

Nicole Pfeffermann · Julie Gould *Editors*

# Strategy and Communication for Innovation

Integrative Perspectives on Innovation  
in the Digital Economy

*Third Edition*

 Springer

# Table of Contents

## Part I - Strategic Perspectives on Innovation

1. **The Importance of Connecting Open Innovation to Strategy**  
*Wim Vanhaverbeke, Nadine Roijackers, Annika Lorenz, and Henry Chesbrough*
2. **Setting the Stage for Creativity: Upstream, Midstream, and Downstream**  
*Leigh L. Thompson and David Schonthal*
3. **When Business Model Meets Open Innovation**  
*Howard Yu*
4. **Classic Root Causes of Innovation Failures – Things We All Know but Sometimes Forget**  
*Jean-Philippe Deschamps*
5. **Open Innovation: Strategic Options, Actors, Tools and Tensions**  
*Kathrin Möslein and Albrecht Fritzsche*
6. **Cognitive Diversity of Top Management Teams as a Competence-Based Driver of Innovation Capability**  
*Michael Hülsmann, Meike Tilebein, Philip Cordes, and Vera Stolarski*

## Part II - Communicative Perspectives on Innovation

7. **Pairwise Communication for Innovation at Work**  
*Martin J. Eppler and Lawrence McGrath*
8. **Communication Model Innovation – Authentic Open Innovation-Culture**  
*Nicole Pfeffermann*
9. **Open Innovation: Enhancing Theory and Practice by Integrating the Role of Innovation Communication**  
*Ellen Enkel, Annika Dingler, and Carsten Mangels*

- 10. Scanalyse – a Case Study of the Role of Social Capital, Strategic Networking and Word of Mouth Communication in the Diffusion of an Innovation**  
*Tim Mazzarol, Peter Malone, and Sophie Reboud*
- 11. Managing Emotions Matters – A Balanced Framework for Communicating Innovations in Companies**  
*Claudia Mast*
- 12. The Role of Communicators in Innovation Clusters**  
*Bettina Blasini, Rani J. Dang, Tim Minshall, and Letizia Mortara*
- 13. Integrated Communication in the Innovation Process – An Approach to Integrated Innovation Communication**  
*Manfred Bruhn and Grit Mareike Ahlers*

### **Part III - Integrated Perspectives on Innovation**

- 14. Innovation Implementation: Leading From the Middle Out**  
*Alan Belasen and Elliot B. Luber*
- 15. Innovation, Leadership and Communication Intelligence**  
*Ian C. Woodward and Samah Shaffakat*
- 16. Redefining Collaborative Innovation in the Digital Economy**  
*Eric Viardot*
- 17. Customer-centricity in the Executive Suite: A Taxonomy of Top-Management Customer Interaction Roles**  
*Noel Capon and Christoph Senn*
- 18. What is Innovation Communication? A Dynamic Capability View**  
*Nicole Pfeffermann*
- 19. Audience-Centered Approaches to Strategic Planning: Accessing Social Capital through Sharing Platforms on Social Media**  
*Sherry Devereaux Ferguson*

## **Part IV - Case Examples**

- 20. The Innovation Engine: A Framework for Overcoming Cultural and Organizational Impediments to Innovation at Scale**  
*Andrew Breen*
- 21. Strike While the Iron is Hot: User Centricity Adapted to the Agile Innovation Development Process**  
*Jörn Schulz, Fee Steinhoff, and Kathrin Jepsen*
- 22. Disrupting Communication: Innovation Communications in the Digital Age**  
*Johannes von Karczewski and Sandra Maria Zistl*
- 23. Co-Innovation and Communication: The Case of SAP's Global Co-Innovation Lab Network**  
*Sabine Patsch and Ansgar Zerfass*
- 24. Empowering Members of a Brand Community to Gain Consumer Insights and Create New Products: The Case of the Vorwerk Thermomix Research Community**  
*Madeleine Kröper, Volker Bilgram, and Ramona Wehlig*
- 25. The Integration of Art and Design, Creativity and Professionalization**  
*Rolf Sachsse*