

# Collaborative Dynamics between Firms and Consumers: an Empirical Review from an Integrated Management Perspective

Eleonora Paolocci<sup>1</sup>

<sup>1</sup>Research Doctorate in Corporate Communication, IULM University, Milan, Italy

Correspondence: Eleonora Paolocci, IULM University, Via Carlo Bò 1, 20143 Milan, Italy.  
E-mail:eleonora.paolocci@iulm.it

Received: March 4, 2014

Accepted: June 29, 2014

Online Published: July 25, 2014

doi:10.5539/ijbm.v9n8p1

URL: <http://dx.doi.org/10.5539/ijbm.v9n8p1>

## Abstract

Combining bibliographic and content analysis, the study quantitatively analyses the scientific production on consumer involvement in marketing and innovation processes, a complex challenge for managers. Recently, the attention given to collaborative approaches has grown exponentially and this area of research has been given new impetus especially by the opportunities that virtual environments offer, and which allow firms to transform new interaction modalities into added value. However, there is a lack of literature reviews which rely on recent data. The topic, from an empirical and longitudinal point of view, appears to be under-explored. Covering the period from 1976 to December 2013, findings show broad trends in the reviewed studies and, extrapolating key concepts, highlight the main dimensions that have to be taken into account to explore the subject. The present review shows that a variety of focal points are used and interdisciplinary influences are expected to continue. Suggestions for future research have also been put forward.

**Keywords:** B2C, consumer involvement, literature review, market driven innovation

## 1. Introduction

The importance of collaborating with consumers in the innovation process has been recognized for many years and there has been a steady proliferation of studies on this topic (Von Hippel, 1976, 1978, 1986, 1988; Grönross, 1990; Day, 1991; Gales & Mansour-Cole, 1995; Bruce, Leverick, Littler, & Wilson, 1995; Prahalad & Ramaswamy, 2004a; Vargo & Lusch, 2004). The concept of cooperation and value co-creation includes a range of potential forms of collaboration: co-conception of ideas, co-design, co-production, co-promotion, co-pricing, co-distribution, co-consumption, co-maintenance, co-disposal, co-outsourcing (Sheth & Uslay, 2007); co-meaning, co-experience (Frow, Payne, & Storbacka, 2011); collaborative filtering systems and word of mouth (Adomavicius & Tuzhilin, 2005; Chen & Xie, 2008); continuous co-innovation in the various aspects of a company's management, such as approach to the market, competitive positioning, organisational form, products and processes (Prandelli, Verona, & Raccagni, 2006). The fundamental idea embedded in the strategy of value co-creation is that it should be understood as "the benefits created from helping customers to achieve their desires and aspirations with their products experiences, and as a result of the revenue created from tailoring customer individual requirements" (Romero & Molina, 2011, p. 11).

According to this perspective, a value co-creation context is characterized by a continuous process of discovery of new sources, new opportunities and ways to co-create it by and for consumers and companies. It integrates firms' competencies and involves consumers' individual preferences into a network for the co-creation of the next level of value for products, services and experiences to be launched on the market.

Also, this new perspective is central in open-business innovation (Chesbrough, 2003, 2006, 2011) and in network-centric innovation (NCI) (Nambisan & Sawhney, 2007) models. These approaches emphasize the need to continuously experiment around value creation and encourage companies to open up to new ideas coming from the outside, combining them with in-house ideas to develop new products, projects and systems which can then be brought to the market.

In recent years, the attention given to collaborative approaches, based on the emergence of a new creative consumer (Berthon, Pitt, McCarthy, & Kates, 2007; Berthon, Campbell, Pitt, & McCarthy, 2011; Jespersen, 2011; Page & Pitt, 2011; Cova & Cova, 2012), has grown exponentially. This area of research has been given new

impetus especially by the rapid growth of the Web, through which organisational learning develops thanks to the continuous interaction with the market and the shared creation of the offer. The Web also serves as a powerful platform to access external and distributed knowledge.

Existing academic literature suggests a significant potential of collaboration with consumers and, in general, with external subjects in the process of market value creation through ICTs (Von Hippel 2001; Von Hippel & Katz, 2002; Sawhney, Verona, & Prandelli, 2005; Bilgram, Brem, & Voigt, 2008; Füller & Von Hippel, 2008; Prandelli, Sawhney, & Verona, 2008; Choi & Cheung, 2008; Füller, Mühlbacher, Matzler, & Jawecki, 2009; Morgan & Wang, 2010). Considerable attention has been given to the benefits offered by the advent of digital technologies: low-cost interaction; increase in the speed and duration of the engagement process; easier sharing processes if compared to what can be done offline, where dynamics are limited to contexts of physical closeness (Dahan & Hauser, 2002; Afuah, 2003); customerisation, that is, maximum strategic flexibility for companies, both in terms of product technological customization and marketing policies (Wind & Rangaswamy, 2001); taking on board of various suggestions and knowledge inputs coming from the “periphery”, which break consolidated patterns in innovation processes.

Because of this growth of research, a review of the state of the art in this domain is deemed necessary. The topic deserves particular attention given the opportunities that the Internet offers: the challenge for firms is to exploit and transform new connection and interaction modalities into added value.

However, literature lacks literature reviews which rely on recent data: the topic, from an empirical and longitudinal point of view, appears to be under-explored. In particular, some contributions have a conceptual nature and have been carried out through a narrative review method (see for example: Hoyer, Chandy, Dorotic, Krafft, & Singh, 2010; Greer & Lei, 2012) or within the context of the OI general paradigm (see for example: Gianiodis, Ellis, & Secchi, 2010; Giannopoulou, Yström, & Ollila, 2011), while other studies use a quantitative review method but mainly focus on specific aspects (see for example: Di Stefano, Gambardella, & Verona, 2012 on the juxtaposition between technology and demand as sources of innovations).

Given the illustrated context and following the integrated marketing and innovation management perspective suggested by Ofek & Toubia (2010), the goal of this study is to map the scientific production related to the subject, illustrate the state of the art of research and highlight broad trends in the reviewed studies.

To achieve this aim, an empirical literature review has been carried out (Rumrill, Fitzgerald, & Merchant, 2010). In terms of methodology, the review process uses a mainly quantitative-descriptive approach, based on a survey of bibliographic scientific-academic sources.

The following set of research questions drive the study:

RQ1. *With what frequency has the topic been studied, also in diachronic terms?*

RQ2. *Which are the most involved academic-disciplinary areas?*

RQ3. *What are the reference scientific sources?*

RQ4. *Which are the most prevalent countries?*

RQ5. *What types of contributions have been produced on the considered topic?*

RQ6 a, b. *Which are the most recurrent topics in the studies and the most widely used keywords?*

RQ7. *Which are the most prevalent scientific institutions?*

In addition, to get a sense of the community that has formed around this topic, the author also provides an overview of who has been working in advancing this area of research, identifying the most prolific authors and the type of authorship.

The structure of the paper is as follows: first, the methodology and study design will be illustrated; in the central section, findings and studies related to the investigated phenomenon will be presented. In the last section, results will be discussed. The author also provides insights from the reviewed literature to better understand consumer involvement processes and put forward suggestions for future research.

## **2. Review Method**

### *2.1 Scope of the Study*

The study mainly takes on the point of view of firms in B2C contexts, given some prerogatives which make their exploration particularly stimulating.

First, studies on collaborative processes were originally carried out mainly in B2B markets, where they boast a

longer tradition (cf. studies on strategic alliances: Håkansson 1982; Håkansson & Lundgren, 1995; Håkansson, Ford, Gadde, Snehota, & Waluszewski, 2009; the development of the concept of customer-supplier interaction, largely explored since the 80s by the researchers of the *IMP - Industrial Marketing and Purchasing*; the study of purchasing patterns in B2B markets: Ford 2004; social media utilization in B2B relationships: Kärkkäinen, Jussila, & Väisänen, 2013).

Second, organizations, in their role as purchasers, and end customers follow significantly different purchasing and decision-making models and processes. In the latter case, non-rational factors and inputs are more significant purchase drivers, while in the former it is economic incentives which play a major role.

Third, B2C markets contain more elements of risk, due to the size of the scope of reference and the wider language gap, which is linked to the difficulty of directly understanding needs. Of course, the statement by Gummesson and Polese (2009), according to which B2B and B2C markets are both part of a wider, more complex and common context is taken into due account (Note 1).

Consistently with the delimitation of the illustrated research area, the analysis of the existing literature focuses on specific content characteristics. The legal aspects related to the management of intellectual property rights and the appropriability regime of the outputs of collaborative processes were excluded, as well as the problematic nature and unforeseeability of co-creation processes (see for example: Cova, Dalli, & Zwick, 2011; Echeverri & Skålen, 2011; Fisher & Smith, 2011). Similarly, the critical-sociological currents which highlight the work carried out by the new figure of the working consumer (see for example: Cova & Dalli, 2009; Zwick, Bonsu, & Darmody, 2008), papers centred on the non-integration of consumers in the market, such as works on “consumer resistance” (Wipperfurdt, 2005) and those which analyse the emergence of forms of co-entrepreneurship or tribal entrepreneurship (Cova, Kozinets, & Shanlar, 2007; Cova & White, 2010) were also excluded. The approach which, in the context of brand management studies, has developed the concepts of brand valueco-creationmodel (Iglesias, Ind, & Alfaro, 2013) and multi-stakeholder brand meaning co-creation (Vallaster & Von Wallpach, 2013) was also left out. By embracing a mainly managerial perspective, the study finally excludes papers produced by academic research on consumption which focus exclusively on the role of consumers in the co-creation of meaning, where value is transferred to the market and becomes accessible by companies, thus emphasizing the productive role of consumers.

## 2.2 Sample and Data Collection

By using a descriptive approach, an empirical analysis of the existing literature was carried out. The object of such analysis was the monitoring of the following bibliographic sources: journal articles, proceedings papers, working papers. The tools used to support the research were the *ISI Web of Knowledge (Web of Science)* and *EBSCO (Business Source Premier)* databases, which complement each other.

Books—including e-books and monographs – were excluded from the analysis as the ISI database does not include these types of sources in the direct indexation mode. The time of publication of the analysed research material ranges from 1976 to December 2013. The units of analysis taken into account were the title, the abstract, the keywords provided by the author and the full body of the papers. The research was limited to contributions in English.

The methodological approach included the use of a two-step procedure, so as to identify an exhaustive and relevant set of contributions, and the use of the Semantic search / Keyword-based retrieval and Content analysis (Kassarjian, 1977; Krippendorff, 1980).

Content analysis is a descriptive method based on the observation of communication contents. One of its advantages lies in the fact that it relies on secondary words. This means that it is not prone to the most common methodological mistakes, as the researcher has minimum impact on data. In addition, it can be applied even to large quantities of data. Each article was scanned for appropriate contents. The search, both in individual and aggregate form, was performed with logical or Boolean operators, using adequately selected key words: *co-creation, co-creation, co-design, collaborative innovation, collaboration policy, consumer engagement, consumer empowerment, consumer feedback, consumer insights, consumer involvement, contest, crowd sourcing, demand pull innovation, idea generation, online consumer panel, market driven innovation, open innovation, user innovation*.

After removing all duplicates—both from the output data individually produced by each of the databases and those derived from crossing the two tools—the results of the first research stage were analysed based on the mentioned key words. 789 articles were identified. Drawing from the sample of studies from the first stage, the search process then adopted more specific boundary criteria for the review. The following were therefore

excluded: contributions which focus solely on B2B contexts and intercompany partnerships; research which specifically focuses on the consumer-individual as a privileged perspective, such as socio-psychological studies on the motivations which push the subject to cooperation.

The final output is a list made available to other researchers to build upon, which includes 118 contributions (115 journal papers, 2 working papers, 1 conference proceeding). Table 1 presents this selection. For each identified study, the following data have been highlighted: year of publication; academic area / research setting (indicating the main reference field and stream of literature to which the research belongs); author; source; ranking (where applicable); topic / focus (summarizing the central idea of the contribution); author-provided keywords; main findings / insights (summarizing the primary conclusions of the study and the insights provided); scientific institution; country; type of study.

Each paper was read and coded as belonging to the most appropriate categories. In the study, the process of content analysis coding was complemented by open coding. The method of open coding followed specific steps. First, each paper was read in order to check for relevance and actual fit in the initial categorization resulting from the structured coding. In particular, with reference to the “topic / focus” class, when a coder did not identify an appropriate existing subcategory, new categorizations were reconsidered after the preliminary round of coding. Articles for which new classifications had been suggested were rotated again and reconsidered for recoding.

