The Franco-German Round Table on Intangibles -The 3rd conference-

Open Innovation in European companies Andrés Barreneche Ahmed Bounfour





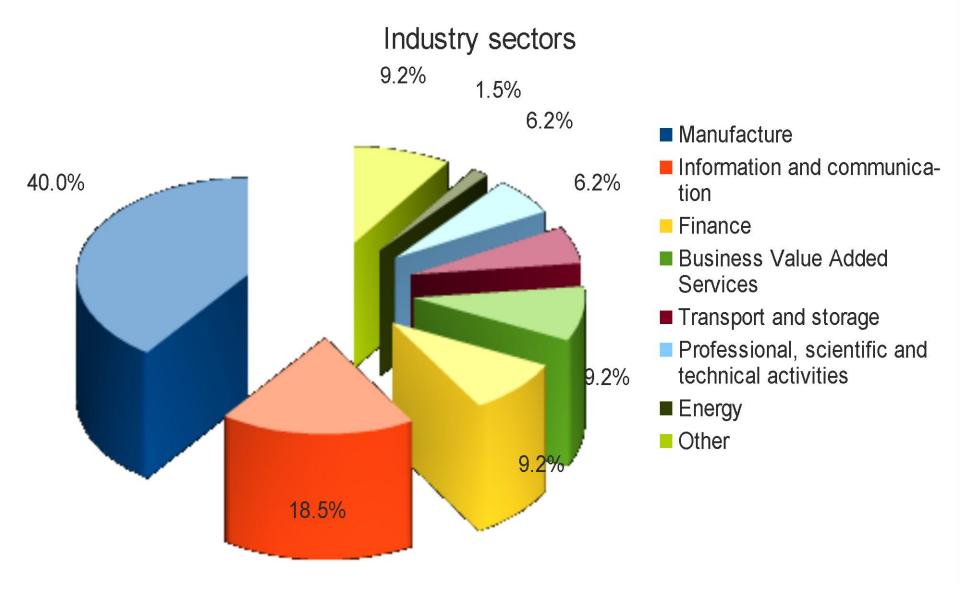


Why a Survey on Open Innovation in Europe?

- The lack of an integrated vision of European managers' practices with regards to Open Innovation.
- How successful is the European approach?
- Ongoing survey in collaboration with Zeppelin University (Prof. Dr. Ellen Enkel).
- Preliminary analysis from 70 responses.

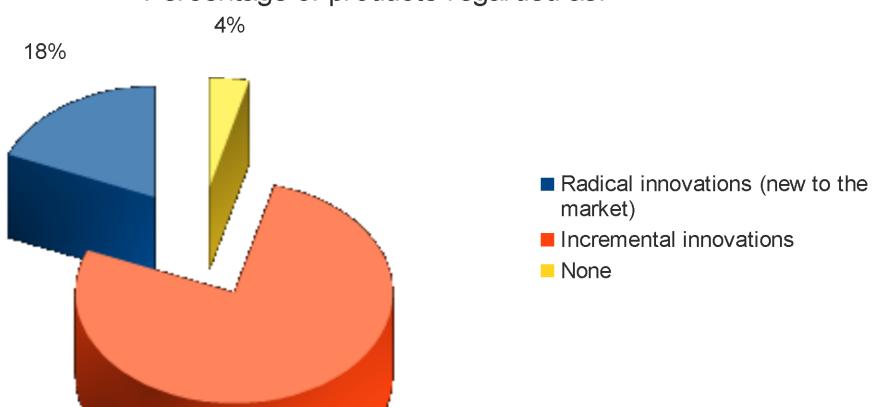
Covered Topics

Corporate Culture Sources of Innovation
Business Model Innovation Strategy
Inflows and Outflows
R+D Structure
Performance

