

The Funding Priority

“Innovation Strategies Beyond Traditional Management“ - Issues, Objectives, Effects

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“Wir haben die Finanz- und
Wirtschaftskrise bemerkenswert gut
überwunden“

A. Merkel, Berlin, June 20th,
2011

Content

1. Review:
What has been achieved?
2. An aside:
What does the programme contribute to the current innovation policy?
3. Outlook:
What should be done now?

1. Review: What has been achieved?

- Objectives
- Issues
- Examples
- Tools

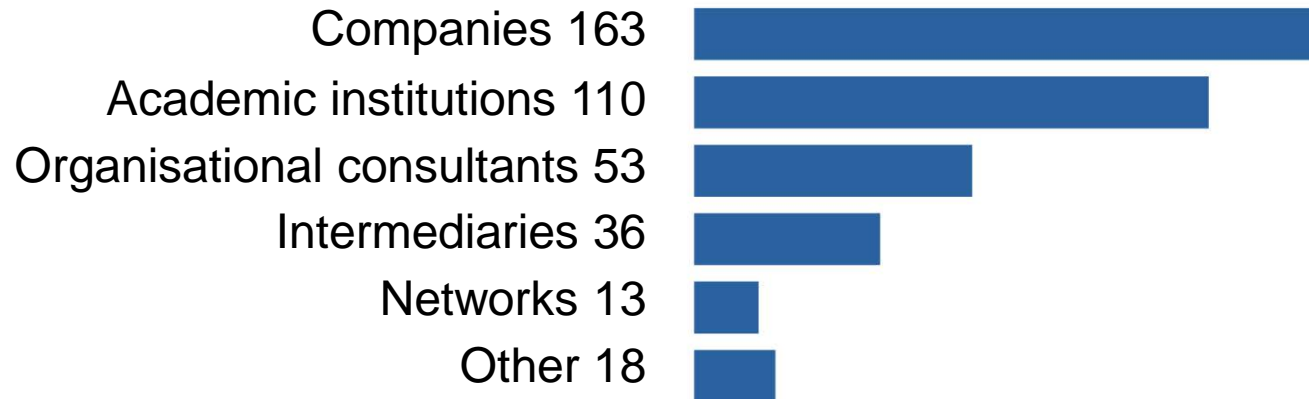
Structure of the funding scheme

2008-2011

44 R&D network projects

166 sub-projects

approx. 400 organisations

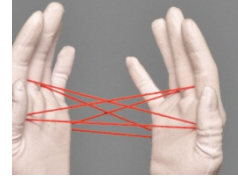
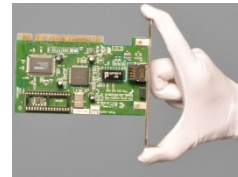


What were the objectives?

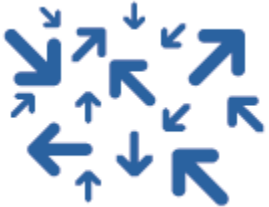
- “Systematic combination of HR development, organisational development and the development of expertise”
- “The scheme specifically addresses the ‘soft’ factors of an innovation process”
- “Develop practical ideas and tools”
- “Identify innovation drivers and obstacles”
(Announcement in March 2007)

Six focus groups

- Innovation strategy and **health**
- **High-tech strategies** in the innovation process
- Technology and **network** management
- Management of **open innovation** processes
- Organisational and **HR** development
- Innovation strategies and **participation**



Dimensions of non-traditional innovation strategies



Dimension I:
**NON-LINEARITY /
REFLEXIVITY**



Dimension II:
INNOVATION BEYOND ORGANISATIONAL BOUNDARIES



Dimension III:
**SUBJECTIVITY AS A SOURCE OF CREATIVITY
AND INNOVATION**

1. Review
2. An aside
3. Outlook

Two examples of R&D network projects

- Tasks/objectives
- Solutions/results
- Effects and benefits beyond the individual project

Reflexive organisation ...

e.g. *BMInno*

BMInno project functions:

- Analysis of the *perception of innovation processes* by employees, works councils and management
- Evaluation, process monitoring and *guidelines for proactive change*
- Evaluation of operational restructuring and *innovation agreements*
- Exchange of experience and learning opportunities in a *European-wide comparison*

