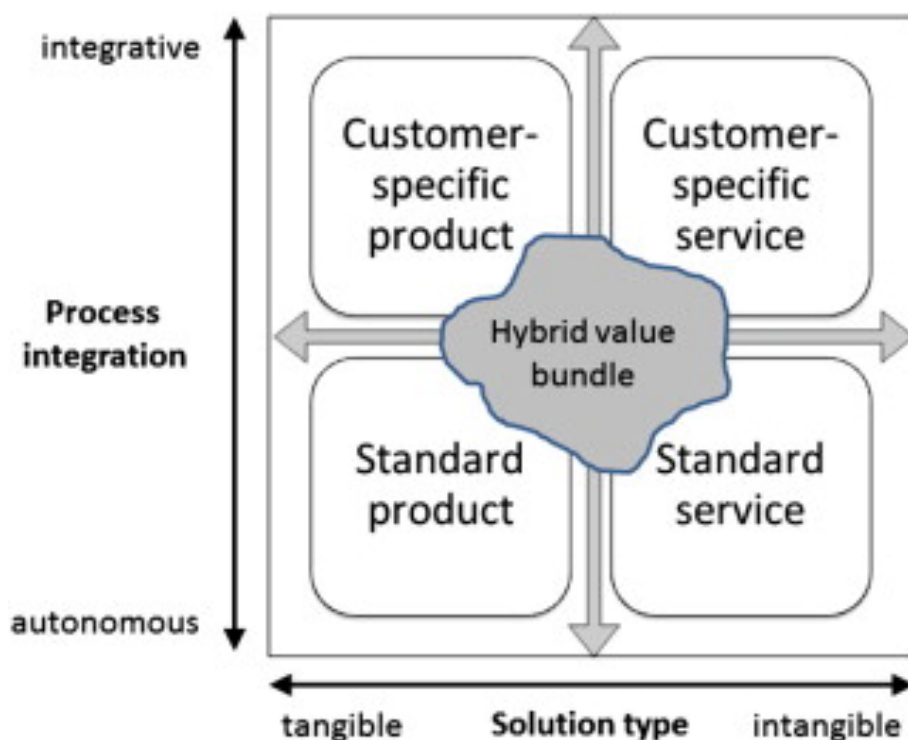


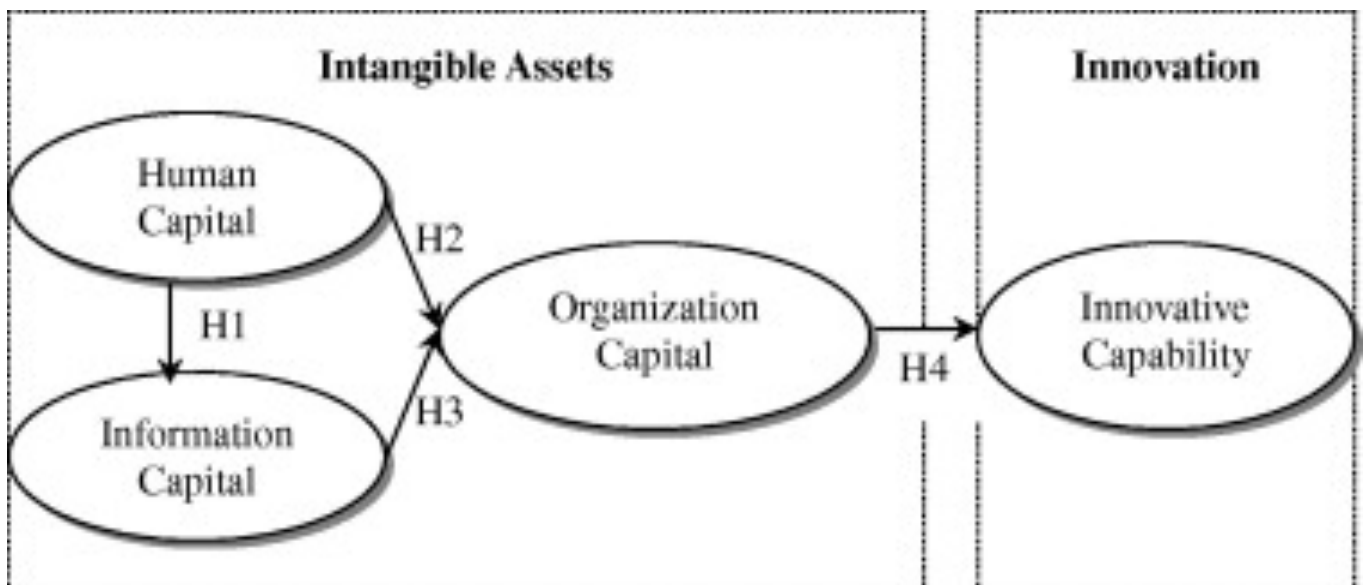
# Hybrid value bundles consisting of tangible and intangible goods are important when aiming at higher market share