Table 1. Literature review

Year	Academic area /research setting	Author	Source	Ranking (where applicable) *IF-ISI (2012)	Topic / Focus	Author-provided keywords	Highlights / Main findings / Insights	Scientific Institution	Country	Type of study
2013	Innovation Management / NPD	Hienrath C., von Hippel E., Jensen M.B.	Research Policy	2.850	Efficiency of user vs. producer innovation in the whitewater kayaking industry	user innovation, efficiency measurement, industry development	User consumers are more prolific and efficient product developers than producers in the early stages of the field; producers get more efficient as the field matures	WHU Otto Beisheim School of Management; MIT Sloan School of Management; Department of Economics and Business, Aarhus University	Germany, USA, Denmark	Empirical paper (mixed approach: qualitative-explorative interviews-, quantitative-multiple surveys-)
2013	Marketing management	Djelassi S., Decoopman I.	Industrial Marketing Management	1.933	Customers' participation in PD processes through crowdsourcing practices	open business model; crowdsourcing; value co-creation; customer participation	Modeling of an open business model based on crowdsourcing	SKEMA Business School, University of Lille Nord de France	France	Empirical paper (multiple case study)
2013	Technology and Innovation Management	Goduscheit R.C., Jørgensen J.H.	International Journal of Technology Management	0.564	Review of the literature on toolkits for user innovation	customer-active paradigm, literature review, user toolkits for innovation	The user toolkit for innovation approach represents a distinct theoretical position in the literature, while the empirical evidence is closer to other approaches within the user innovation paradigm like customization	Integrative Innovation Management Unit, University of Southern Denmark	Denmark	Conceptual/theoretical paper
2013	Marketing	Syam N.B., Pazgal A.	Marketing Science	2.201	Co-Creation environments where te price mechanism is crucial in mediating the value exchange process	co-creation, customization, externalities, game theory, networks	Mathematical modellization of co-creation between firms and consumers as a network of externalities. A monopoly firm opts for co-creation with customers	C. T. Bauer College of Business, University of Houston; Jones Graduate School of Business, Rice University	USA	Methodological paper (analytic method)

							rather than deal with passive price-taking consumers: the pricing affects customers' incentive to invest effort in the innovation-product ion stage			
2013	Technology and Innovation Management	Christiansen J.K., Gasparin M., Varnes C.J.	Research Technology Management	0.712	Improving Design with Open Innovation	adaptation, innovation management technologies, open innovation, sensemaking	Innovation develops in nonlinear ways. Firms involved in OI need a broad knowledge of the various potential elements of an OI effort and a flexible attitude toward their application	Copenhagen Business School	Denmark	Empirical paper (single case study)
2013	Technology and Innovation Management	Kosonen, M., Gan, C., Olander, H., & Blomqvist, K.	International Journal of Innovation Management	_	User driven innovation in online communities	crowdsourcing, institutional trust, knowledge sharing, norms, online community, trust	Importance of providing continued support for knowledge integration, such as more opportunities for interaction and constructive feedback	Lappeenranta University of Technology; School of Information Management Sun Yat-sen University	Finland, China	Empirical paper (quantitative approach: survey)
2013	Innovation Management / NPD	Bayus B.L.	Management Science	1.859	Crowdsourcing to collect new product ideas	creativity, fixation, ideation, innovation, marketing	Highlighting of the challenges in maintaining an ongoing supply of quality ideas from the crowd over time	Kenan-Flagler Business School, University of North Carolina	USA	Empirical paper (single case study)
2013	Business research	Gebauer J., Füller J., Pezzeri R.	Journal of Business Research	1.484	Dynamics of online innovation communities	co-creation, online innovation communities, dysfunctional behavior, word-of-mouth, fairness, sense of community	Managing possible criticality in co-creation and innovation communities needs open dialog, co-negotiation and co-moderation by the firm	Innsbruck University of School of Management	Austria	Empirical paper (single case study)
2013	Technology and Innovation Management	Parmentier G., Gandia R.	Creativity and Innovation Management	0.855	User toolkit role in the sustainable innovative approach with a community	not provided	Toolkit as a way to manage: boundary between firm and users; innovation of an existing product through a sustainable relationship with users	University of Grenoble; INSEEC Business School	France	Empirical paper (single case study)
2013	Marketing management	Ind N., Iglesias O., Schultz M.	California Management Review	1.667	Understanding how consumer participation in virtual co-creation projects emerges and develops	not provided	The first requirement for a successful online co-creation environment is to facilitate and to encourage social conversations among people	Oslo School of Management; ESADE Universitat Ramon Llull; Copenhagen Business School	Norway, Spain, Denmark	Methodological paper
2013	Management	King A., Lakhani K.R.	MIT Sloan management review	1.413	OI and customer feedback to identify ideas: the emergence of	not provided	Problems created by openness: with OI, the firm pays	Dartmouth College's Tuck School of	USA	Empirical paper (mixed approach:)

						distributed-innovation forms (communities, OI platforms, contests)		for a design only after it has been completed, so it should consider mechanisms for lowering cost of participation: provide contestants with design tools, break problems into smaller pieces, each with a prize; while outsiders may have unique insights, their concepts are not always aligned with the firm's one: retain explicit residual control to exercise over the designs; 3. the more dispersed the skills or the more uncertainty about what skills are needed, the more valuable opening will be	Business; Harvard Business School		quantitative-multiple surveys-, qualitative-field experiment-)
2013	Technology and Society	Godin B., Lane J.P.	Science, Technology & Human Values	2.406	Demand-pull model of innovation	demand-pull model, innovation policy, innovation studies, linear model of innovation, science, supply of inventions, technological innovation, technology	The concept of demand as a factor explaining technological innovation emerged in the 1960s, was formalized into models in the 1970-1980s, then got integrated into "multidimensional" models. From then on, the demand-pull model disappeared from the literature, existing only as an object of the past, like the linear model of innovation	INRS University (Institut national de la recherche scientifique); University at Buffalo	Canada, USA	Conceptual/theoretical paper	
2013	Technology and Innovation Management	Porter C.E., Devaraj S.S., Sun D.	Journal of Management Information Systems	1.262	Value creation in virtual communities: customer-initiated vs firm-sponsored model	attribution theory, co-creation, online communities, online trust, user-generated content, virtual communities	Results suggest a continuum of value creation whereby firms extract greater value as they migrate toward the firm-sponsored model. This strategy has a positive, direct effect on the trust-building process	Jones Graduate School of Business; Mendoza College of Business; University of Notre Dame	USA	Empirical paper (quantitative approach -survey-)	
2013	Marketing management	Bin Guo	Industrial Marketing	1.933	Driving factors of user innovation	user innovation, user innovator,	Integrative model of user innovation,	School of Management,	China	Empirical paper (mixed	

			Management			reasoned action, user community	combining the interactive effects of the individual influences on the cost-benefit perceived, personal characteristics (innovativeness and experience) and the community perspective (social influence and interaction). Managers must explore effective strategies for enhancing the degree of interaction between user and manufacturers	Zhejiang University		approach: qualitative-explorative interviews-, quantitative-survey-)
2013	Marketing	Fuchs C., Prandelli E., Schreier M., Dahl D.W.	Journal of Marketing	3.368	Cocreation in the context of luxury goods	cocreation, fashion, luxury brands, social comparison, user innovation	Being "close" to users does not help but rather harms luxury fashion brands: consumer demand is reduced if the collection is labeled as user. User-designed luxury products are perceived to be lower in quality and fail to signal high status. Negative outcomes are attenuated for luxury fashion products that are not used for status signaling	Rotterdam School of Management; Bocconi University; Vienna University of Economics and Business; Sauder School of Business, University of British Columbia	The Netherlands, Italy, Austria, USA	Empirical paper (quantitative approach-multiple surveys-)
2013	Business research	Borella Guido A.L., Braga A.C., Las Casas A.L.	Journal of International Finance & Economics	-	Use of co-creation in the automotive industry	co-creation, confidentiality and automotive Industry, dialogue, engagement, transparency	Co-creation helps to break paradigms established in the market and helps the firm to innovate the relationship with its customers and to structure the information flow	PUC SP-Pontificia Universidade Católica São Paulo	Brazil	Empirical paper (single case study)
2012	Management	Alexy O., Criscuolo P., Salter A.	California Management Review	1.667	Voluntary submission of innovation-related information from external sources to the firm	Unsolicited Ideas, OI, Distributed Innovation, Allocation of Attention, Intellectual Property	Range of strategies that organizations use to deal with unsolicited ideas (non-contractual) for R&D	Imperial College Business School	UK	Empirical paper (mixed approach: qualitative-explorative interviews, case study-, quantitative-Web analysis of practices-)
2012	Management	Greer C.R., Lei D.	International Journal of Management Reviews	3.333	Collaborative innovation with consumers (CIC)	not provided	Review of several disciplines; identification of areas in which research is needed	Neeley School of Business, Christian University; Cox School of Business, Southern	USA	Conceptual/theoretical paper

									Methodist University		
2012	Organization Management	Keinz P., Hienerth C., Lettl C.	Journal of Organization Design	–	Implications of user innovation strategies on key dimensions of organizational design	user innovation, organization design	Integrated perspective of the research fields of user innovation and organizational design	WU Vienna University of Economics and Business; WHU - Otto Beisheim School of Management	Austria, Germany	Conceptual/theoretical paper	
2012	Technology and Innovation Management	Chesbrough H.	Research Technology Management	0.712	Open Innovation paradigm	Business model innovation, innovation communities, intellectual property, OI	Review of the recent history of the OI concept; perspective on where OI is going in the future	Haas School of Business, University of California-Berkeley	USA	Conceptual/theoretical paper	
2012	Technology and Innovation Management	Di Stefano G., Gambardella A., Verona G.	Research Policy	2.850	Demand pull perspectives in innovation studies	technology push, demand pull innovation, bibliometrics, co-citation analysis	Understanding of how technology and demand interact and the role of demand as a source of innovation and entrepreneurial opportunities	HEC Paris, Department of Strategy and Business Policy; Bocconi University	France, Italy	Conceptual/theoretical paper	
2012	Technology and Information Management	Chen L., Marsden J.R., Zhang Z.	Journal of Management Information Systems	1.262	Company-Sponsored Online Co-Creation Brainstorming (COCB)	brainstorming, co-creation, contribution quality, sustained participation	The sponsoring firms should develop efficient processes for reviewing and responding to submitted ideas	School of Business and Economics, Fayetteville State University; University of Connecticut	USA	Empirical paper (single case study)	
2012	Innovation Management / NPD	Poetz M.K., Schreier M.	Journal of Product Innovation Management	1.572	Users vs professionals in generating NP ideas	not provided	Crowdsourcing might constitute a promising method to gather ideas, in terms of novelty and customer benefit, that can complement those of a firm	Copenhagen Business School; Bocconi University	Denmark, Italy	Empirical paper (single case study)	
2012	Technology and Innovation Management	Schweitzer F.M., Buchinger W., Gassmann O., Obrist M.	Research Technology Management	0.712	Leveraging innovation through online idea competitions vs traditional focus groups	focus groups, fuzzy front end, idea competitions, virtual communities	Online idea competitions lead to more and better ideas at a lower cost per idea, while focus groups yield richer interactions with users	Upper Austria University of Applied Sciences; Institute of Technology Management, University of St. Gallen; Newcastle University	Austria, Switzerland, UK	Empirical paper (single case study)	
2012	Technology and Innovation Management	Leminen S., Westerlund M., Nyström A.G.	Technology Innovation Management Review	–	User-driven living labs as OI tools to create value	co-creation, innovation, living labs, networks, OI	Living labs are environments in which user experiences reveal future directions of PD, strategic tools to collect data on trends, competitors and to support the firm's business in short and long term	Aalto University School of Business; Carleton University's Sprott School of Business; School of Business and Economics, Åbo Akademi University	Canada, Finland	Empirical paper (quantitative approach: survey)	
2012	Innovation Management	Bogers M., West J.	Creativity and Innovation Management	0.855	Vertically integrated vs distributed models of innovation	not provided	Framework for the strategic management of distributed innovation,	University of Southern Denmark; Keck Graduate Institute of	Denmark, USA	Conceptual/theoretical paper	