Reflexive organisation ... e.g. *BMInno*

Job security during the financial and economic crisis



Employee-related process optimisation in a shipbuilding supplier

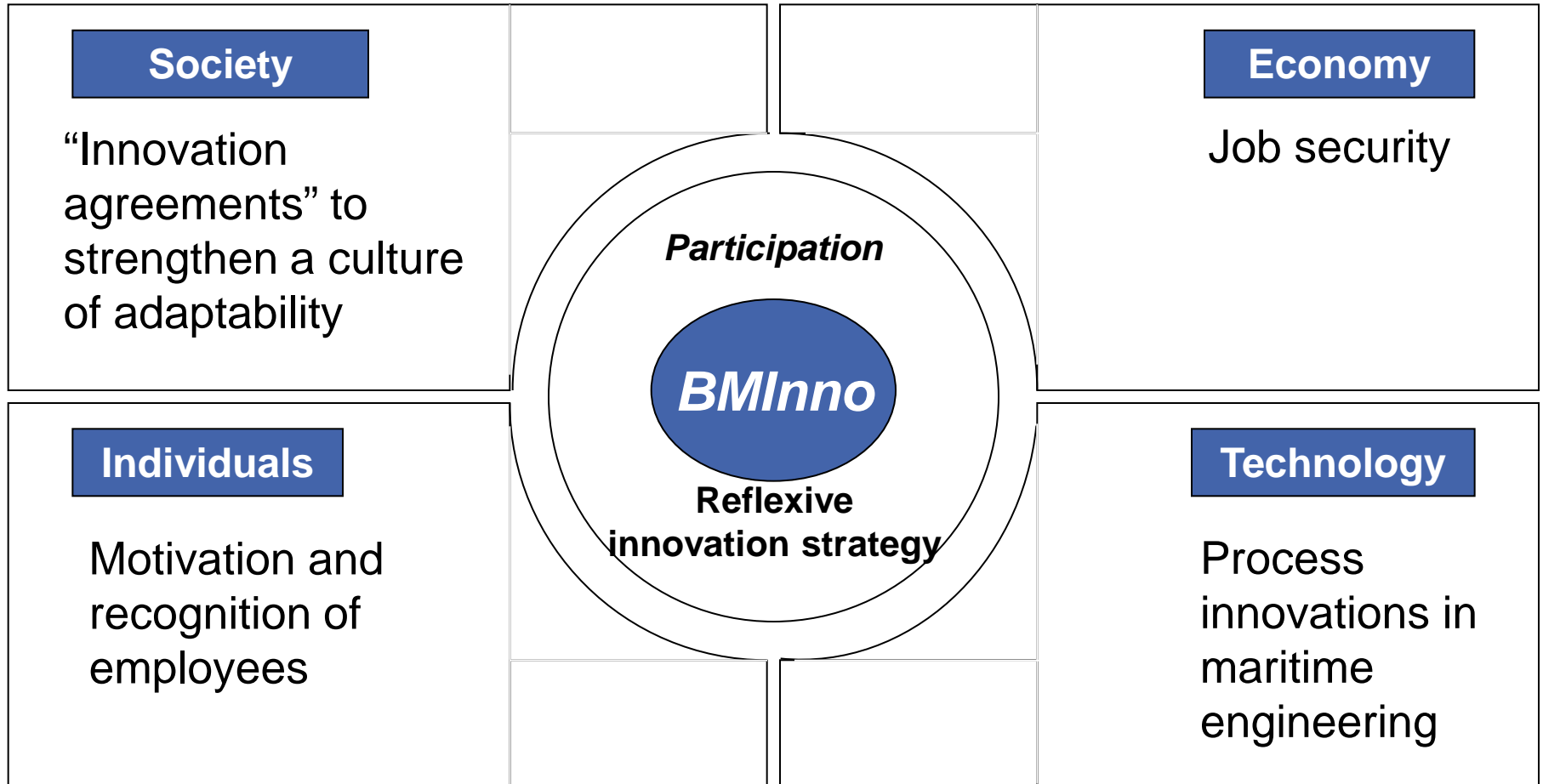
Management:

“... Acceptance and motivation for further improvements can most easily be achieved through the wide-ranging involvement of the workforce.”