<http://www.sciencedirect.com/science/article/pii/S0167923613000250>

Holger Schrödl, Klaus Turowski. 2014. Risk management in hybrid value creation. *Decision Support Systems*, Volume 58, 2014, 21 – 30  
<http://dx.doi.org/10.1016/j.dss.2012.12.042>

# Intangible asset boosting productivity and seeding organisational innovation



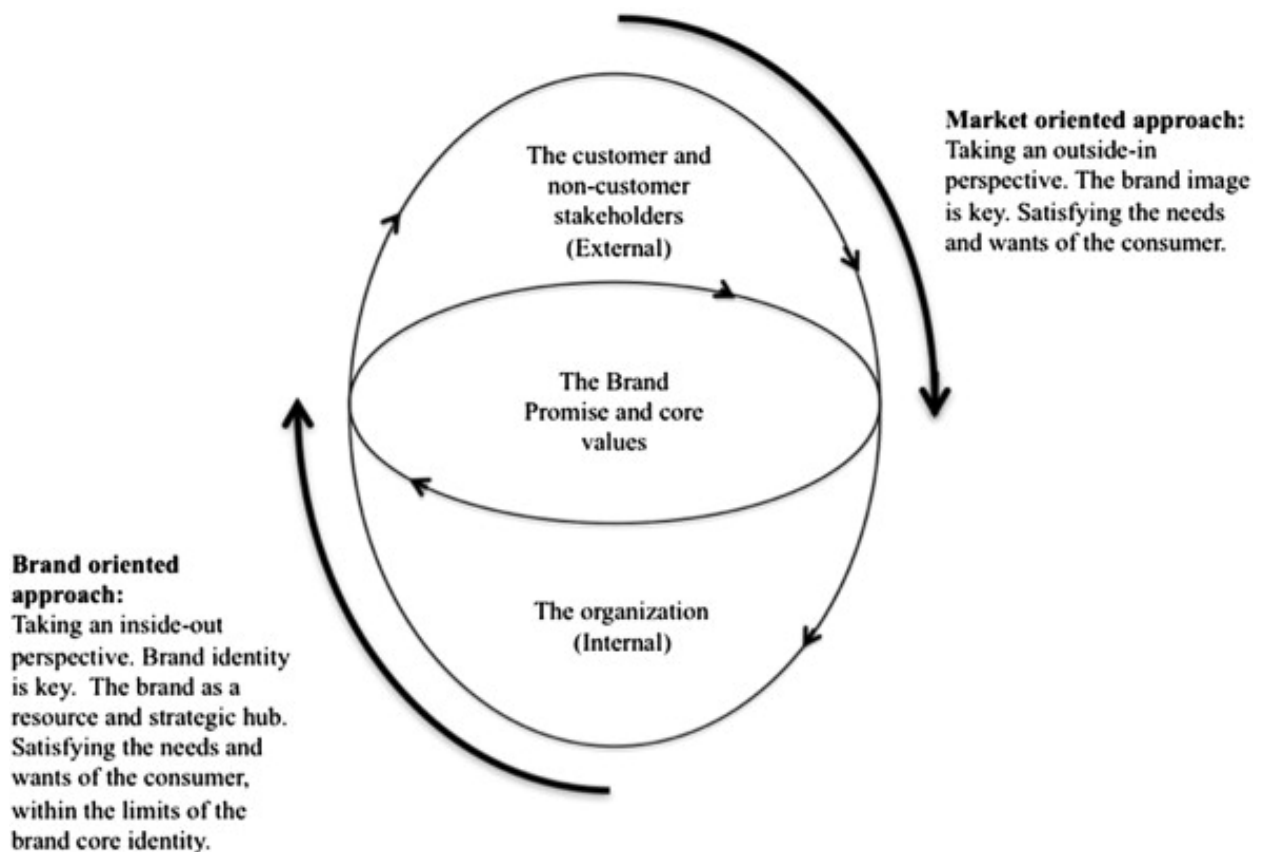
<http://www.sciencedirect.com/science/article/pii/S0957417410010006>

