

INTRODUCTION

In 1986, Van de Ven pointed out four central problems in the management of innovation: the human problem of managing attention, the process problem of managing ideas into good currency, the structural problem of managing part-whole relationship, and the strategic problem of institutional leadership. Since then, the innovation landscape has changed significantly, characterized by the birth of multiple waves of new innovation management models such as corporate entrepreneurship (Burgelman, 1983), design thinking (Martin, 2009), and open innovation (Chesbrough, 2003). However, these problems seem to remain unsolved. This is shown by the fact that 20 years later, Van de Ven and Engleman (2004) still considered them as central in managing corporate entrepreneurship and innovation.

Among the new innovation management models, open innovation has developed from a small club of innovation practitioners, mostly active in high-tech industries, to a widely discussed and implemented innovation practice (Gassmann, Enkel and Chesbrough, 2010). A number of questions, then, are raised: does this new wave help deal with the four problems identified by Van de Ven and does it create new problems? The purpose of our study is to provide answers to these questions.

Our field study is an open innovation program called Innovative Product Creation, of which the members include one business school, one engineering school, one school of design and a number of enterprises in France. The program conducts each year about ten to twelve independent projects. Each project consists of students from the three participating schools and participants from one firm, working on the development of an innovative idea during one year. The program has been going on since 2006, with new participating enterprises coming in and existing ones renewing their membership. This is a particular form of open innovation, since it involves students, faculties, and innovation professionals.

To find the answers for the above questions, we look at: 1) the adoption and implementation of this open innovation program by people in each participating enterprise, 2) the impact of the program on those people, who then engage in actions and influence their other innovation projects, their organizational processes, and the open innovation program itself, and 3) what happens to the program in the organization once the one year term has ended.

Our article is organized as follows. First, we review the literature on open innovation and the managerial problems of innovation presented by Van de Ven. Second, we present our case and our research method. Third, we discuss our findings. The paper ends with a conclusion.

APRIL 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3 Good Friday	4
5 Easter Sunday	6 Easter Monday	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Company	Decision to participate	Aims	Benefits	Specificities	Outcomes
Mobile Co	<ul style="list-style-type: none"> - Development Team in charge of citizenship pilot studies (marketing background) - loose framing 	<ul style="list-style-type: none"> - Find out what is possible and relevant to do within the robotics area - Collaborate with multidisciplinary teams of students - Find out more about design and methods 	<ul style="list-style-type: none"> - broad view of the topics, key issues, good field and techno analysis - reinforce the previous diagnostic that is was too early for domestic robots at low cost - technology not available at reasonable price (200 euro) by the end of the year 	<ul style="list-style-type: none"> - Lots of changes of interlocutors during the year both in the company and in the student teams - one key team member (older, ambidextrous) 	<ul style="list-style-type: none"> - The company decided to ask the student for a 'cahier des charges' rather than a rough prototype to encapsulate the concept of a domestic robot that was put forward by the students - learn more about design and its value for the company (user oriented), decide to hire a designer on an internship in the Development team, decide to collaborate with another school of design (looking for new concepts and creativity) <ul style="list-style-type: none"> - keep in touch with the programme - the short movie presenting the project was shown inside the company - no follow up due to conclusion on technology lack of maturity
Telco Co	<ul style="list-style-type: none"> - Entertainment team within R&D department 	<ul style="list-style-type: none"> - design added value service to enhance use of video contents by final users 	<ul style="list-style-type: none"> - creativity session lead to change of focus from BtoC to BtoB with medical houses (more ethical business) - ethnographic need finding and field work brought key insights <ul style="list-style-type: none"> - compared to usual - find out that videos content are difficult to use to design services (respect de l'intégrité des oeuvres) 	<ul style="list-style-type: none"> - one key team member leading the group / provide contacts with business partners 	<ul style="list-style-type: none"> - extremely short time of validation of the idea internally (two days) <ul style="list-style-type: none"> - follow up was difficult to realize - change of internal client : from entertainment to healthcare department - impossible to overcome R&D and marketing lack of dialogue (R&D not supposed to do marketing but willing to) - set up new relationships within the company and outside (INA) - the project will get into the usual go / no go process of ideas selection and development within the R&D department
Mail Co	<ul style="list-style-type: none"> - Operation department, within the team in charge of international benchmarking 	<ul style="list-style-type: none"> - define the functionalities of the postman PDA 	<ul style="list-style-type: none"> - change of focus : turn away from an internal process optimization view to a more 	<ul style="list-style-type: none"> - A student from the business school was hired 	<ul style="list-style-type: none"> - Experimentation in progress, will provide data to assess rentability by end of august 2011