



OPEN INNOVATION IN GLOBAL NETWORKS - INSIGHTS FROM THE OECD-STUDY

Symposium on Global Open Innovation
Networks

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Koen De Backer

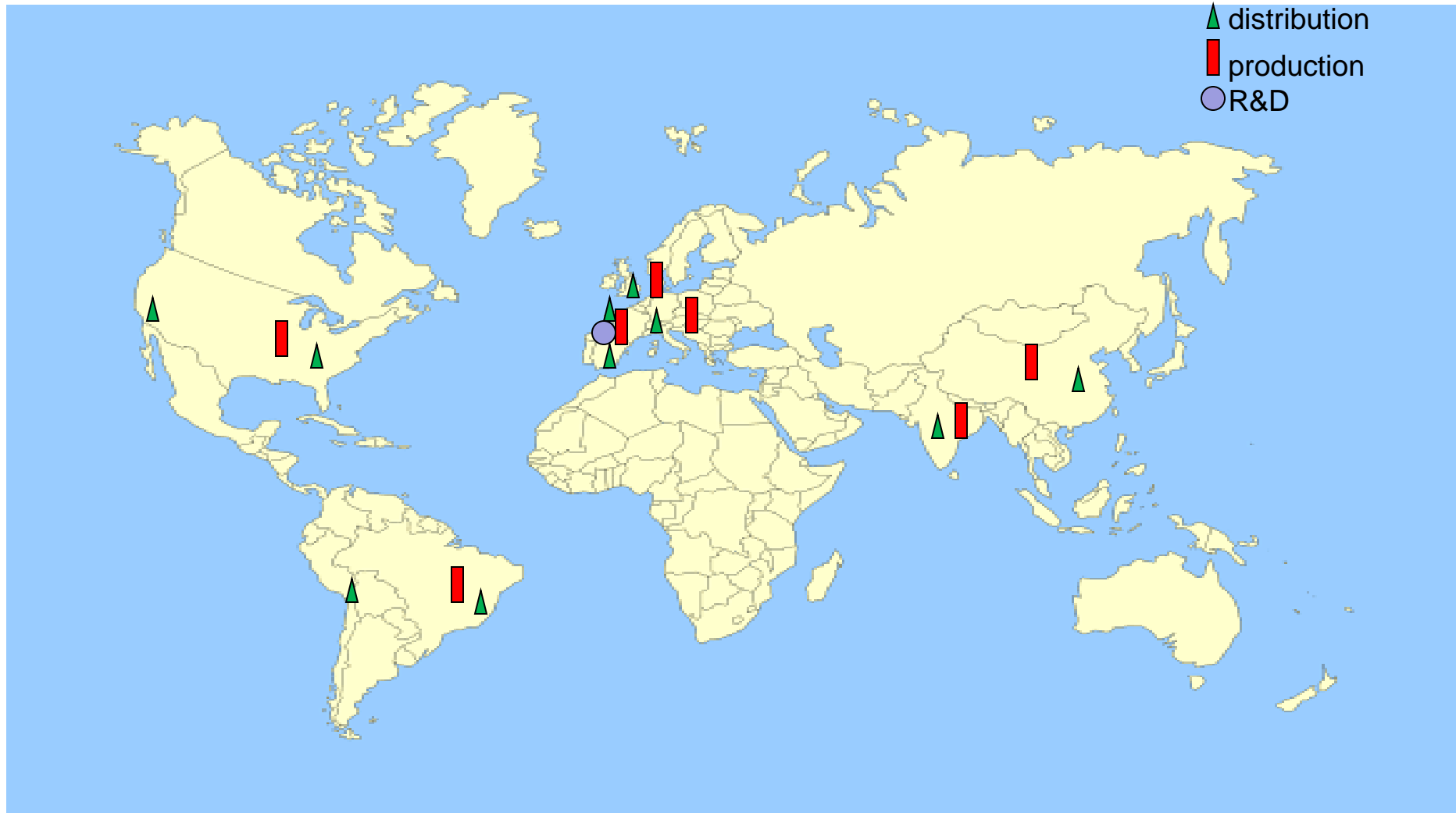
OECD WORK ON OPEN INNOVATION

- CSTP-project on open innovation 2006-2008
- 4 lead countries
- 59 case studies in 12 countries

