

HOW TO PREVENT THE NOT-INVENTED- HERE SYNDROME IN CROWDSOURCING?

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CROWDSOURCING CAN BE DEFINED AS

organizations that are using web-based platforms, which are often managed by intermediaries, to call for ex ante unidentified, ideally large and diverse sets of individuals (crowd) to solve problems identified and defined by the organizations

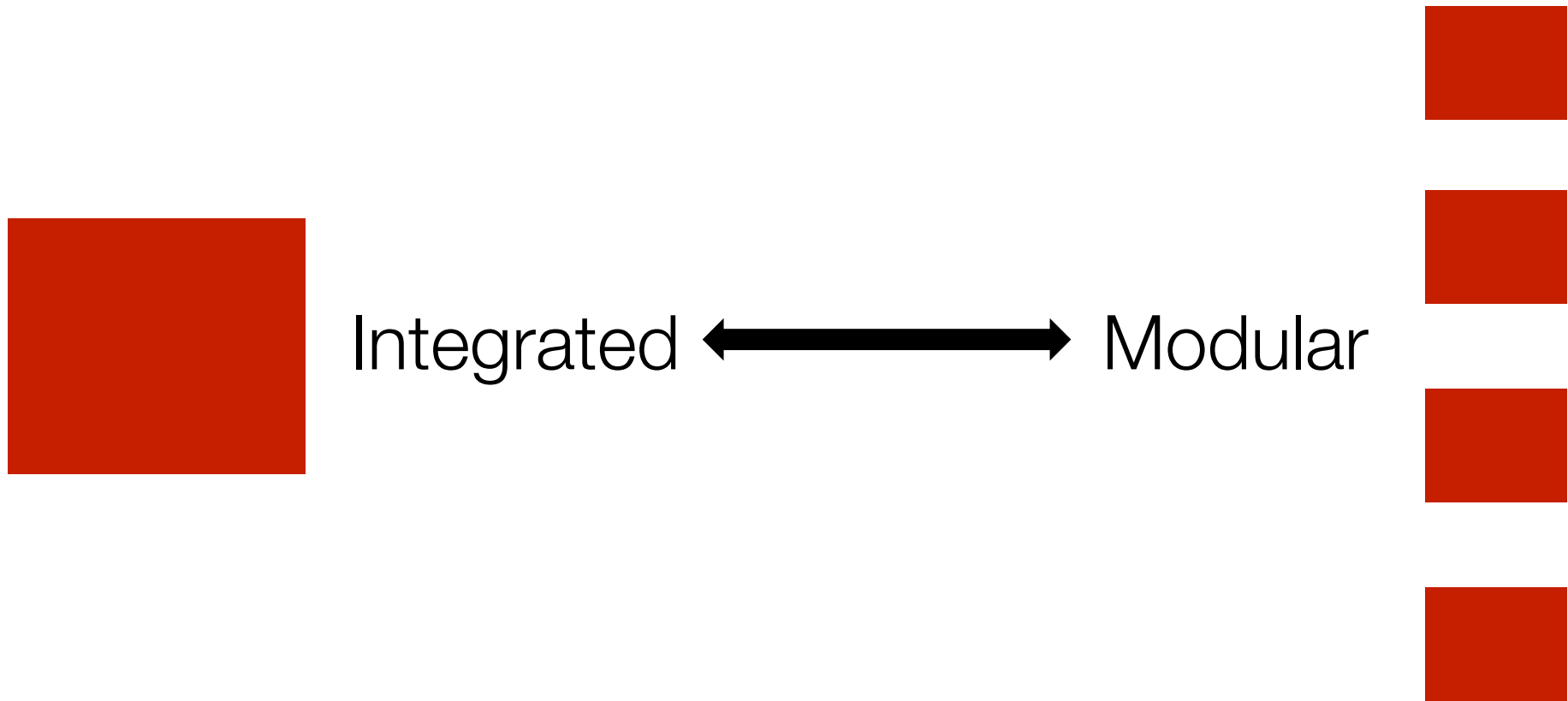
WHEN IS CROWDSOURCING A FEASIBLE OPTION FOR AN **ORGANIZATION?**

- Dependent on two criteria:
 - How many people outside of the organization are able to solve the problem?
(Problem Solving Knowledge Distribution)
 - What is the structure of the problem?
(Problem decomposition)

