

---

## Contents

---

<b>General Introduction . . . . .</b>	vii
<b>Chapter 1. Innovation Processes, Innovation Capabilities and Knowledge Management . . . . .</b>	1
1.1. Does knowledge management improve the performance of innovating enterprises? . . . . .	2
1.1.1. Does empirical research confirm the existence of a connection between knowledge management and the performance of innovative enterprises? . . . . .	2
1.1.2. Beyond the enterprise: knowledge management, innovative territories and innovation projects . . . . .	4
1.2. Innovation capability and knowledge management . . . . .	7
1.2.1. The decomposition of innovation: invention and commercialization. . . . .	8
1.2.2. Innovation activities and aptitudes . . . . .	11
1.2.3. Dynamic capability and knowledge processes . . . . .	15
1.2.4. Innovation capability as dynamic capability rooted in the management of knowledge . . . . .	17
<b>Chapter 2. Knowledge Typology and Knowledge Processes at the Service of Innovation . . . . .</b>	21
2.1. Knowledge generation . . . . .	24
2.1.1. Knowledge creation: a process of combination/recombination of background knowledge . . . . .	25
2.1.2. Absorption and integration of knowledge . . . . .	31
2.2. Knowledge application . . . . .	35
2.2.1. Codification and personalization: two complementary strategies of knowledge alignment . . . . .	36

2.2.2. The role of architectural knowledge in the process of knowledge alignment . . . . .	39
2.3. Knowledge valorization . . . . .	42
2.3.1. Patents: protection and knowledge management instruments . . . . .	44
2.3.2. Cooperation agreements: instruments of anticipation of knowledge management strategies . . . . .	48
<b>Chapter 3. Managing Knowledge to Innovate: Open and Distributed Innovation Models . . . . .</b>	53
3.1. Open innovation . . . . .	54
3.1.1. The concept of open innovation . . . . .	55
3.1.2. The two facets of open innovation . . . . .	56
3.1.3. Open innovation modalities . . . . .	57
3.1.4. The importance of intellectual protection . . . . .	58
3.1.5. Advantages and drawbacks of open innovation . . . . .	59
3.1.6. Implementation of open innovation . . . . .	61
3.2. User innovation . . . . .	61
3.2.1. The concept of user innovation . . . . .	63
3.2.2. Lead users activities . . . . .	65
3.2.3. Competencies of user-innovators . . . . .	66
3.2.4. Implementation of user innovation . . . . .	68
3.3. Innovating with communities . . . . .	72
3.3.1. Social interactions and knowledge production within communities . . . . .	74
3.3.2. Communities in the firm: between governance and spontaneity . . . . .	75
3.3.3. Innovating with external communities: the role of the middleground . . . . .	77
3.4. Crowdsourcing . . . . .	79
3.4.1. A typology of crowdsourcing . . . . .	79
3.4.2. The relevance of crowdsourcing for innovation . . . . .	82
3.4.3. Crowdsourcing platforms . . . . .	83
3.4.4. Crowdsourcing and other open innovation models . . . . .	85
<b>General Conclusion . . . . .</b>	87
<b>Bibliography . . . . .</b>	91
<b>Index . . . . .</b>	111