



- ▶ Editorial Note.....1
- ▶ Acquiring and Applying Knowledge for Innovation and Financial Purposes.....1
- ▶ Distributed Entrepreneurship: Business Growth & Local Development.....4
- ▶ On Open Innovation via Web-Based Intermediaries.....6
- ▶ The Dynamics of Resistance to Change.....8
- ▶ Authors, Issues and Contact info.....10

InnKnow FORUM

In the contemporary knowledge-intensive business environment, firms increasingly depend upon external sources of information to promote innovation and improve their performance. Many of them, however, confront strong difficulties in benefiting from external knowledge flows, even in industries of easy-to-access sources of information.

To outweigh such deficiencies, enterprises need to develop their absorptive capacity, that is, the “ability to recognize the value of new information, assimilate it, and apply it to commercial ends” (Cohen and Levinthal, 1990: 128).

Acquiring and Applying Knowledge for Innovation and Financial Purposes

By Konstantinos Kostopoulos, Research Fellow and Assistant Professor EADA, Spain

The concept of absorptive capacity (ACAP) is a prominent topic of scientific inquiry (e.g., Jansen et al., 2005; Zahra and George, 2002), gradually gaining recognition as a key driver of a firm’s competitive advantage (Lichtenthaler, 2009). Using path analysis in a sample of 461 Greek enterprises participating in the third Community Innovation Survey (CIS), this study demonstrates that external knowledge inflows are directly related to absorptive capacity and indirectly related to innovation.

Absorptive capacity contributes, directly and indirectly, to innovation and financial performance but in different time spans. This study, therefore, contributes to the understanding of absorptive capacity’s antecedents and outcomes by providing empirical evidence of longitudinal form that offers important research and practical implications.

Primarily, the findings of the study indicate that firms’ involvement in innovation collaborations with various outside parties (e.g., suppliers, clients, competitors, research institutions) enriches their knowledge base and develops a better ability to assimilate and exploit (related and diverse) external knowledge.

Continued on page 2



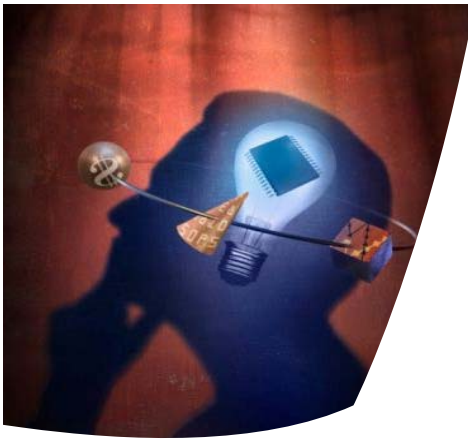
Editorial Note

The lead article in this 14th issue of InnKnow Forum, authored by Konstantinos Kostopoulos, analyses important questions concerning the relations between external knowledge inflows, absorptive capacity and innovation. The central role of ACAP means that policy-makers have to give more importance to knowledge flows as a complement to the array of measures aiming at enhancing innovation performance.

The reminder of this year’s issue presents the InnKnow articles published on the MSL website (www.msl.aueb.gr) as “stories of the month” during 2011. In his article “Distributed Entrepreneurship: Business Growth and Local Development” Ioannis Katsikis analyses the concept of distributed entrepreneurship -networks of interdependent firms exploiting an entrepreneurial opportunity from various angles- through a longitudinal case study of a leading example of its kind. Vassilis Mantas writes on Open Innovation and discusses how Web-Based Intermediaries can act as a ‘storefront’ of opportunity for knowledge exchanges and a virtual space that serves as an ‘incubator’ of OI processes. Finally, Katerina Fameli, based on her research on administrative change in the healthcare sector, discusses how resistance can convert into a constructive tool for addressing particular organizational problems during the change process.

Klas Eric Soderquist





Acquiring & Applying Knowledge for Innovation & Financial Purposes

Having access to complementary knowledge allows firms to simultaneously take advantage of two critical learning opportunities: gain access to a diverse array of novel knowledge and skills, and develop the abilities to interpret and apply this diverse input via identifying similarities and overlaps with existing knowledge bases.

More importantly, and in relation to the previous point, this study offers first empirical evidence that demonstrate the mediating role of absorptive capacity in the relationship between external knowledge flows and innovation. The results of the empirical analysis clearly suggest that external knowledge inflows advance innovation performance exclusively through ACAP (i.e., a full mediation).