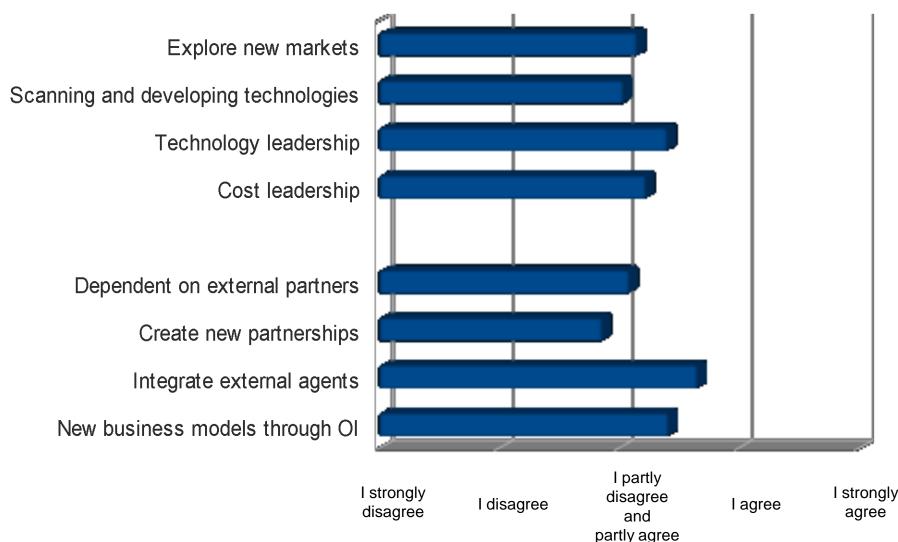


39% SME (<501 employees) 61% Large firms

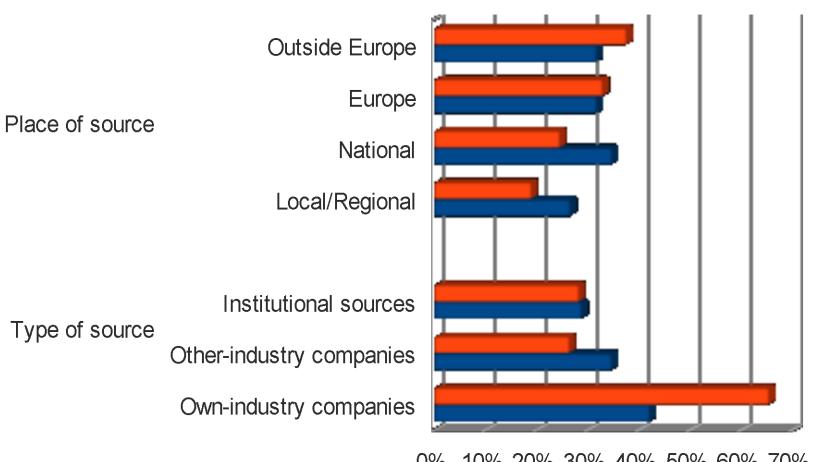
Percentage of products regarded as:



Why do companies conduct open innovation?