								considering differences in its features	Applied Sciences	Life Sciences	
2012	Technology and Innovation Management	Füller J., Matzler K., Hutter K., Hautz J.	Creativity and Innovation Management	0.855	Consumer' characteristics for projects	not provided	Only consumers qualified and motivated contribute promising ideas and relevant know-how they are able to add value to a producer's innovation process	when are and to	Innsbruck University School of Management	Austria of	Empirical paper (quantitative approach: survey)
2012	Marketing management	Schreier M., Fuchs C., Dahl D.W.	Journal of Marketing	3.368	Innovation effect of user design	co-creation, innovation, product design, user design, user innovation	Common design by users enhances perceptions of a firm's innovation ability, leads to positive outcomes to purchase and to recommend the firm to others. Number of users, diversity of background, lack of company constraints, the fact that consumer actually uses the designed product contribute in building positive perceptions		WU Vienna University of Economics and Business; Rotterdam School of Management; Sauder School of Business, University of British Columbia	Austria, The Netherlands, Canada	Empirical paper (quantitative approach: multiple surveys)
2012	Management	Lee S.M., Olson David L., Trimi S.	Management Decision	3.787	Evolution of value creation, from closed to collaborative, open and co-innovation	co-creation, co-innovation, collaboration, convergenomics, evolution of innovation, innovation imperative, partnership, value creation	Co-innovation is a paradigm where new ideas and approaches from various internal and external sources are integrated in a platform to generate new and shared values difficult to imitate by competition. It includes engagement and compelling experience for value co-creation with stakeholders		Department of Management, University of Nebraska	USA	Conceptual/theoretical paper
2012	Management	Chesbrough H.	California Management Review	1.667	Experiment In Open Innovation	not provided	Process analysis and description of a collaborative temporary platform to collect ideas from outside		Haas School of Business, University of California-Berkeley	USA	Empirical paper (single case study)
2012	Technology and Innovation Management	Dahlander L., Frederiksen L.	Organization Science	3.351	How relationships in user communities provide opportunities to innovate	collaboration, communities, network, online, users	Dispositional explanations for user innovation should be complemented by a relational view that emphasizes how communities differ		ESMT European School of Management and Technology; Aarhus University, Business and Social Sciences	Germany, Denmark	Empirical paper (mixed approach: quantitative-survey-, qualitative-interviews -)

							from other firms, the types of behaviors this enables, and the effects on innovation			
2012	Innovation Management	Mahr D., Lievens A.	Research Policy	2.850	Creation of related-knowledge innovation in virtual communities visited by lead users	Creation of lead users, virtual communities, Knowledge value, innovation	Contributions given by lead users in a proactive way contain more novel insights than reactive contributions such as answers to community members' questions. The digital context favors the creation of explicit knowledge that can be easily integrated into the development of new products	Maastricht University; University of Antwerp	The Netherlands, Belgium	Empirical paper (single case study-qualitative approach: netnography, CAT-Consensual Agreement Technique)
2012	Innovation Management	Russo-Spena T., Mele C.	Journal of Service Management	1.864	Innovation as a process of co-creation; innovators as carriers of practices	"Co-s", co-creation, innovating, innovation, practices, value-creating processes, working practices	Five "Co-s" model: co-ideation, co-valuation, co-design, co-test, co-launch. Each "Co-" represents a phase of the innovation process resulting from dynamic and on-going interactions among resources, actions, tools, knowledge, actors interrelated and implicates specific practices. Managers should influence co-creation phases by contributing to script practices	Department of Business Economics, University of Naples "Federico II"	Italy	Empirical paper (multiple case study)
2012	ICT	Estellés-Arolas E., González-Ladrón-de-Guevara F.	Journal of Information science	1.238	Crowdsourcing definition	crowdsourcing, definition, innovation	Crowdsourcing is a type of participative online activity in which the firm proposes to a group of individuals of varying knowledge and number, via a flexible open call, the voluntary undertaking of a task of variable complexity. The user will receive the satisfaction of a type of need, be it economic, social recognition, self-esteem, or the	Technical University of Valencia	Spain	Conceptual/theoretical paper

							development of individual skills			
2012	Product management / Marketing	Gyrd-Jones R.I., Kornum N.	Journal of Business Research	1.484	Co-created brand: relations with the stakeholder ecosystems	co-creation, multi-stakeholder interaction, online communities, complementarity	Successful co-creation outcomes are dependent on: dialogue and interaction, value and cultural complementarities, maintenance of identities of the parties (lead-users and firm's staff). If the firm desires longevity for a co-creation project within a user community, it needs not only listen to the core lead-users, but also to the wider ecosystem (other committed consumers)	Griffith University; Copenhagen Business School	Australia, Denmark	Empirical paper (single case study)
2011	Marketing management	Cova B., Dalli D., Zwick D.	Marketing Theory	0.953	Perspectives on consumers' role as 'producers'	collaborative capitalism, consumer work, exploitation, prosumption, service-dominant logic, value co-creation	Understanding of the place of marketing techniques in value creation	Euromed Management Marseille; University of Pisa; Schulich School of Business York University	France, Italy, Canada	Conceptual/theoretical paper
2011	Marketing	Frow P., Payne A.F., Storbacka K.	Proceedings of ANZMAC Conference	_	Concept of co-creation	co-creation, co-production, taxonomy, conceptual framework	Identification of key forms of co-creation	University of Sidney; University of New South Wales; Hanken School of Economics	Australia, Finland	Conceptual/theoretical paper
2011	Production Management	Romero D., Molina A.	Production Planning & Control: The Management of Operations	_	Collaborative networked firms and VCCs	CNOs; customer interactive marketing; co-innovation; OI; value co-creation; value systems; virtual breeding environments; virtual organizations	Framework for creating interface networks in order to support user-driven innovation	Tecnologico de Monterrey	Mexico	Conceptual/theoretical paper
2011	Marketing	Berthon, P.R., Campbell C.L., Pitt L.F., McCarthy I.	Journal of Consumer Marketing	_	Creative consumers and firm's stance towards them	consumers, creative consumers, creative thinking, firm response, instruments, modifying	Construction of a scale for measuring a firm's stance toward creative consumers	Monash University; Bentley University; Simon Fraser University	Australia, USA, Canada	Methodological paper
2011	Technology and Information Management	Kohler T., Füller J., Matzler K., Stieger D.	MIS Quarterly	4.659	Emerging virtual worlds and opportunities for firms to collaborate with co-creating users	virtual worlds, action research, co-creation, experience design, SecondLife	Conception and testing of a virtual co-creation system called Ideation Quest, revealing how to design co-creation systems in the	College of BA, Hawaii Pacific University; Innsbruck University School of Management	USA, Austria	Methodological paper

							virtual world context				
2011	Management	Baldwin C., von Hippel E.	Organization Science	3.351	Assess the economic viability of open collaborative innovation model	user innovation, modularity, open innovation, collaborative innovation	Analysis of the design costs and architectures and communication costs associated with the OI model	MIT Sloan School of Management; Harvard Business School Finance	USA		Conceptual/theoretical paper
2011	Technology and Innovation Management	Jespersen K.R.	International Journal of Innovation Management	–	Benefits of online channels for NPD user involvement in B2C markets	online channels, OI, user empowerment, user involvement, user types	Success of user involvement in NPD is not only a matter of users' capabilities: IT firms' capabilities should be regarded as a core competence	Aarhus University, School of Economics and Management	Denmark		Empirical paper (quantitative approach: survey)
2011	Innovation management	Giannopoulou E., Yström A., Ollila S.	International Journal of Innovation Management	–	Reviews of the state of the OI research field and its managerial implications	literature review, managerial challenges, OI, practice	Identification of OI managerial implications: organizing for openness; co-creating value; leadership for diversity; intellectual property (IP) management	Centre de Recherche Henri Tudor; Chalmers University of Technology Gothenburg	Luxembourg, Sweden		Conceptual/theoretical paper
2011	Technology and Innovation Management	Eisenberg I.	Research Technology Management	0.712	Lead-user research method for innovation	customer-centered innovation, lead-user research, user innovation	Update on the use of the lead-user research method for innovation and on adaptations to increase its efficiency using online search and communities	Pitney Bowes's Strategic Technology and Innovation Center	USA		Conceptual/theoretical paper
2011	Marketing management	Sasinovskaya O., Anderson H.	Journal of Brand Management	–	Online co-design with customers: its role in marketing development and brand management	brand awareness, brand commitment, online communities, customer involvement SMEs	The studied firm benefits from its move to interact with the user community, perceiving and providing a brand-strengthening tool. However, the study shows reluctance on the part of the firm towards exploiting the full range of Web opportunities	Jonkoping International Business School	Sweden		Empirical paper (single case study)
2011	Performance management	Rossi C.	Measuring Business Excellence	–	Leveraging knowledge embedded in online consumers' communities to sustain innovation in B2C	collaborative innovation, customer engagement, customer knowledge management, food industry, innovation, Italy, learning, online consumer communities, Web 2.0	Managers should adopt actions to facilitate consumers' engagement in processes of collaborative innovation, outlining the potential barriers (in primis managerial reluctance) that could prevent a	University of Basilicata, Faculty of Economics and Management	Italy		Empirical paper (single case study)

							successful co-creation outcome: a combination of strategies addressed at accruing not only users' motivation but also managerial commitment			
2011	Innovation Management / NPD	Fuchs C., Schreier M.	Journal of Product Innovation Management	1.572	Customer empowerment in NPD: how customers from the "periphery" perceive empowerment strategies	not provided	Empowerment and interaction dimensions are found to lead to (1) increased levels of perceived customer orientation, (2) more favorable corporate attitudes, (3) stronger behavioral intentions to choose the products of empowering as opposed to non- empowering firms	Rotterdam School of Management; Bocconi University	The Netherlands, Italy	Empirical paper (quantitative approach- multiple surveys-)
2011	Management	Lichtenthaler U.	The Academy of Management Perspectives	3.174	Open Innovation: state of the art	not provided	Definition of OI delimiting it from open source; overview of prior research, which identifies key topics of earlier research: technology transactions, user innovation, business models, innovation markets.	University of Mannheim	Germany	Conceptual/ theoretical paper
2010	NPD	Hoyer W., Chandy R., Dorotic M., Krafft M., Singh S.S.	Journal of Service Research	2.714	Consumer cocreation in NPD	cocreation, conceptual / theoretical, innovations, NPI, value	Impact of co-creation at each stage of the NPD process. Identification of areas for future research	McCombs School of Business, University of Texas at Austin; London Business School; University of Groningen; University of Muenster; Rice University	USA, UK, The Netherlands, Germany	Conceptual/ theoretical paper
2010	Product management / Marketing	Hatch MJ., Schultz M.	Journal of Brand Management	_	Brand co-creation	brand governance, brands and branding, co-creation, company / stakeholder engagement, organizational self-disclosure	Link between co-creation and brand governance; marketing-based model reframing of co-creation from a longitudinal case study	University of Virginia; Copenhagen Business School	USA, Denmark	Empirical paper (single case study)
2010	Innovation Management	Morgan J., Wang R	California Management Review	1.667	Contests designed to produce innovation	not provided	Decision tree which includes the major points in the design of tournaments for	Haas School of Business, UC Berkeley	USA	Conceptual/ theoretical paper

ideas is discussed												
2010	Management	Nambisan S., Baron R.A.	Organization Science	3.351	Organizing VCEs to promote customer contributions	VCE, customer co-innovation, product support, customer identification, CRM	Online customer forums (and more broadly VCEs) should be tailored to fit the nature of customer contribution sought: firms should first determine precisely what contributions they wish to obtain and then incorporate appropriate mechanisms that maximize the probability of obtaining them (e.g. the use of semantic visualization tools enables users to visualize the patterns in customer conversations)	Lally School of Management, Rensselaer Polytechnic Institute; Spears School of Business, Oklahoma State University	USA	Empirical paper (quantitative approach- online surveys-)		
2010	Business research	Zwass, V.	International Journal of Electronic Commerce	1.425	Concept of co-creation	active consumption, co-creation, consumer roles, e-commerce research, taxonomic frameworks	Typology of co-created value and taxonomy framework of factors of Web-based co-creation in autonomously and in symbiosis with producer organizations	Fairleigh Dickinson University	USA	Conceptual/ theoretical paper		
2010	Technology and Innovation Management	Wu S.C., Fang W.C.	Technovation	3.177	C2C interactions and idea generation in virtual brand communities	consumer-to-cons umer interaction, human capital, brand knowledge, idea generation	C2C interactions are positively associated with idea generation	National Taipei University; Chihlee Institute of Technology	Taiwan (Republic of China)	Empirical paper (single case study)		
2010	Innovation Management/ NPD	Jespersen, K.R.	International Journal of Innovation Management	—	User-involvement in OI and decision-maker openness	cognitive distance, decision-maker openness, involvement intensity, NPD stages, OI, user types, user-involvement	The user involvement process is moderated by the decision-makers openness	Aarhus University, School of Economics and Management	Denmark	Empirical paper (quantitative approach: survey)		
2010	Technology and Innovation Management	Heiskanen E., Hyysalo S., Kotro T., Repo P.	Technology Analysis & Strategic Management	1.095	User-inclusive innovation communitites	user, innovation, innovation community, community of practice	An innovation community needs to include at least one community of practice; firms should consider their actions in fostering interaction and in responding to users' initiatives	University of Helsinki; NCR Centre Helsinki	Finland	Empirical paper (multiple case study)		
2010	Management	Füller J.	California Management Review	1.667	Virtual co-creation refined from a social exchange theory perspective	not provided	Consumers co-creation beliefs differ along various aspects such as the	Innsbruck University School of Management	Austria	Empirical paper (quantitative approach: survey)		

