

Open Innovation Adoption in Emerging Economies: A Qualitative Exploration of Practices, Enablers and Barriers in the Turkish Ecosystem

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Abstract: This study investigates Open Innovation (OI) adoption in emerging economies, specifically examining how firms strategically leverage external knowledge sources to enhance their innovation capabilities. Employing a qualitative exploratory methodology, the research involves semi-structured, in-depth interviews conducted with innovation managers from four prominent Turkish firms, selected for their recognized innovation capabilities and strategic importance within Türkiye's dynamic innovation ecosystem. The findings highlight a pronounced strategic emphasis on inbound Open Innovation activities, predominantly executed through partnerships with startups, academic institutions, and external technology providers. Among these collaborative forms, structured startup programs emerge as the most frequently utilized and strategically significant, driven by firms' imperative to rapidly respond to evolving market demands and sustain their competitive agility. Key organizational enablers identified include robust senior managerial commitment, well-defined and structured innovation management processes, and a deeply embedded innovation-oriented organizational culture. Conversely, the study identifies critical barriers, such as cultural resistance towards external collaboration (the Not-Invented-Here syndrome), concerns regarding intellectual property management, and significant limitations related to financial and human resources. Theoretically, this research contributes significantly to existing Open Innovation frameworks by explicitly integrating the distinctive institutional, cultural, and resource-based dynamics characterizing emerging economies, aspects that have received limited attention in previous studies. In doing so, it emphasizes the need to refine and expand Open Innovation theories to more accurately reflect contextual influences and strategic adaptations inherent in emerging market settings. This approach enriches the theoretical discourse on innovation management by providing nuanced insights into how context-specific factors uniquely shape Open Innovation processes and practices. From these empirical results, the study concludes that successful Open Innovation adoption within emerging economies requires deliberate managerial efforts to address internal cultural resistance and proactively manage resource constraints, particularly through strategic alignment with agile external partners such as startups and academic institutions. Additionally, fostering an organizational environment characterized by openness, flexibility, and structured innovation processes significantly enhances firms' capacity to exploit external knowledge effectively. Implications for further research include expanding the analysis through comparative studies across multiple emerging economies to better understand cross-contextual dynamics and integrating longitudinal methodologies to explore the evolution of Open Innovation practices over time. Practically, the findings offer clear, actionable recommendations for innovation managers, entrepreneurs, organizational leaders, and policymakers, guiding strategic decision-making, effective partnership management, and resource allocation to foster sustainable competitive advantage and growth in rapidly evolving innovation ecosystems.

Keywords: Open Innovation, Innovation Management, Open Innovation enablers, Open Innovation barriers, Emerging economies, Startup Programs

1. Introduction

In the contemporary global economy, characterized by rapid digital transformation and increasing technological sophistication, organizations are progressively reliant on external knowledge sources to foster innovation and sustain competitive advantage. This approach aligns with the concept of Open Innovation (OI), defined as the strategic use of both internal and external knowledge flows to accelerate innovation processes and enhance market opportunities (Chesbrough, 2003). Differing from traditional, internally-oriented approaches, Open Innovation emphasizes the critical importance of leveraging external knowledge and collaborative interactions to boost innovation performance and capabilities (Chesbrough & Bogers, 2014). The relevance of Open Innovation is well-established both theoretically and practically. From a theoretical standpoint, investigating how organizations manage and leverage external knowledge enriches existing innovation management theories by providing nuanced insights into the dynamics of innovation ecosystems. Practically, successfully adopting Open Innovation strategies enables firms to access critical resources, mitigate development risks, and accelerate