Works council:

“The greatest potential savings are in the improvement of processes. We know our processes better than anyone from outside. We saw this project as ours from the very beginning.”

Effects of the project



Cross-organisational innovations ... e.g. *InnoCo*

InnoCo project tasks

- Analysis of the importance of innovation communities (ICs) for radical innovation
- Model for the design of an IC
- IC support methods
- Preparation for training and advice for ICs



Renewable energies:
dye solar cell



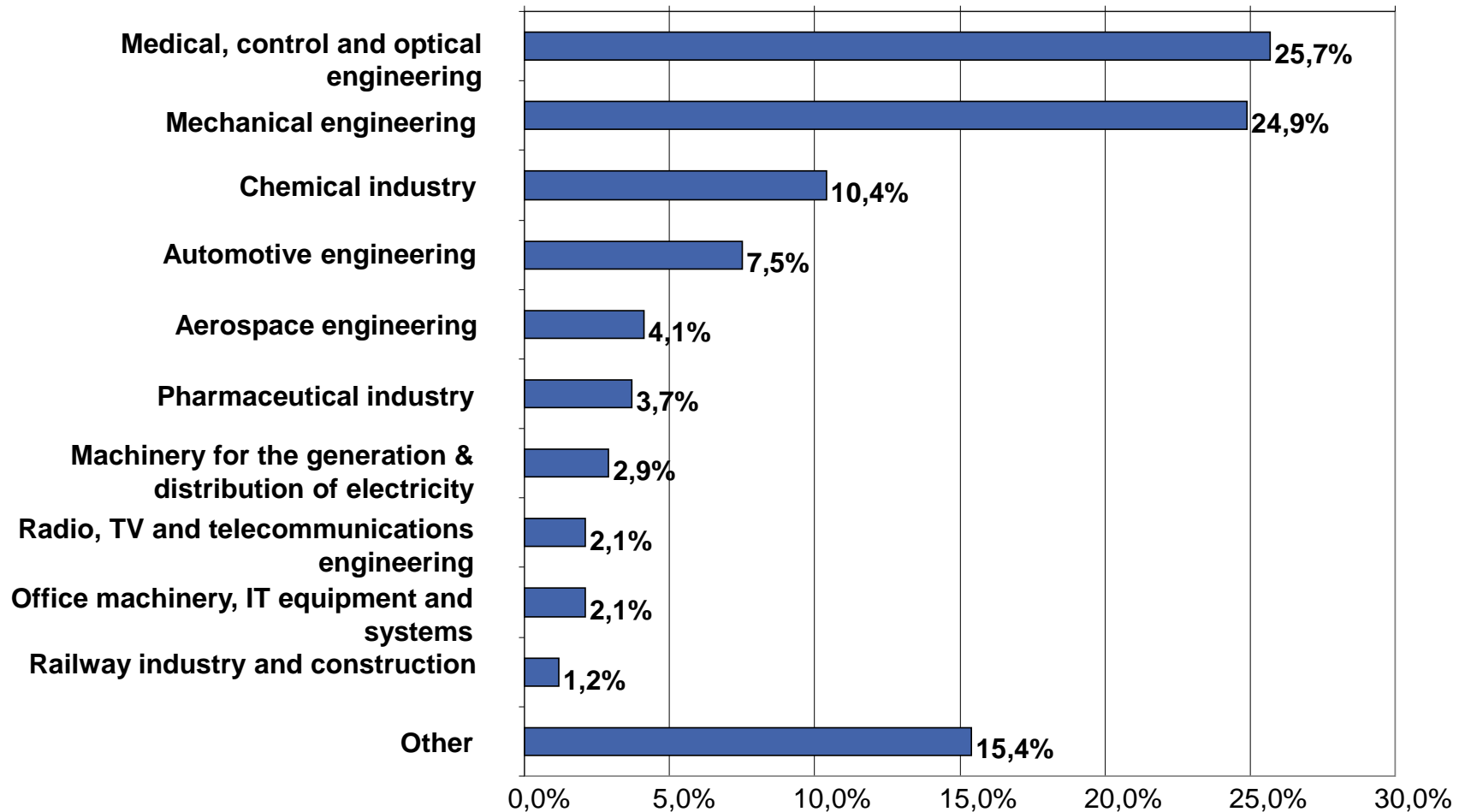
ICT:
networked systems



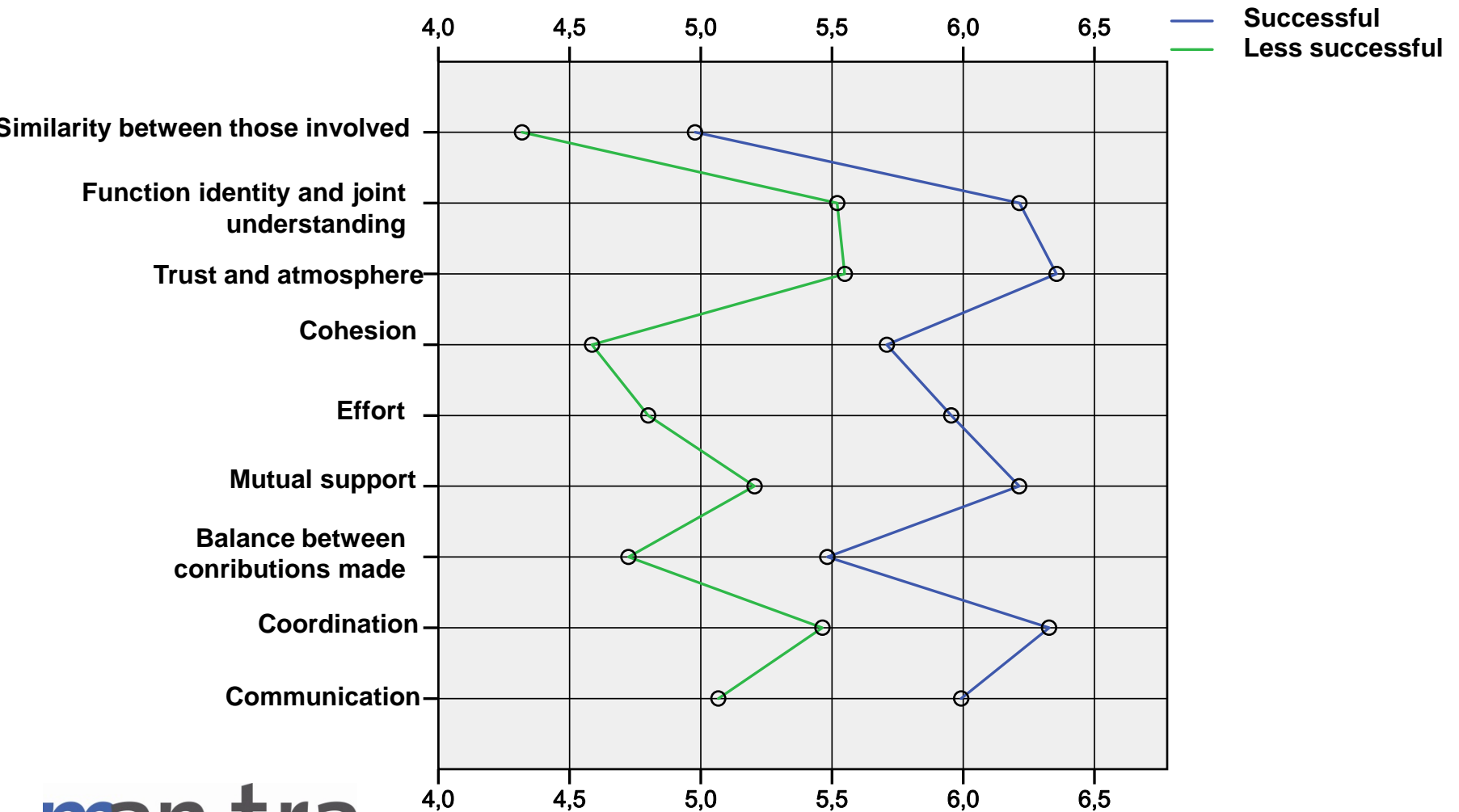
Nanotechnology:
carbon nanotubes

Cross-organisational innovations

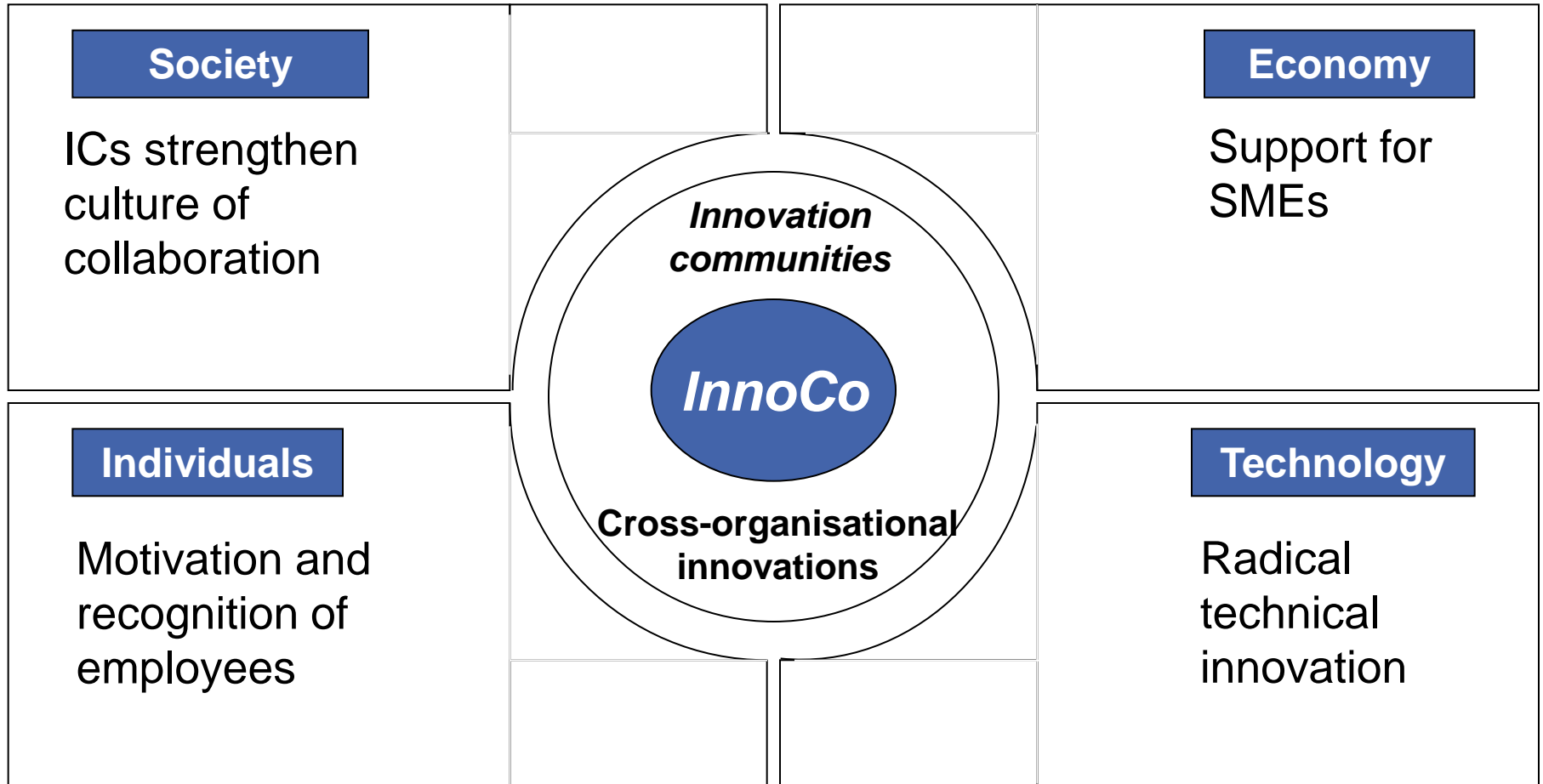
... e.g. *InnoCo*



Connection between successful innovations and the quality of collaboration



Effects of the project



Use of the work conducted under the funding priority

R&D network projects develop wide-ranging effects at the levels of

society

economy

the individual

technology

