



**zeppelin university**

Hochschule zwischen  
Wirtschaft, Kultur und Politik

# Open Innovation in Germany, Switzerland and Austria

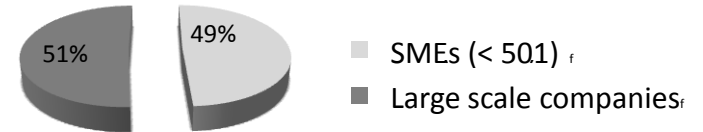
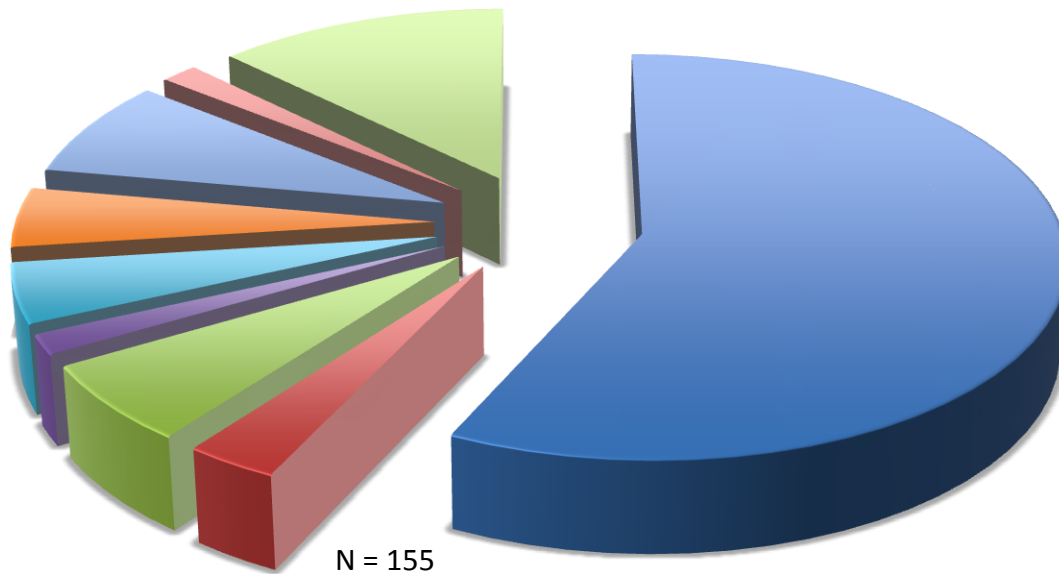
**Prof. Dr. Ellen Enkel**

