ESOF EuroScience Open Forum Manchester 2016

Industrial Innovation: Managing the Ecosystem

Session organised by the Industrial Innovation in Transition Consortium

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Opening Remarks

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Improve the innovation performance of European countries and the effectiveness of innovation policy instruments to generate new growth and high quality jobs in Europe (Europe 2020 Growth Strategy)

Assess current innovation policy and practice

- Examine common and best practice
- Examine use of policy and practice support

Assess innovation policy tools (national and EU)

- Innovation policy implications arising from company innovation practices
- Assess innovation policy in the light of Europe 2020 strategy

Toolbox for states and EC to bridge innovation gaps

Toolbox for replicating the study and adding to data

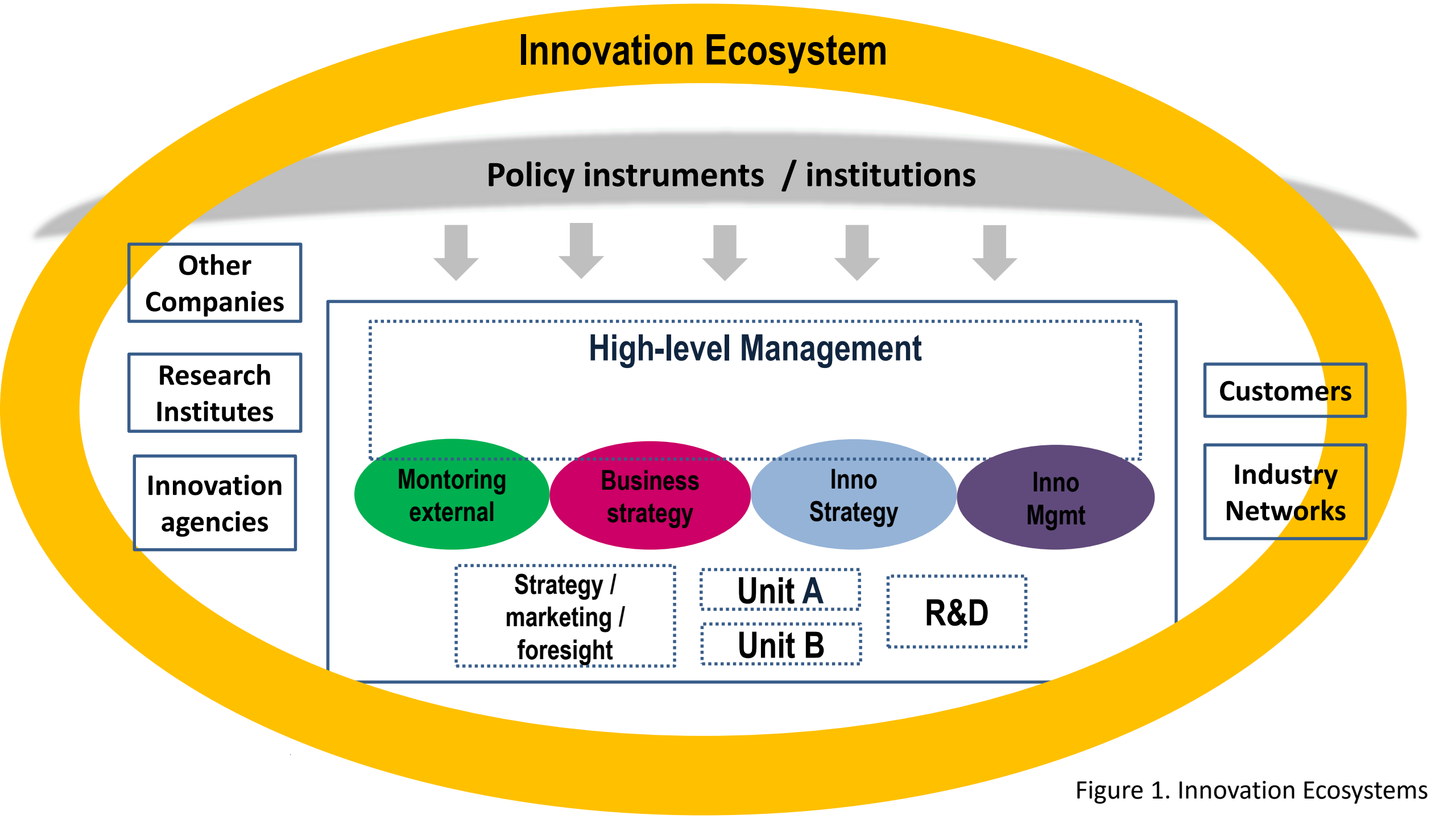


Figure 1. Innovation Ecosystems

Overarching methodology: multi-method approach for data triangulation:

- exploratory, theory building qualitative methods (interviews and case studies), and
- theory testing and generalising quantitative methods (web-survey and policy analysis).