Sources of information in companies

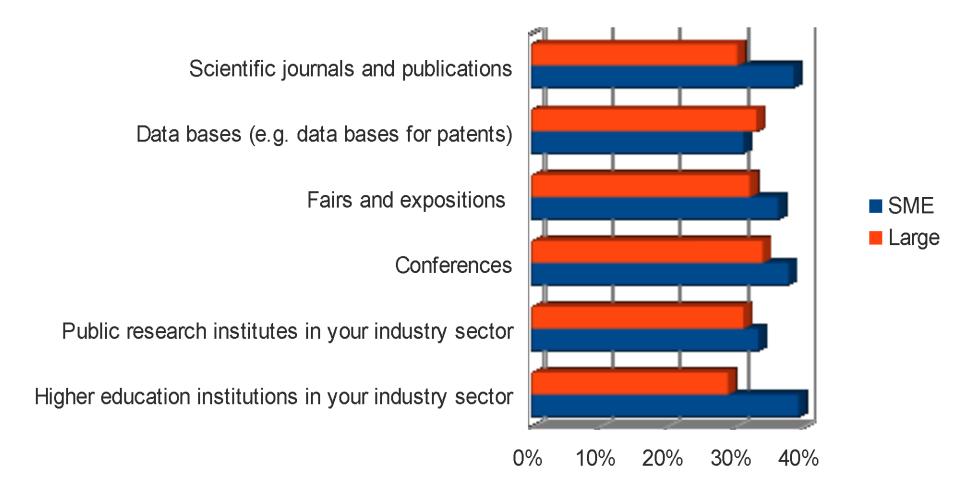


0% 10% 20% 30% 40% 50% 60% 70%

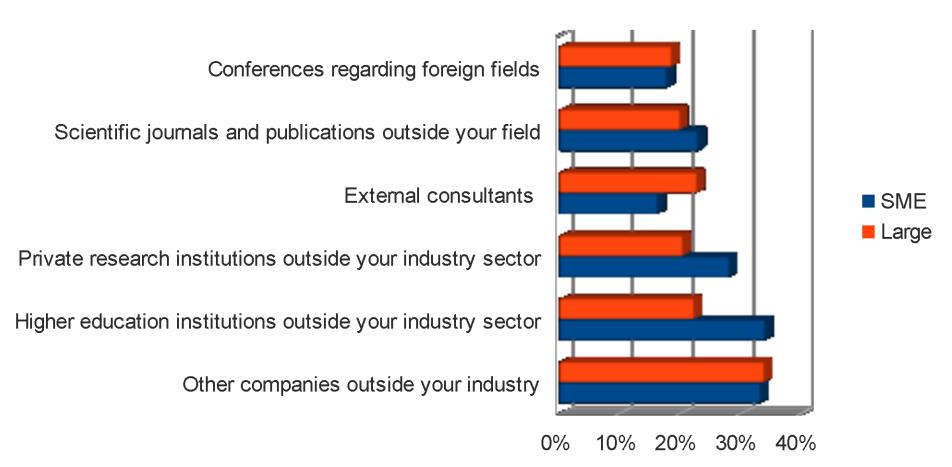
SME

Large

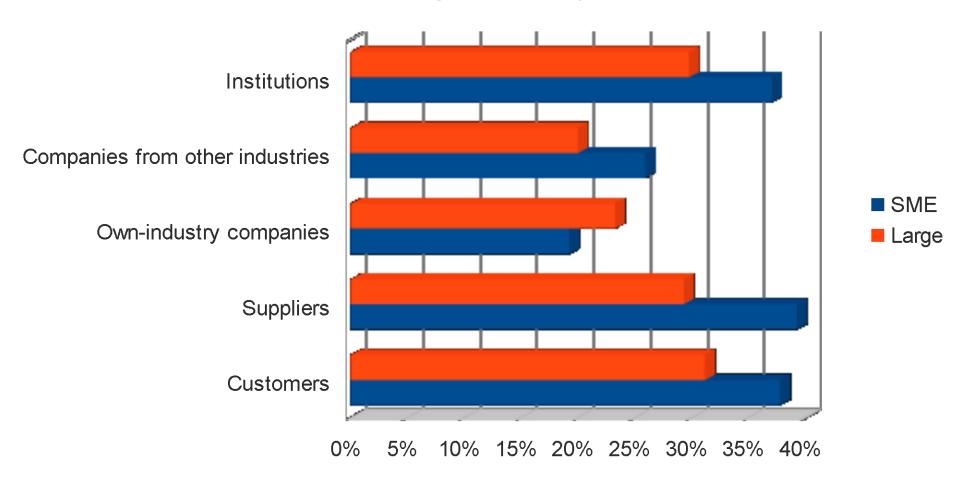
Institutional Sources



Other industry sources

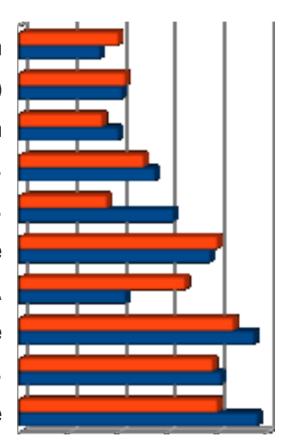


Incurrence in joint developments



Knowledge inflows

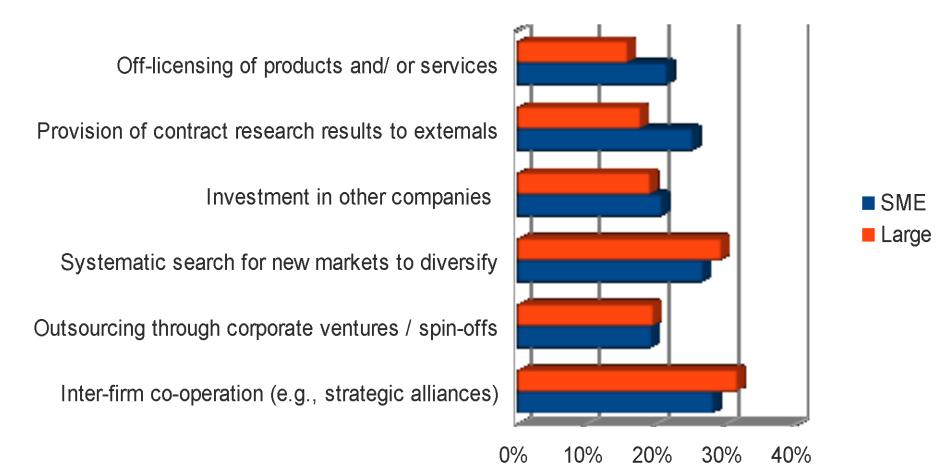
Social network analysis and evaluation Integrating online communities (e.g., crowdsourcing) Application