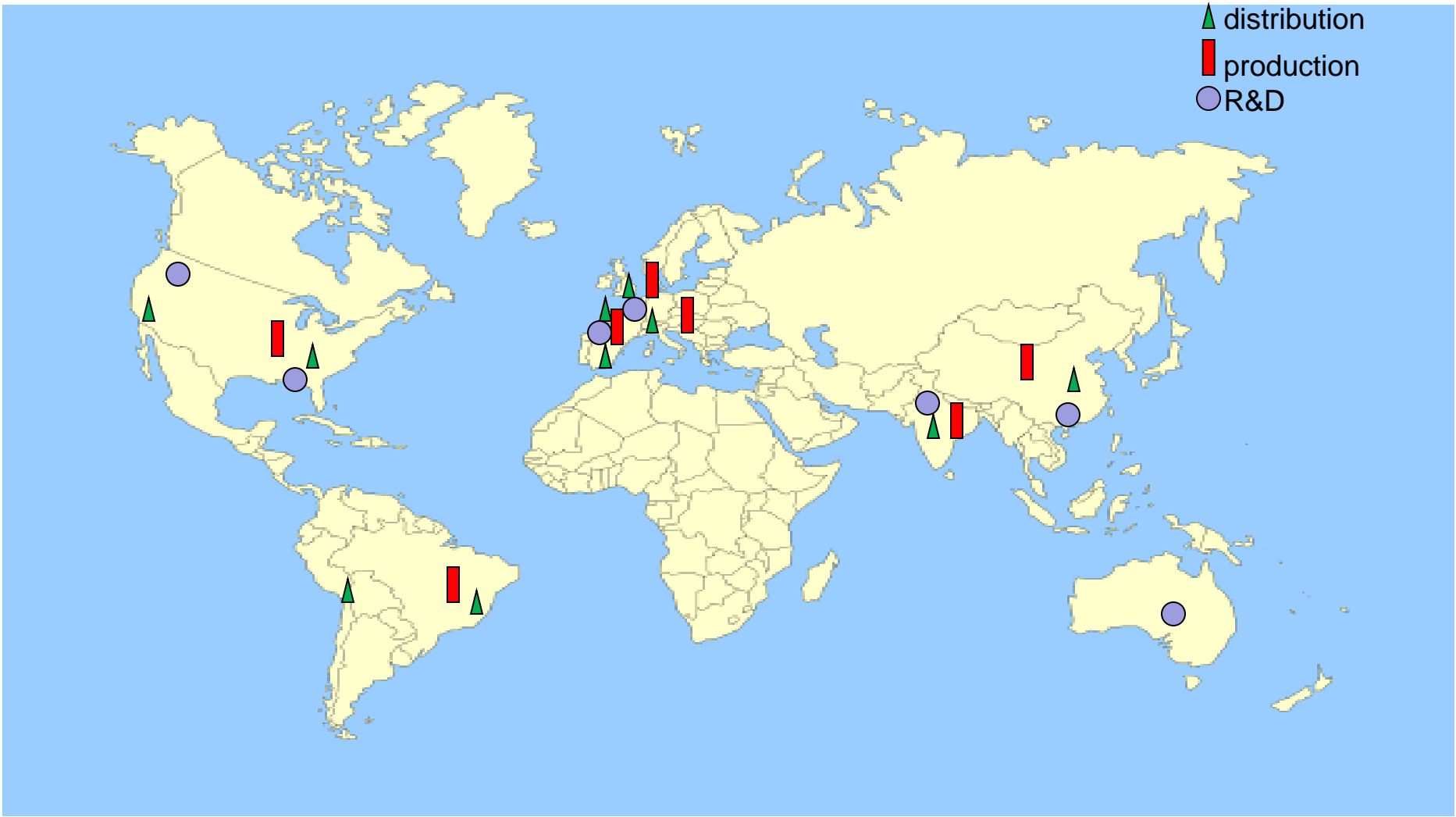
- Sectoral coverage
 - Manufacturing and services
 - High and low tech
- SMEs and MNEs

Country	Companies
Belgium	Bekaert, Herstal Group, J&J, MACQ Electronique, Numeca International, P&G, TWIN Development,
Denmark	Danisco Ltd., Exiqon Ltd., Gabriel Ltd., IBM Denmark Ltd., Quilts of Denmark Ltd.
Finland	Nokia
France	Air Liquide, Alcatel Lucent, ArcelorMittal, Dassault Systèmes, Danone, Saint-Gobain SEB, SNECMA, Valeo
Germany	Siemens AG Transportation Systems, Case Germany 2, Case Germany 3
Greece	Eurobend, S&B Industrial Minerals, Velti, Case Greece 4, Case Greece 5
Japan	NEC, Omron, Toray Industries
Netherlands	Philips, Case Netherlands 2, Case Netherlands 3
Norway	Aker ASA, Ewos Innovation eZ Systems, Q-Free,
Russia	Biological Research & Systems, Biopharm, Stack Group, Case Russia 4
Spain	Case Spain 1, Case Spain 2, Case Spain 3, Case Spain 4, Case Spain 5
Switzerland	ABB, Alcan Engineered Products, Clariant, IBM Zurich Research Laboratory, Microsoft Suisse, Nestlé, Novartis, Siemens Building Technologies, Swiss Reinsurance Company, UBS

THE EMERGENCE OF GLOBAL VALUE CHAINS...