Semi-structured interviews with: Chief Technology Officers, or equivalent managers.
Target: 800 interviews (1/company) across 11 countries and 5 industrial sectors: Agrofood, Biopharma, Clean Technology, ICT and Manufacturing.

The interview questionnaire contains five sections:

1) Business environment and company strategy,
2) Mapping the environment,
3) Innovation ecosystems
4) Innovation management and practice, and
5) Public policy.

Innovation ecosystems – an embedded approach?

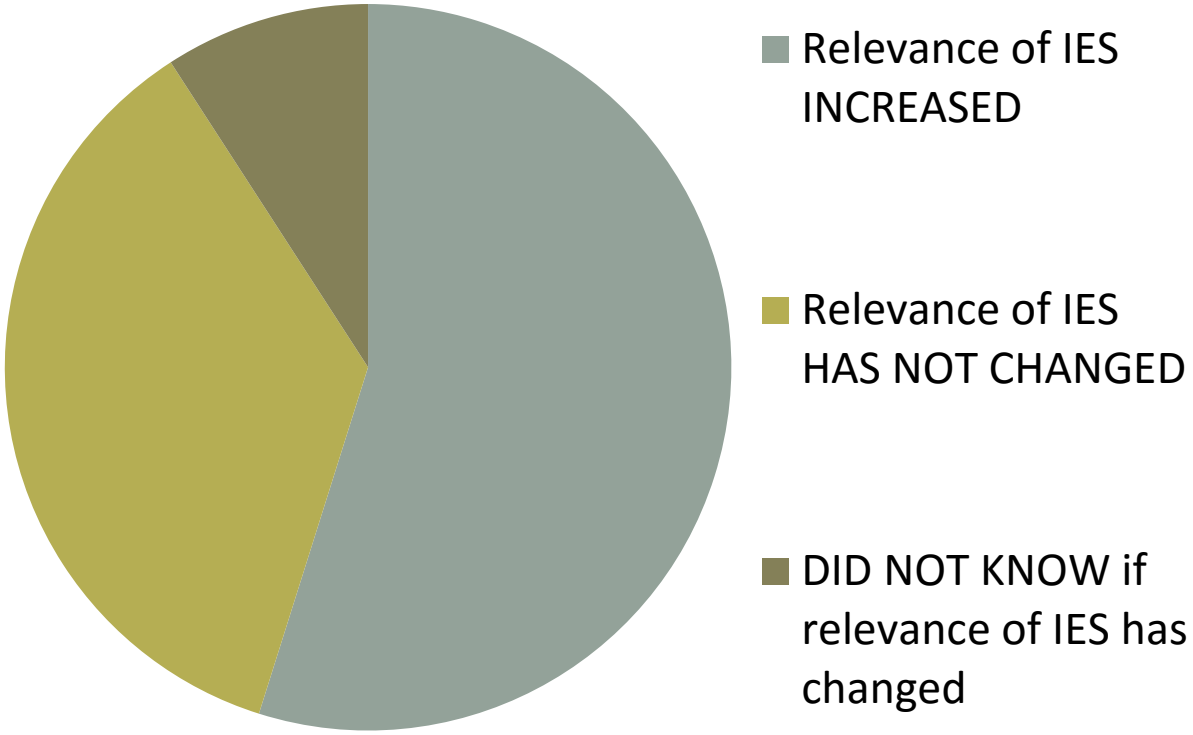


Figure 2. Change in relevance of innovation ecosystems in the last 5-10 years

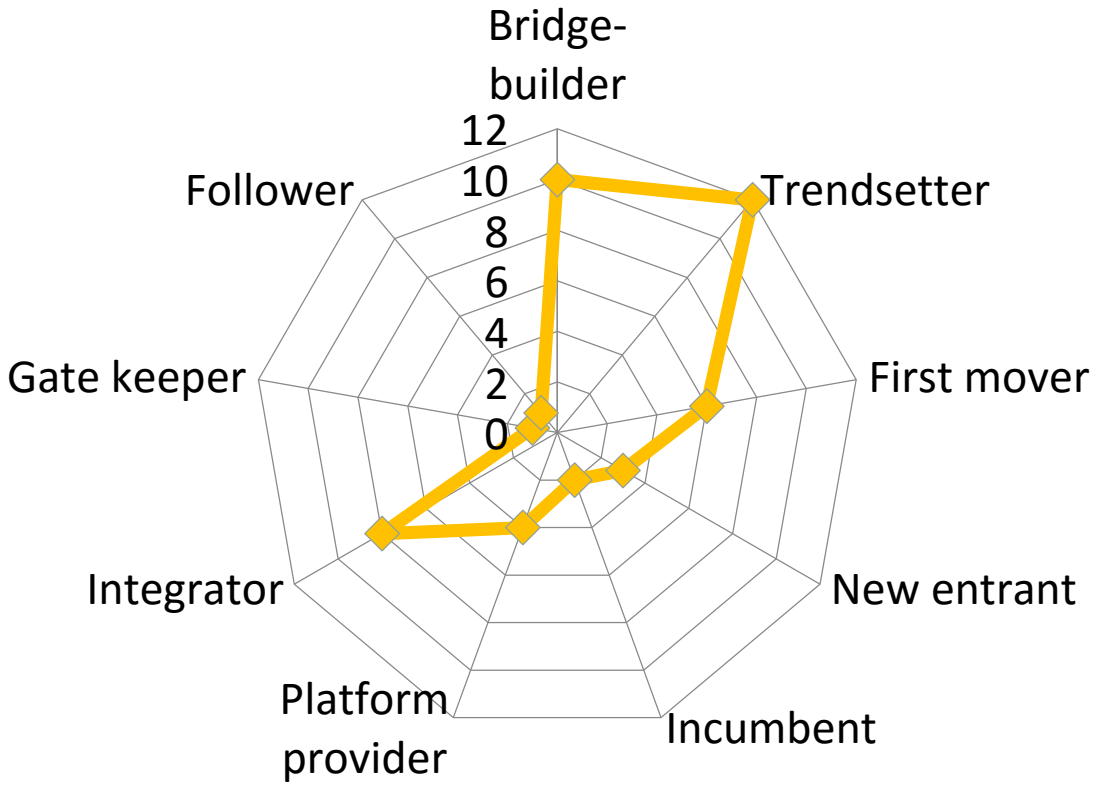


Figure 3. Roles in innovation ecosystems

Structures of Ecosystems: actors, interaction and strategy

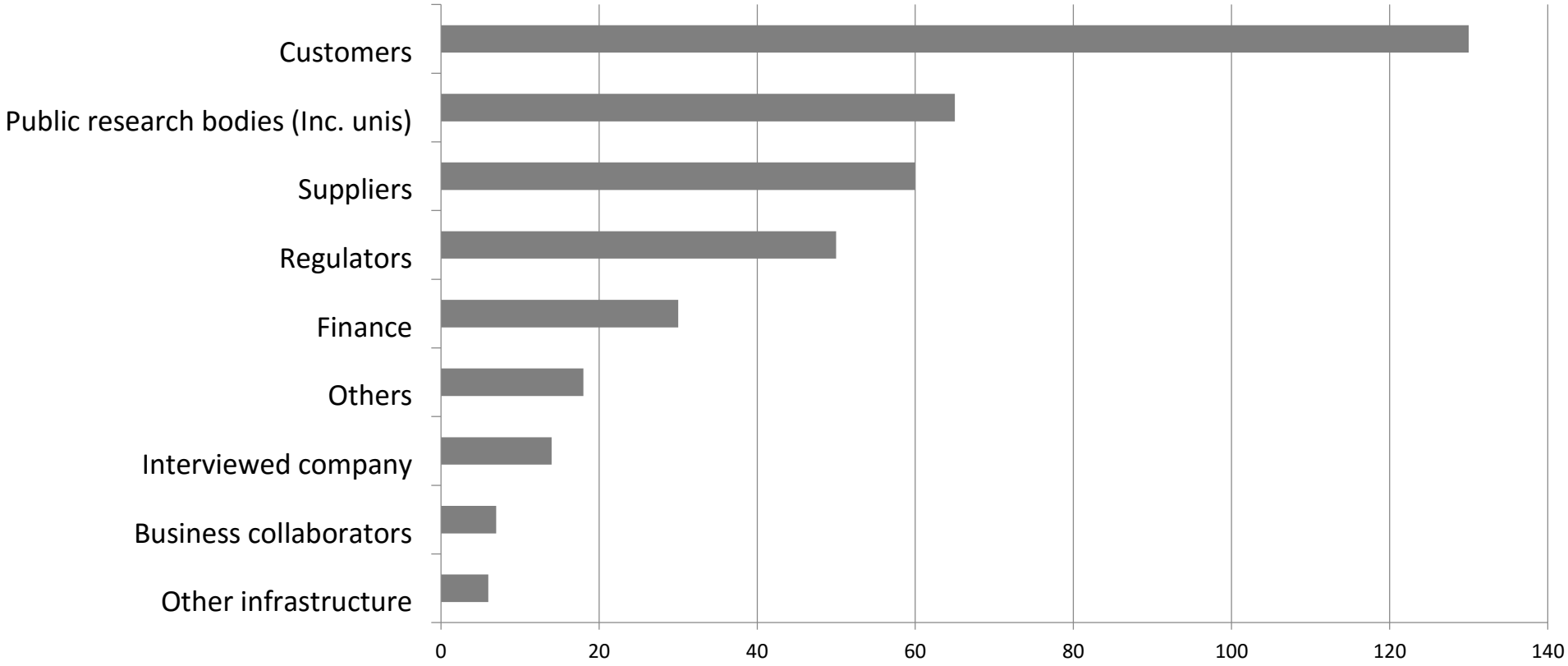


Figure 4. Actor(s) with the greatest influence in your innovation ecosystem
n = 380 (some interviewees stated multiple stakeholders)