This finding refines previous research (e.g., Escribano et al., 2009; Fosfuri and Tribó, 2008) and provides empirical support to one of the key theoretical assumptions of ACAP theory: firms are to derive innovation benefits from new external knowledge only if they will recognize the value of this knowledge, internalize and exploit it.

Furthermore, the present work offers a combined examination of innovation as well as financial performance outcomes of ACAP within a longitudinal-type research design. This study demonstrates that ACAP contributes directly to innovation and indirectly (i.e., via innovation) to subsequent financial performance.

This result confirms the general research consensus that ACAP leads to innovation but, more importantly, further suggests that absorptive capacity can be a source of financial advantage by stimulating innovation benefits over time.

With the use of time-lagged financial indicators, this study adds validity to this finding and shows that the outcomes of absorptive capacity materialize not only as a straightforward improvement in innovation but also seem to diffuse and develop into a valuable source of economic advantage over time.

The concept of absorptive capacity (ACAP) is a prominent topic of scientific inquiry (e.g., Jansen et al., 2005; Zahra and George, 2002), gradually gaining recognition as a key driver of a firm's competitive advantage (Lichtenthaler, 2009).

The work at hand also extends the use of the ACAP construct in national contexts characterized as "catching up" in terms of economic growth, technology usage, and overall innovativeness.

By utilizing a sample of Greek manufacturing and services firms participating in the third CIS exercise, this study is able to propose alternative modes of improving innovation as well as financial performance, hence informing practitioners and policy makers.

Specifically, and since firms' absorptive capacity relates to a country's absorptive capacity, a policy planned to develop firms' ACAP may be "very effective in making the country more receptive to international knowledge flows" (Escribano et al., 2009: 104).

This is especially the case for Greece that presents, compared to other EU member states, certain inadequacies regarding technology production and access to resources critical for generating innovation (e.g., technology infrastructure, effective networking with state-of-the-art suppliers or research institutions worldwide).

Formulating policies that aim at stimulating firms' absorptive capacity (e.g., facilitating the mobility of scientists, promoting the linkages between producers, suppliers, clients, and research organizations, enhancing the technological skills of employees) can prove an effective means of establishing a cross-industry channel for transferring, diffusing and exploiting external knowledge that, in turn, create conditions for increasing innovation at the national level.

If this is further combined with the time-lagged indirect effects of ACAP on financial performance, as evidenced in this study, then such policies may even produce, over time, the necessary economic resources that could finance future knowledge inflows and innovation activities.

by

**Konstantinos
Kostopoulos**
axion@aueb.gr

...Acquiring & Applying Knowledge for Innovation & Financial Purposes

Consequently, absorptive capacity can act as a valuable complement to the traditional array of policy interventions aiming at enhancing the innovation performance of catching up economies such as Greece.

In conclusion, this study demonstrates the value of absorptive capacity as a means of attaining superior innovation and financial performance, and transforming external knowledge inflows into related performance gains.

References

Cohen, WM, Levinthal, DA. Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly* 1990; 35: 128-152.

Escribano, A, Fosfuri, A, Tribó, JA. Managing external knowledge flows: The moderating role of absorptive capacity. *Research Policy* 2009; 39: 96-105.

Fosfuri, A, Tribó, JA. Exploring the antecedents of potential absorptive capacity and its impact on innovation performance. *Omega* 2008; 36: 173-187.

Jansen, JJP, Van Den Bosch, FAJ, Volberda, HW. Managing potential and realized absorptive capacity: How do organizational antecedents matter? *Academy of Management Journal* 2005; 48 (6): 999-1015.

Lichtenthaler, U. Absorptive capacity, environmental turbulence, and the complementarity of organizational learning processes. *Academy of Management Journal* 2009; 52 (4): 822-846.

Zahra, SA, George, G. Absorptive capacity: A review, reconceptualization, and extension. *Academy of Management Review* 2002; 27 (2): 185-203.





Distributed Entrepreneurship: Business Growth and Local Development

Distributed entrepreneurship can be defined as a collective process that relies on the assembling of competencies distributed across a large number of agents (Bureth et al., 2006).

In this manifestation of entrepreneurship the entrepreneurial function is found in more than one individual and in more than one place, being distributed among a wide number of individuals and local institutions.