product development cycles, significantly enhancing their competitive positioning in rapidly evolving markets (West & Bogers, 2014). Usually, research on Open Innovation has largely focused on developed markets, predominantly in Europe and North America (Laurson & Salter, 2006; Enkel et al., 2009). However, the investigation of Open Innovation practices in emerging economies provides unique opportunities to enrich theoretical frameworks by addressing distinct institutional arrangements, cultural factors, and resource limitations intrinsic to these contexts (Bogers et al., 2019). Recognizing this opportunity, our study investigates how organizations within an emerging economy engage with Open Innovation, focusing specifically on factors that facilitate or inhibit its successful adoption and management. To address this research objective, we employ a qualitative exploratory approach within Türkiye's emerging innovation ecosystem. Türkiye provides an insightful context due to its distinctive institutional frameworks, dynamic economic trajectory, and strategic geographical position. In-depth interviews were conducted with innovation managers from leading Turkish firms recognized for their innovation capabilities, enabling a thorough exploration of the specific contextual factors affecting Open Innovation practices. From a theoretical standpoint, this research provides a deeper, empirically grounded understanding of Open Innovation dynamics within emerging economies, contexts still relatively underrepresented in the innovation management literature, which has predominantly focused on developed markets. The research explicates the complex interplay among institutional frameworks, cultural influences, and resource constraints intrinsic to emerging market environments. Thus, it enriches existing theoretical frameworks by integrating nuanced insights into how these distinct contextual variables shape organizational behaviors and strategic innovation processes. Practically, the study offers substantial value by identifying precise organizational enablers and barriers to effective Open Innovation adoption, alongside detailed exploration of strategic partnership dynamics. Consequently, managers, innovation practitioners, and policymakers operating in similar emerging contexts benefit from targeted, context-specific recommendations. These actionable insights enable informed strategic planning, effective resource allocation, and proactive management of collaborative innovation processes, ultimately enhancing organizational responsiveness, competitive agility, and sustainable growth trajectories in rapidly evolving markets.

2. Theoretical Background

2.1 Open Innovation Paradigm

Open Innovation has risen prominently as a prominent paradigm within contemporary global markets characterized by heightened technological intricacy and intensified competitive pressures. First conceptualized by Chesbrough (2003), Open Innovation promotes a proactive fusion of internal expertise and external insights, facilitating organizations to effectively harness emergent opportunities and accelerate innovation (Chesbrough & Bogers, 2014). In stark contrast to the traditional Closed Innovation model, which prioritizes strict internal control of innovation processes, Open Innovation underscores collaborative networks, knowledge exchange, and strategic openness to external innovations (West & Bogers, 2014). Traditionally, Closed Innovation dominated strategic innovation practices with its tightly controlled, internally oriented approach to knowledge management and resource allocation (Chesbrough, 2003). However, an array of transformative factors identified by scholars has catalyzed a significant transition toward Open Innovation. Factors such as enhanced talent mobility, wider availability of venture capital funding, rapid technological evolution, and the exponential growth of technology-driven startups have fundamentally altered innovation dynamics (Costello et al., 2007; Braunerhjelm et al., 2020). The increasing complexity of technological landscapes and escalating global competition have further exposed the limitations of exclusively internal R&D processes, compelling firms toward more collaborative and open approaches (Panagopoulos, 2016; Pihlajamaa & Kuusisto, 2017). Open Innovation manifests through three primary mechanisms: inbound (outside-in), outbound (inside-out), and coupled processes. The inbound mechanism entails strategically sourcing external knowledge to reinforce internal innovation capacities, thereby leveraging external technological advancements and market intelligence (West & Bogers, 2014). The outbound mechanism, conversely, involves strategically disseminating internal innovations externally through licensing agreements, spin-offs, and joint ventures, thus optimizing internal assets by tapping into external commercialization pathways (Gassmann & Enkel, 2004). The coupled process synthesizes these two directions, emphasizing strategic collaboration, joint innovation ventures, and dynamic co-creation processes facilitated by broad stakeholder networks (Enkel et al., 2009). Furthermore, extensive scholarly discourse reveals critical enabling factors and notable barriers influencing the successful deployment of Open Innovation practices. Scholars identify pivotal enablers such as a supportive organizational culture emphasizing openness and collaborative dynamics, proactive endorsement and involvement from senior management, robust managerial networks, and organizational behaviours oriented toward innovative initiatives (Naqshbandi,

2016; Lopes & Carvalho, 2018). Conversely, significant obstacles persist, including the pervasive "Not-Invented-Here" (NIH) syndrome, complex challenges in intellectual property rights management, difficulties inherent in coordinating inter-organizational collaborations, and substantial internal resistance toward cultural and organizational change (Chesbrough & Crowther, 2006; Savitskaya et al., 2010; Bigliardi & Galati, 2016)