							preferred interaction partner, the intensity and extent of participation			
2010	Innovation Management	Gianiodis P.T., Ellis S.C., Secchi E.	International Journal of Innovation Management	–	Conceptual framework of OI	innovation broker, innovation sourcing, technological change, typology	Typology describing four OI strategies: (i) innovation seeker, (ii) innovation provider, (iii) intermediary, (iv) open innovator, which emerge through unique combinations of sources of innovation, firm attributes, mechanisms of exchange and produce varying outcomes	College of Business and Behavioral Science, Clemson University; Gatton College of Business & Economics, University of Kentucky	USA	Conceptual/theoretical paper
2010	Technology and Society	Brabham D.C.	Information, Communication & Society	0.700	Crowdsourcing	addiction, crowdsourcing, instant messaging interviews, motivations, online community	Four primary motivators for participation at Threadless (case study) have emerged: the opportunity to make money, the opportunity to develop one's creative skills, the potential to take up freelance work, the love of community at Threadless	School of Journalism & Mass Communication, University of North Carolina (UNC-Chapel Hill)	USA	Empirical paper (qualitative approach: interviews)
2010	Management	Awa H.O., Eze S.C.	International Business and Management	–	User community collaboration in innovation	democracy, value co-creation, user community, innovation, extended enterprise and technology	Framework of user community collaboration, suggesting effective mobilization of consumers and flattened organizational structures. Co-creationist capitalism is an instrument to build competitive advantage in an environment where market power resides in immaterial and symbolic resources	University of Port Harcourt; Business and Management Research Institutes, University of Bedfordshire	Nigeria, UK	Conceptual/theoretical paper
2010	Marketing management	Harwood T., Garry T.	Journal of Marketing Management	–	Virtual co-creation environments: post-product manipulations by consumers	value co-creation, participation marketing, consumption community	Findings suggest consumers are able to take ownership, define and create their own post-product consumption experience, and, through a	De Montfort University; University of Canterbury	UK, New Zealand	Empirical paper (single case study)

						collaborative - often implicit - process with the firm, continually modify and co-evolve' the product in an ongoing and iterative process			
2010	Management	Bogers M., Afuah A., Bastian B.	Journal of Management 6.704	Users as innovators	sources of innovation, user innovation, theory, knowledge, co-creation	Literature review on the role of users during innovation. Understanding more about the locus of innovation helps better understand why firm boundaries can be dynamic. Better understanding of users as innovators contributes to explore the sources of resources or capabilities (resource based view of the firm)	University of Southern Denmark; University of Michigan; University of Bern	Denmark, USA, Switzerland	Conceptual/ theoretical paper
2010	Marketing	Fuchs C., Prandelli E., Schreier M.	Journal of marketing 3.368	Effects of empowerment strategies on consumers	customer integration, empowerment, NPD, psychological ownership, willingness to pay	Consumers who are empowered to select the products to be marketed show stronger demand even though of identical quality in objective terms (and their subjective product evaluations are similar) because they develop a stronger feeling of psychological ownership. This effect diminishes: (1) if the outcome of the joint decision-making process does not reflect consumers' preferences and (2) if consumers do not believe that they have the relevant competence to make sound decisions	Aarhus School of Business; Bocconi University	Denmark, Italy	Empirical paper (quantitative approach- multiple survey-)
2009	Marketing	Füller J., Mühlbacher H., Matzler K., Jaweck i G.	Journal of Management Information Systems 1.262	Consumer empowerment through Internet-based co-creation	co-creation; empowerment; NPD; online communities; OI; user innovation; virtual customer integration	Recommendations on how to design a compelling virtual NP co-creation experience and factors to consider	Innsbruck University School of Management	Austria	Empirical paper (quantitative approach- survey-)
2009	Innovation Management /	Nambisan S., Baron R.A.	Journal of Product 1.572	Virtual customer environments and value	not provided	Customers' participation is	Lally School of Management,	USA	Empirical paper (multiple case)

	NPD		Innovation Management			co-creation activities		motivated not just by their norm-related behavior but by the benefits of engaging in such activities	Rensselaer Polytechnic Institute, NY; Spears School of Business, Oklahoma State University		study)
2009	Technology and Innovation Management	Ojanen V., Hallikas J.	International Journal of Technology Management	0.564	Transformation of customer relationships in collaborative innovation	collaborative innovation / learning; customer relationships; engineering industry; innovation management; inter-organizational learning / relationships; knowledge intensity; organizational learning; routines; transformation process	Driving forces and influence of inter-organizational routines in the transformation process towards customer collaboration in innovation. As routines are generally regarded as key elements of organizational structure and are seen as the primary means by which firms accomplish much of what they do, they represent a very important aspect of collaboration	Lappeenranta University of Technology	Finland		Empirical paper (single case study)
2009	Business research	Vargo S.L.	Journal of Business & Industry Marketing	1.000	Service-dominant-logic-based conceptualization of relationship	relationship marketing, buyer-seller relationships, ecology, networking	Better understanding of the role of relationship in value creation and its correspondence to transactions and products	Shidler College of Business, University of Hawaii at Manoa	USA		Conceptual/theoretical paper
2009	Technology and Innovation Management	Kohler T., Matzler K., Johann Füller J.	Technovation	3.177	Opportunities virtual worlds offer for innovations	innovation, Avatar, SecondLife, co-creation	To realize the potential of Avatar-based innovation, firms need to create a compelling OI experience and consider the peculiarities of virtual worlds	Innsbruck University School of Management	Austria		Empirical paper (multiple case study)
2008	Innovation Management / NPD	Bilgram V., Brem A., Voigt K.-I.	International Journal of Innovation Management	-	User-Centric Innovations in NPD	NPD, lead user, Web 2.0, online communities, user-centric innovation	Crucial factors for the online identification of lead users in the virtual environment	University of Erlangen-Nuremberg	Germany		Conceptual/theoretical paper
2008	Marketing	Etgar M.	Journal of the Academy of Marketing Science	2.570	Co-production process	co-production, co-creation, customization, risk reduction, activity chains	Descriptive model of consumer engagement in co-production	Graduate School of BA, College of Management	Israel		Conceptual/theoretical paper
2008	Innovation Management / NPD	Kim J.H., Bae Z., Kang S.H.	International Journal of Innovation Management	-	Online brand communities and NPD	NPD, online community, role of users, user innovation	The roles of online brand communities vary along the NPD stages	KAIST Graduate School of Management	Korea		Empirical paper (multiple case study)
2008	Innovation Management	Dahlander L., Frederiksen L., Rullani F.	Industry and Innovation	0.790	Online communities and OI	not provided	Highlighting the role of individual users embedded in online communities for	Imperial College London; Copenhagen Business School	UK, Denmark		Conceptual/theoretical paper

							distributed and cumulative innovation				
2008	Innovation Management	West J., Lakhani K.R.	Industry and Innovation	0.790	Online communities and OI	not provided	Analysis and theorization of the “community” construct applicable to all innovation-related studies	Keck Graduate Institute; Harvard Business School	USA	Conceptual/theoretical paper	
2008	Technology and Innovation Management	Lichtenthaler U.	IEEE Transactions on Engineering Management	0.893	Strategic approaches to technology transactions	external technology commercialization, intellectual property, OI, technology strategy, technology transfer	Analysis of the current state of OI in practice: despite its growing importance, many firms experience severe challenges in actively managing open processes. They often do not benefit immediately from establishing particular management mechanisms for strengthening OI, such as new incentive systems	WHU-Otto Beisheim School of Management	Germany	Empirical paper (quantitative approach-survey-)	
2008	Marketing	Frow P., Payne A.F., Storbacka K.	Journal of the Academy of Marketing Science	2.570	Value co-creation	co-creation, co-production, service-dominant logic, value	Exploring the nature of value co-creation in the context of S-D logic	Australian School of Business, University of New South Wales; Nyenrode Business Universiteit; The University of Sydney	Australia, The Netherlands	Conceptual/theoretical paper	
2008	Technology and Innovation Management	Füller J., von Hippel E.	Sloan School of Management Working Paper	_	First exploratory study on the topic of proprietary brands created by user communities	community, brand-premium, consumer-generated brands	User communities can create strong, community-owned brands at a very low cost. Producers face a previously-unexamined source of collaboration; they may find it profitable to co-brand with user communities	Innsbruck University School of Management; MIT Sloan School of Management	Austria, USA	Empirical paper (single case study)	
2008	Technology and Innovation Management	Raasch C., Herstatt C., Lock P.	International Journal of Innovation Management	_	The dynamics of user innovation	case study, drivers, dynamic analysis, impediments, user communities, user innovation	The level of user activity does not follow a unidirectional trend, but develops depending on contextual factors: given a stimulating setting, user innovation can be sustained over long periods of time	Hamburg University of Technology, Institute of Technology and Innovation Management	Germany	Empirical paper (single case study)	
2008	Innovation Management	Warnke P., Weber M., Leitner K.H.	International Journal of Innovation	_	User-centric Innovation scenarios	foresight, scenarios, transition,	Possible future working configurations of	Fraunhofer Institute for Systems and	Germany, Austria	Conceptual/theoretical paper	

		management			user-centric innovation	user-centric innovation models	Innovation Research Department of Technology Policy, Austrian Research Centers			
2008	Marketing	Kozinets R.V., Hemetsberger A., Schau H.J.	Journal of Macromarketing	0.846	Collective Innovation	consumer co-creation, creativity, innovation, online community, technology	Typology of online creative consumer communities. Collective innovation is produced both as an aggregated by product of everyday information consumption and as a result of the efforts of motivated innovative consumers	York University; University of Innsbruck; University of Arizona	Canada, Austria, USA	Conceptual/theoretical paper
2008	Innovation Management	Dutton, W. H.	Prometheus: Critical Studies in Innovation	–	Collaborative Network Organizations (CNOs)	collaborative working, distributed problem solving networks, ICTs, network society, organizational change, wisdom of crowds	Significance of the role of CNOs as networks rather than organizations. CNOs are different from the formal structures defined in organization charts: their performance depends largely on the choices made by actors involved, including their ability to participate in networks while choosing to also join other Internet-enabled networks outside the organization	Oxford Internet Institute, University of Oxford	UK	Empirical paper (multiple case study)
2008	Marketing management	Ramaswamy V.	Strategy & Leadership	–	Sustaining competitive advantage by co-creating experiences of value with customers	consumer marketing, customer information, customization, innovation, social interaction, value added	Firms are involving uses in the value creation process by offering virtual spaces where they can share experiences and ideas about how to improve or customize products. Learning from these interactions creates new strategic capital: firms can learn directly from customers' input on their preferences, build relationships, experiment with new offerings	University of Michigan	USA	Empirical paper (single case study)
2008	Technology and	Nambisan S., Nambisan P.	MIT Sloan Management	1.413	Engaging customers in VCEs to support their	not provided	Firms that want to benefit from users'	Lally School of Management,	USA	Empirical paper (mixed)