In Distributed Entrepreneurship the locus of innovation shifts from individual organizations to networks (Powell, 1996), while the ability of the individual entrepreneur and the entrepreneurial firm to establish networks by bringing heterogeneous actors and stakeholders together become a critical aspect. The role of formal alliances, as well as informal relationships and public institutions that surround and influence the entrepreneurial activities are some only of the many central issues in studying of the distributed dimension of entrepreneurship.

In order to examine and further analyze the concept of distributed entrepreneurship, we conducted a longitudinal case study of a leading example of distributed entrepreneurship from the island of Chios in Greece, namely the "Chios Gum Mastic Growers Association" and the local cluster of firms operating around it.

The "Chios Gum Mastic Growers Association" is a union of cooperatives that was established in 1938. It is the legal form which unites and serves as a collective expression of 20 cooperatives from the 24 Mastic producing villages in the south of Chios. It consists of more than 4.500 partners and it known to be the biggest organization of its kind in Greece. The main food and drink products are olive oil, cheese, wine, ouzo and mastiha, all of which are produced with local raw materials, except for ouzo (Kizos et al, 2003).

Our case study presents a characteristic example of sustainable and distributed entrepreneurship by exhibiting how an entrepreneurial activity has led to exemplary business growth (economic dimension), significant local development (societal dimension), and respectful exploitation of a unique natural resource (environmental dimension) and the provision of a wide range of natural products in the marketplace that has led to the creation of a new market niche.

The entrepreneurial decisions and the business success of the organization studied motivated the local production system for producing new, sustainable and innovative products; which resulted to the development of a large number of local firms as an extended network of collaborating organizations. This growth offered new employment opportunities to the local population and established the region as an innovative cluster of sustainable development.

The establishment of a spin-off company (Mediterra SA) in the summer of 2002 was used as an external facilitating mechanism for bringing change to the Union internally. The modernization of the factory's equipment led to the creation of a large variety of innovative and highly distinctive new products.

On the other hand, the strategic reorientation through the adoption of a series of organizational innovations and the establishment of Mediterra SA and of its network of Mastiha shops caused increasing demand for mastiha, which resulted to a parallel price increase, due to its limited production quantity.

The quest for new and innovative products with the use of the local raw materials and local knowledge paved the way for the creation of a local cluster of firms operating within a collaborative network as a result of a distributed entrepreneurship effect.

The development of Mastiha Shops and the request for mastiha products has raised awareness to local producers in the island as well to other producers in Greece and abroad. This has resulted to the progressive creation of a large variety of mastiha based products that now can be found in stores, and wish are arranged into six different categories: natural mastiha, foodstuffs, organic, traditional products, beverages, pharmaceutical, cosmetic and folk items.

by

Ioannis Katsikis
ioannis@aueb.gr

Distributed Entrepreneurship: Business Growth and Local Development

Taking into account the fact that natural Chios mastiha constitutes not only a product but also a "suggestion of prosperity" combined with the growing nutritional and environmental concerns, the quest of stable values and cultural references, mastiha shops have become the vehicle of a modern suggestion for all those animated by similar concepts at both the local and the national level.

The great success of mastiha shops has raised awareness about mastiha both in the public and also in the business community. The demand for new mastiha products from Mediterra made many local firms of the food and beverages sector to respond positively and produce new products that would include mastiha in their raw materials, thus resulting to a large variety of innovative products that include a large number of foodstuffs, organic products, traditional products and beverages.

The distribution effect of the entrepreneurial activities of Mediterra had an influencing impact in a variety in three distinctive levels: firstly at the local level, secondly at the national level and third at the international level.

The first type of firms that were influenced and profited from the greater mastiha awareness were the local firms from Chios that produced mastiha products that were sold through mastihashops. The success of mastiha shops raised the request for a larger quantity and variety of such products and many firms both local and national came to respond to that demand, since the market was now able to accommodate a variety of products in large quantities.

This fact encouraged both local firms, with mastiha products that were sold outside the chain of mastiha shops as well as local and non local firms of the food sector with traditional products sold both through and outside mastiha shops to produce new / innovative products that would include mastiha as a raw material.

At the national level, the success of mastiha products became a motive for a number of large and well established firms to include such products at their production lists. Such, firms, as Nestle, Kraft foods, Ion, etc produced mastiha products that were now marketed at a national level, thus contributing to more awareness at the national level.

