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CATEDRA DE MANAGEMENT

**Explorarea Rolului Dinamicii Cunoștințelor și a Managementului Cunoștințelor Clienților
în Potențarea Inovării Deschise**

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ABSTRACT

In business, success is often sought through innovation, through new ways of doing things faster and better. However, looking deeper, we understand that the real keys to business development and sustainability are Customer Knowledge Management (CKM), Knowledge Dynamics (KD), and Open Innovation (OI). I would add digitalization to this list, but it can be frivolous from a dual perspective, either as a result of innovation or as a driver of innovation. What is clear, however, is that growth must be oriented towards customer needs. The customer must become involved and a continuous innovator of organizations. The focus on knowledge transfer with them must be constant. Digital knowledge flows must be improved and developed. In this sense, there is a significant gap in literature. The way in which customer knowledge is captured and measured does not fully reflect its importance. Digitalization greatly reduces the distance between consumers and organizations by enhancing communication and knowledge transfer modes. This doctoral study aims to provide insights into the relational dependencies between KD, CKM, OI, and Digitalization. This work will cover a good part of the academic gap and will offer new perspectives for academic and practical development.

The objective of the thesis is to create and test the validity of the concept model and set a framework for improving open innovation processes. We will approach a manner of analysis focused on customer knowledge and the communication and interaction processes triggered by post-interaction with the brand. The research involves a mixed approach focused on mapping existing literature to lay the foundations for conceptual theories. We included in this dissertation a dual perspective that analyzed both the perspectives of entrepreneurs and consumers on how customer knowledge management influences Knowledge dynamics and, digitalization. The impact on open innovation was analyzed from the perspective of companies with a focus on consumer perceptions of their influence.

For the qualitative research, we conducted a set of 15 interviews with entrepreneurs, consultants, and experts in their fields in Romania. The method used allowed us to develop measurement indicators for the knowledge dynamics construct. To complete the research, we held a consumer focus group. Its main purpose was to examine how knowledge transfer is triggered in the relationship between consumers and brands. This method allowed us to understand the impact that

KD can have on OI, as well as to understand the dynamics that exist between the CKM and KD constructs. In developing the thesis, we understood that the two constructs CKM and KD are interdependent, having a relationship of mutual dependence and influence. To complete the qualitative part and place the research in the reality of the business environment, we held an in-depth case study. This involved building three typologies of rational, emotional and spiritual messages and testing their impact on consumers. This case study allowed us to gain a practical understanding of the influence of KD on consumers. We analyzed the impact on message construction and the interactions generated. As a result of applying these methods, we developed an empirical analysis and tested the scales and measurement model.

The results obtained can help companies carry out customer knowledge management activities more professionally, more efficiently, and effectively. Through this, the paper emphasizes the importance of involving knowledge dynamics in communication with consumers, the impact of customer knowledge management mechanisms on open innovation processes. Through the mediating effect of knowledge dynamics, it positions itself as an accelerator, providing a set of deeper insights into how knowledge flows circulate and influence open innovation processes. Moreover, the inclusion of digitalization as a moderator contributes to the modernization of knowledge management relationships and calculates the impact of digitalization trends on open innovation processes. Digitalization thus becomes an engine for capturing knowledge from external environments and a tool for using it in internal innovation and optimization processes.

The contribution of this dissertation thus extends at the academic level by developing the main research field on open innovation and the dynamics of customer knowledge, by incorporating the typology of emotional, rational, and spiritual knowledge in communication with consumers, and testing its impact. And from a practical point of view, it extends by offering sets of good practices that optimize the capture, storage, and use of knowledge in innovation processes in an open digital framework. Ultimately, this dissertation redefines the positioning of relationships between consumers and organizations, thus placing the consumer in a relationship of co-creator and collaborator of organizations.

Managers can benefit from these findings, as they will allow them to improve engagement, customer relationships, and innovation practices in their organizations. This covers the gaps in the existing literature. It lays the foundation for investigating the dynamic interaction between

Customer Knowledge Management (CKM), Knowledge Dynamics (KD), Open Innovation (OI), and Digitalization (D), providing the perfect framework for developing and understanding the impact that new digital technologies, artificial intelligence, chatbots, and communication tools have on working and buying relationships.