen der Promotorenforschung für das Wissensmanagement*

Dipl.-Soz. Katja Rost (Universität Zürich)

Dipl. Wi.-Ing. Katharina Hölzle (TU Berlin)

Prof. Dr. Hans-Georg Gemünden (TU Berlin)

Abstract:

Dieser Aufsatz zeigt, dass das Promotorenmodell der Innovationsforschung für das Wissensmanagement besonders geeignet ist. Dieses Modell erklärt komplexe Wandlungsprozesse in Organisationen, wie z. B. die Generierung neuartigen Wissens. Im Gegensatz zu originären Modellen des Wissensmanagements wird berücksichtigt, dass (a) das Management von Wissen zunächst einer Motivation der Mitarbeiter bedarf, bevor deren Kognitionen gesteuert werden können/ müssen und (b) Motivation nicht von selbst entsteht. Im Gegensatz zu originären Modellen des Wissensmanagements wird erklärt, dass erfolgreiches Wissensmanagement ausschließlich der zielgerichteten Förderung einzelner Personen bedarf: (a) Im Unternehmen verfügen stets nur wenige Personen über hohe Fähigkeiten gepaart mit einer hohen Motivation. (b) Diese wenigen Promotoren erzeugen einen Schneeballeffekt, indem sie freiwillige, konsensbasierte Gruppenprozesse anstoßen. Im vorliegenden Aufsatz ergänzen wir den Promotorenansatz um Erkenntnisse des Wissensmanagements, indem wir die Beiträge von Promotoren in Gruppenlernprozessen spezifizieren und die Transferbedingungen von Wissen berücksichtigen. Wir prüfen und erhärten unsere Aussagen mittels objektiver Messungen der Wissensgenerierung und mittels Befragungsdaten. Unser Ansatz hat großes Potenzial für die BWL: Wie wir am Schluss zeigen, bieten Promotoren eine Plattform zur Verknüpfung unterschiedlichster theoretischer Erkenntnisse und schaffen hierdurch neue Erklärungsmöglichkeiten für den Erfolg neuartiger Wissensorganisation, wie z. B. von Open Source oder Wikipedia, und ermöglichen diese Umsetzung auch in traditionellen Organisationsformen.

Korreferat: Dr. Alexander Fliaster (Universität der Bundeswehr München)

12:10 Mittagspause

**Session 3 - Chair: Prof. Dr. Oskar Grün (Wirtschaftsuniversität Wien)**

13:30 **Vortrag 6**

*Make-or-buy decisions in patenting*

Dr. Stefan Wagner (LMU München)

Abstract:

Among the most prominent theoretical frameworks dealing with the economic underlyings of firms' make-or-buy decisions are Transaction Cost Economics (TCE) and the Resourced Based View (RBV). Relying on panel data covering 107 European firms over eight years I test predictions from both TCE and RBV with regard to the outsourcing of patent related services simultaneously. Modelling the share of outsourced patent applications in a Negative Binomial Panel Regression Model I find joint explanatory power of both approaches. My findings support previous literature arguing for an integration of TCE and RBV to a comprehensive theoretical framework of firms make-or-buy decisions.

Korreferat: Prof. Dr. Jan Kratzer (University of Groningen)

14:10 **Vortrag 7**

*On Sharks, Trolls, and Their Patent Prey. 'Being Infringed' as a Normatively Induced Innovation Exploitation Strategy*

Prof. Dr. Markus Reitzig (Copenhagen Business School)

Prof. Dr. Joachim Henkel (TU München)

Dr. Christopher Heath (European Patent Office)

Abstract:

Patent trolls (or sharks) are patent holding individuals or (often small) firms who trap R&D intense manufacturers in patent infringement situations in order to receive damage awards for the illegitimate use of their technology. While of great concern to management, their existence and impact for both corporate decision makers and policy makers remains to be fully analyzed from an academic standpoint. In this paper we show why patent sharks can operate profitably, why they are of growing concern, how manufacturers can forearm themselves against them, and which issues policy makers need to address. To do so, we map international indemnification rules with strategic rationales of small patent-holding firms and large manufacturers within a theoretical model. Our central finding is that the courts' unrealistic consideration of the trade-offs faced by inadvertent infringers is a central condition for sharks to operate profitably.

