

# Antecedents and Consequences of Leveraging Customer Complaints in New Product Development

**Andreas Polthier**  
University of Mannheim  
**Sabine Kuester**  
University of Mannheim  
**Sergej von Janda**  
University of Mannheim

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## **Abstract**

Open innovation research shows the value of integrating customers in new product development. This research largely focuses on lead users, but little attention has been devoted to complaining customers. To address this gap, we explore antecedents and effects of customer complaint integration in new product development. Applying the knowledge-based view, this study investigates the influence of company structure on the extent of customer complaint integration and, ultimately, new product success. We posit that a company's error management culture moderates the relationship between structure and customer complaint integration. We conduct a dual informant survey, targeting customer service managers and R&D managers. This study adds to the field of open innovation by focusing on the neglected group of complainants to provide important implications for managers seeking to leverage the innovative potential of customer complaints.

**Keywords:** *Customer complaints; Error management culture; New product development*

**Track:** Innovation Management & New Product Development