

I: FOUNDATIONS OF OPEN INNOVATION WITH CUSTOMERS 10

- 1.The path from market orientation via customer orientation towards open innovation with customers | 10
- 2.The paradox of strong and weak customer ties: Customer participation in innovative activities as a facilitator or inertia for innovation | 18
- 3.A typology of open innovation with customers | 25

Box 1: Pat Misterovich: An example of a lead user innovator

Box 2: Fujitsu Siemens Computers Goes Open Innovation

Box 3: Muji.com: An example of customer input at the frontend from Japan

Box 4: LEGO Factory: Moving from mass customization toolkits towards open innovation

Box 5: Examples: Crowdsourcing Based Business Ideas

Box 6: Surftech: Outsourcing innovation entirely to expert users

II: COMPETENCES FOR SUCCESSFUL OPEN INNOVATION WITH CUSTOMERS 47

4.Competences of customers for open innovation | 48

5.Competences of the firm for open innovation | 52

6.How to build competences and facilitate individual learning | 61

III: DIFFUSION OF OPEN INNOVATION WITH CUSTOMERS: AN INTERNATIONAL COMPARISON . 66

7.The U.S. perspective: Firm-led implementation as competitive strategy | 68

Box 7: Procter & Gamble's Strategy to Harness Outside Talent to Boost Innovation

8.The German perspective: Firm-led experimentation with open innovation | 71

Box 8: Open Innovation at Siemens AG: An example of early piloting of open innovation

*Box 9: User Innovation in the Catholic Church: Dioceses of Cologne launches
idea competition platform*

9.The Danish perspective: Policy-led propagation of open
innovation | 74

REFERENCES 77