Structures of Ecosystems: actors, interaction and strategy

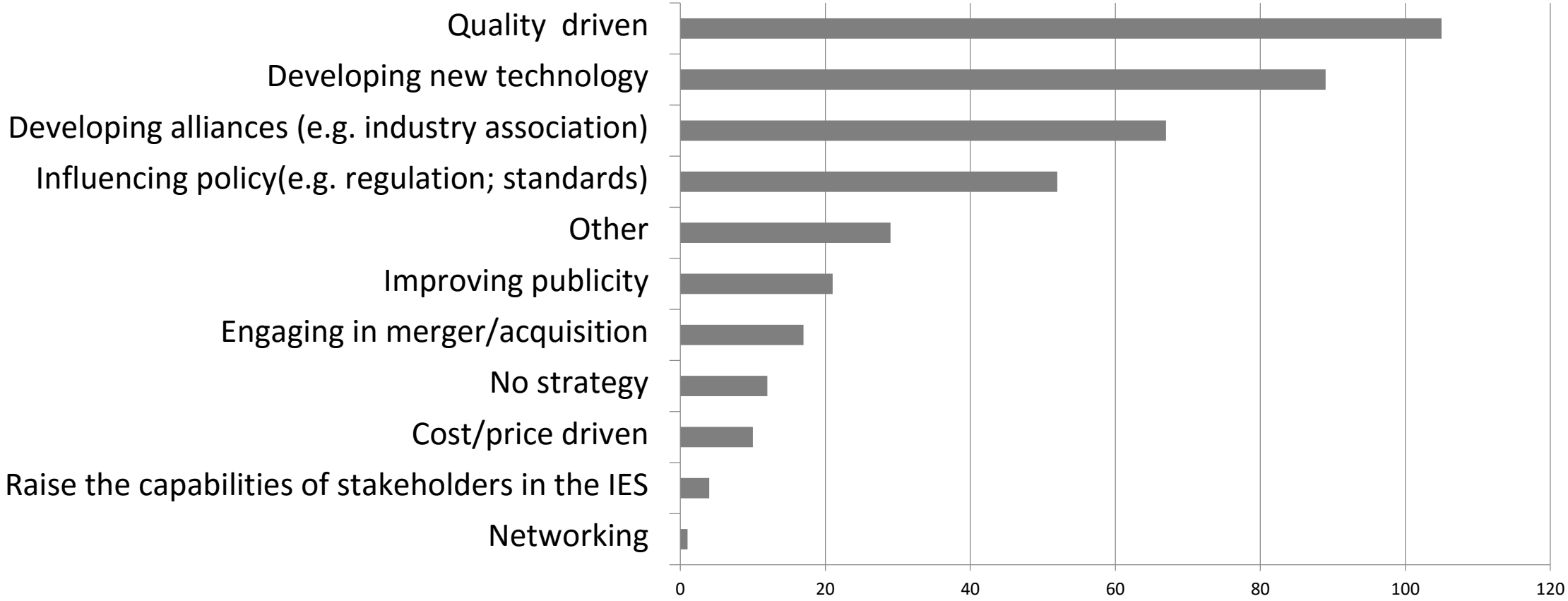


Figure 5. Means of maintaining position in ecosystem
n = 407 (interviewees can express multiple means)