At the international level, today, only the 30% of the total production is sold to the national (Greek) market, while the remaining 70% is exported to Middle East, Mediterranean countries and USA, and to the Far East (mainly Korea and Japan), while Mastiha shops are about to open in New York (USA) and Tokyo (Japan).

References

Hitt M.A., Ireland R.D. and Hoskisson R.E., (2009), *Strategic Management: Competitiveness and Globalization: Concepts & Cases*, South Western Publications.

Kizos, Th., Vakoufaris, H., Koulouri, M. and Spilani I., (2003), Less Favored Areas, Specific- Character Products and Rural Development: Short Cheese Supply Chains in the North Aegean Region, Greece, *International Conference on Less Favorite Areas (L.F.A.'s) and Strategies for Development*, 21-22/11/2003, University of the Aegean. Mytilene, Greece

Powell, W. 1996. Inter-Organizational Collaboration in the Biotechnology Industry. *Journal of Institutional and Theoretical Economics*, 120: 197-215.

Bureth, A., Penin, J. and Wolff, S. (2006), "Entrepreneurship in biotechnology: the case of four start-ups in the Upper-Rhine Biovalley", working papers of BETA 2006-21, *Bureau d' Economie Théorique et Appliquée*, ULP, Strasbourg.



Mastiha, the natural raw material from the south of the island of Chios



On Open Innovation via Web-Based Intermediaries

Extant research on Open Innovation (OI) reflects the importance given to how established firms shift towards the new paradigm of OI in order to enhance innovation. OI, by definition, is a game for two, at least: One firm that seeks to acquire knowledge, and a pairing party that supplies the knowledge.

Today, there are several web sites acting as OI intermediaries, the most known are listed in table 1. The core service of these sites is to provide virtual space for solution seekers and solution providers to meet and exchange knowledge. WBIs, among others, offer web space to list technologies for sale or purchase, contest-like challenge requests featuring winning awards for the solution providers, and challenges for common societal good. Moreover large firms operate and maintain their own open innovation sites as ideas submission sites, see for example www.pgconnectdevelop.com of Procter & Gamble or www.innovatewithkraft.com of Kraft.

OI through WBIs is one particular setting featuring open and worldwide access to any potential actor. Based on secondary data available on WBIs web pages, the status, roles and motives of solution seekers and solution providers are presented in the next sections.

WBIs
www.yet2.com
www.ninesigma.com
www.innocentive.com
www.ideaconnection.com
www.yourencore.com

Table 1.

Limited list of web-based OI intermediaries

Solution seekers

According to an online benchmark survey (December 2008 – January 2009) undertaken by Ninesigma.com among companies that have embraced OI practices, half of the surveyed firms believe that they are operating at the early stages of adoption of OI and about 40% at an optimizing stage. Half of the optimizing status firms report revenues in excess of \$10 billion per year while

the majority of firms with less than \$10 billion belong to the early stages group. Reported use of intermediaries and the top three OI practices among these two groups is presented in table 2.

The main current focus of OI practices for all companies is new product development. Companies value external partnerships as very important while more increased influence of external partnerships is projected for the next five years. Accordingly, the percentage of new products with elements originating outside the company shows a steady increase for the years ahead. Among all the companies the top three outcomes of OI practices reported are:

- Increase in the richness of their technology portfolio (77%)
- Ability to find non-core competencies (66.7%)
- Increased R&D productivity (58.3%)

Responses on an open-ended question about other benefits due to OI experience fell within the categories:

- Shift in mindset or culture
- New connections made
- Improved reputation
- Faster time to market
- A tool to cause better internal alignment

	Optimizing Companies	Early stages companies
Stage of OI adoption	40%	49%
Use of OI intermediaries	64%	35%
Top three OI practices	Scouting (92%), Supplier co-innovation (82%), University co-innovation (80%)	Supplier co-innovation (77%), University co-innovation (69%), Scouting (65%)

Table 2. Excerpt of ninesigma.com benchmark survey results.



by

Vassilis Mantas
vmantas@aub.gr



...On Open Innovation via Web-Based Intermediaries

Further, solution seekers find WBIs to be a useful platform to facilitate OI practices and support the process of transforming business models to more open configurations. The following excerpts from yet.com are indicative.

"yet2.com will change my business model. We will use this access to the world of available technology to bring new products to market."

