

TABLE OF CONTENTS

LIST OF TABLES	X
LIST OF FIGURES	XI
LIST OF ABBREVIATIONS	XII
PREFACE	XIII
CHAPTER 1 INTRODUCTION	1
1.1 Research motivation	3
1.1.1 Collaborating across boundaries	4
1.1.2 Towards a practice-theoretical understanding of boundary work	8
1.2 Research questions	10
1.3 Research approach	13
1.4 Dissertation outline	18
1.5 Contributions	22
Notes	23
CHAPTER 2 ON BOUNDARIES	25
2.1 Introduction	27
2.2 Sociological engagements with boundaries	28
2.3 Uptake of boundaries in Management and Organization studies	31
2.3.1 Boundary spanning	34
2.3.2 Boundary objects	38
2.3.3 Boundary work	42
2.4 Synthesis and limitations	48
2.4.1 Lack of attention to boundary work	49
2.4.2 Different conceptualizations of boundaries	50
2.4.3 A practice perspective on boundaries	53
2.5 A practice-theoretical framework of boundaries	54
2.5.1 A practice lens: Why, what, and how?	54
2.5.2 Boundaries viewed through a practice lens	57
2.5.3 Limitations of the framework	59
2.6 Conclusions	61
Notes	62
CHAPTER 3 THE STUDY	63
3.1 Introduction of research approach and design	65
3.2 Research sites	67
3.2.1 Mirai Corporation	67
3.2.2 Gaining access	68
3.2.3 Cross-boundary collaboration at MCorp	70
3.2.4 Relevance of sites for studying RQ	74
3.3 Data collection and analysis	75
3.3.1 Data collection process	75
3.3.2 Methods of data collection	75
3.3.3 Data analysis	77
3.4 Limitations of the study	78

CHAPTER 4 BOUNDARY WORK AND OPEN STRATEGY	83
Abstract	84
4.1 Introduction	85
4.2 Theoretical background	88
4.2.1 Strategy making and open strategy	88
4.2.2 A sensemaking perspective to open strategy	89
4.2.3 The role of boundaries in open strategy	91
4.3 Empirical setting and methods	92
4.3.1 MTech’s divisional management collaboration	93
4.3.2 Research methods	94
4.3.3 Data Analysis	96
4.4 Findings: Boundary work and strategic reporting	100
4.4.1 Making sense of boundaries	100
4.4.2 Boundary work and strategy making	107
4.4.3 Creating common ground for integrated strategy	116
4.5 Discussion	119
4.5.1 Implications for open strategy and strategic sensemaking	120
4.5.2 Implications for boundary scholarship	122
4.5.3 Limitations and suggestions for further research	124
4.5.4 Implications for practice	125
4.5.5 Conclusion	126
Notes	126
CHAPTER 5 BOUNDARY WORK AND COMPLEX ENGINEERING WORK	127
Abstract	128
5.1 Introduction	129
5.2 Theoretical background	131
5.2.1 Coordinating work in MPC	131
5.2.2 Theorizing emergent coordination in MPC	133
5.3 Empirical setting and methods	134
5.3.1 The Gyakuten Project	134
5.3.2 Research methods	137
5.3.3 Data analysis	139
5.4 Findings: Navigating relational complexity in Gyakuten	146
5.4.1 Gyakuten’s coordination challenges	147
5.4.2 Coordinating and boundary work	152
5.4.3 Boundary work and parties’ unfolding interests and orientations	160
5.5 Discussion	165
5.5.1 Theoretical implications	166
5.5.2 Limitations and suggestions for future research	171
5.5.3 Implications for practice	171
5.5.4 Conclusion	172
Notes	173
CHAPTER 6 BOUNDARY WORK AND INNOVATION IMPLEMENTATION	175
Abstract	176
6.1 Introduction	177
6.2 Theoretical background	179

6.2.1 Innovation implementation and knowledge sharing	179
6.2.2 Problematization	182
6.2.3 A practice lens on knowledge sharing during innovation implementation	183
6.3 Empirical setting and methods	184
6.3.1 Project Hogo	185
6.3.2 Research methods	186
6.3.3 Data analysis	189
6.4 Findings	191
6.4.1 Becoming a global innovation project	192
6.4.2 Exomin's implementation process	196
6.4.3 The changing boundaries of Exomin's innovation field	201
6.4.4 Analysis and implications for knowledge sharing	210
6.5 Discussion	212
6.5.1 Theoretical implications	213
6.5.2 Limitations and suggestions for future research	217
6.5.3 Implications for practice	217
6.5.4 Conclusion	218
Notes	218
CHAPTER 7 DISCUSSION	219
7.1 Introduction	221
7.2 Summary of findings	222
7.2.1 Insights from Chapter 4: Boundary work and open strategy making	222
7.2.2 Insights from Chapter 5: Boundary work and complex engineering work	223
7.2.3 Insights from Chapter 6: Boundary work and innovation implementation	227
7.3 Theoretical implications	229
7.3.1 Implications for literature on collaboration	229
7.3.2 Implications for boundary scholarship	232
7.4 Boundary conditions and suggestions for future research	236
7.5 Practical implications of study	237
7.6 Concluding thoughts and remarks	241
APPENDIX	243
I. Definitions of core concepts	243
II. Sample interview guide for data collection period 1	245
III. Sample interview guide for data collection period 2	246
REFERENCES	247
ENGLISH SUMMARY	259
NEDERLANDSE SAMENVATTING	267
ACKNOWLEDGEMENTS	275
ABOUT THE AUTHOR	279