Head of Dr. Manfred Bischoff Institute of Innovation  
Management of EADS

Chair of Innovation Management  
Editor of R&D Management Journal

# Industry sectors

Dominance of manufacturing



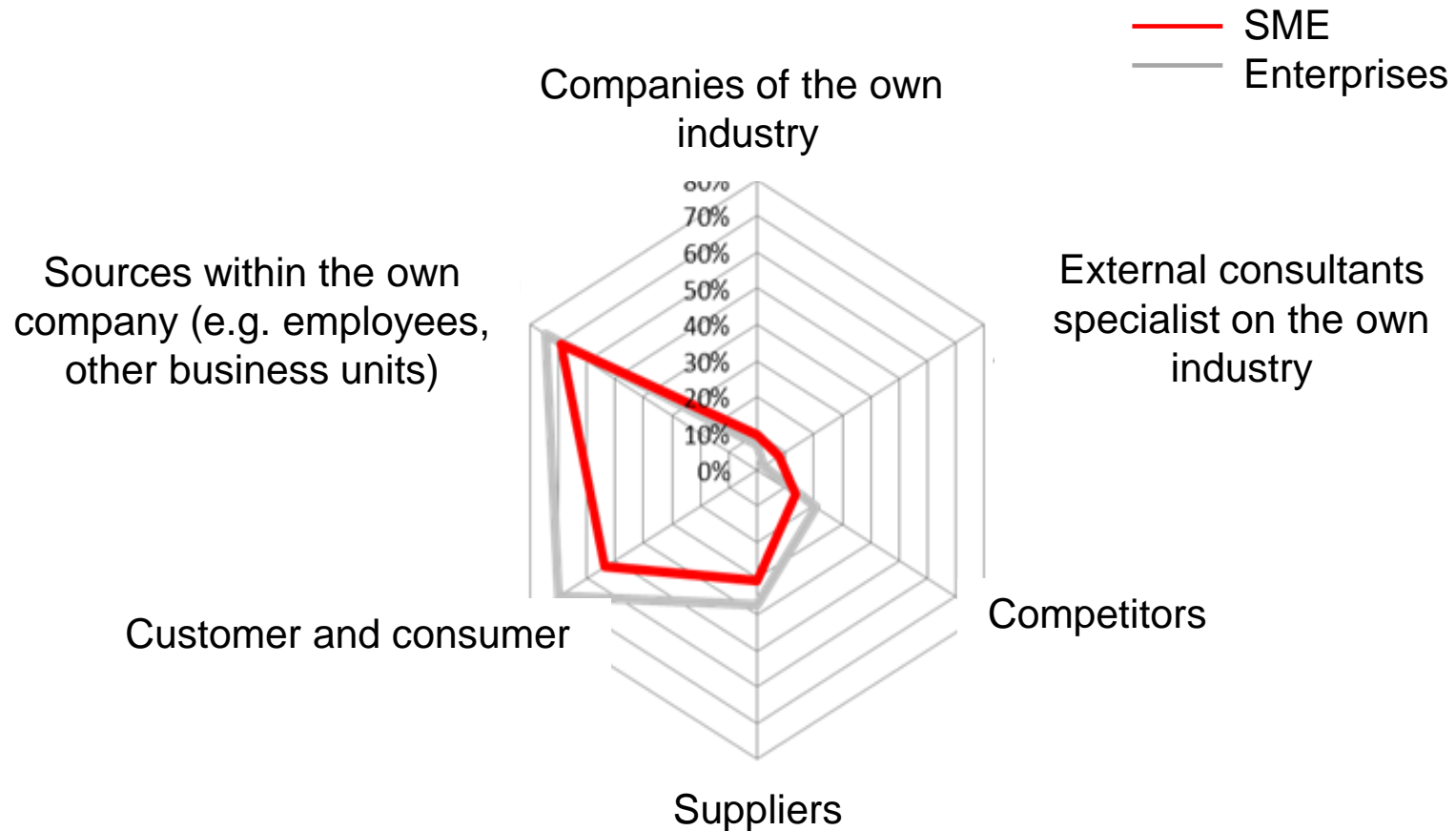
- Manufacturing
- Energy supply
- Construction
- Retail
- Information and Communication Technology
- Financial and insurance services
- Freelance, scientific and technological services
- Other business services
- Others

