

## Enhancing Open Innovation through Strategic Marketing Intelligence

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*Abstract.* Timely and accurate information is crucial for successful innovation strategies. While the significance of knowledge inflow in open innovation is well documented, less attention has been paid to the nuanced processes of analyzing and leveraging this information. Research has predominantly explored the types and quantities of knowledge sources, overlooking how these sources are internally analyzed and utilized. This gap suggests a pivotal role for marketing intelligence in transforming external knowledge into actionable insights. For example, Laursen and Salter (2006) found that when firms search deeply for external knowledge, the ideal number of sources related to the maximum innovative performance is 3, and results would be negative if companies used more than 6. More harshly, Dąbrowska and Podmetina (2017) noted that firms interested in recruiting open innovation managers reported scouting skills as the only method of proactively gathering external information across all firms.

Open innovation is challenged not only by the acquisition of external knowledge but also by the organization's absorptive capacity, which is essential for integrating external innovations effectively (Bhadauria and Singh, 2023). For example, Bogers et al. (2017) suggested that it is not clear "why individuals differ in their ability to contribute to effective identification of external knowledge." In this vein, several papers have suggested the need for a better understanding of how managers orchestrate external resources (Alexy, Criscuolo, and Salter, 2012), how the knowledge acquisition process is embedded in the existing organization (Chesbrough and Bogers, 2014), and how different types of sources can be combined in order to add value to open innovation (Radziwon and Chesbrough, 2023). A recent longitudinal analysis by Schäper et al. (2023) supports the complexity of this relationship, demonstrating how the strategic integration of external innovations can be critical to enhancing financial performance over time. Stanko et al. (2017) further illuminate the vital interplay between marketing efforts and open innovation strategies, highlighting the role of marketing intelligence in bridging external innovations with market needs

These insights underscore the need for deeper comprehension of how organizations can optimize the utilization of external resources, a process potentially facilitated by marketing intelligence, given the role of technological uncertainty, partner selection, and identification of new business opportunities. Conversely, relying on limited external resources and informal practices can have negative consequences that may lead to project failure. To this end, this paper reviews the current literature on this topic and discusses possible implications anchored in the construct of market orientation (Kohli and Jaworski, 1990; Slater and Naver, 1990). Specifically, through the use of marketing intelligence, companies support new product development (Comai and Bogers, 2023) and take the important step of adding value to open innovation, especially in the inbound process. Not surprisingly, marketing can be an important partner in the innovation project, for example, through the provision of customer insights (Griffin et al., 2013). In conclusion, this paper proposes practical strategies for leveraging marketing intelligence to bolster open innovation processes, drawing from both theoretical insights and empirical examples.

*Keywords:* Open innovation, Marketing Intelligence, Market Orientation

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