

Université Libre de Bruxelles

Solvay Brussels School of Economics and Management

# **Essays on innovation management in established firms**

Author: Bernard BUISSON

Thesis presented in order to obtain the degree of PhD in Economics and Management sciences, and written under the supervision of Professor Bruno VAN POTTELSBERGHE, Dean of the SBS-EM.

Jury (alphabetical order):

- Professor Michele CINCERA (ULB),
- Professor Patrice FONTAINE (CNRS),
- Professor Jean-Pierre HELFER (IAE Paris I Panthéon-Sorbonne),
- Professor Florian TÄUBE (ULB),
- Professor Bruno VAN POTTELSBERGHE (ULB).

For legal reasons, the content of this thesis must remain confidential

July 2016

# With many thanks to:

- my supervisor, Professor Bruno Van Pottelsberghe, who has been advising me since 2009, despite his ever growing responsibilities,
- the members of the jury, for their very insightful suggestions,
- all the ones who helped me in one way or another during the last six years (alphabetical order):
  - Professor Francesco Appio,
  - Professor Phillip Cartwright,
  - Professor Frédéric Fréry,
  - Andrea Garnero,
  - Vincent Giolito,
  - Professor Ha Hoang,
  - Professor Didier Lebert,
  - Professor Kim Oosterlinck,
  - Professor Carine Peeters,
  - Professor Hughes Pirotte,
  - Professor Philippe Silberzahn,
  - Professor Nicolas Van Zeebroeck,
  - Dominique Vellin,
  - Professor Olivier Witmeur,
  - Professor Hyungseok Yoon.

# Contents

Chapter 1	Introduction	Page 4
Chapter 2	Can the disruption theory be useful for incumbents?	Page 16
Chapter 3	“Blue Ocean” or “Fast-second” innovation? A four-breakthrough model to explain successful market domination.	Page 47
Chapter 4	The internationalization of R&D by large companies: a driver of innovation performance?	Page 70
Chapter 5	Innovation, Profits and Economic Performance	Page 98
Chapter 6	General conclusions and perspectives	Page 137
	Bibliography	Page 146