2.2 Venturing for Innovation

Within this strategic innovation landscape, Corporate Venturing (CV) emerges as a pivotal practice that encompasses deliberate entrepreneurial initiatives by established corporations, whether executed internally or via external partnerships, aimed at integrating cutting-edge technologies, entering nascent markets, or cultivating novel organizational capabilities (Reimsbach & Hauschild, 2012; Prats et al., 2017). Researchers categorize CV activities into internal ventures, where firms leverage in-house resources to spur innovation, and external ventures that include equity investments, strategic acquisitions, collaborative joint ventures, and structured partnerships with diverse external entities such as other corporations, startups, academic institutions, and research organizations (Gutmann, 2019; Siota et al., 2020). Corporate Venture Capital (CVC), a prominent subset within CV, specifically involves minority equity investments targeted at innovative external enterprises. CVC serves as a critical instrument to foster organizational ambidexterity, balancing exploration of emerging opportunities with the exploitation of established capabilities, thereby enhancing strategic agility and competitive advantage (Chesbrough, 2002; Pinkow & Iversen, 2020). Although startups are frequently acknowledged as vital sources of disruptive and agile innovation, Corporate Venturing broadly engages diverse entities including academia, industry competitors, suppliers, and customers to cultivate robust and comprehensive innovation ecosystems (World Economic Forum, 2018; Gnyawali & Park, 2011). Among these actors, startups play a particularly influential role, serving as agile sources of groundbreaking technologies and innovative business models, frequently driving disruptive shifts within established markets and catalysing accelerated innovation processes across diverse sectors (Bogers et al., 2019; World Economic Forum, 2018).

3. Methodology

3.1 Research Objectives

This study aims to offer comprehensive insights into how organizations adopt and manage Open Innovation practices within emerging entrepreneurial ecosystems, particularly within the context of the Turkish innovation landscape. Emerging entrepreneurial ecosystems present distinct characteristics, including unique institutional frameworks, dynamic economic conditions, and varying degrees of resource availability, which can significantly influence innovation management practices (Bogers et al., 2019). Specifically, the research addresses three primary objectives. First, it explores the specific strategies and practices adopted by Turkish firms when engaging in inbound and outbound Open Innovation activities. Second, the study identifies and examines the critical factors enabling or hindering the successful adoption and implementation of Open Innovation within this emerging context. Lastly, the research investigates how Turkish companies establish and manage strategic partnerships, particularly focusing on the dynamics involved in collaborations with diverse stakeholders, including startups, universities, and industry partners. Consequently, this research investigates the following research questions:

- **RQ1:** How do companies in emerging economies engage in inbound and outbound Open Innovation activities, and which strategies characterize their innovation management practices?
- **RQ2:** What are the principal enabling factors and critical barriers influencing the successful adoption and management of Open Innovation in emerging innovation ecosystem?
- **RQ3:** How do firms within emerging innovation ecosystem form, structure, and manage strategic partnerships to support their Open Innovation initiatives?

3.2 Research Design

Given the exploratory nature of this study and the complexity inherent in Open Innovation dynamics, a qualitative exploratory methodology using semi-structured interviews was selected. This qualitative approach allows a deeper understanding of nuanced, context-specific insights and provides flexibility to capture complex organizational phenomena (Kvale & Brinkmann, 2009). Data collection involved conducting comprehensive, semi-structured qualitative interviews with professionals directly involved in innovation activities and responsible for managing Open Innovation practices within their organizations. Interviewees included managers

specializing in innovation development, open innovation and entrepreneurship project management, corporate innovation strategies, and supervisory roles overseeing innovation initiatives. The interviews were structured around open-ended questions designed to elicit rich, detailed narratives about each organization's practices, strategies, and experiences regarding Open Innovation, facilitating diverse perspectives and deep insights. During the selection process, the principles presented by Cyr and Goodman (2024) were followed as the starting point for identifying suitable companies. This strategic selection aimed to ensure comprehensive insights across various sectors influential within the Turkish economy, resulting in the choice of four leading Turkish firms representing diverse industries, including telecommunications, beverage production, aviation, and conglomerate operations. These firms were selected due to their significant market presence, established reputation for innovation, and active engagement with Open Innovation practices. In total, eight in-depth interviews were conducted, ensuring robustness and diversity of insights.

Table 1: Selection of Firms

Company	Business Area	Employees	Revenues (TRY/year)
Firm A	Telecommunications	30,000	100,000,000
Firm B	Beverage	25,000	160,000,000
Firm C	Aviation	40,000	504,000,000
Firm D	Large Conglomerate	60,000	137,000,000

Note: Revenues are expressed in Turkish Lira (TRY) per year

Specifically, the companies included:

- **Firm A (Telecommunications):** A major telecommunications provider known for its extensive fibre optic networks, mobile, internet, and TV services, and proactive engagement in technological innovation.
- **Firm B (Beverage):** A top-ranked player in the beverage industry with a global presence, known for pioneering innovation in consumer goods and sustainable practices.
- **Firm C (Aviation):** A leading airline recognized globally for its extensive flight network and innovative customer service approaches.
- **Firm D (Conglomerate):** A diversified conglomerate with significant operations across sectors such as finance, energy, digital services, and industrials, renowned for strategic innovation initiatives.