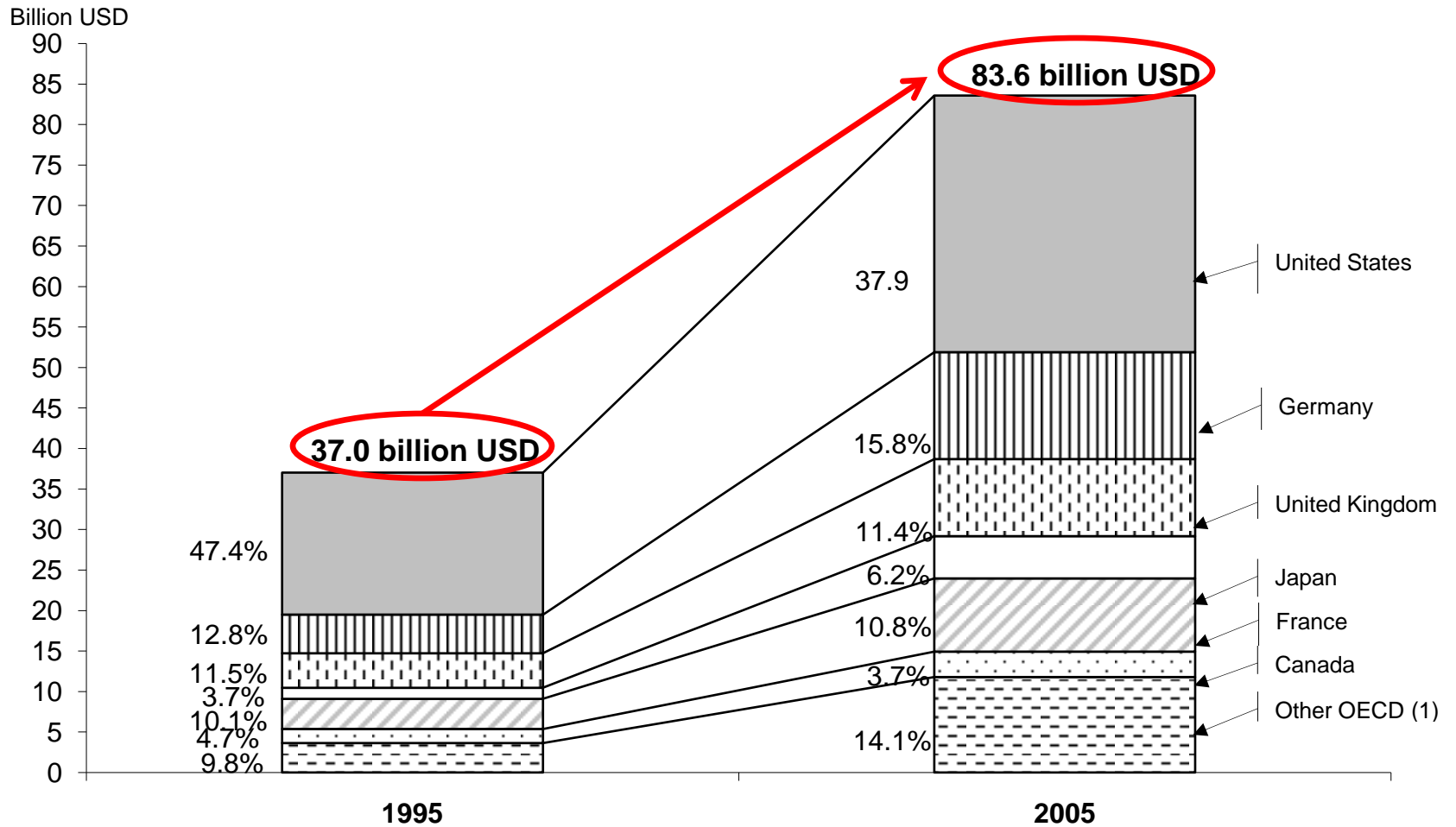


THE INTERNATIONALISATION OF R&D...