Structures of Ecosystems: actors, interaction and strategy

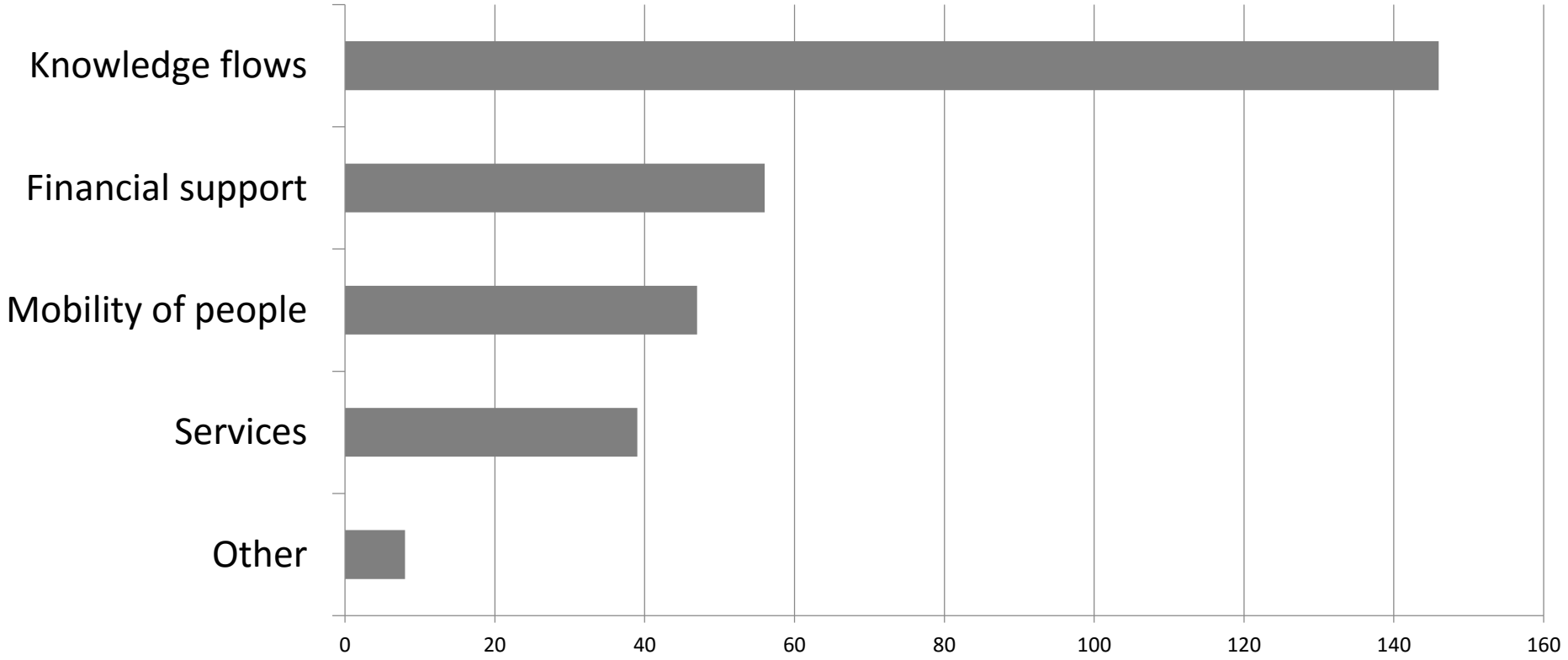


Figure 6. Most important elements of the innovation ecosystem
n = 296 (interviewees could indicate multiple elements)