The interviews followed a structured yet flexible interview protocol, addressing four major thematic areas: (1) general perceptions and strategic relevance of Open Innovation, (2) detailed practices and strategies in inbound and outbound innovation activities, (3) critical enablers and barriers to effective Open Innovation adoption, and (4) strategies for forming and managing strategic partnerships.

The empirical data collected through semi-structured interviews was analysed using a rigorous thematic analysis approach (Braun & Clarke, 2006). The analysis followed an iterative process, beginning with open coding to identify initial codes from the raw data. These codes were then refined and grouped into broader themes through a process of axial interpretation, enabling the identification of meaningful patterns across interviews. NVivo software supported the coding process by ensuring consistency, transparency, and traceability throughout the analysis. This methodological approach enabled a deep and nuanced understanding of Open Innovation practices across the four analytical dimensions: Activities, Enablers, Barriers, and Strategic Partnerships.

4. Results

The empirical analysis, based on semi-structured interviews with innovation managers from four leading Turkish firms (Firm A - Telecommunications, Firm B - Beverage, Firm C - Aviation, and Firm D - Conglomerate), provides detailed insights into Open Innovation practices within the Turkish entrepreneurial ecosystem. The findings are systematically presented and elaborated according to the four key dimensions: Open Innovation Activities, Enablers, Barriers, and Strategic Partnerships.

4.1 Open Innovation Activities

Firm A actively engages in inbound Open Innovation through extensive strategic collaborations with technology-driven startups, primarily focusing on IoT, AI, and blockchain solutions. The firm utilizes its Corporate Venture Capital (CVC) arm extensively to acquire specific technological knowledge and innovations via minority equity investments. It also values partnerships with academic institutions, engaging in joint research initiatives to access specialized technical expertise. Firm B emphasizes sustainability-driven innovations, strongly engaging with startups and using internal idea platforms to capture employee creativity. The firm also invests significantly in contracted R&D services. Firm C adopts a customer-centric innovation approach, leveraging agile collaborations with startups and placing considerable importance on internal idea platforms and patenting to safeguard proprietary innovations. Firm D, meanwhile, employs a comprehensive strategy, leveraging broad alliances with digital and industrial startups, strategically commercializing innovations through licensing, joint ventures, acquisitions, and minority equity investments facilitated by its CVC units

4.2 OI Enablers

The analysis highlights several critical enablers consistently identified by respondents across the firms. Firm A emphasized the critical role of strong senior management support combined with a well-developed and diverse innovation ecosystem, facilitating effective collaboration and knowledge exchange. Additionally, the firm cited the presence of clear strategic objectives for innovation, helping align efforts across the organization. Firm B underscored its highly innovation-oriented organizational culture and explicit managerial processes designed to encourage innovation and collaborative openness. Moreover, Firm B emphasized employee empowerment and recognition programs that significantly enhanced innovative motivation and creativity. Firm C recognized proactive managerial engagement and a strategically integrated innovation culture as key facilitators driving successful Open Innovation. Furthermore, Firm C highlighted well-structured internal communication channels as instrumental in promoting internal knowledge sharing. Firm D identified significant top management commitment, structured innovation management practices, extensive internal training programs, and agile collaboration platforms as essential enablers, further supported by interactions with governmental bodies, TÜBİTAK (The Scientific and Technological Research Council of Türkiye), investment funds, and entrepreneurial communities.

4.3 OI Barriers

Conversely, respondents consistently acknowledged significant barriers hindering effective Open Innovation implementation. Firm A reported notable constraints stemming from financial resource limitations and organizational resistance to change, which presented substantial challenges in effectively adopting Open Innovation practices. The firm also identified bureaucratic processes and slow decision-making procedures as significant barriers slowing innovation efforts. Firm B specifically highlighted the prevalence of the “Not-Invented-Here” (NIH) syndrome, alongside limitations related to managerial time availability, as primary barriers restricting innovation openness. Moreover, Firm B emphasized difficulties in aligning innovation objectives with operational targets as an additional impediment. Firm C identified internal resistance towards external ideas and insufficient resources, both financial and human, as substantial impediments. Additionally, Firm C pointed to the challenges in managing intellectual property and knowledge-sharing protocols, which occasionally discouraged external collaborations. Firm D similarly emphasized persistent cultural resistance to embracing external innovations and the NIH syndrome as major ongoing challenges impacting their Open Innovation initiatives. Furthermore, Firm D cited limited inter-departmental coordination and inadequate communication strategies as obstacles affecting the smooth execution of Open Innovation processes.