Korreferat: Prof. Dr. Martin G. Möhrle (Universität Bremen)

14:50 Pause

15:20 **Mitgliederversammlung**

Leitung durch den TIM-Kommissions-Vorsitzenden

Prof. Dr. Martin G. Möhrle (Universität Bremen)

16:30 Ende „fachlicher Teil Tag 2“

19:30 **Conference-Dinner im Palais Pallavicini**

Keynote: *Mozart und Innovation*

Prof. Dr. Manfred Wagner (Universität für angewandte Kunst)

## Tag 3 - Samstag, 28. Oktober 2006

9:30 Empfang & Kaffee

**Session 4** - Chair: Prof. Dr. Hans Dietmar Bürgel (Universität Stuttgart)

10:00 **Vortrag 8**

*Desorptive capacity: A capability-based perspective on commercializing knowledge-assets*

Dr. Ulrich Lichtenthaler (WHU - Otto Beisheim School of Management)  
Prof. Dr. Holger Ernst (WHU - Otto Beisheim School of Management)  
Dr. Eckhard Lichtenthaler (ETH Zürich)

Abstract:

Besides applying knowledge inside the organization, firms may externally leverage their knowledge assets, e.g. license out technology. As external knowledge exploitation has long been neglected, we propose the concept of desorptive capacity as a complement to absorptive capacity by taking a capability-based approach to outward knowledge transfer. Building on this theoretical concept, we use data from a questionnaire-based study in 136 companies to examine six hypotheses relating organizational antecedents of desorptive capacity to the performance of firms in licensing out technological knowledge. The results provide strong support for the dynamic and path-dependent concept of desorptive capacity.

Korreferat: Dipl.-Soz. Katja Rost (Universität Zürich)

10:40 **Vortrag Work inProgress 2**

*Gefährden alternde Belegschaften die Innovationsfähigkeit deutscher Unternehmen? Ergebnisse einer ersten kritischen Analyse*

Dr. Birgit Verworn (BTU Cottbus)  
Prof. Dr. Christiane Hipp (BTU Cottbus)  
Dipl.-Kffr. Doreen Schwarz (BTU Cottbus)

Abstract:

Die demografische Entwicklung sowie die Heraufsetzung des Renteneintrittsalters werden in den nächsten Jahrzehnten dazu führen, dass der Anteil älterer Mitarbeiter in Unternehmen steigen wird. Gemäß der Defizithypothese bzw. des Defizitmodells wird unterstellt, dass ältere Mitarbeiter weniger innovativ seien und somit die Innovationsfähigkeit von Unternehmen durch das Altern der Belegschaft gefährdet würde. Für den vorliegenden Artikel wurde mit Hilfe des Mannheimer Innovationspanels aus dem Jahr 2001 eine Sekundäranalyse durchgeführt. Die Ergebnisse konnten jedoch keinen Einfluss des Anteils älterer Mitarbeiter in Unternehmen auf den Innovationsoutput nachweisen. Auch auf die Aufwendungen für Weiterbildung im Zusammenhang mit Innovationsprojekten wirkt sich der Anteil älterer Mitarbeiter im Unternehmen nicht aus. Dagegen bestätigte sich, dass bei einem hohen Anteil älterer Mitarbeiter im Unternehmen weniger in die Weiterbildung der

Mitarbeiter insgesamt investiert wird. Hierfür gibt es zwei Erklärungsansätze: Entweder sind ältere Mitarbeiter kaum an Innovationsprojekten beteiligt und / oder es sind hauptsächlich die hoch qualifizierten älteren Mitarbeiter, die durch das Unternehmen gehalten werden Bildschirmschoner verwenden wenn Zimmer offen! weiterhin in Innovationsaktivitäten integriert sind. Gefordert werden neue Instrumente zur Identifikation innovativer Mitarbeitertypen, um entsprechende Innovationsteams zusammen setzen zu können sowie eine angepasste und innovationsorientierte Personalentwicklung zu ermöglichen.

11:00 Pause

11:30 **Vortrag 9**

*The social structure of leadership and creativity in engineering design teams*

Prof. Dr. Jan Kratzer (University of Groningen)

Prof. Dr. J.M.L. Van Engelen (University of Groningen)

Prof. Dr. Roger Leenders (University of Groningen)

Abstract:

Creativity is essential for research and development efforts. Unfortunately, little is known about how the role of team leaders determines the creativity. Based on a sample of 39 engineering design teams in space industry, this study examines the effects of leader position within different flows of communication on team creativity. The results indicate that the balance between holding a central or a periphery position indeed determines the creativity of such teams. In detail, very central and very periphery positions of team leaders within the work-flow and awareness network hamper team creativity, whereas periphery situated team leaders within the information network propel the creativity. In addition, team leaders stimulate creativity when they stay central in the external information network. In managerial terms the analyses implicate that stimulating engineering design team creativity requires team leaders to smartly limit their involvement in communication and mainly act as gatekeepers to external sources of information.

Korreferat: Prof. Dr. Michael Dowling (Universität Regensburg)

12:10 **Schlusswort durch die Gastgeber**