Joseph A. Miller, Chief Science & Technology Officer, DuPont

"The current technology transfer process is seriously limited by the difficulty licensors and licensees have in identifying one another. In addition, providers must incur significant expense and time determining deal-making potential. yet2.com overcomes these barriers."

Theo Grigoriou, President, AlliedSignal Technologies, Inc.

Solution providers

Many of the solution seeking companies also act as solution providers. The following company comment in yet2.com site is representative.

"SAIC currently leverages technologies created in one field to solve problems or develop commercial opportunities in another. We look forward to accessing yet2.com both as a provider and purchaser of technology."

Joseph Daniele, senior vice president, Intellectual Property and Technology Commercialization at SAIC

But there are also individual inventors and small-medium firms who engage in OI to exploit their technologies and inventions. Yet2.com for example asserts that its client base consists of about half the Global 1000 firms, along with hundreds of small-to-medium enterprises. About 120,000 individuals involved with OI visit its global marketplace website annually in search of new technologies.

Moreover we find web pages devoted to individuals 'winners of the year' exhibiting their expertise background and qualifications with some small interviews posted as well. In some cases there is even more active participation by inventors who participate in associated blogs. The majority of these exhibited solution providers are individuals with high qualifications (PhDs and MScs) or small scientific firms and research labs. Interesting for example is the fact that in innocentive.com solvers represent 175 countries across the globe.

Some solvers' quotes from ninesigma.com are indicative.

"NineSigma provides us a great opportunity to present our innovations to Global 1000 companies and work with them to solve their technology challenges. The Request process provides a unique opportunity to engage companies based on their specific R&D directions. These are timely connections that are very difficult to form otherwise. We have come to

rely on NineSigma as a valuable channel for new opportunities that we otherwise would not have known about."

Jon Dettling, North American Director for Ecointhesys, a Swiss-based environmental life-cycle assessment provider

"The obvious benefit of working with NineSigma is that we got a substantial contract. (\$1.8M USD, initial stage contract with a Fortune 50 NineSigma client). We also received a contract to do some development work to drive the technology forward...we anticipate that we will work with this client through two additional stages to get to manufacturing."

Alexander Gosling, Director, Invetech Pty Ltd., Australia

Also interesting are the following quotes from an interview with Dr. Lakhani, Professor at Harvard Business School, who follows the growth of innocentive.com and studies the effectiveness of the problem solving process.

We also found that InnoCentive solvers were motivated as much by intrinsic motivation factors (learning, joy of problem solving, intellectual challenge etc) as they were by winning the award money....

In our survey we asked the Solvers if the problem they created a solution for [was] inside their field of expertise, at the boundary of their field of expertise or outside their field of expertise. The regression results showed that the further the Solvers rated the problem was from their own field of expertise the more likely they were to have solved the problem!...

Epilogue

Open Innovation via WBIs could be visualized as a vast storefront of opportunities for knowledge exchange for all types of players. Solution seekers actively open up their innovation process to tap external knowledge within a virtual space that serves as 'incubator' for OI processes. This initial period gives the safe space to companies until they get enough confident and can justify the investment to maintain their own portal of open innovation. Solution providers, especially small companies or individuals coming from isolated or lagging economies, can find their way to collaborate with pioneer firms and serve demanding and intensive markets.

Reference

The article is adapted from Mantas, V. and Soderquist, K.E. (2010), "Open Innovation: Activating the Entrepreneurial Mindset", September 2010, *5th European Conference in Entrepreneurship and Innovation*, September, Athens, Greece.



The Dynamics of Resistance to Change

We approach resistance to change from the perspective of rational utility in maximizing the effectiveness of change management.

Resistance in a planned change effort may lead to more efficient formulation and smoother implementation in an organization. Borrowing from Van de Ven and Poole's (1995) change motors, we view resistance during the implementation of planned change as a part of the dialectical motor, where conflict between opposing entities generate a dialectical cycle, which can be seen both as an inhibitor and a driver for change.

Resistance as an expression of the thesis-in-use against the antithesis of a purposefully crafted thesis (planned change effort) can lead to a new synthesis that integrates both sides and thus eliminates their existence as separate phenomena competing for dominance. Hence, resistance is a true dynamic of change.