# Comparison of Open Innovation activities in 2010 and 2011

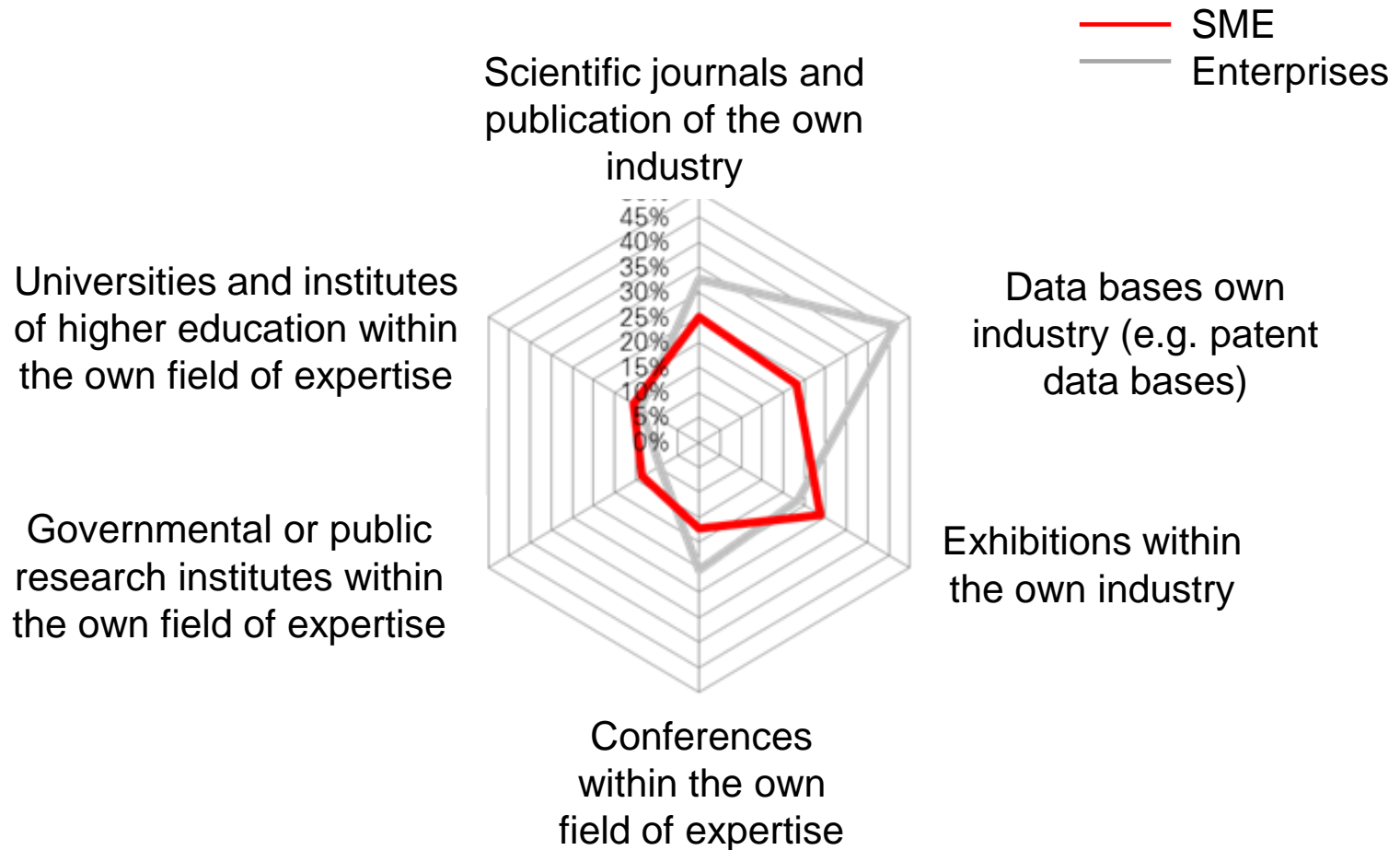
Focus on increased utilization



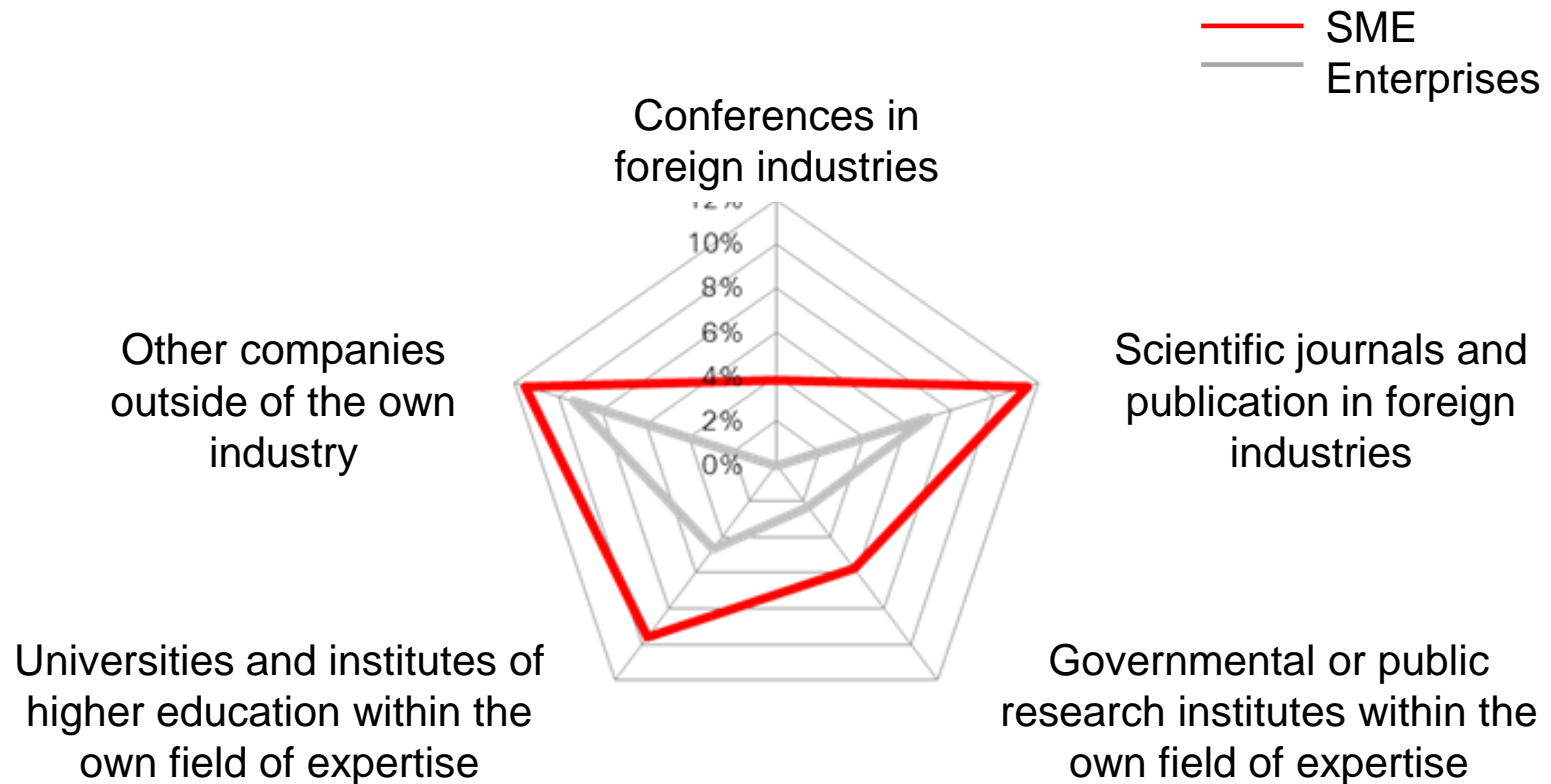
# Comparing the usage of sources between SMEs and enterprises



# SMEs are less frequently using sources of their own industry

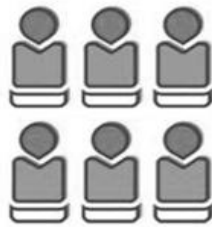


## But outperform enterprises when using sources outside of their own industry



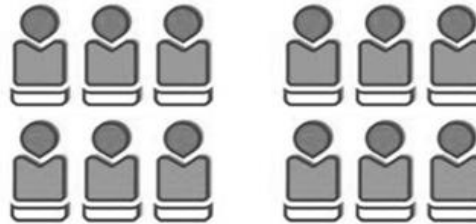
# How does an Open Innovation concept look like?

*“Knowledge we have”*



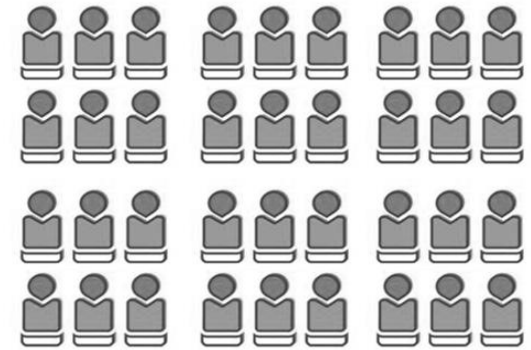
Employees

*“People we know”*



Customers/Supplier  
Partner

*“People we don’t know”*



Public

**COMPANY**

Better usage of existing knowledge of employees, reduce knowledge silos, leverage internal and external network contacts through idea and solution seeking platforms, WIKIs etc.

