



CONTENTS

List of Figures	v
List of Tables	vi
List of Abbreviations	vii
1 INTRODUCTION.....	1
1.1 Research objective and approach	3
1.2 Structure of dissertation and research approach.....	5
2 PHENOMENOLOGICAL BACKGROUND	7
2.1 Open Innovation	7
2.2 Community-based Innovation.....	8
2.2.1 Governance of open collaborative innovation communities	12
2.2.2 Firms and collaborative innovation communities.....	18
3 THEORETICAL FOUNDATIONS OF GOVERNANCE	24
3.1 Definition of the term Governance.....	24
3.2 Economic Governance	25
3.3 Institutional Analysis and Development (IAD) Framework	34
3.3.1 Focus on rules	36
3.3.2 Application of IAD framework in the context of OCI communities.....	39
4 RESEARCH DESIGN AND FRAMEWORK	44
4.1 Detailed research questions – exogenous vs. self-governance	44
4.2 Methodology: Experiment as a research method	47
4.2.1 Experiment as the research method of choice.....	47
4.2.2 Different designs and criteria for high-quality experiments	48
4.3 Elements of the research framework	50
4.3.1 Action Situation (1) – puzzle as a complex innovative task.....	51
4.3.2 Participants (2) – Individual factors of participants.....	54



4.3.3	Governance rules (3) – rules from the inside vs. from the outside	66
4.3.4	Interactions (4) – behavior resulting from the action arena	68
4.3.5	Outcomes (5) – measuring the overall performance	71
5	EMPIRICAL STUDY	73
5.1	Experimental design and procedure	73
5.1.1	Basic Design	73
5.1.2	Pre-tests, experimental setup and sampling of subjects	75
5.1.3	Instructions and experimental manipulation	82
5.1.4	Procedure of Experiment	85
6	ANALYSIS AND RESULTS	87
6.1	Quantitative analysis – choosing appropriate tests	87
6.1.1	Data sample	89
6.1.2	Data preparation	90
6.2	Study 1: How governance affects motivation, justice and conflict	101
6.2.1	MANOVA – examining the effects on motivation, conflict and justice ...	102
6.2.2	Analysis of effects on free-riding	108
6.2.3	Discussion	109
6.3	Study 2: How key factors affect the performance	111
6.3.1	Impact on sent messages and pieces	112
6.3.2	Impact on performance	113
6.3.3	Discussion	115
6.4	Qualitative analysis	117
6.5	Study 3: A content analysis of group interactions	118
6.5.1	Response to the manipulation – a content analysis of messages	118
6.5.2	Choice of rules – the desire for leadership	121
6.5.3	Development of rules	123
7	DISCUSSION AND CONCLUSION	127
7.1	Summary of findings	127
7.2	Limitations and degree of generalization of results	131
7.3	Implications for Research	132
7.4	Management Implications	135



APPENDIX	139
A. Instructions.....	139
B. List of rules to choose from.....	144
C. Questionnaire.....	145
D. Statistical analysis	149
REFERENCES	150