Hao-Chen Huang , Mei-Chi Lai , Tzong-Huei Lin. 2011. Aligning intangible assets to innovation in biopharmaceutical industry. Expert Systems with Applications, 38(4), pp. 3827 – 3834

<http://dx.doi.org/10.1016/j.eswa.2010.09.043>

# Hybrid as a strategic option between brand and market oriented business logic

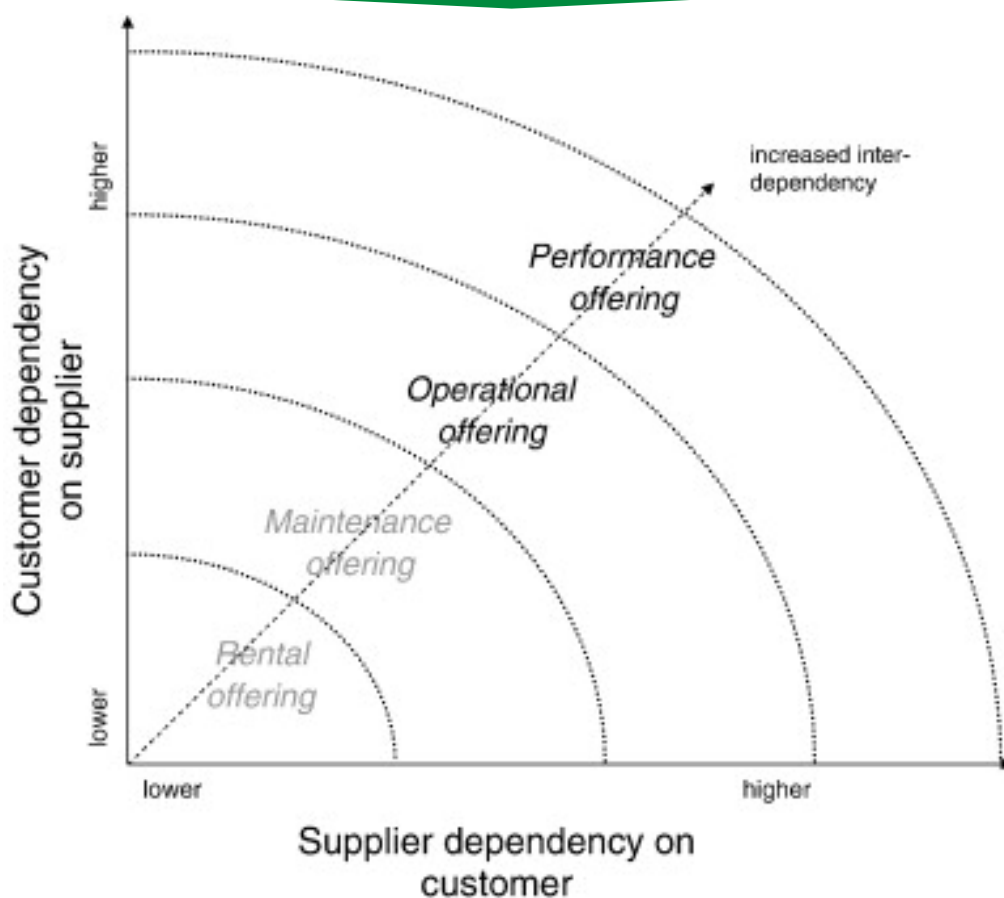
“It is time to shift from thinking what we should do, to thinking about how we can do it better, faster and more efficiently in every part of our value chain” CEO of Electrolux