Selection of methods: Dimension I: Non-linearity/reflexivity

Name of method	Description	Application and success	Project
Reflexive planning tools (reflexivitaet.de)	Institutional reflexivity is the systematic area-wide application of evaluations (what led to innovation?), the assessment of ideas and external feedback (advisory boards).	Automotive; biotech; engineering services; non-profit organisation	IRRLIC HT
Strategic and demographically accurate HR management	A multi-criteria future-related analysis of the HR structure, with HCscore ³ as a tool, permits the planning of requirement-related and company-specific HR deployment with the relevant professional careers.	Foundries	INDINA
S-Inn Manual and identification tool for smart innovations, S-OE Inn, Inn S-PE	Organisational design proposals, adaptation and implementation of innovation processes with due regard to the specifics of mechanical engineering, tool for the self-identification of potential innovations and of obstacles to innovation	Wittenstein AG; Trumpf Werkzeugmaschinen GmbH	S-Inn

Selection of methods: Dimension II: Collaboration with external assistants

Name of method	Description	Application and success	Project
Innovation Management 2.0 (innovationsarbeit.de)	The combination of Open Innovation, Web 2.0, knowledge management, HR management and leadership methods in innovation processes led to Innovation Management 2.0 (socio-digital innovation system); 4 skills modules to convey submodels.	Hightech-enterprises (IT; mecha-tronics)	Integro
SAPiensi	Developers, employees and customers are given closed community access to an internet platform with product information where they can enter and evaluate ideas for improvement.	Improve-ment of SAP software products	Genie
Open Innovation Development Tool	Software to support cooperative pharmaceuticals; the development software contains stages of the innovation process and pharmaceutical regulations; activity tool in the form of a book	Pharma-ceutical SMEs	OIL

Selection of methods: Dimension III: Subjectivity

Name of method	Description	Application and success	Project
Theatrical intervention	Reflection of processes in non-cognitive perception; experimental individual variations of behaviour; behaviour-specific management of innovation-focused collaboration	Local SME; automotive retail; wind energy; petroleum	Think
Software-supported skills management and monitoring	Ontology-based methods portfolio for the detection of relationships between the skills required for innovation work	IT-enterprises	Kopiwa
Creative flow, modelling processes that require a large amount of creativity	Knowledge management tool creates a semantic link between processes which require substantial creativity and unstructured distributed knowledge	Creative work in media and design	ManKIP

Publications under the funding priority

“Innovation Strategies Beyond Traditional Management”



2. An aside: What is the programme contributing to the current innovation policy?

- Sustainable capacity for innovation in the field of tension
- Business cases illustrating a new “nature” of innovation (OECD)
- High-tech strategy
- Europe 2020