of online ideas generation Integration of expert knowledge from foreign industries Creativity workshops with experts from foreign industries Integration of supplier knowledge Acquisition of additional knowledge through M&A Integration of customer knowledge Collection and exchange of knowledge in networks Integration of lead user knowledge



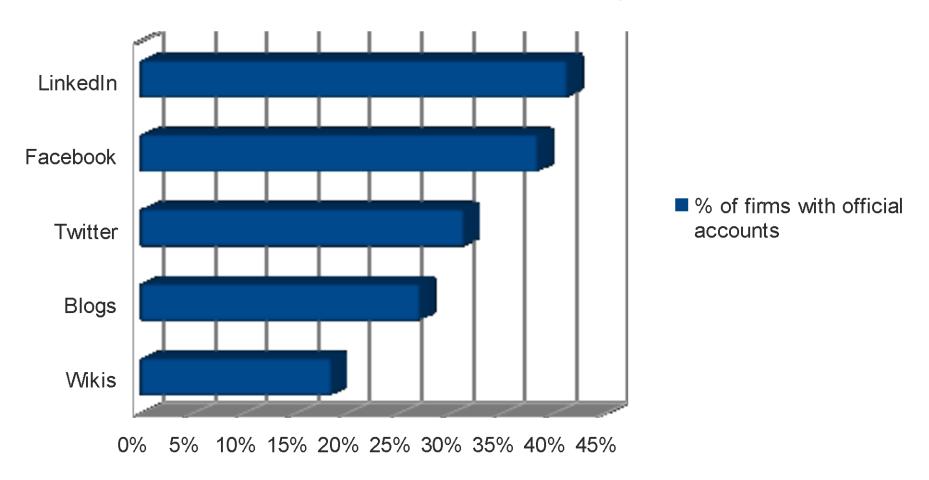
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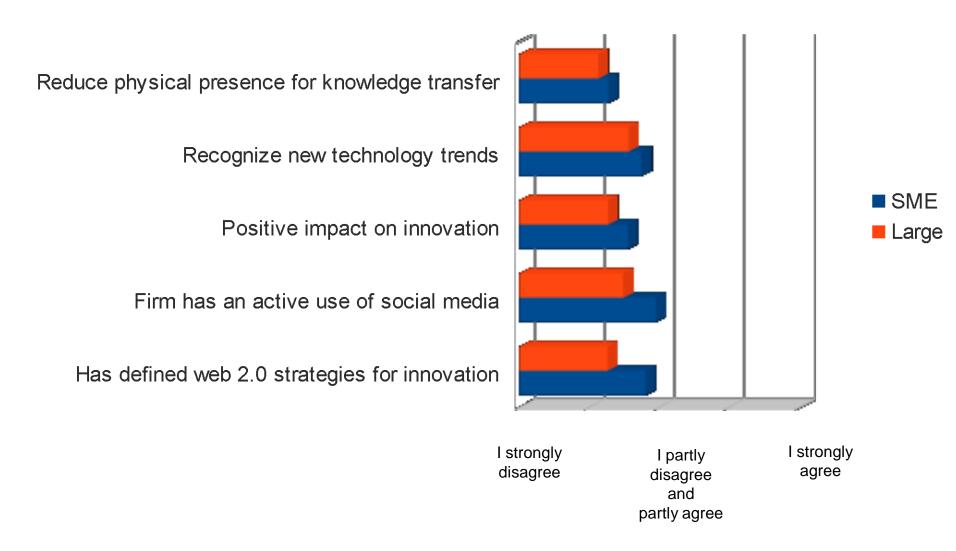
Knowledge outflows