<http://www.sciencedirect.com/science/article/pii/S0148296311002542>

Mats Urde , Carsten Baumgarth , Bill Merrilees. 2013. **Brand orientation and market orientation — From alternatives to synergy.** Journal of Business Research 66(1), pp. 13 – 20. <http://dx.doi.org/10.1016/j.jbusres.2011.07.018>

# Increased interdependencies between customers and suppliers with integrated solution offerings



<http://www.sciencedirect.com/science/article/pii/S0019850110000362>

Charlotta Windahl , Nicolette Lakemond. 2010. Integrated solutions from a service-centered perspective: Applicability and limitations in the capital goods industry. *Industrial Marketing Management*, Volume 39, Issue 8, 2010, 1278 - 1290

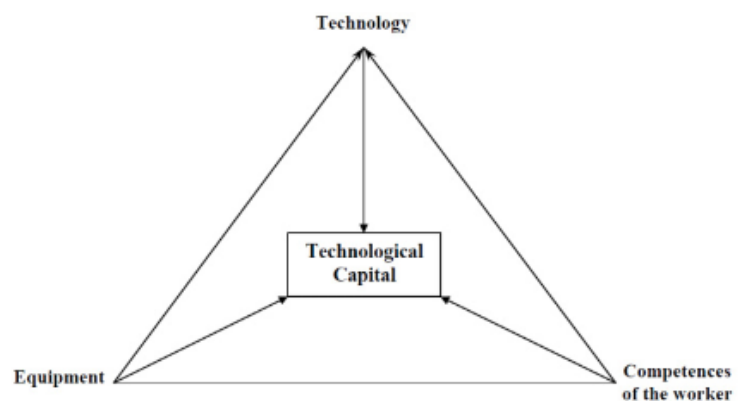
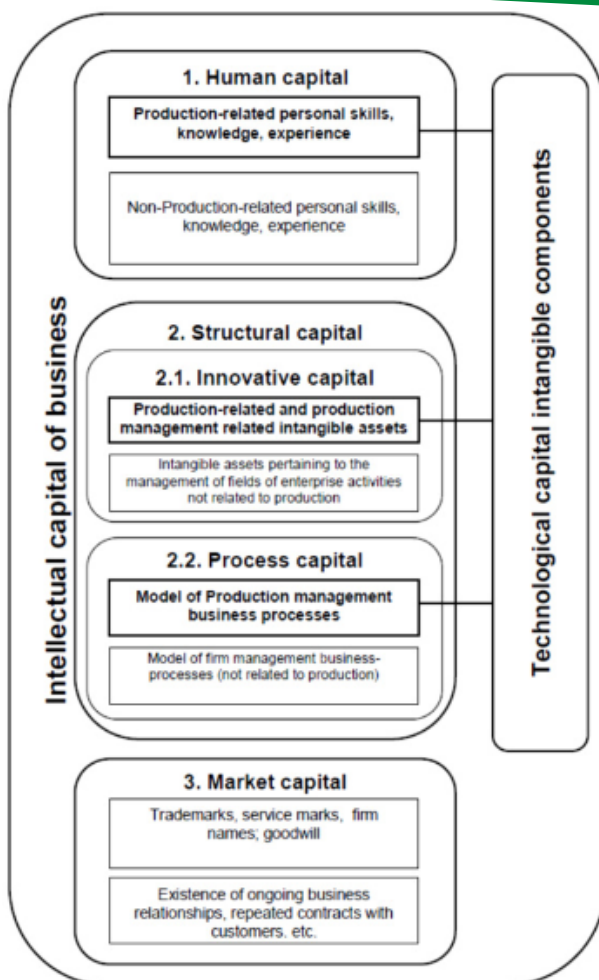
# Future innovation productivity and performance is affected by firm's knowledge base structure

Knowledge base depth	High	Divergent recombinatory potential : <b>High</b> Convergent recombinatory potential : <b>Low</b>	Divergent recombinatory potential : <b>High</b> Convergent recombinatory potential : <b>High</b>
	Low	Divergent recombinatory potential : <b>Low</b> Convergent recombinatory potential : <b>Low</b>	Divergent recombinatory potential : <b>Low</b> Convergent recombinatory potential : <b>High</b>
		Low	High
		Knowledge base diversity	