	Innovation Management		Review		roles as product conceptualizers, designers, marketers		creativity need to adopt strategies that: link their external innovating environments with internal PD teams; incorporate key design features into their VCEs (rating systems, product knowledge centers, exclusive forums, etc.); embed the VCEs in CRM activities	Rensselaer Polytechnic Institute; University at Albany, State University of New York		approach: quantitative-extensive survey-, qualitative - in depth interviews -)
2007	Marketing	Füller J., Jawecki G., Muhlbacher H.	Journal of Business Research	1.484	Online consumer participation in the development of tangible consumer goods (basketball shoes)	innovation; online community; consumer goods; knowledge creation; virtual consumer integration; NP	Insights into the process and motives of innovation creation within online communities	Innsbruck University School of Management	Austria	Empirical paper (qualitative approach-netnography: observations of community, qualitative analyses of the members' communication , interviews with experts -)
2007	Marketing	Sheth J.N., Usley C.	Journal of Public Policy & Marketing	1.348	Revised definition of Marketing by the AMA: a focus on creating value through customer replaces the focus on the exchange paradigm	American Marketing Association; definition of marketing; exchange; marketing concept; value cocreation; value creation	The future of marketing will increasingly involve value cocreation; this paradigm will improve social alignment and engagement among marketing actors (i.e., makers, agents, and consumers)	Goizueta Business School, Emory University; Argyros School of Business and Chapman University	USA	Conceptual/theoretical paper
2007	Business research	Berthon P.R., Pitt L.F., McCarthy I., Kates S.M.	Business Horizons	1.416	Conceptualization of "creative consumer" vs "lead-user"	Creative consumers; firm stance; strategic response; diagnostics	Initial framework and managerial approaches to dealing with creative consumers	Bentley University; Simon Fraser University	USA, Canada	Conceptual/theoretical paper
2007	Marketing	Macdonald E.K., Uncles M.D.	Journal of Marketing Management	_	Concept of 'savvy consumers'	Consumer-centricity, consumer savvy, savvy consumers, E-marketing, scale development	Identification of key features of savvy consumers based on competency and empowerment; SAVVY scale to measure these characteristics	University of New South Wales	Australia	Empirical paper (mixed approach: quantitative-online survey -, qualitative-focus-groups -)
2007	Marketing	Nambisan S., Baron R.A.	Journal of Interactive Marketing	1.000	Interactions in VCEs: implications for value co-creation and CRM	not provided	Users' interactions in value co-creation can be a strategic source of value, can shape their future participation in the value co-creation process and influence their attitude to the host firm: the critical challenge is in	Lally School of Management, Rensselaer Polytechnic Institute	USA	Empirical paper (quantitative approach-survey-)

							maintaining a rewarding "innovative experience environment"				
2006	Technology and Innovation Management	Swink M.	Research Technology Management	0.712	Product innovation and supply chain process	product/process innovation, collaboration, organizational integration	The organization's innovative potential is influenced by its access to user intelligence; need to integrate product innovation and supply chain processes	Michigan State University	USA		Conceptual/theoretical paper
2006	Innovation Management / NPD	Baldwin C., Hienerth C., von Hippel E.	Research Policy	2.850	How user innovations become commercial products	user innovation, communities, dominant design, industry evolution, real options	Model of the pathways traversed as user innovations are transformed into commercial products in the rodeo kayak industry	Harvard Business School; Copenhagen Business School; MIT Sloan School of Management	USA, Denmark		Empirical paper (qualitative approach - case history -)
2006	Innovation Management / NPD	von Hippel E., von Krogh G.	R&D Management	-	Private-collective model of innovation	not provided	Free revealing of the detailed workings, information and knowledge regarding of novel products is a central feature of OI. The phenomenon suggests that an alternative model to private innovation model exists	Sloan School of Management, MIT; Zurich, Department of Technology Economics	USA, Switzerland		Conceptual/theoretical paper
2006	Innovation Management / NPD	Piller F.T., Walcher D.	R&D Management	-	Internet-based toolkits for idea competitions (TIC) as a method of identifying lead users	not provided	The performance of a TIC is influenced by: design of the user interface, procedure of the idea formulation, methods for pre-screening the ideas	TUM Business School, Technische Universität München; MIT Sloan School of Management	Germany, USA		Empirical paper (single case study)
2006	Technology and Innovation Management	Lettl C., Herstatt C., Gemuenden H.G.	International Journal of Technology Management	0.564	Learning from users for radical innovation	innovation management, medical technology, NPD, PI, radical innovation, technology management, user-driven innovation	By interacting with users with a specific set of characteristics, firms can obtain substantial contributions to the development of radical innovations	Berlin University of Technology; Hamburg University of Technology	Germany		Empirical paper (multiple case study)
2006	Innovation Management / NPD	Franke N., von Hippel E., Schreier M.	Journal of Product Innovation Management	1.572	Exploiting the value of lead-user innovations for commercial advantage	not provided	Product modification and development has been found to be a common user behavior in many fields: it is important to find ways to selectively	Vienna University of Economics and Business; MIT Sloan School of Management	Austria, USA		Empirical paper (mixed approach: quantitative-survey-, qualitative-workshops-)

								identify the user innovations for commercially attractive			
2006	Innovation Management / NPD	Ogawa S., Pillar F.T.	MIT Management Review	Sloan 1.413	Integrate customers into NPD to reduce risks	not provided		The use of collective customer commitment can be particularly effective for two types of situations: (1) testing innovative products for which little experience exists and market research is fuzzy; (2) developing for small and very heterogeneous market segments - it occurs with increasing frequency because of fast-changing market trends and diverse customer needs -	Graduate School of BA at Kobe University in Kobe; TUM Business School, Technische Universität München	Japan, Germany	Empirical paper (multiple case study)
2006	Marketing	Pitt L.F., Watson R.T., Berthon P., Wynn D., Zinkhan G.	Journal of the Academy of Marketing Science	2.570	OS principles and corporate branding revision towards a coproducer perspective	brands, open brand source, brand typology, prosumer, brand function, brand evolution		Typology of brand aspects that can be "open" or "closed": physical, textual, meaning, experience. Open-source represents a final phase in the evolution of corporate brands from closed to open brands	Simon Fraser University; Bentley College; University of Georgia	Canada, USA	Conceptual/theoretical paper
2005	Marketing	Sawhney M., Verona G., Prandelli E.	Journal of Interactive Marketing	1.000	Internet as a platform for customer engagement in PD	not provided		Distinctive capabilities of the Internet as a platform for customer engagement	Kellogg School of Management Northwestern University; Bocconi University	USA, Italy	Empirical paper (multiple case study)
2005	Innovation Management / NPD	Jeppesen L.B.	Journal of Product Innovation Management	1.572	Relation between the employment of user toolkits and the need for firms to support consumers	not provided		Consumer-to-consumer (C2C) interaction reduces the amount of resources that the firm needs to dedicate to support consumers using toolkits	Copenhagen Business School	Denmark	Empirical paper (mixed approach: survey, single case study)
2005	NPD	Tietz R., Morrison P.D., Luthje C., Herstatt C.	International Journal of Product Development	-	User-innovation process	user innovation, lead-user, PD, innovation process, end-users, consumer markets, user inventors, idea generation, consumer goods, novel products, kite surfing, idea realisation, product design,		Identification of a user-inventor approach sequence, consisting of idea generation and realization. Manufacturer can profit from more novel products, closely observing such user activities to better understanding of	Hamburg University of Technology (TUHH); School of Marketing, The University of New South Wales; Institute of Technology and Innovation Management, Philipps-Univers	Germany, Australia	Empirical paper (mixed approach: quantitative-survey-, qualitative-interviews -)

							product innovation	tacit needs; to collect user ideas at very low tariffs; to increase reputation as a customer-close firm; to learn about the adequacy of solutions, preventing development of inadequate solutions	ity Marburg		
2004	Marketing	Prahalad K., Ramaswamy V.	C. Journal of Interactive Marketing	1.000	Co-creation as the base of value	not provided		High-quality interactions that enable customers to co-create unique experiences with the company are the key to unlocking new sources of competitive advantage	University of Michigan Business School	USA	Conceptual/theoretical paper
2004	Management	Prahalad K., Ramaswamy V.	C. Strategy & Leadership	—	Co-creation with consumers	Competitive advantage, organizations, value added		The traditional system of company-centric value creation is becoming obsolete. DART model for managing co-creation of value process and to understand it through: dialogue; access; risk assessment; transparency	University of Michigan Business School	USA	Conceptual/theoretical paper
2004	Innovation Management / NPD	Franke N., Piller F.	N. Journal of Product Innovation Management	1.572	Value created by toolkits for user innovation and design	not provided		Toolkit's ability to allow customers to customize products to suit their preferences and creates value for them in a B2C setting; consumers are also willing to pay a price premium	Vienna University of Business	Austria	Empirical paper (single case study)
2003	Technology and Innovation Management	Brockhoff K.	International Journal of Technology Management	0.564	Customers' perspectives of involvement in NPD	cooperation, customer involvement, innovation, NPD		Better understanding of customer involvement from the suppliers' side	WHU - Otto Beisheim School of Management	Germany	Conceptual/theoretical paper
2003	Management	Chesbrough H.	MIT Sloan Management Review	1.413	Rethinking the fundamental ways in which firms generate ideas and bring them to market	innovation, OI		OI embraces external ideas and knowledge in conjunction with internal R&D; this change offers novel ways to create value	Harvard Business School Boston	USA	Conceptual/theoretical paper
2002	Innovation Management / NPD	Dahan E., Hauser J.R.	E. Journal of Product Innovation Management	1.572	PD process and customer inputs	not provided		Methods of customer input in the various stages of PD	Sloan School of Management, MIT	USA	Methodological paper
2002	Innovation Management /	Danneels E.	Strategic Management	3.367	Dynamics of product innovation: strategic	dynamic capabilities, firm		Based on the notion that new	Worcester Polytechnic	USA	Empirical paper (multiple case

	NPD		Journal			alternatives and role of consumers	competences, organizational learning, path dependency, product innovation	products are created by linking competences to technologies and customers, a typology classifies new product projects based on whether a new product can draw on existing competences, or whether it requires competences the firm does not yet have	Institute		study)
2002	Management	Nambisan S.	Academy of Management Review	7.895	Virtual customer environments design for NPD	not provided	Propositions relating customer environment design elements to successful value creation and NPD success	Rensselaer Polytechnic Institute, Lally School of Management	USA		Conceptual/theoretical paper
2002	Technology and Innovation Management	von Hippel E., Katz R.	Management Science	1.859	Transferring need-related aspects of product development to users	user Innovation, toolkits, mass customization, PD	Exploring toolkits for user innovation and explaining why and how they work	Sloan School of Management, MIT; Northeastern University, Boston	USA		Conceptual/theoretical paper
2002	Business research	Thomke S., von Hippel E.	Harvard Business Review	1.519	Customers as Innovators	not provided	Basic principles for industries undergoing transformations about the location where value is created	Harvard Business School; Sloan School of Management, MIT	USA		Conceptual/theoretical paper
2002	Innovation Management / NPD	Lilien G.L., Morrison P.D., Searls K., Sonnack M., von Hippel E.	Management Science	1.859	Lead-user idea-generation process for NPD	new product development, lead users, idea generation	The LU idea-generation method does appear to generate better forecast sales than traditional methods	Smeal College of BA, Pennsylvania State University; University of New South Wales; MIT Sloan School of Management	USA, Australia		Empirical paper (single case study)
2001	Innovation Management / NPD	von Hippel E.	Journal of Product Innovation Management	1.572	User toolkits for innovation vs traditional, manufacturer methods	not provided	User toolkits for innovation can be applied: -to both physical and information goods, -to all types of products where heterogeneity of user demand makes customization valuable to buyers	Sloan School of Management, MIT	USA		Conceptual/theoretical paper
2000	Business research	Prahalad C.K., Ramaswamy V.	Harvard Business Review	1.519	Co-Opting Customer Competence	not provided	In a market in which technology-enabled consumers can dialogue with manufacturers, firms have to recognize that they	University of Michigan Business School	USA		Conceptual/theoretical paper