4.4 Strategic Partnerships

Strategic partnerships emerged as crucial elements of Open Innovation across all studied firms, reflecting their strategic priorities and innovation objectives. Firm A predominantly pursued alliances with technology-oriented startups to leverage advanced technological capabilities. Firm B focused strategically on collaborations with startups specializing in consumer goods innovations and maintained robust partnerships with universities to access academic research and insights. Firm C actively sought partnerships with technologically innovative startups and academic institutions to harness complementary knowledge and technology synergies. Firm D leveraged extensive strategic partnerships encompassing startups, academic institutions, and other industry

leaders, thereby enhancing their innovation capacity and market expansion potential through diverse collaborative engagements.

Table 2: Key Results from Firm Interviews

	Firm A	Firm B	Firm C	Firm D
Open Innovation Activities	<ul style="list-style-type: none"> - Extensive startup collaborations (IoT, AI) - University partnerships (R&D projects) 	<ul style="list-style-type: none"> - Strong collaboration with startups (sustainability tech) - Internal innovation platforms 	<ul style="list-style-type: none"> - Startup collaboration (customer-focused technologies) - Internal idea platforms and patenting 	<ul style="list-style-type: none"> - Broad collaborations with startups (digital and industrial innovations) - Commercialization of internal innovations
Enablers	<ul style="list-style-type: none"> - Strong management support - Robust innovation ecosystem 	<ul style="list-style-type: none"> - Innovation-friendly organizational culture - Strong managerial processes 	<ul style="list-style-type: none"> - Proactive management involvement - Strategic innovation culture 	<ul style="list-style-type: none"> - Extensive top management backing - Established managerial innovation practices
Barriers	<ul style="list-style-type: none"> - Limited financial resources - Cultural resistance to change 	<ul style="list-style-type: none"> - NIH syndrome - Time constraints 	<ul style="list-style-type: none"> - Internal resistance to external ideas - Limited funding and resources 	<ul style="list-style-type: none"> - Resistance to cultural shift - NIH syndrome
Strategic Partnerships	<ul style="list-style-type: none"> - Predominantly technology-driven startups 	<ul style="list-style-type: none"> - Startups focusing on consumer goods innovation - University partnerships 	<ul style="list-style-type: none"> - Partnerships with technology startups and academia 	<ul style="list-style-type: none"> - Strategic alliances with startups, universities, and industrial partners

5. Discussion

The empirical findings from this study significantly enhance the understanding of Open Innovation (OI) practices within emerging economies, particularly through examining Turkish ecosystem. The strategic prioritization of inbound innovation, predominantly via partnerships with startups and academic institutions, aligns closely with established theoretical perspectives highlighting the necessity of integrating external knowledge to effectively navigate technological complexities and maintain competitiveness in dynamic markets (Chesbrough, 2003; West & Bogers, 2014). Notably, firms attribute considerable strategic value to collaborations with startups, reflecting scholarly views of startups as agile, innovative entities capable of delivering disruptive technologies and swiftly adaptable market solutions (Gnyawali & Park, 2011; Bogers et al., 2019). Turkish firms' deliberate engagement with these dynamic collaborators reflects a purposeful strategy, oriented not merely towards technological advancements but also towards increasing responsiveness to rapidly shifting market demands. Furthermore, active collaborations with academic institutions highlight firms' recognition of advanced research and specialized expertise as strategic complements to their internal innovation efforts, effectively bridging internal knowledge gaps and supporting sophisticated innovation trajectories (Costello et al., 2007). Internally, robust senior management commitment, structured innovation processes, and a culture strongly focused on innovation emerged as essential organizational enablers. These insights corroborate established academic arguments emphasizing structured internal processes and proactive managerial strategies as critical to effectively absorbing and exploiting external knowledge (Naqshbandi, 2016; Lopes & Carvalho, 2018). Firms' strategic alignment of internal communication and innovation initiatives further underscores theoretical assertions about organizational readiness as a pivotal determinant for successful external knowledge integration (Bigliardi & Galati, 2016). Conversely, the study identifies significant barriers, notably cultural resistance epitomized by the Not-Invented-Here (NIH) syndrome, reinforcing existing literature that stresses the critical importance of fostering cultural openness within organizations (Chesbrough & Crowther, 2006). Additionally, resource

constraints such as limited managerial bandwidth and financial limitations complicate Open Innovation implementation, aligning with academic discussions regarding strategic resource allocation and managerial prioritization as necessary solutions (Savitskaya et al., 2010). Lastly, firms' strategic diversification in external partnerships—spanning startups, academia, and industry peers—demonstrates a comprehensive understanding of external networks as essential innovation drivers, consistent with scholarly perspectives advocating wide-ranging external engagements to sustain innovation performance (Gnyawali & Park, 2011).

