Summary of the Paris Symposium on Global Open Innovation Networks – 23 January 2009

Mario Cervantes
Science and Technology Policy Division OECD
Summary of Session 1: OI in Different Contexts

- Convergence of views more on what IO is NOT than on what it is
- Consensus it's not new but it is becoming global
- OI has clear tangible benefits for companies
- Increasingly a prerequisite to technological advances, breakthroughs but also a way to revitalize traditional sectors!
- OI relies on ICT, on standards, and supportive IP tools and policy and changes WITHIN the firm
- OI requires "strategic intelligence of suppliers customers"
Session 1 (continued)

- Degree of Openness depends on where you lie on the innovation value chain (e.g. more open upstream, less so downstream)
- Financial/economic crisis a threat but also opportunity for OI
- Policy issues raised:
  - Need for regulations to facilitate OI especially in services
  - Should governments support clusters or networks?
  - How to ensure regions are not left out? The role of public funding trigger collaboration.
Session 2: OI and the Management of Innovation

- Key words: Soft factors, culture
- Open Innovation in practice is a means ability translate ideas into production and value
- Example of OI a tool to increase product differentiation and customisation in services (e.g. Telecom)
- Requires clear management strategy and understanding of resources involved and in light of future customers needs
- Requires new kinds of management for the different process (i.e. ideas generation, development, spin-off or commercialisation).
Session 2 (continued)

- But also integration from users; e.g. developer communities to build new services.
- Balancing openness with desire for control over IPRs, confidentiality, power (within firms).
- Importance of companies to self-assess management of OI.
- Role of CTOs: Barriers to Open Innovation or OI Paradoxes.
- CTOs have limited formal power but can influence the innovation process.
- Management itself needs to innovate to increase impact of CTO on innovation process.
Session 2: OI and the Management of Innovation

- Policy has clear role in facilitating OI but also in other areas notably = Culture of innovation; management of partnerships; organisational innovations Implications for human resource – rewarding teams.

- Role of public-policy Initiators such as EU’s Joint Technology; University-Industry Centres, PPPs).
Session 3: Partnering along the innovation chain

- Definitions of innovation again! OI is not collaboration for its own sake
- Collaboration has real measurable benefits if it is grounded around an shared objective/problems, experience and trust
- Control and proximity matters, esp. for radical innovation
- How to link SMEs? Example of Supplier or purchasing platforms can help increase SMEs participation in OI
But fostering contacts is not enough to link SMEs suppliers and innovators into innovation chains; incentives within big firms (prizes, pay) and measuring performance and impact assessment but also identifying “success stories”
Session 4: Policy Implications

- OI as a motor for regional development
  Example of “Poles” as basis to operationalise and make OI systemic; OI not a single firm strategy but common strategy of actors
- Building on existing players; identify thematic areas, competitive selective process
- Funding – common fund; IPR well defined
- OI as a way to build technology platforms with a global dimension
- Key success factors – shared vision, management etc.
Session 4 (continued)

- Policies that lie outside R&D and innovation policy matter greatly.
- Success should be measured by demonstrated benefits in terms of firm creation, employment, growth etc.
- Questions of IP vs. open access to knowledge arising from collaboration with public research depends on funding models & types of co-operation; new models for co-operation.
- Multiplicity of policy players emerging with similar goals but different strategies/interfaces = convergence but more policy complexity.
contact: Mario Cervantes

Science and Technology Policy Division, DSTI, OECD

Implications for human resource – rewarding teams.

mario.cervantes@oecd.org

www.oecd.org/sti/innovation