PROBLEM SOLVING KNOWLEDGE DISTRIBUTION



PROBLEM DECOMPOSITION



Sources: Simon (1962), Baldwin and von Hippel (2012), Lakhani et al. (2012), Afuah and Tucci (2012)

LOCI OF INNOVATION

High (Modular)	Alliance	Community
Problem Decomposition		Market
Low (Integrated)	Hierarchy (internal efforts)	Networks
	Narrow	Broad
	Problem Solving Knowledge Distribution	

Sources: Lakhani et. al (2012 : 41), Nickerson and Zenger (2004)

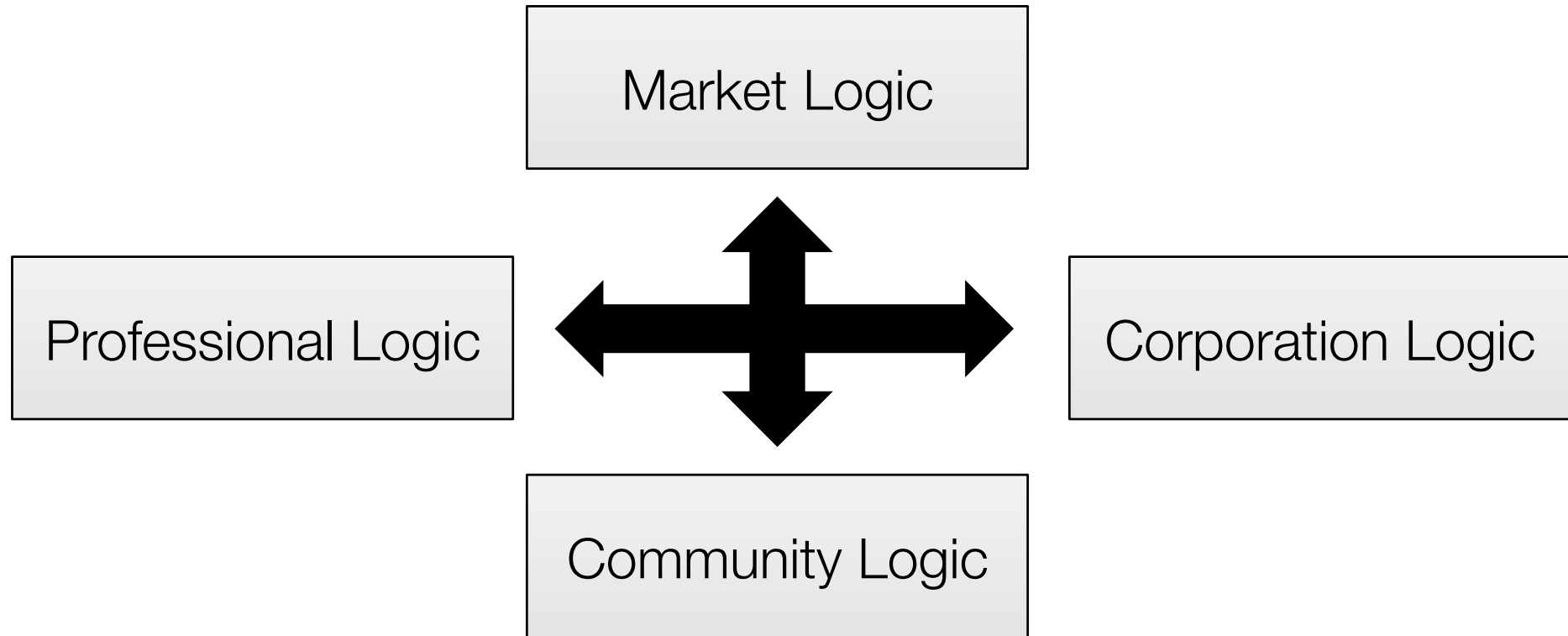
SOCIAL- AND INSTITUTIONAL **CONTEXT**

- Division of labour between organization and crowd
- Crowdsourcing opens up the boundaries of the organization
- Shift from closed to open innovation creates organizational tensions
- Socio-cultural norms and beliefs shape how actors interpret crowdsourcing

CONFLICTING INSTITUTIONAL LOGICS? (1)

Institutional logics define the rules of the game and specify opportunities and constraints for individual and organizational action. These rules shape, often implicitly, the assumptions and values, which determine the interpretation of organizational reality and what individual action and organizational behaviour is appropriate.

