



# **Creating Dynamic Capabilities: R&D Network Management for Globally Distributed Research and Development in the Software Industry**

## **(Volume 1)**

*Markus Alsleben*

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The sustainable long-term growth and survival of a corporation can only be achieved through the ongoing creation of innovative products and services. This is especially true in today's global software industry, which is characterized by ever-shorter product cycles, intense global competition and knowledge-intensive research and development (R&D). The effective organization and management of a corporate R&D function in a software enterprise has thus become a key success factor for sustainable competitive advantages. This doctoral dissertation submitted to the City University of Hong Kong, designs, implements and evaluates an organizational transformation and its supporting framework for a globally dispersed R&D organization in the software industry as part of a two-year longitudinal case study at SAP, one of world's largest software companies. Based on the action design research methodology, this cross-disciplinary participatory case study, which draws from the areas of strategic management, global R&D management, organizational theory and organizational change management, to take a systematic approach to investigate this phenomenon and obtain a normative model of global R&D organizational enhancements. The book is therefore aimed at both academics and managers of global R&D organizations, who intend to obtain a comprehensive understanding of globally dispersed R&D and methods to improve organizational efficiency of global R&D.

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