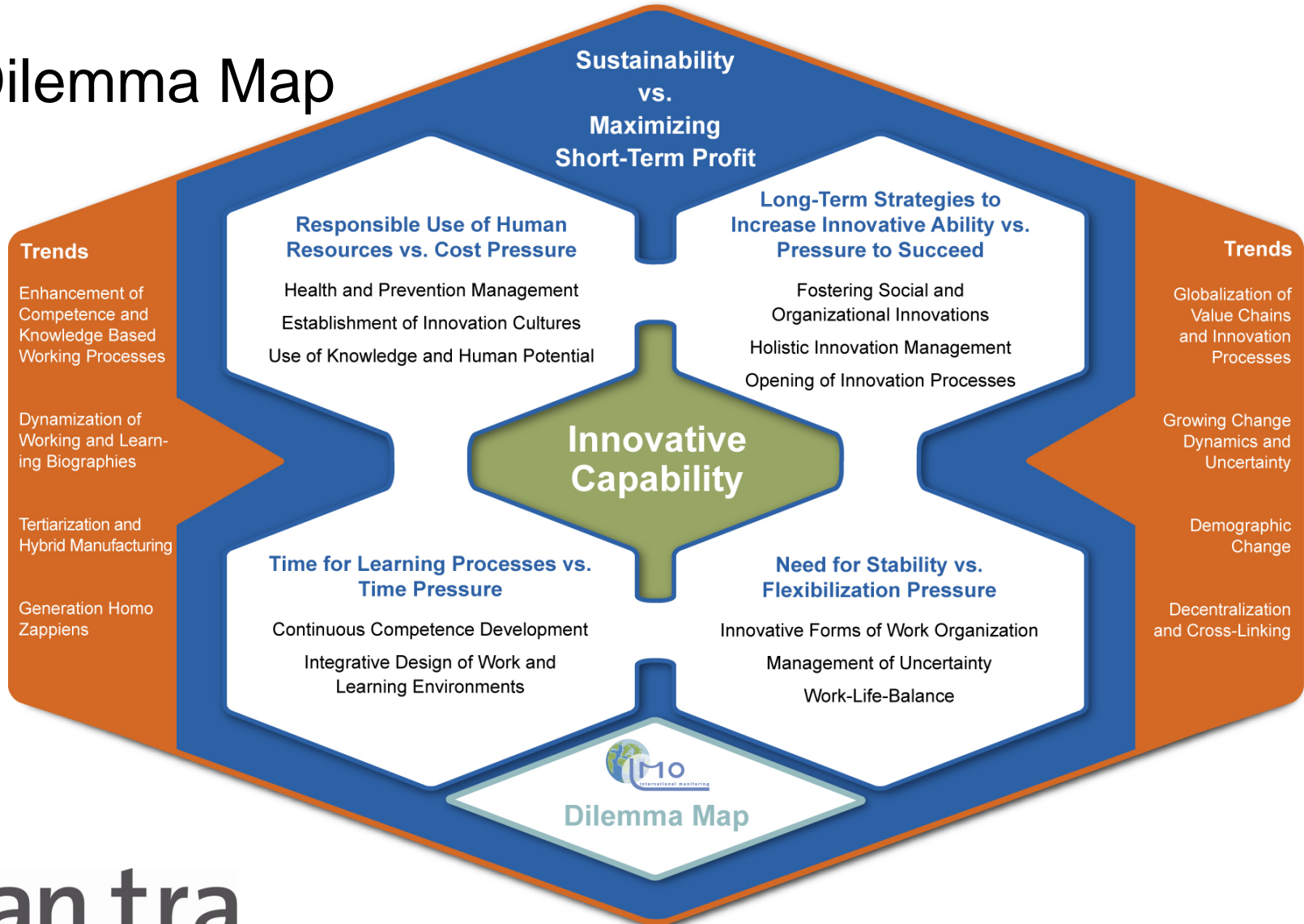
Fields of tension in the innovation process

- “*Sustainability*
vs. short-term *profit maximisation*”
- *Stability interests*
vs. the need for *flexibility*
- *Globalisation*
vs. *regionalisation* etc.”

(Capacity for Innovation Programme 2007, p. 6)

IMO – International Monitoring

Dilemma Map



Network projects as driving forces

- Permanent capacity for innovation means continually handling new requirements.
- Companies and employees need stimuli and support for implementation.
- Network projects provide stimuli for innovation processes that benefit both sides of the employment relationship.
- Network projects form part of everyday life of the knowledge society by encouraging and enabling reflection.

“A New Nature of Innovation” (OECD 2010)

Co-creation

1. Co-creating value with customers
2. User’s involvement in innovation process

Global Knowledge Sourcing and collaborative networks

3. Accessing and Combining globally dispersed knowledge
4. Forming collaborative networks and partnerships
5. Dynamics between large companies and entrepreneurs