**COMMUNITY**

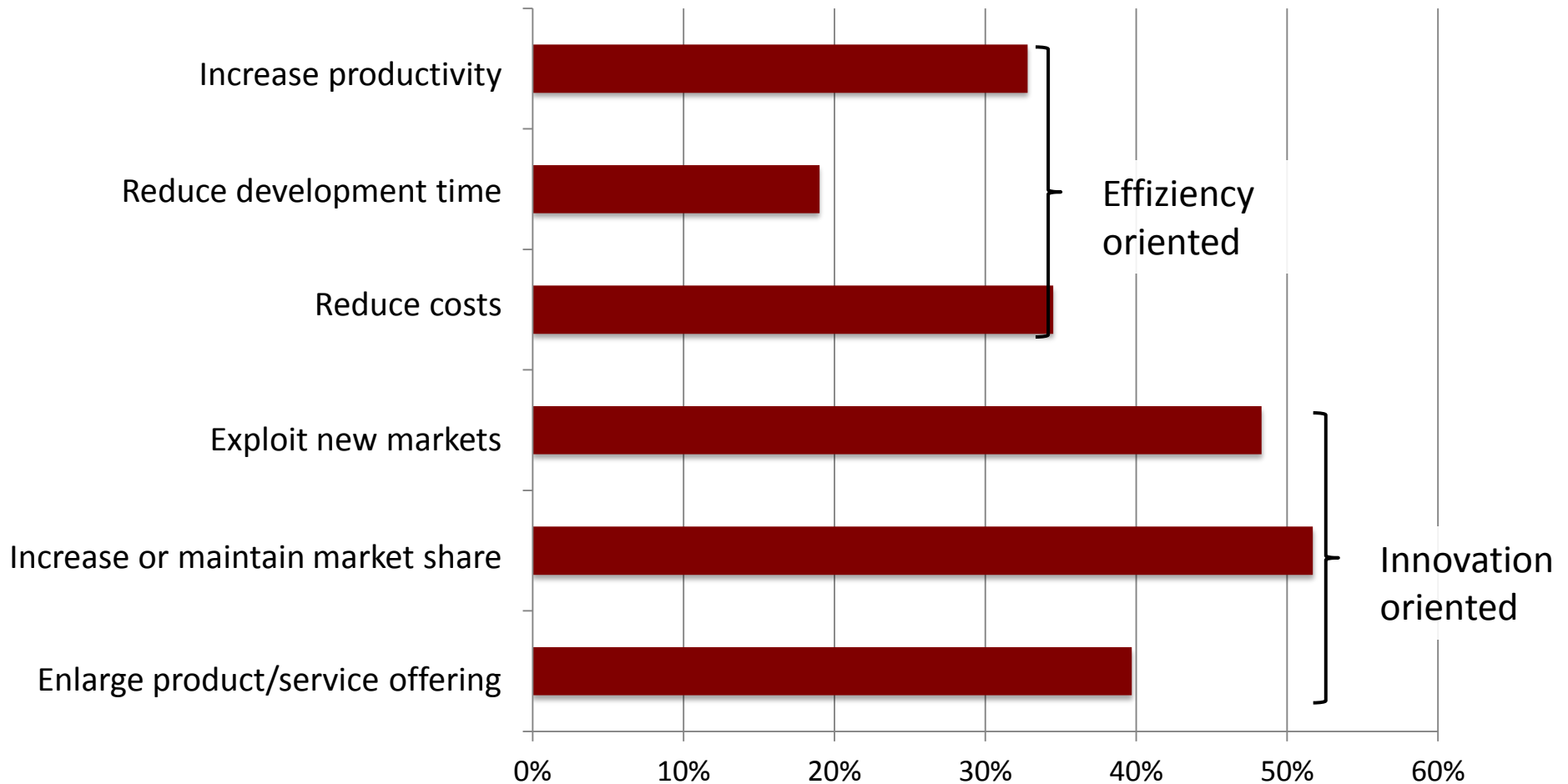
Better usage of existing partners for cooperation, acquisition of new partners in „Trusted Networks“, access limited platforms, consortia, cross-industry workshops etc.

**CROWD**

Better usage of yet unknown external knowledge sources through publicly available idea competitions, intermediaries with solution seeking platforms like Innocentive or Nine Sigma, Pyramiding and Netnography etc.