Managing Innovation in Ecosystems

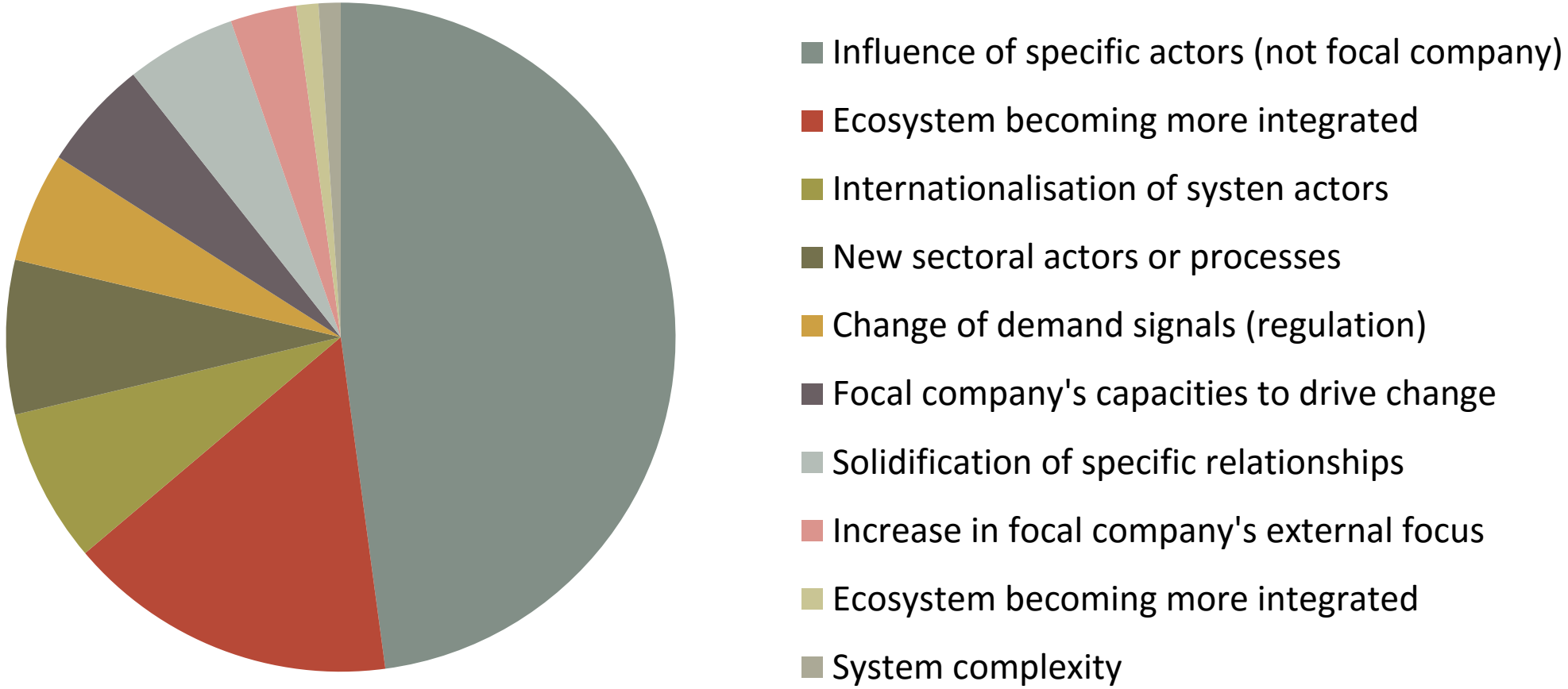


Figure 7. Factors creating ecosystem change

Managing Innovation in Ecosystems

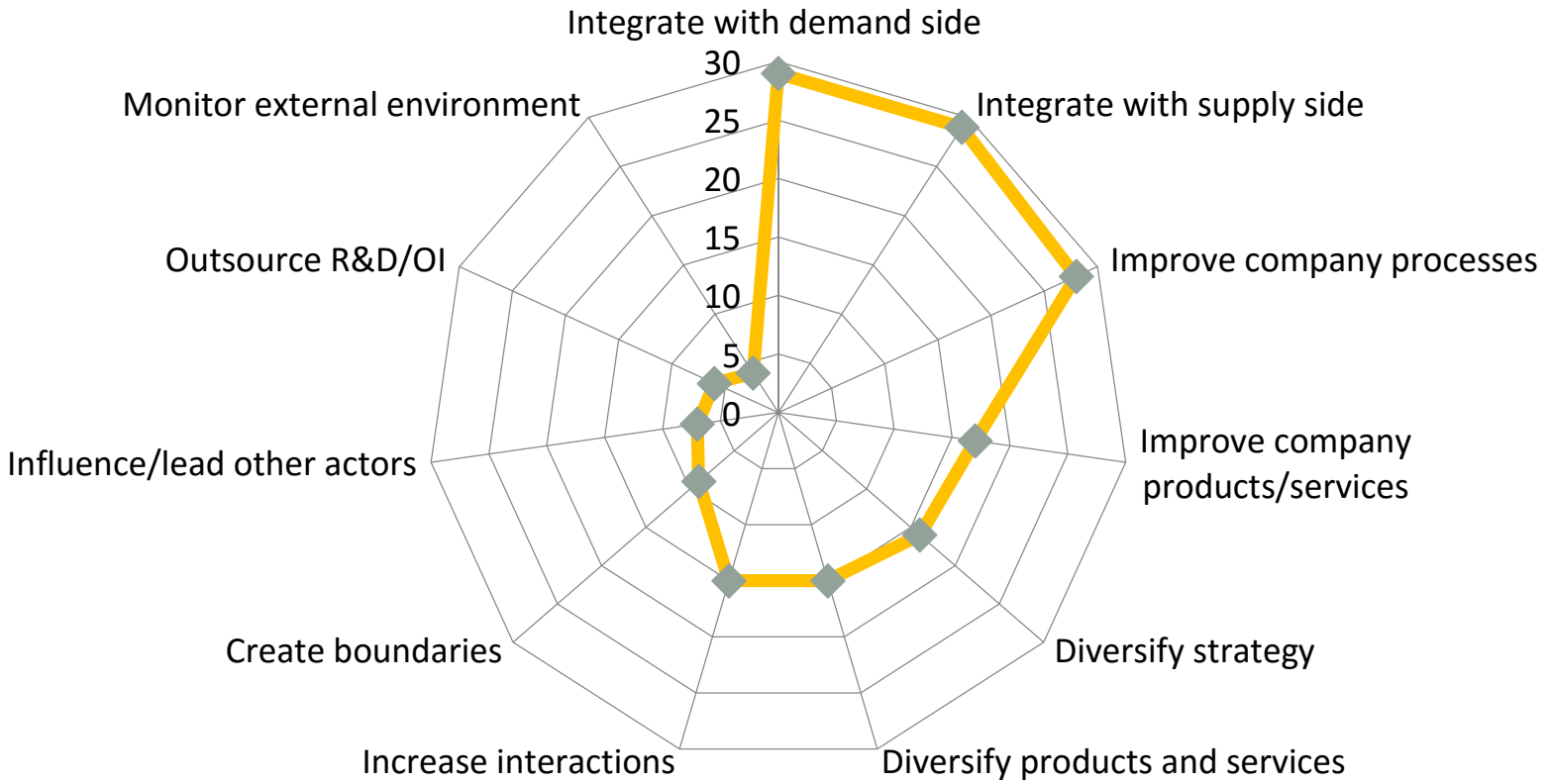


Figure 8. Responding to changes in innovation ecosystem

Next steps

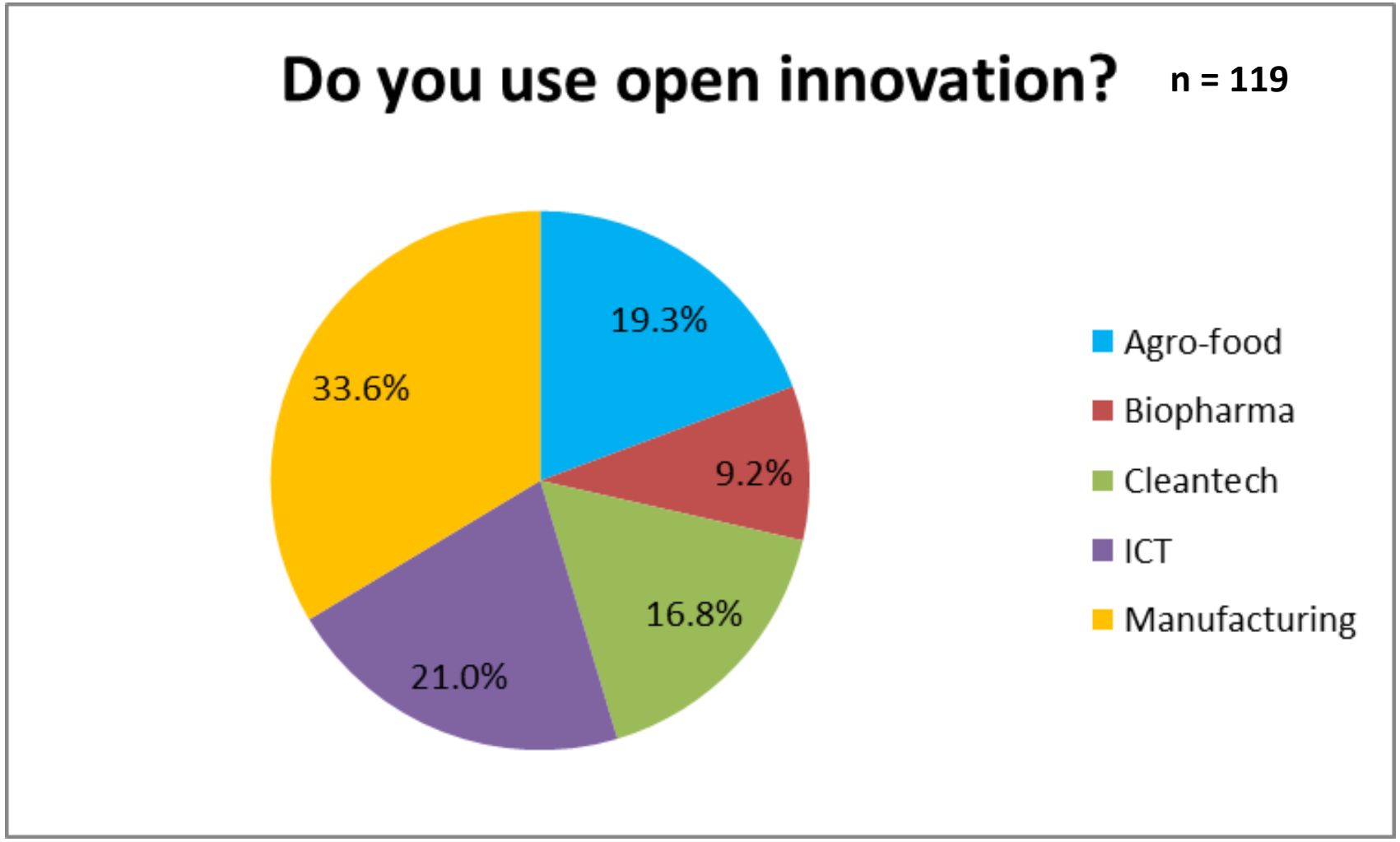
1. **Draw implications for innovation policy** by analysing innovation practices synthesised from interview data and policy framework, identify gaps, make recommendations. and attempt to create 'ideal' innovation policy goals' based on needs and practices of industry.
2. **Develop categories, variables and hypotheses** for analysing innovation practices of companies in relation to their reported growth, profitability and employment.
3. **Resource for case studies** that will deepen knowledge of relationship between practices and policy.
4. **Develop hypotheses to be tested using the web-survey** to be sent to
   - Stakeholders.
   - Companies.
   - Policy experts at national, regional and EU level.

Panel Debate

- What is ‘best practice’ in innovation management now?
- Can companies that still approach innovation as a linear process continue to be competitive?
- Does open innovation support competitive partnerships and alliances?
- How do firms manage overlapping regional, national and global policy agendas? What is the role of different policy in innovation ecosystems?

Chair: Professor Erkki Ormala, Aalto University

Panellists:

- **Peter Dröll** , Head of Industrial Technologies, Directorate-General for Research and Innovation, European Commission.
- **Dr Bernd Korves**, Head of Visioning and Scouting, Siemens Corporate Technology.
- **Dr Lisa Dale-Clough**, University of Manchester.

Open innovation