CONFLICTING INSTITUTIONAL LOGICS? (2)



-> May cause the Not-Invented-Here (NIH) syndrome

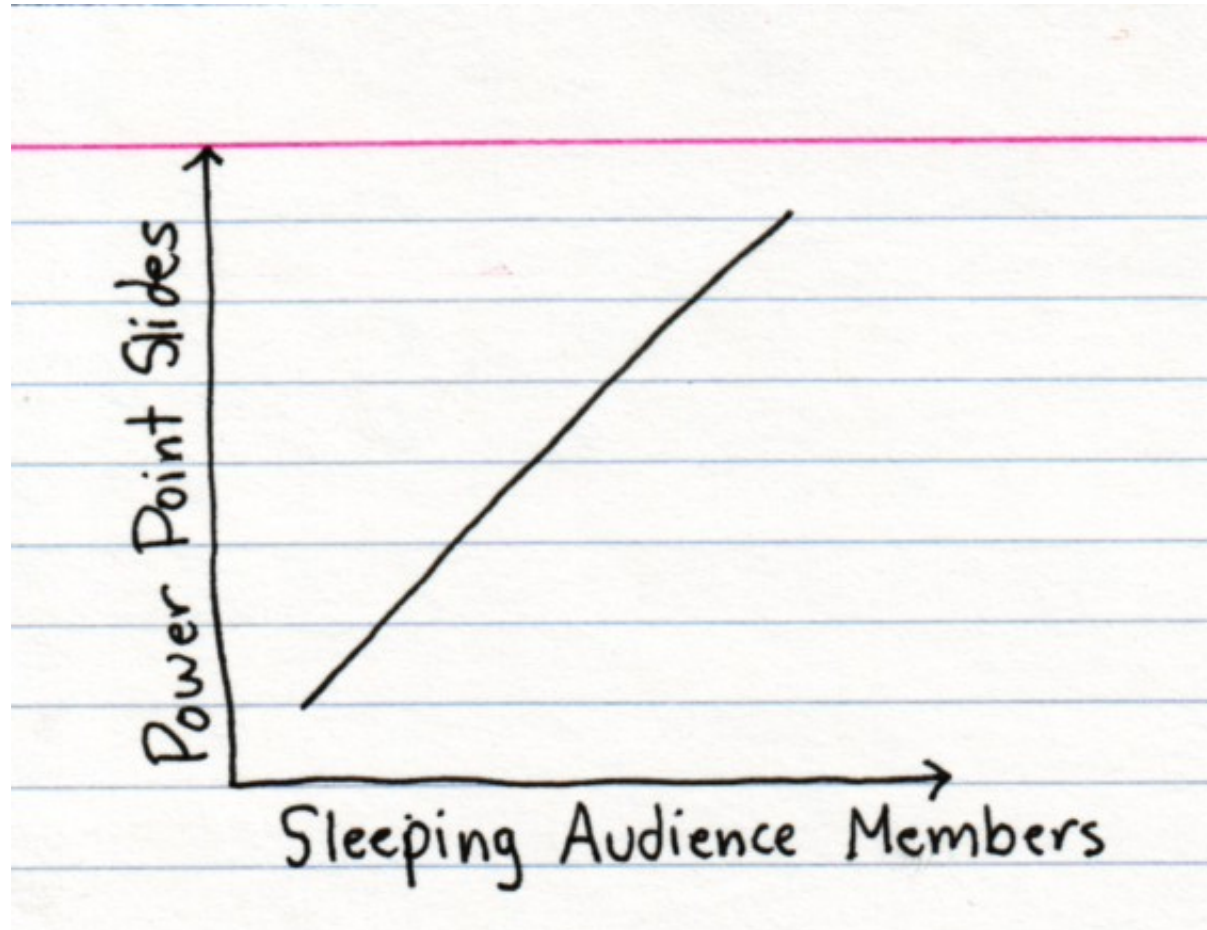
PREVENT NIH-SYNDROME (1)

- Organizational structure
 - Internal Organizational Structure
(mechanic → organic)
- Leadership
 - Early involving R&D
 - Goal setting
 - Senior management support

PREVENT NIH-SYNDROME (2)

- HR Practices
 - Promotion criteria
 - Hiring
 - Team selection
- “Redefinition” professional logic
 - Changing role of profession in creative work
 - Define ideas & expertise to judge ideas, integrate and improve ideas

THANK YOU



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