

University of Groningen

To Complete a Puzzle, You Need to Put the Right Pieces in the Right Place

Kok, Holmer Jan

IMPORTANT NOTE: You are advised to consult the publisher's version (publisher's PDF) if you wish to cite from it. Please check the document version below.

Document Version

Publisher's PDF, also known as Version of record

Publication date:

2018

[Link to publication in University of Groningen/UMCG research database](#)

Citation for published version (APA):

Kok, H. J. (2018). *To Complete a Puzzle, You Need to Put the Right Pieces in the Right Place: Exploring Knowledge Recombination and the Creation of New Inventions*. [Thesis fully internal (DIV), University of Groningen]. University of Groningen, SOM research school.

Copyright

Other than for strictly personal use, it is not permitted to download or to forward/distribute the text or part of it without the consent of the author(s) and/or copyright holder(s), unless the work is under an open content license (like Creative Commons).

The publication may also be distributed here under the terms of Article 25fa of the Dutch Copyright Act, indicated by the "Taverne" license. More information can be found on the University of Groningen website: <https://www.rug.nl/library/open-access/self-archiving-pure/taverne-amendment>.

Take-down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

Downloaded from the University of Groningen/UMCG research database (Pure): <http://www.rug.nl/research/portal>. For technical reasons the number of authors shown on this cover page is limited to 10 maximum.

Propositions belonging to the PhD thesis

To Complete a Puzzle, You Need to Put the Right Pieces in the Right Place

Exploring Knowledge Recombination and the Creation of New Inventions

By Holmer Kok

1. Studying knowledge recombination in depth uncovers new and important insights about the origins of valuable inventions (this dissertation)
2. Openness towards external sources of information and knowledge is highly conducive to generating (valuable) new inventions (this dissertation)
3. The time that constituent knowledge components have remained unused is an important determinant of the technological value of inventions (Chapter 2)
4. Much technological value can be realized from re-evaluating the existing knowledge stock, detecting dormant component knowledge for inventive activities (Chapter 2)
5. There are important knowledge recombination benefits to collaborating with firms with an intermediate level of knowledge pool applicability (Chapter 3)
6. It can be useful to shift the analytical lens from the aggregate knowledge pool to the individual components that comprise the knowledge pool (Chapter 3)
7. Organizations need certain combinative capabilities in order to successfully engage in knowledge recombination within collaborative settings (Chapters 3 & 4)
8. The relative problem-solving performance benefits of going-together compared to going-alone in challenge-based R&D projects are highly contingent upon the institutional background, internal knowledge pool size, and challenge-based R&D project portfolio size of the focal organization (Chapter 4)
9. There's only so far that Lego analogies can take you, at some point you got to start talking about puzzles instead
10. Contrary to popular belief, exclaiming "Finally, some real art!" is not necessarily the best way to assimilate with the local people
11. "Yeah, well, you know, that's just, like, your opinion, man." (The Dude or "El Duderino")