<http://www.sciencedirect.com/science/article/pii/S0923474814000186>

Manish K. Srivastava , André O. Laplume. 2014. Matching technology strategy with knowledge structure: Impact on firm's Tobin's  $q$  in the semiconductor industry. Journal of Engineering and Technology Management, 33, pp. 93 - 112

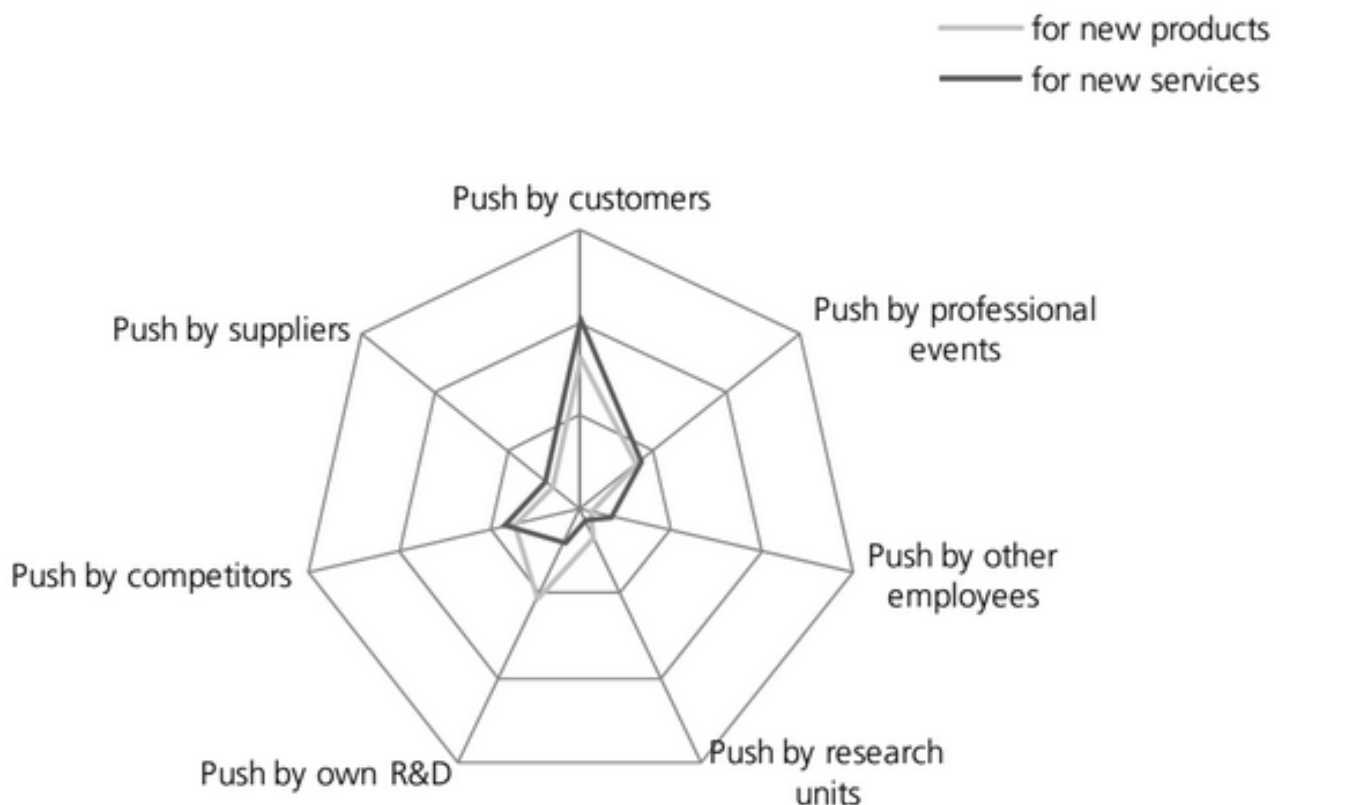
# Intangible (knowledge) and tangible resources form a total value of a firm



[http://ac.els-cdn.com/S2212827114007057/1-s2.0-S2212827114007057-main.pdf?\\_tid=5a92ec90-6e6e-11e4-9b31-00000aacb35e&acdnat=1416238277\\_790637e4cef1d1d121a33d2e191b0310](http://ac.els-cdn.com/S2212827114007057/1-s2.0-S2212827114007057-main.pdf?_tid=5a92ec90-6e6e-11e4-9b31-00000aacb35e&acdnat=1416238277_790637e4cef1d1d121a33d2e191b0310)