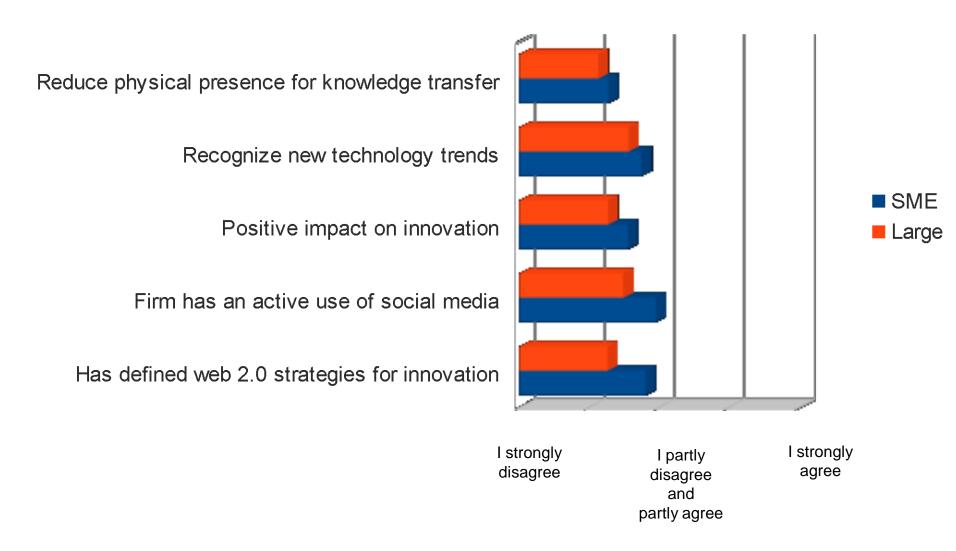
The use of social media in companies



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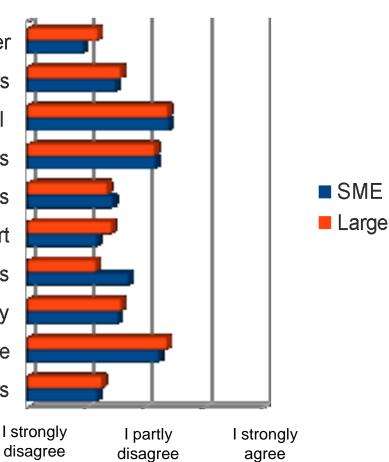


The use of social media in companies



Corporate Culture

Divisions in our firm actively compete with each other Divisions frequently enter markets served by others Product decisions require HQ approval We provide non-monetary rewards to innovative employees We provide monetary rewards to innovative employees Employees with new product ideas receive no support We tend to favour higher-risk, higher-return investments We are slow to detect fundamental shifts in our industry Market research emphasizes customers' needs in the future Emphasis to future rather than current customers



and partly agree

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| | Leaders | Followers | Laggers |
|---|---------|-----------|---------|
| Radical innovations (new to market) | 0.70 | 0.18 | -0.07 |
| Incremental innovations | -0.91 | 0.11 | -0.19 |
| Active use of social media | 0.24 | 0.42 | 0.30 |
| New business models through OI | 0.36 | 0.56 | -0.13 |
| Resources used for scanning and developing new technologies | 0.33 | -0.12 | 0.72 |
| Focus to explore new markets using existing technologies | 0.37 | -0.38 | 0.05 |
| Focus to create new co-operation and alliances | -0.20 | 0.22 | 0.49 |
| Prioritize institutional sources | 0.69 | 0.31 | -0.06 |
| Uses sources from own industry | 0.19 | 0.16 | 0.37 |

| Groups of | variance |
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Thank you