# Why do companies conduct Open Innovation?

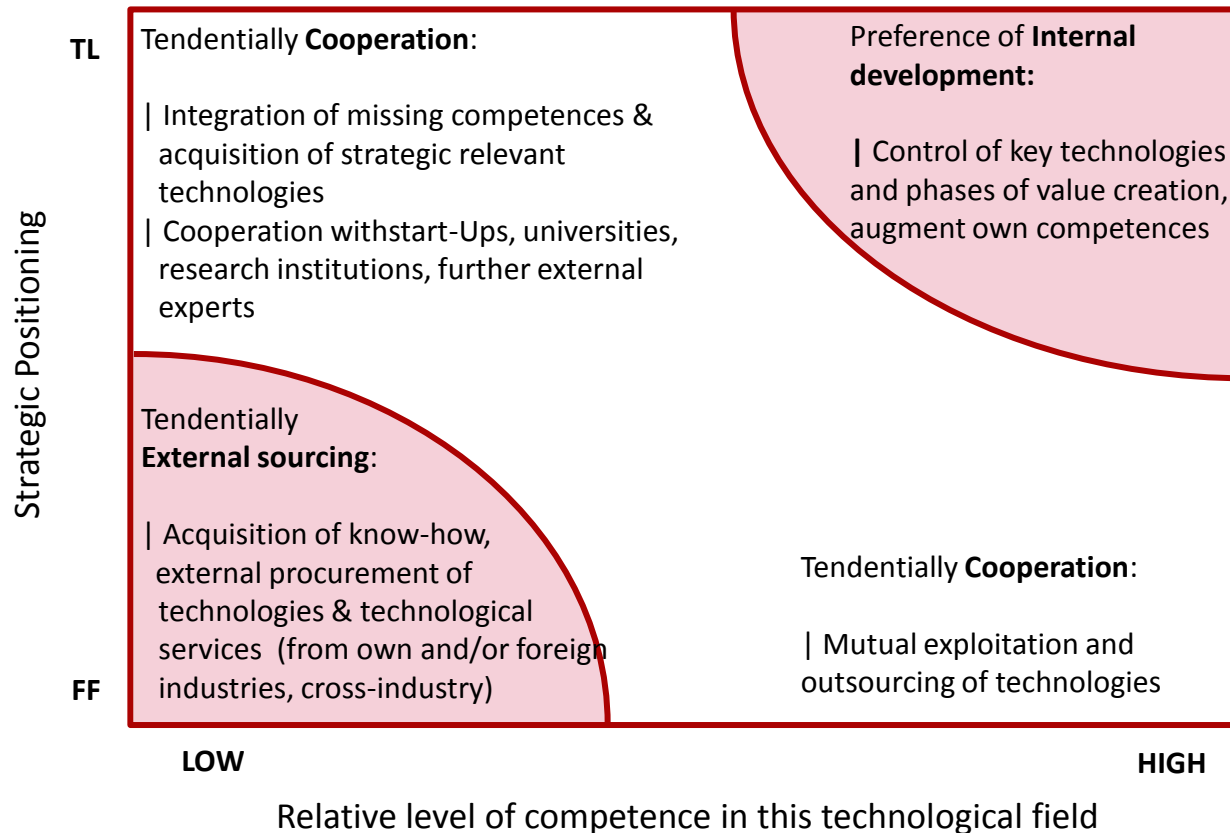
Targeted objectives are key





# Why does strategy matter?

Organize technology management according to the strategic positioning and the relative level of competence