6. Conclusions and Limitations

This research significantly enhances the theoretical and empirical understanding of Open Innovation practices in emerging economies, particularly by providing a detailed examination of how Turkish firms strategically integrate external knowledge into their innovation processes. The study offers precise insights into the dynamics of innovation activities, highlighting startups and academic institutions as crucial external innovation partners. Specifically, consistent with prior literature (Bogers et al., 2019; Gnyawali & Park, 2011), our findings confirm the strategic relevance of startups as agile providers of innovative technological solutions, enabling firms to swiftly respond to dynamic competitive pressures. Similarly, in alignment with earlier studies (Costello et al., 2007), academic institutions emerge as pivotal sources of specialized knowledge and advanced research, bridging critical internal knowledge gaps and effectively supporting firms' long-term innovation trajectories.

Moreover, this research expands upon existing scholarship (Naqshbandi, 2016; Lopes & Carvalho, 2018) by explicitly identifying and empirically validating critical organizational enablers for effective Open Innovation management. These include robust managerial commitment, clearly defined innovation processes, and a strongly embedded organizational culture oriented towards openness and innovation. Conversely, in accordance with previous findings (Chesbrough & Crowther, 2006; Savitskaya et al., 2010), significant barriers such as the pervasive Not-Invented-Here syndrome, financial and managerial resource constraints, and internal cultural resistance have been identified and empirically substantiated as challenges that firms must strategically navigate to leverage the full potential of Open Innovation.

An important observation emerging from our study, however, highlights distinctive differences from earlier research focused predominantly on developed markets. Notably, firms in Türkiye demonstrated heightened reliance on structured partnerships with startups to overcome resource constraints, reflecting specific adaptation strategies uniquely suited to emerging-market contexts. From our perspective, this strategic dependency underscores the critical necessity for firms in similar institutional settings to actively foster flexible, responsive collaboration networks, particularly emphasizing startup ecosystems as integral innovation drivers.

Practically, the study offers significant contributions through precise, actionable insights and clear managerial recommendations. For innovation managers and organizational leaders, these results underscore the necessity to proactively cultivate an innovation-supportive organizational culture, systematically engage senior management in innovation processes, and develop structured practices for external innovation collaboration. For entrepreneurs and startups, our findings highlight clear opportunities to strategically position themselves as preferred innovation partners by aligning closely with large firms' innovation needs. For policymakers, the study provides valuable recommendations on fostering conducive regulatory frameworks, facilitating innovation collaboration networks, and addressing critical resource gaps through targeted financial and managerial support measures, thus enhancing innovation capabilities across the broader innovation ecosystem.

Despite these theoretical and practical contributions, several limitations merit consideration. The qualitative exploratory design, while providing deep contextual understanding, inherently restricts the generalizability of the findings. Future research employing larger, diversified sample sizes and integrating quantitative or mixed-method approaches would significantly enhance empirical validity and applicability across contexts. Moreover, the study's geographic concentration on Türkiye limits direct applicability to other emerging economies. Comparative studies across multiple emerging market contexts could further enrich understanding by systematically capturing cross-national and cross-cultural variations in Open Innovation practices. Finally, the cross-sectional nature of this study restricts a comprehensive understanding of evolving Open Innovation dynamics. Longitudinal research designs would provide valuable insights into long-term strategic implications and the evolution of Open Innovation processes and partnerships over time.

Ethics and AI Declaration

This research is based on qualitative data collected through semi-structured interviews. All participants were informed about the purpose of the study, and their participation was entirely voluntary. Data were anonymized to ensure the privacy and confidentiality of respondents. According to the institutional guidelines and national regulations applicable at the time of data collection, formal ethical clearance was not required for this type of research. The study was conducted in accordance with the ethical principles and followed best practices for responsible research involving human participants. AI tools were used for copy editing and proof reading.

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