							are becoming partners in creating value. The shifting role of the consumers affects the notion of a firm's core competencies. Where previously, businesses learned to draw on the competencies and resources of their business partners and suppliers to compete effectively, they must now include consumers as part of the extended enterprise. Managers have to engage them in: -active, explicit, and ongoing dialogue; -mobilize consumers' communities; -manage customer diversity; -engage them in co-creating personalized experiences			
1998	Management	Slater S. F., Narver J.C.	Strategic Management Journal	3.367	Customer-led market-oriented business approach	vs market orientation, innovation, corporate culture, discontinuous change	A market orientation is essential to innovation process success	University of Washington	USA	Conceptual/theoretical paper
1995	Technology and Innovation Management	Gales L., Mansour-Cole D.	Journal of Engineering and Technology Management	0.967	User involvement in innovation projects	user involvement, information processing, innovation management	User involvement increases as projects progress from idea generation to commercialization and with respect to uncertainty	College of BA, University of Cincinnati	USA	Empirical paper (quantitative approach: survey)
1994	Marketing management	Day G.S.	California Management Review	1.667	Market-driven firms and processes	not provided	Understanding ways to learn about markets: step analysis and method suggested	Wharton School, University of Pennsylvania	USA	Conceptual/theoretical paper
1990	Innovation Management / NPD	Stuermer M., Spaeth S., Von Krogh G.	R&D Management	-	Private-collective innovation	not provided	Managers should investigate ways to implement private-collective innovation: sharing development costs and enabling contributions from third parties are reasons why the model is attractive. Its implementation is associated with benefits, costs and	ETH Zurich, Department of Management and Economics	Switzerland	Empirical paper (single case study)

							strategies to mitigate these			
1986	Innovation Management / NPD	von Hippel E.	Management Science	1.859	Lead Users	innovation management, marketing - new products, R&D	How lead users can be identified; how their perceptions and preferences can be incorporated into marketing research analyses of needs for new products	Sloan School of Management, MIT	USA	Conceptual/theoretical paper
1983	Innovation Management / NPD	von Hippel E.	MIT School of Management Working Paper	Sloan _	Novel product concepts from lead users	not provided	Identification of users segments who have real-life experience with novel attributes and/or product concepts of interest: lead-users, useful in need forecasting and high need users, who can provide data on present needs which is richer than obtainable from average users	Sloan School of Management, MIT	USA	Conceptual/theoretical paper
1976	Technology and Innovation Management	von Hippel E.	Research Policy	2.850	Role of users in the scientific instrument innovation process	not provided	The user-dominated innovation pattern observed in scientific instruments may play a major role in numerous other sectors. In the context analyzed, the role of the manufacturer was restricted to the performance of product work on the user prototype and to the manufacture and sale	Sloan School of Management, MIT	USA	Empirical paper (quantitative approach: survey)

### 3. Data Analysis and Findings

Disregarding aspects such as the number of pages of the contributions and other characteristics, the selected material was finally analysed. The main findings are described below.

#### 3.1 Publication Trend

Analyzing the number of contributions in the analysed sample, subdivided by year (Figure 1), it is possible to detect an exponential growth in the studies devoted to the explored subject, especially starting from 2001–2002 (RQ1).

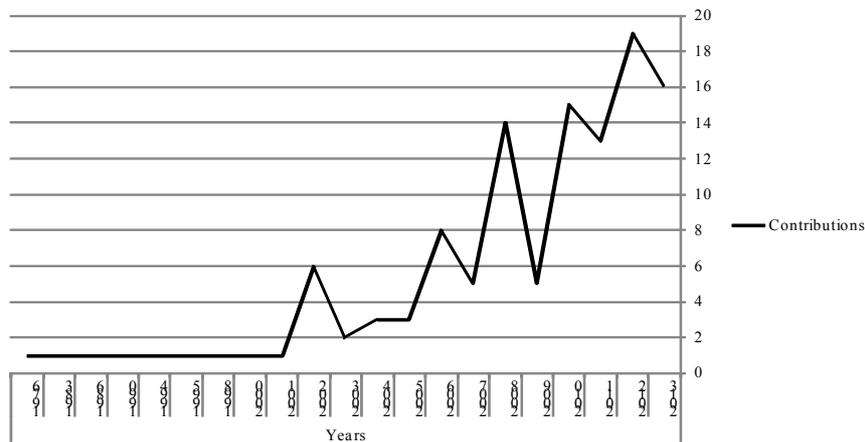


Figure 1. Publication trend

### 3.2 Academic Area / Research Setting

The highest number of contributions in the analysed sample (RQ2) have been produced in the Technology and Innovation Management (22.88%) area. The areas which follow are (Figure 2).

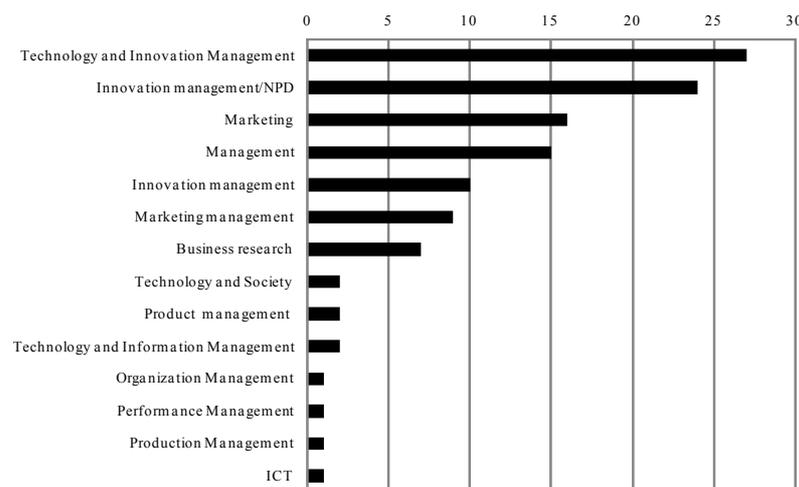


Figure 2. Academic area/research setting

NPD (20.34%); Marketing (13.56%); Management (12.71%); Innovation management (8.47%); Marketing management (7.63%); Business research (5.93%); Technology and Society (1.69%), Product management (1.69%) and Technology & Information Management (1.69%); Organization Management (0.85%), Performance Management (0.85%) and Production Management; ICT (0.85%).

### 3.3 Scientific and academic journals ranking

By limiting the analysis to scientific journals – considering the interdisciplinary nature of the explored topic – it becomes clear that contributions are fragmented in a large number of heterogeneous sources (RQ3), which present equally variable bibliometric indicators (Figure 3). Using the *Impact Factor* (IF) developed by *Thomson Reuters* (chosen among the most widespread evaluation parameters) the relative value of all indexed periodicals in the *ISI* table was verified (Note 2).

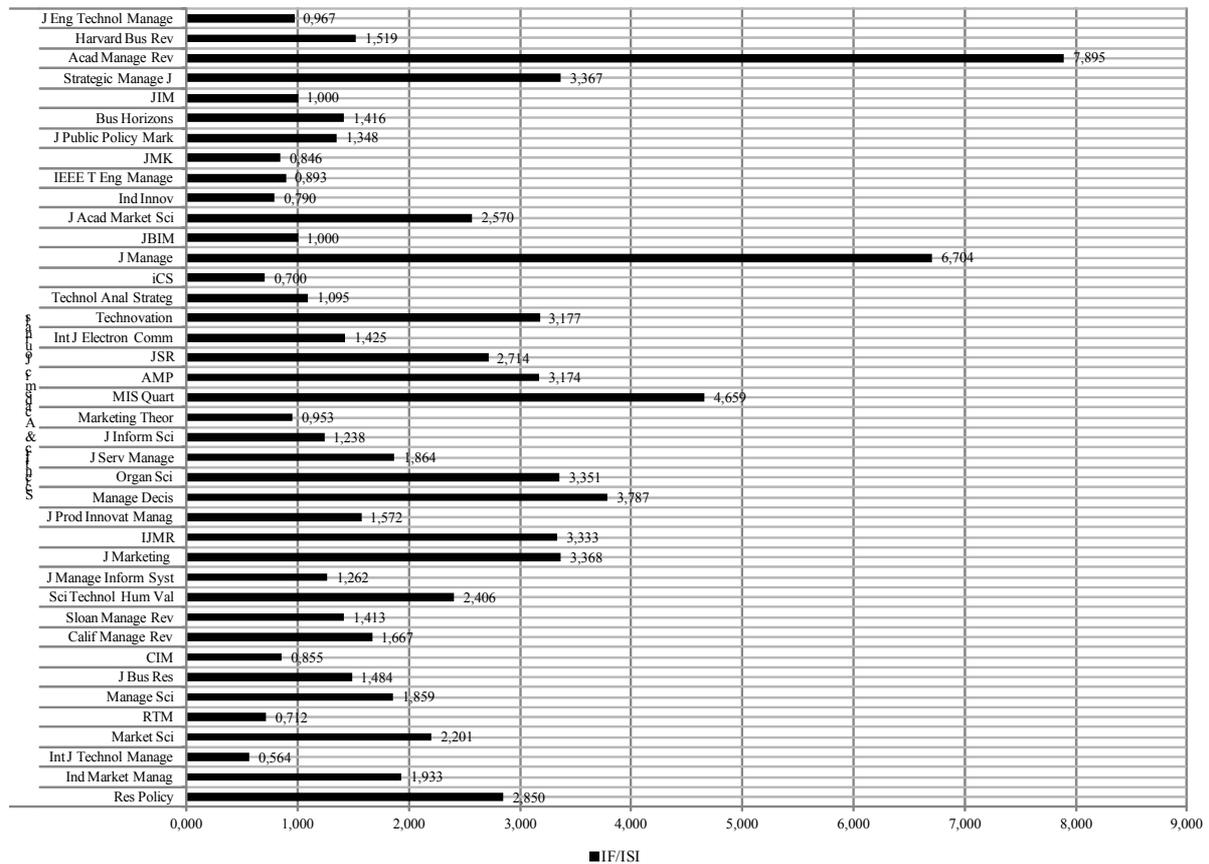


Figure 3. Journal rankings (IF/ISI)

### 3.4 Represented Countries

The most prolific country (RQ4) in terms of publication of scientific-academic contributions on the topic in the considered sample are the United States with 50% (59) of all contributions, followed by:

Austria, 14.41% (17); Denmark 13.56% (16); Germany 11.86% (14); Italy 7.63% (9); Australia 6.78% (8) and Canada 6.78% (8); Great Britain 5.93% (7); The Netherlands 5.08% (6); Finland 4.24% (5); France 3.39% (4) and Switzerland 3.39% (4); China and Taiwan 2.54% (3); Sweden 1.69% (2); Belgium, Brazil, Korea, Japan, Israel, Luxembourg, Mexico, New Zealand, Nigeria, Norway, Spain with 0.85% (1 contribution/country).

### 3.5 Types of studies

The prevalent type of study (RQ5) are empirical contributions (Figures 5 and 6) (55%, i.e. 65 papers), followed by theoretical-conceptual contributions (41%, 48 papers) and methodological studies (4%, 5).

Among empirical papers, the highest number of studies follows a qualitative approach (59%, i.e. 38 of them), followed by papers based on qualitative methods (26%, i.e. 17) and on mixed approaches, which use a mix of quantitative and qualitative tools (15%, i.e. 10 papers).

Among qualitative studies, the prevalent approach is that of the case study (92.10%, i.e. 35 papers), more specifically single case study 68.57% (24 papers) and multiple case study 31.43% (11 papers).

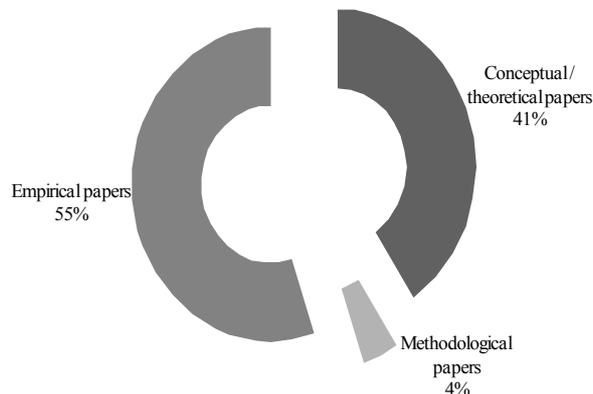


Figure 4. Types of contributions

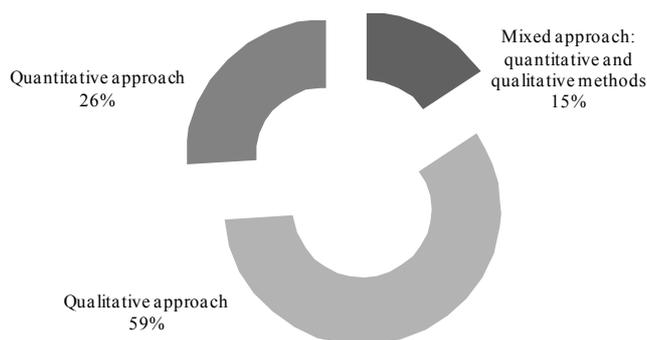


Figure 5. Empirical papers: methods

### 3.6 Key Topics

The most studied topics or sub-topics (RQ6a) in the considered sample (Figure 7) are as follows:

New role of the empowered consumer in the innovation process (19.49%) and Consumer competence (19.49%); Co-creation with consumers (14.41%); Market-driven / demand pull / market oriented innovation (13.55%); Open Innovation (OI) paradigm (11.86%); Virtual worlds and opportunities for firms to collaborate with co-creating users (10.17%) and Benefits of the Web for NPD user involvement (10.17%); Online communities and innovation dynamics (7.63%); Lead-users (6.78%); User innovation (5.08%) and User centric innovation (5.08%); Crowdsourcing (3.39%) and User toolkits for innovation – focus on instrumental features – (3.39%); Effect of collaborative strategies – on innovation, product price, consumer – (2.54%); User vs. producers / professionals in generating ideas and innovation (1.69%).

