

# 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 its 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

## Session 3 (continued)

- 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](mailto:mario.cervantes@oecd.org)

[www.oecd.org/sti/innovation](http://www.oecd.org/sti/innovation)