Grigoriev, S., Yeleneva, J., Golovenchenko, A. & Andreev, V. 2014. Technological capital: a criterion of innovative development and an object of transfer in the modern economy. 2<sup>nd</sup> International Conference on Ramp - Up Management 2014 (ICRM)

# Push & pull factors in industrial product and service innovations

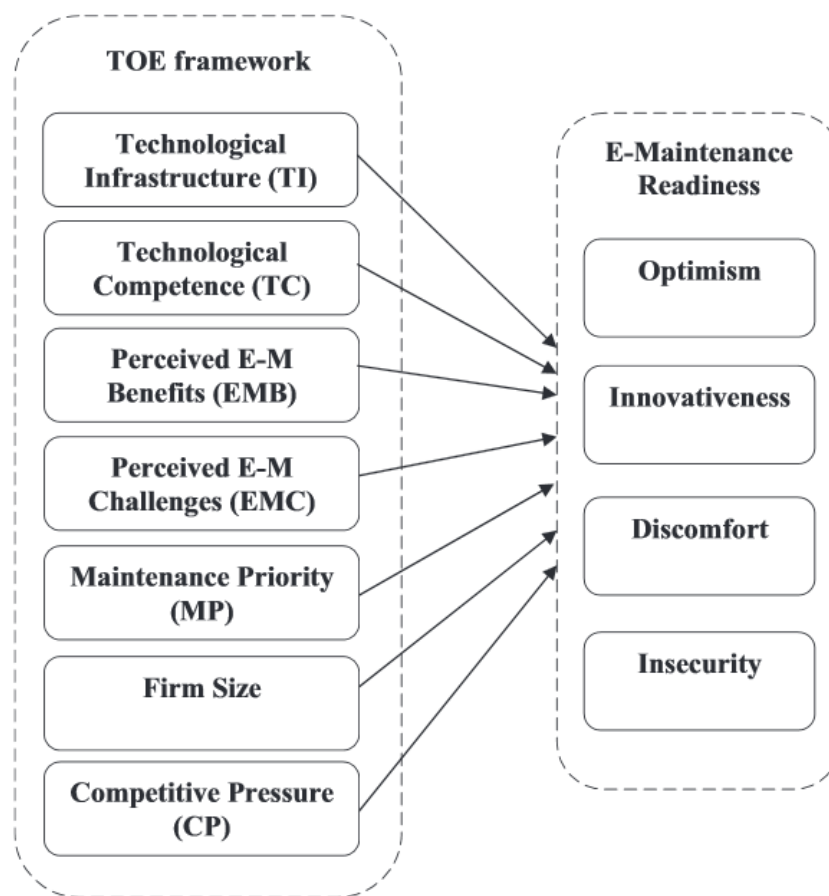


Erhebung Modernisierung der Produktion 2009, Fraunhofer ISI

<https://docs.google.com/file/d/0Bw8j1CnwSejvMUK5LTR5S2paWUE/edit?pli=1>

Dr. Marcus Schröter. 2012. Service innovation in german manufacturing Industries: Information sources, organizational responsibilities and their effects on the success with services. Competence Center Industry and Service Innovations (CC I), Fraunhofer