Global Challenges

6. Environmental concerns create new opportunities
7. Needs in developing countries drive innovation

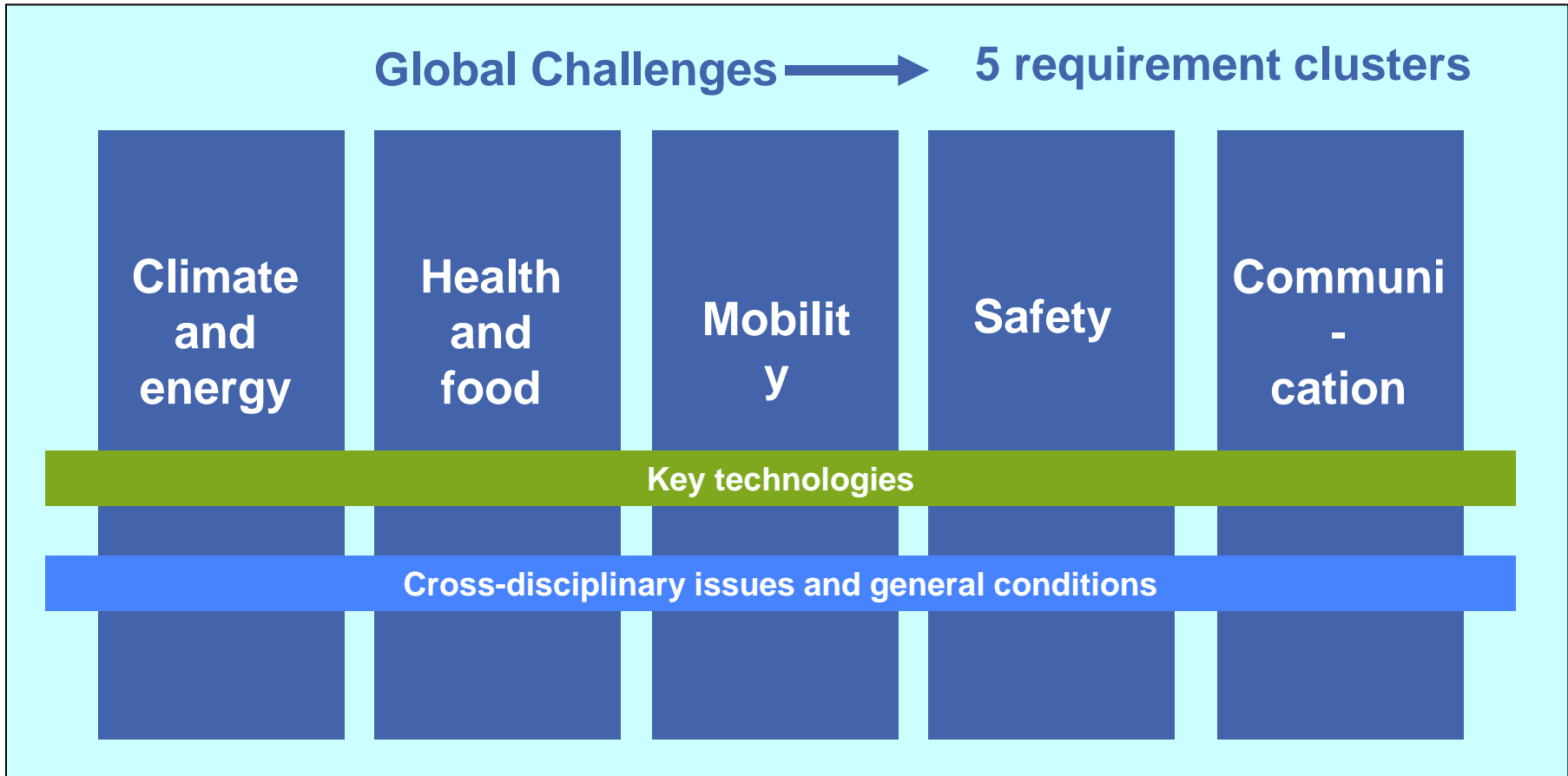
Public Sector Challenges

8. Pressure on public services create new business opportunities

New Role of Technology

9. Technology’s role as an enabler of innovation

High-Tech Strategy 2020



Europe 2020: Flagship Initiative “The Innovation Union“

A comprehensive model for innovation:

- Business models
- Design
- Brands
- Inclusion of the public sector and of social innovations.
- Inclusion of economic and social players and regions in the innovation cycle

Europe 2020: Defining and tackling social challenges

“Turning ideas into jobs, green growth and social progress”:

- Climate change
- Health and ageing
- Consumption of natural resources
- Energy security
- Emission-free transport
- Land use
- ...

The funding programme is at the very centre of innovation policy

- Tools and methods to deal with *current* challenges in the company's everyday life.
- Focus on *soft* factors: political programme is purposefully included (i.e. general conditions and cross-disciplinary dimensions).
- Quality and *skills-focused production model* are the basis for success

3. Outlook: What should be done now?

- Disseminate results (**transfer**)
- Respond to new challenges (ecology, High-Tech Strategy, Europe 2020): Identify *labour-focused* strategies (**content**)
- Continue development of *research types* and cultivate *variety of methods* and interdisciplinary character (**methods**)
- *Institutional framework* of sustainable capacity for innovation (**policy**)

Thank you for your attention.

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