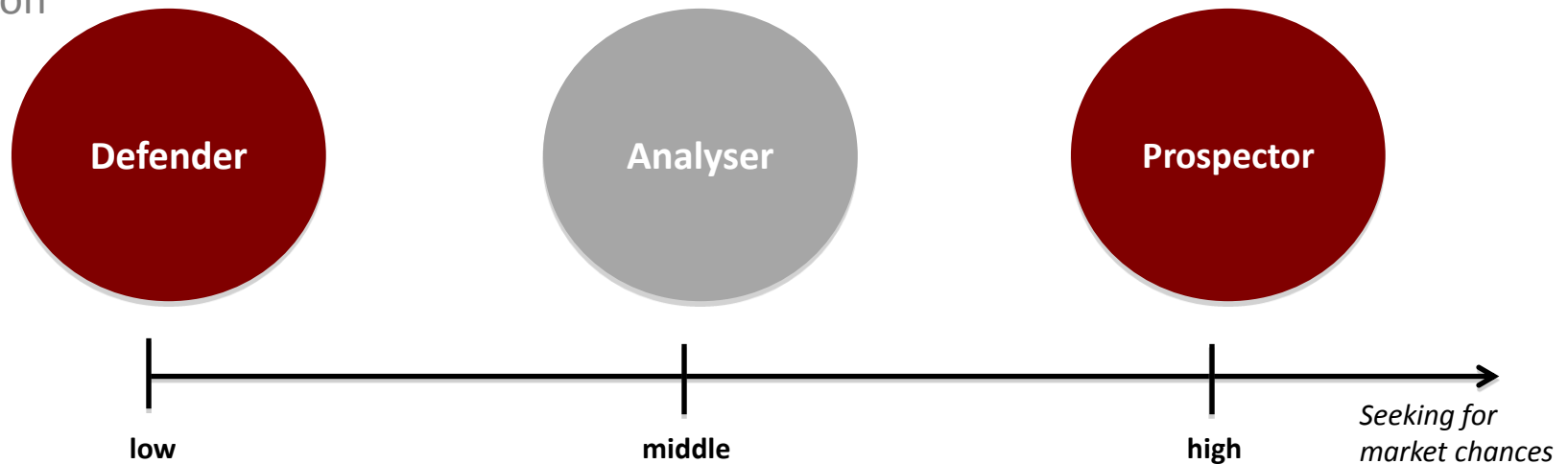


TL = Technological Leader  
FF = Fast Follower

Quelle: Gerybadze (2004)

# Strategic orientation of companies (1)

Transferring Miles & Snow's (1978) strategy concept to innovation strategy and Open Innovation



## Transfer to innovation strategy

- Narrow product-market-field
- Little quest for new chances beyond the own sector
- Stable industries
- Market leader
- Cost leadership or strategic scope
- Cost-efficient core technology



## Transfer to Open Innovation (OI)

- Focus on internal development with little Open Innovation (Increase in efficiency, market orientation)

- Attempt to combine the „Defender's“ and „Prospector's“ best characteristics in one strategy type



- Cherry picking when choosing OI activity

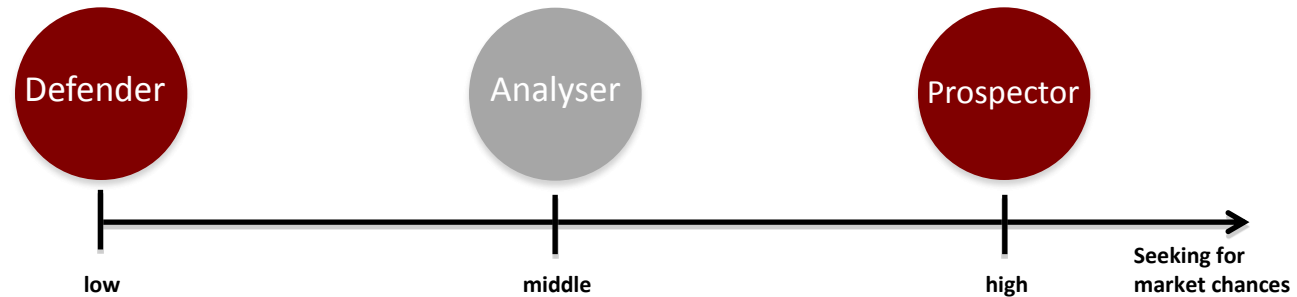
- Broad product-market-field
- Continuous quest for new chances beyond the own sector
- Trigger for change in dynamic environment
- Technology leader
- Differentiation strategy
- Radical and break-through innovations



- Focus on Open Innovation aiming for new innovation opportunities

# Strategic orientation of companies (2)

Transfer to the application of various innovation activities



## Innovation activities

- Customer integration to increase efficiency
- Supplier integration to increase efficiency
- Joint development with customers and suppliers to increase efficiency
- High rate of internal development



- Customer integration to increase innovativeness
- Supplier integration to increase innovativeness
- Joint development with customers and suppliers to increase innovativeness
- Creativity workshops with external parties
- Technology alliances
- Crowdsourcing
- Cooperations with universities/research institutions
- Lead-user-integration
- Cross-industry innovation
- Netnography & web-content-mining
- Innovation & knowledge networks
- Cooperative business models