# A tool for assessing the readiness of a manufacturing firm to adopt new innovations

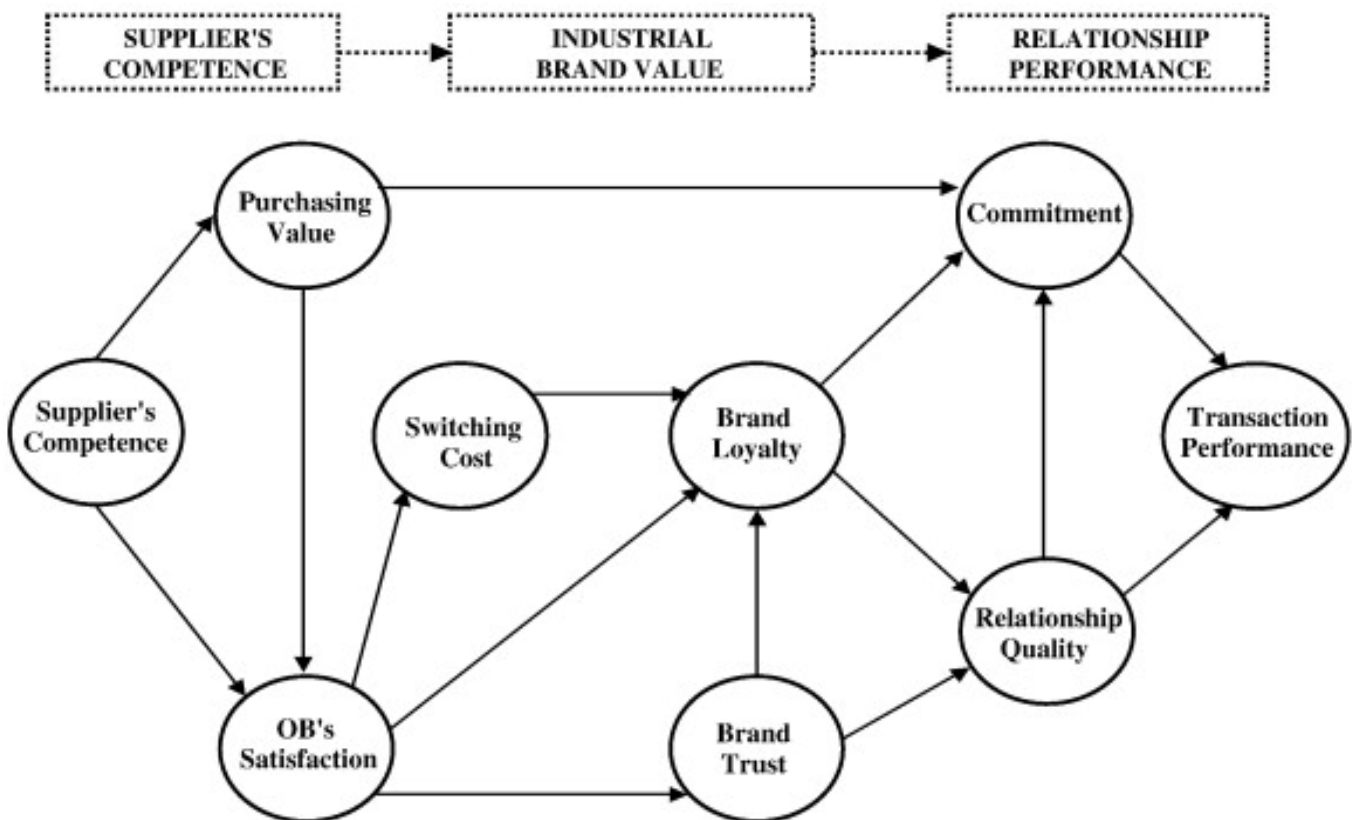


[http://ac.els-cdn.com/S0268401214000504/1-s2.0-S0268401214000504-main.pdf?\\_tid=a51448f0-70a7-11e4-ae58-00000aab0f6c&acdnat=1416482786\\_06b2bf7ac1ee865c6cbe890b240ddbe8](http://ac.els-cdn.com/S0268401214000504/1-s2.0-S0268401214000504-main.pdf?_tid=a51448f0-70a7-11e4-ae58-00000aab0f6c&acdnat=1416482786_06b2bf7ac1ee865c6cbe890b240ddbe8)

Aboelmaged, M. 2014. Predicting e-readiness at firm-level: An analysis of technological, organizational and environmental (TOE) effects on e-maintenance readiness in manufacturing firms. *International Journal of Information Management* 34, pp. 639–651.



# Brand as an interface between consumers and companies – A model for measuring industrial brand value



<http://www.sciencedirect.com/science/article/pii/S0019850108000564>

Sang-Lin Han , Hyung-Suk Sung. 2008. **Industrial brand value and relationship performance in business markets — A general structural equation model.** *Industrial Marketing Management* 37 (7), pp. 807 – 818  
<http://dx.doi.org/10.1016/j.indmarman.2008.03.003>