Resistance is better than apathy as it engages people, provides alternative ideas, and promotes involvement of numerous stakeholders. Leaders of change need to engage others in the process to identify resistance in its various forms, and to test and hone change strategies and action plans, to enable a holistic and successful implementation of the change.

The process of dialectics

Dialectics proposes that things change when there is a sufficient increase in quantity to produce a shift in quality. Conflicts emerge between entities espousing opposing theses and antitheses that collide to produce a synthesis, which in time becomes the thesis for the next cycle of a dialectical progression (Van de Ven & Poole, 1995). This shift in quality configures a transition in which the first quality becomes a second quality that is different, but has its origins in the first quality (Ford, 1994).

The idea of 'becoming' is possible because dialectics assumes that entities are unities of contradictions (thesis and antithesis) that continue to 'work at each other' until one dominates and there is a synthesis of them. Thesis and antithesis create synthesis which means that none of them continues to exist as a separate entity.

Synthesis is a new body; the result of 'becoming' that comprises both thesis and antithesis and does not replace one entity with another as with formal logic (Ford, 1994). So to sum up, dialectics require the existence of two or more discrete entities that embody opposition in terms of forces or values. The dialectical motor emphasizes the importance of pluralism, confrontation and conflict between opposing interests as influencing factors on the unfolding of change (Van de Ven and Poole, 2005).

Resistance as a dynamic force for efficient change management

Managers often realize resistance as negative reaction, since they see employees who resist as disobedient (Watson, 1982). But what can we actually learn about change management if resistance is treated as an essential element of change rather than something to be squashed? If there is a value in resistance to change, then there is a high importance of successfully shaping it in the direction of the organizational needs.

Resistance can offer a framework as a constructive response to the upper levels of organizations that conveys a message concerning real problems that exist and could be overcome in the change process being planned (Bryat, 2006). Several scholars (e.g., Ashford, Rothbard, Piderit, & Dutton, 1998; Dutton, Ashford, Wierba, O'Neill, & Hayes, 1997) claim that resistance is a mean for the employees to draw the attention of top management to issues where the organization could improve in order to maintain or even improve performance.

by

Katerina Fameli
kfameli@aueb.gr



...The Dynamics of Resistance to Change

As Waddell and Sohai (1998) point out resistance contributes to the change process as an input of energy and has many benefits for the organization. It is better than apathy or passivity and it provides alternative ideas for consideration (Mabin, et. al., 2001). Moreover, it promotes the importance of pluralism and creates the conditions for drawing attention to aspects of change that haven't been thought of or have been considered 'inappropriate' to tackle before. (Waddell, et al., 1998). In addition, it is commonly accepted that when a wider group of people is involved in the evaluation of alternatives the problems where managers have got stuck may be overcome faster and easier than anticipated (Mabin, et. al., 2001).

So whenever resistance exists or emerges, the root causes of that resistance should be closely examined and their relation to the planned change analyzed in depth. Different methods may produce synthesis of the conflicting opinions and valuable insights may enable managers to manage change much more successfully (Dettmer, 1998; Houle & Burton-Houle, 1998, Waddell, et. al., 1998) by bringing resistance into the planning and execution process.

When seen as something to be utilized, resistance can convert into a constructive tool for addressing particular organizational problems.

Conclusion – Rethinking Resistance

Dialectical forces influence change efforts punctually during their unfolding, when the antithesis of change accumulates enough quantity of colliding forces to produce a conflict with the thesis in use. The extent to which various issues are attempted to be surfaced during the unfolding of the change effort determines its success. Constructive resistance should be seen as dynamic driver of change, and not only as a blockage. Part of the dialectical motor, it enables stakeholders to bring hidden issues to the agenda of transformation.

References

Ashford, S. J., Rothbard, N. P., Piderit, S. K., & Dutton, J. E.; 1998. Out on a limb: The role of context and impression management in selling gender-equity issues. *Administrative Science Quarterly*, Vol 43, pp. 23-57.

Bryat, M., 2006, "Talking about change understanding employee responses through qualitative research" *Management Decision*, Vol.44, No2, pp.246-258.

Dettmer, H.W. 1998, "Navigating Change: Organizational Behavior and the Thinking Processes", APICS Constraints Management Symposium.

Dutton, J. E., Ashford, S. J., Wierba, E. E., O'Neill, R., & Hayes, E. 1997, "Beating the wind: How middle managers assess the context for issue selling to top managers". *Strategic Management Journal*, vol. 15: pp 407-425.