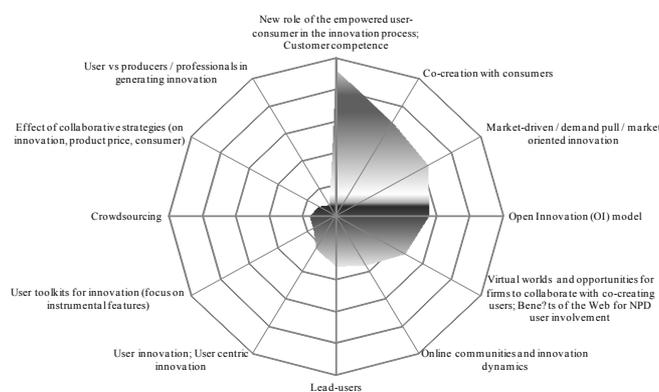


Figure 6. Key topics

### 3.7 Keyword Clusters

The keywords supplied by the paper authors (RQ6b) – after removing the lexical elements considered as secondary in terms of relevance (Note 3) for the studied topic – were indexed in 17 homogeneous thematic groups. They were categorized by grouping occurrences with a similar content. The identified semantic clusters, in order of identified absolute frequency, are the following (Figure 8): Innovation (15.41%); Consumer-centricity in innovation process (11.65%); Community, online community (10.15%); Co-creation (8.65%) and New consumer role (8.65%); Technology, virtual environments (8.27%); Product development (7.14%); Collaboration (6.77%); Openness (6.39%); Value (4.13%); Idea (2.63); Network (2.25%) and Knowledge (2.25%); Crowdsourcing (1.88%) and Customization (1.88%); B2C (1.13%) and Engagement (1.13%).

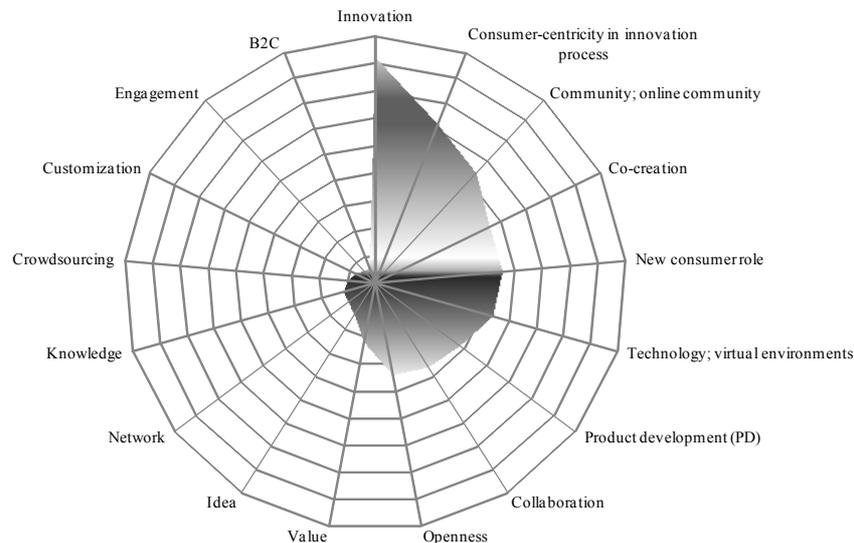


Figure 7. Keyword clusters

### 3.8 Authorship

The prevalent type of paper has multi-authorship or shared authorship (76.27%, i.e. 90 papers), while the sole-authored type accounts for 23.73% (28) of all papers. Contributions which can be considered as having multi-institutional and multi-national authorship—namely are the result of the cooperation between several authors belonging to scientific institution in different countries—are the minority (35.59%, i.e. 42 papers), while papers which involve researchers from the same country are 64.41% (76) of the total.

### 3.9 Most Prolific Authors

In terms of publication of scientific-academic contributions on the topic in the considered sample (Table 2) the most prolific authors are: Eric von Hippel; Johann Füller; Cornelius Herstatt; Martin Schreier; Satish Nambisan; Christoph Fuchs; Kurt Matzler; Venkat Ramaswamy.

Table 2. Most-prolific authors

(continued)			(continued)					
Name	No.	%	Name	No.	%	Name	No.	%
von Hippel E.	13	11,02	Devaraj S.S.	1	0,85	Mahr D.	1	0,85
Füller J.	8	6,78	Di Stefano G.	1	0,85	Mansour-Cole D.	1	0,85
Herstatt C.	6	5,08	Djelassi S.	1	0,85	Marsden J.R.	1	0,85
Schreier M.	6	5,08	Dorotic M.	1	0,85	Mele C.	1	0,85
Nambisan S.	5	4,24	Dutton W.H.	1	0,85	Molina A.	1	0,85
Fuchs C.	4	3,39	Eisenberg I.	1	0,85	Morgan J.	1	0,85
Matzler K.	4	3,39	Ellis S.C.	1	0,85	Nambisan P.	1	0,85
Ramaswamy V.	4	3,39	Estellés-Arolas E.	1	0,85	Narver J.C.	1	0,85

Baron R.A.	3	2,54	Etgar M.	1	0,85	Nyström A.G.	1	0,85
Berthon P.R.	3	2,54	Eze S.C.	1	0,85	Obrist M.	1	0,85
Chesbrough H.	3	2,54	Fang W.C.	1	0,85	Ogawa S.	1	0,85
Piller F.T.	3	2,54	Gales L.	1	0,85	Ojanen V.	1	0,85
Pitt L.F.	3	2,54	Gambardella A.	1	0,85	Olander H.	1	0,85
Prahalad C.K.	3	2,54	Gan C.	1	0,85	Ollila S.	1	0,85
Prandelli E.	3	2,54	Gandia R.	1	0,85	Olson David L.	1	0,85
Baldwin C.	2	1,69	Garry T.	1	0,85	Parmentier G.	1	0,85
Bogers M.	2	1,69	Gasparin M.	1	0,85	Pazgal A.	1	0,85
Dahl D.W.	2	1,69	Gassmann O.	1	0,85	Pezzei R.	1	0,85
Dahlander L.	2	1,69	Gebauer J.	1	0,85	Poetz M.K.	1	0,85
Franke N.	2	1,69	Gemuenden H.G.	1	0,85	Porter C.E.	1	0,85
Frederiksen L.	2	1,69	Gianiodis P.T.	1	0,85	Raasch C.	1	0,85
Frow P.	2	1,69	Giannopoulou E.	1	0,85	Repo P.	1	0,85
Jawecki G.	2	1,69	Godin B.	1	0,85	Romero D.	1	0,85
Jespersen K.R.	2	1,69	Goduscheit R.C.	1	0,85	Rossi C.	1	0,85
Kohler T.	2	1,69	González-Ladrón-de-Guevara F.	1	0,85	Rullani F.	1	0,85
Lakhani K.R.	2	1,69	Greer C.R.	1	0,85	Russo-Spena T.	1	0,85
Lettl C.	2	1,69	Gyrd-Jones R.I.	1	0,85	Salter A.	1	0,85
Lichtenthaler U.	2	1,69	Hallikas J.	1	0,85	Sasinovskaya O.	1	0,85
McCarthy I.	2	1,69	Harwood T.	1	0,85	Sawhney M.	1	0,85
Morrison P.D.	2	1,69	Hatch MJ.	1	0,85	Schau H.J.	1	0,85
Mühlbacher H.	2	1,69	Hauser J.R.	1	0,85	Schweitzer F.M.	1	0,85
Payne A.F.	2	1,69	Hautz J.	1	0,85	Searls K.	1	0,85
Schultz M.	2	1,69	Heiskanen E.	1	0,85	Secchi E.	1	0,85
Storbacka K.	2	1,69	Hemetsberger A.	1	0,85	Sheth J.N.	1	0,85
Verona G.	2	1,69	Hoyer W.	1	0,85	Singh S.S.	1	0,85
von Krogh G.	2	1,69	Hutter K.	1	0,85	Slater S.F.	1	0,85
West J.	2	1,69	Hyysalo S.	1	0,85	Sonnack M.	1	0,85
Afuah A.	1	0,85	Iglesias O.	1	0,85	Spaeth S.	1	0,85
Alexy O.	1	0,85	Ind N.	1	0,85	Stieger D.	1	0,85
Anderson H.	1	0,85	Jensen M.B.	1	0,85	Stuermer M.	1	0,85
Awa H.O.	1	0,85	Jeppesen L.B.	1	0,85	Sun D.	1	0,85
Bae Z.	1	0,85	Jørgensen J.H.	1	0,85	Swink M.	1	0,85
Bastian B.	1	0,85	Kang S.H.	1	0,85	Syam N.B.	1	0,85
Bayus B.L.	1	0,85	Kates S.M.	1	0,85	Thomke S.	1	0,85
Bilgram V.	1	0,85	Katz R.	1	0,85	Tietz R.	1	0,85
Bin Guo	1	0,85	Keinz P.	1	0,85	Trimi S.	1	0,85
Blomqvist K.	1	0,85	Kim J.H.	1	0,85	Uncles M.D.	1	0,85
Borella Guido A.L.	1	0,85	King A.	1	0,85	Uslay C.	1	0,85
Brabham D.C.	1	0,85	Kornum N.	1	0,85	Vargo S.L.	1	0,85
Braga A.C.	1	0,85	Kosonen M.	1	0,85	Varnes C.J.	1	0,85
Brem A.	1	0,85	Kotro T.	1	0,85	Voigt K.-I.	1	0,85
Brockhoff K.	1	0,85	Kozinets R.V.	1	0,85	Walcher D.	1	0,85
Buchinger W.	1	0,85	Krafft M.	1	0,85	Wang R.	1	0,85
Campbell C.L.	1	0,85	Lane J.P.	1	0,85	Warnke P.	1	0,85
Chandy R.	1	0,85	Las Casas A.L.	1	0,85	Watson R.T.	1	0,85
Chen L.	1	0,85	Lee S.M.	1	0,85	Weber M.	1	0,85
Christiansen J.K.	1	0,85	Lei D.	1	0,85	Westerlund M.	1	0,85
Cova B.	1	0,85	Leitner K.H.	1	0,85	Wu S.C.	1	0,85
Criscuolo P.	1	0,85	Leminen S.	1	0,85	Wynn D.	1	0,85
Dahan E.	1	0,85	Lievens A.	1	0,85	Yström A.	1	0,85
Dalli D.	1	0,85	Lilien G.L.	1	0,85	Zhang Z.	1	0,85
Danneels E.	1	0,85	Lock P.	1	0,85	Zinkhan G.	1	0,85
Day G.S.	1	0,85	Luthje C.	1	0,85	Zwass V.	1	0,85
Decoopman I.	1	0,85	Macdonald E.K.	1	0,85	Zwick D.	1	0,85