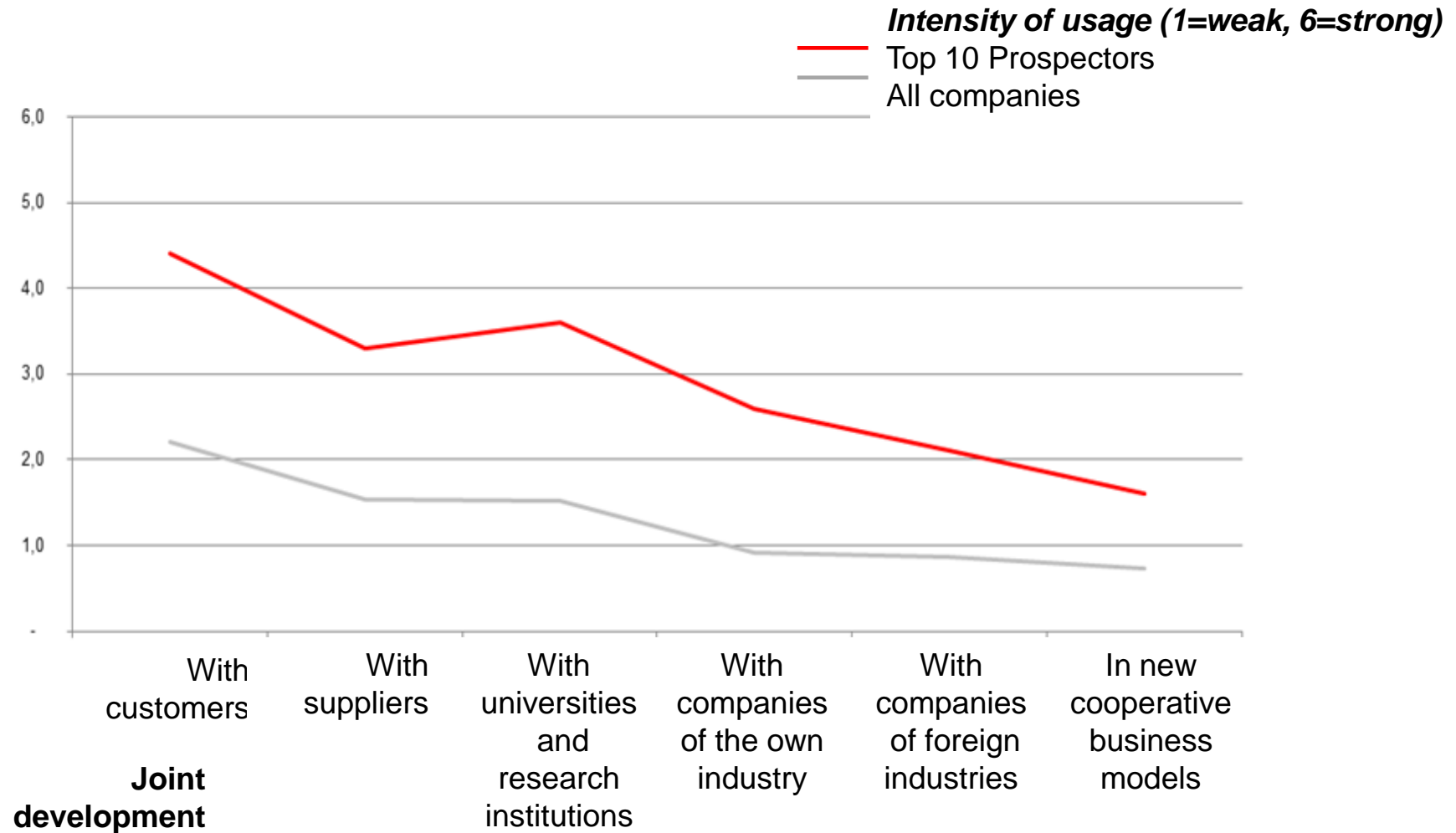
## Company examples

- Mibelle AG

- Beiersdorf AG

- D. Swarovski KG

# Comparing the best 10 with the rest of the sample



# Thank you very much for your attention!

Prof. Dr. Ellen Enkel

Zeppelin University  
Am Seemooser Horn 20  
D-88045 Friedrichshafen |  
Bodensee  
Tel. +49 7541 6009-1281  
E-Mail: [ellen.enkel@zeppelin-university.de](mailto:ellen.enkel@zeppelin-university.de)  
Home: [www.zeppelin-university.de](http://www.zeppelin-university.de)