Ford, J. D. and Ford, L. W. 1994, 'Logics of Identity, Contradiction and Attraction in Change', *Academy of Management Review* Vol.19, No.4, pp 756-85.

Houle, D., and Burton-Houle, T. 1998, "Overcoming resistance to change the TOC way", APICS ± Constraints Management Symposium Proceedings.

Mabin, V., Forgeson, S., and Green L., 2001, "Harnessing resistance: using the theory of constraints to assist change management, *Journal of European Industrial Training*, Vol. 25 .No 2, pp.168-191.

Piderit, S., 2000, "Rethinking resistance and recognizing ambivalence: a multidimensional view of attitudes toward an organizational change, *Academy of Management Review*, Vol. 25, No. 4, 783-794.

Van De Ven, A. H., & Poole, M. S. 1995. Explaining Development and Change in Organizations. *Academy of Management Review*, Vol. 20, No3, pp: 510-540.

Van De Ven, A. H., & Poole, M. S., 2005, "Alternative Approaches for Studying Organizational Change, *Organization Studies* Vol. 26, No 9, pp 1377-00.

Waddell, D. and Sohai, A. 1998, "Resistance: a constructive tool for change management", *Management Decision*, Vol. 36, No. 8, pp. 543-8.

Watson, T. J. 1982. Group Ideologies and Organizational Change. *Journal of Management Studies*, Vol.19: pp.259-275.

Contributing Authors

Katerina Fameli is a Doctoral Candidate at the Department of Management Science and Technology of AUEB and affiliated to the InnKnow Unit of MSL.

Ioannis N. Katsikis is a Doctoral Candidate at the Department of Management Science and Technology of AUEB and affiliated to the InnKnow Unit of MSL.

Konstantinos Kostopoulos, is an Assistant Professor at the EADA Business School, Barcelona, Spain and a Research Fellow at the InnKnow Unit of MSL.

Vassilis Mantas is a Doctoral Candidate at the Department of Management Science and Technology of AUEB and affiliated to the InnKnow Unit.

Klas Eric Soderquist is an Associate Professor of Innovation and Knowledge Management at the Dept. of Management Science & Technology at AUEB, Director of MSL and Head of the InnKnow Unit.

Previous Issues of InnKnow FORUM

The focus of previous newsletters, available on our website, was:

Size, Experience and Innovation Impact – lead article (no 13, fall 2010)

Exploration into the Relationship between Managers' Sensemaking and CSR Outcomes – lead article (no 12, fall 2009)

The Architecture of an Information Revolution – lead article (no 11, fall 2008)

Customer Involvement in Innovation and Marketing – lead article (no 10, spring 2007)

Strategic Entrepreneurship – lead article (no 9, spring 2006)

The Role of Gender in Family Business Succession – lead article (no 8, fall 2005)

Innovation Hot Spots – lead article (no 7, spring 2005)

New Product and Service Development (no 6, fall 2004).

Competency-Based Management (no 5, spring 2004).

Managing Knowledge (no 4, fall 2003).

Innovation and Entrepreneurship (no. 3, spring 2003).

Strategic Performance Measurement – Balanced Scorecard (no 2, fall 2002).

Change Management (no 1, spring 2002).

InnKnow FORUM

ISSN 1790-515X

InnKnow FORUM is published annually by the Innovation and Knowledge Management Unit operating at the Management Science Laboratory (MSL), of the Department of Management Science and Technology in the Athens University of Economics and Business.

Director of MSL

Asc. Professor Klas Eric Soderquist, soderq@aueb.gr

Head of InnKnow and Editor of InnKnow FORUM

Klas Eric Soderquist

Senior Research Fellows

George Kakouros, Yiannis Nikolaou, Yiannis Spanos, Maria Vakola.

Research Fellows

Dimitris Brachos, Konstantinos Kostopoulos, Alexandros Papalexandris, Sophia Philippidou.

Doctoral Candidates

Katerina Fameli, Ioannis Katsikis, Vassilis Mantas, Krystallia Syrigou.

Administrator

Lila Despotidou, lilad@aueb.gr

Phone: +30 210 8203 677, Fax: +30 210 8828 078

Website: www.msl.aueb.gr/innknow

Copy Editors:

Ioannis Katsikis (Text), Maria Doukaki (Layout)