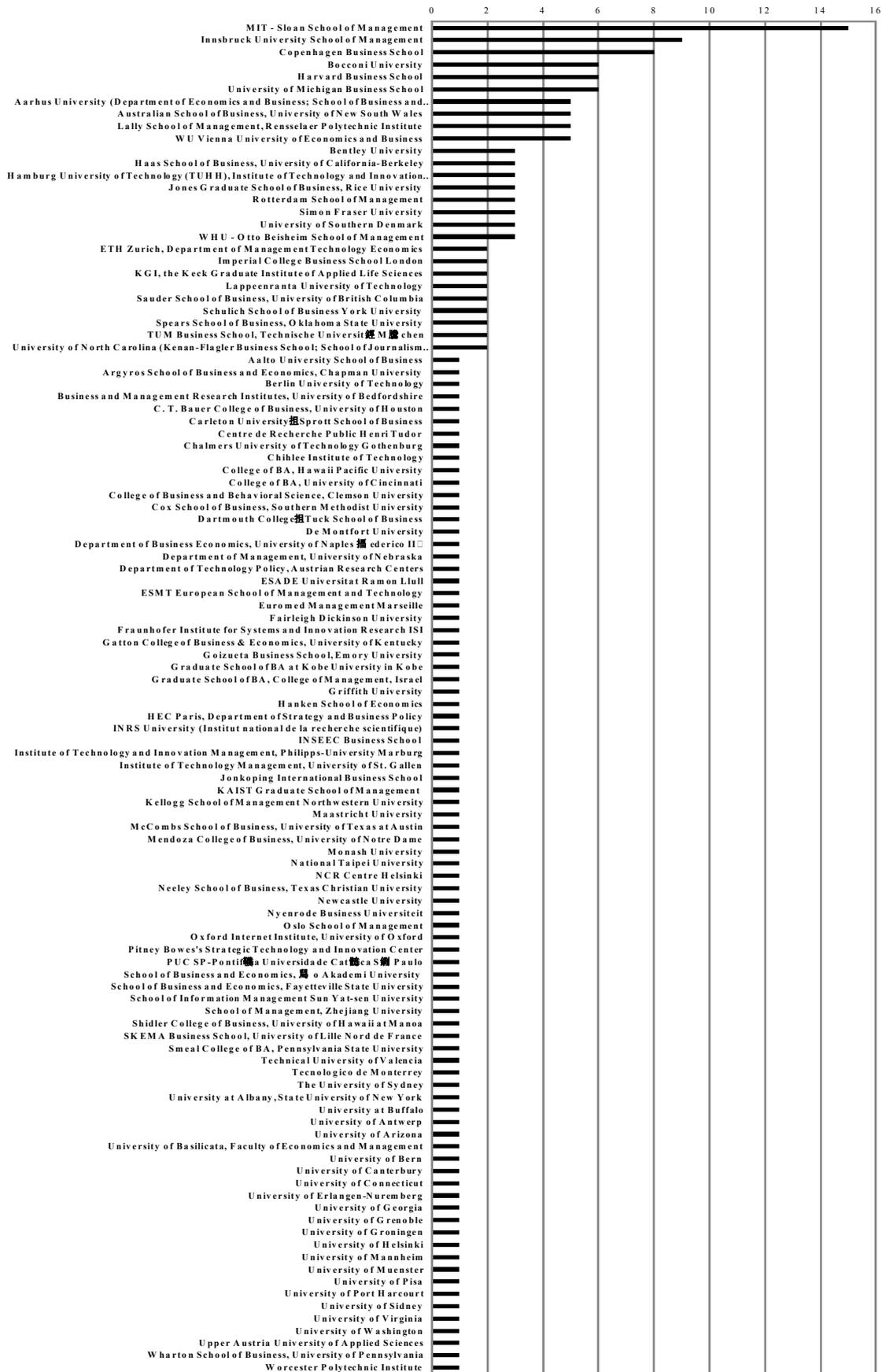


Figure 8. Represented scientific institutions

### 3.10 Scientific Institutions (Academic Organisations, Research Centres)

The most prolific scientific institution (RQ7) in terms of publication of scientific-academic contributions on the topic in the considered sample (Figure 9) is the *MIT Sloan School of Management*, the business school of the *Massachusetts Institute of Technology*, in Cambridge, Massachusetts, USA.

Three European institutions follow: the business school of the Austrian Innsbruck University, the Danish Copenhagen Business School and the Italian Bocconi University.

## 4. Conclusion

### 4.1 Discussion

This article presents an overview of the state of the art in the research on consumer involvement in marketing and innovation processes. Different aspects stand out in this review. The field of study is still relatively young and thus attracts many researchers from different study domains. They bring different approaches, constructs, and methods to their analyses, which explain why similar goals are assessed in different ways. Interdisciplinary influences are expected to continue to contribute to more theory building. A wealth of methods means a wealth of findings, perspectives, and details, but, at the same time, heterogeneity leads to difficulties in comparing results among studies.

Specifically, when it comes to the specific research questions to which the study aims to answer, the analysis first shows a remarkable growth in the publishing activity in this area in recent years, which is expected to continue to flourish. As expected, a high fragmentation of the scientific production in a high number of heterogeneous sources has also been observed. However, the highest number of studies in the sample has been produced in the Technology and Innovation Management area, which would suggest that the sudden development of digital technologies was a propelling factor, given the availability of new information and communication infrastructures to support innovation. The analysis also seems to suggest a general geographical pattern in the study of the topic, and more specifically, a “westernization”. Indeed, the most prolific authors with the highest number of occurrences have an affiliation with scientific institutions in North America or Europe. Based on this review, the majority of studies are of empirical nature. As a consequence, a methodological standardization in studying and analyzing the topic exists. Qualitative methods are the most widely used, especially the single case study: one can conclude that a substantial amount of published survey research is not chiefly concerned with generalisability. Finally, findings highlight that scholars have paid particular attention to the new role of the empowered consumer and to consumers’ competence in the innovation process. Researchers seem to have focused their attention on the external environment as a possible source of knowledge and insights, and on its integration within firm boundaries.

### 4.2 Theoretical Implications

In line with expectations, and based on the results of this review, it can be argued that no dominant paradigm per se has emerged. Different theoretical bodies have been employed: relationship marketing studies; new product innovation (NPI) research and collaborative marketing patterns; management and organisational studies on network-firms and Open Innovation (OI).

The concept of relationship marketing (Christopher, Payne, & Ballantyne, 1991; McKenna, 1991; Pepper & Rogers, 1993) and the research streams derived from it, apply the metaphor of personal relationship to the exchange processes between a company and consumers. A key idea in the later development of this approach, or New Relationship Marketing (Gummesson, 2002), is the potential that the Internet has to enhance the ability of firms to engage customers in several ways, allowing companies to transform episodic and one-way interactions into a persistent dialogue with them. According to this perspective, “technological forces are shaping the practice of Relationship Marketing” (Sheth, Parvatiyar, & Sinha, 2012, p. 10) and without an effective use of technology, relationship marketing is not an effective strategy (Zineldin, 2000). In embracing the key assumption that relationships with customers play a central role in the process of economic value creation, the evolution of this idea into a tool in Customer Relationship Management (CRM) also offers a strategic connection between marketing strategies and ICTs (Jayachandran, Sharma, Kaufman, & Raman, 2005), thus creating the paradigm of information-enabled relationship marketing (Ryals & Payne, 2001). Ahuja and Medury (2010) follow the same approach: it becomes essential to create and maintain adequate Customer Information Management systems: “companies interact with customers, treat them as organizational assets, learn about them and through the process of incorporating feedback and co-creation” (*ivi*, p. 94).

While collaboration with customers can involve several business processes, one of the most important aspects is cooperating to create value through product innovation. NPI research and the related international empirical

literature have given great impetus to co-creation mechanisms (Von Hippel, 1976, 1978, 1986, 1988; Day, 1991; Webster, 1994; Gales & Mansour-Cole, 1995; Bruce, Leverick, Littler, & Wilson, 1995; Slater & Narver, 1998; Verona, 1999; Thomke, 1998, 2002; Danneels, 2002; Urban & Hauser, 2002), acknowledging the power of collaboration and going beyond a company's borders and demand-pull dynamics as the main factors behind this process in current times.

Literature on collaborative marketing (Prahalad & Ramaswamy, 2000, 2004a, 2004b, 2004c; Vargo & Lusch, 2004; 2006; 2008; Payne, Storbacka, & Frow, 2008) presents the concept of convergence between consumers and producers as an invitation to combine their respective skills in a partnership. The main focus is the role of companies in identifying and supporting those consumers' activities which lead to value creation.

The contribution of management studies on OI (Chesbrough, 2003, 2006, 2011; Nambisan & Sawhney, 2007) and on the network and systemic model of organisations (Butera, 1995; Senge, Kleiner, Roberts, Ross, Roth, & Smith, 1994; Lane, Serra, Villani, & Ansaloni, 2006; Golinelli, 2010) is particularly relevant in connection to the idea of a collective enterprise. This is linked to the disappearance of organisational borders, the emergence of looser relationships and the enlargement of a company's network. In a systemic approach, knowledge (Nonaka & Takeuchi, 1996) and skills owned by consumers are a great potential available to companies to foster their evolution processes.

The combination of these separate theoretical bodies allows the identification of key concepts which, extrapolated from the reviewed literature, try to grasp the main dimensions that have to be taken into account to explore the complex nature of the investigated topic: *relationship, consumer engagement, value co-creation, openness*. Each research stream, within its discipline of reference, takes on a different epistemological perspective, which highlights complementary aspects.

#### 4.3 Limitations and Directions for Future Research

This study presents a recent review of the topic, but some limitations of the analysis carried out should also be highlighted. First, findings are limited by the fast-paced nature of the publishing activity. Second, the analysis carried out, although allowing work on a robust database, focuses on journal articles, conference and work papers and selects contributions on the basis of keywords. It would be useful to extend the analysis to scholarly handbooks, book chapters and monographs. A network analysis linking scholars and thematic content areas would also be interesting. Third, the author recognizes that the review is mainly carried out from a corporate perspective, without taking into account consumer responses to collaborative dynamics. Future reviews may further analyze the topic going beyond the managerial point of view, extending the review by including other topics linked to the micro-level where consumers act. This could allow the identification of possible contributions related to the effectiveness of collaborative approaches in relation to different consumer audiences and their responses (for example, the relationship between the topic and firm/brand reputation, consumer loyalty, effectiveness of products in terms of greater closeness to customer needs, positioning in terms of better differentiation). Some methodological issues also emerged after examining the contributions surveyed in this review. In particular, it is deemed important to rely more on methods that today appear to be under-utilized in order to enrich the field with heterogeneous perspectives: methodological studies which suggest new methods and systems to analyse and measure the phenomenon; empirical papers of quantitative-extensive type and with a longitudinal design, which would allow causality inference and generalisability; theoretical contributions attempting to link and integrate definitions, concepts and insights originating from different research settings, placing them within holistic interpretative frameworks with practical and managerial implications to deal with the collaborative process.

Future research should also be conducted on costs, risks and outcomes related to the implementation of collaborative processes between companies and consumers and on the development of metrics to measure them. The quality and quantity of external contributions—of potentially unlimited quantity and of highly variable quality—may create overwork in terms of time management, skills and planning needed to deal with this flow and mutual exchange, as well as opportunities for managers themselves. In such situations, problems about scarcity of resources and attention become particularly important. Finally, adopting an interdisciplinary, multi-functional approach, future research should also look at the following other aspects:

- Collaborative processes and specific company's features;
- Types of external contributors and different stages of collaborative processes: which consumer segments should firms target at each stage?
- Firm-level and consumer-level impediments of co-creation;

- Collaborative dynamics, company's boundaries extension, corporate identity: is a hyper-adaptation risk feasible?
- Perspectives for the Organizational Communication discipline: support for the creation of an open mentality to tackle the 'not invented here' syndrome; managing possible tensions linked to the impact of co-creation processes which involve external subjects on the company's micro-culture – the consumer owns competences and skills and is placed in the condition of turning them into practice, however it is possible that the internal resources could report a reduction of power;
- Perspectives for the PR field: strategic support in the management of external collaborative processes with the aim of limiting possible critical points;
- Relationship between collaborative approaches and the evolution of the concept of Corporate Social Responsibility (CSR), moving towards the "umbrella" definition of Sustainability, which includes the traditional elements of green/environmental policy, as well as new aspects related to the concept of stakeholder engagement, economic and business behaviour, respect of privacy and, more importantly, the inclusion of the 'consumerism' component related to the preferences and desires of consumer segments;
- Relationship between the communication of the open innovation strategy engaging consumers and the macro industrial company's paradigm (please refer to: Rindova & Fombrun, 1999): does it have any influence on the evolution of the served market dynamics?

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## Notes

Note 1. The expressions user, consumer, customer, shall be used as synonyms, as the objectives of the stud do not include the identification of the role of the different types of involved figures (buyer, end user, influencer and so on). Also, by limiting the analysis to the context of B2C markets, the term customer does not seem to create any confusion with the concepts of intermediate/trade customer or client meaning a purchasing organisation, as found in B2B markets.

Note 2. Reference is made to the data of the last available year at the time of the survey: 2012.

Note 3. For instance: keywords related to the specific case studies analysed in the papers (ex. kajak industry).

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