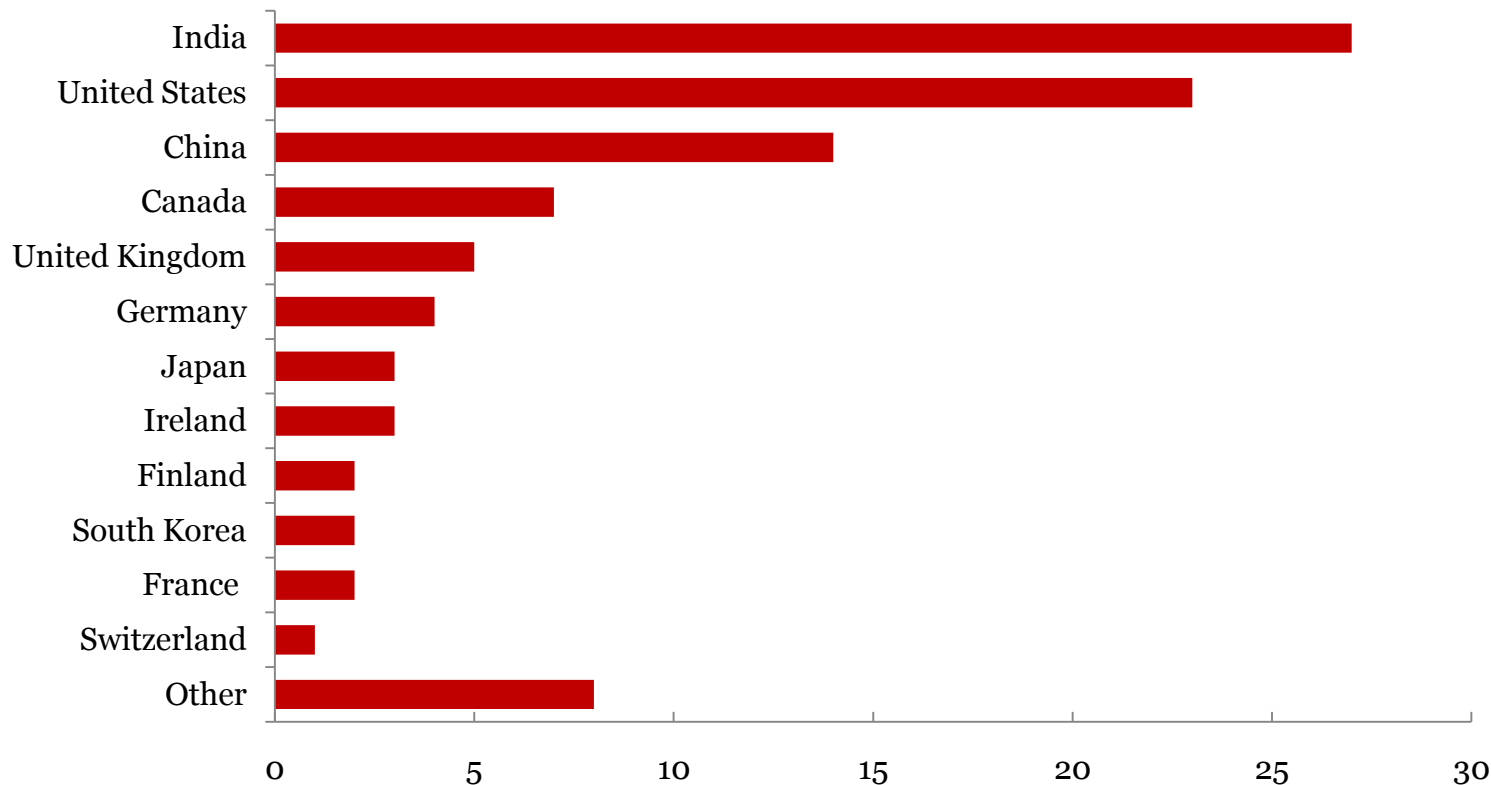
... GOES FAST,

R&D-investments under foreign control



...GOES ALSO TO EMERGING COUNTRIES,

Which of the following countries would you choose as being the best overall overseas location for R&D (please do not select your own country)? (% respondents)



...AND STRESSES ADDITIONAL LOCATION FACTORS



Source: Case studies from OECD project 'Open innovation in global networks'

GLOBAL INNOVATION NETWORKS



WHAT MOTIVATES COMPANIES? (1)

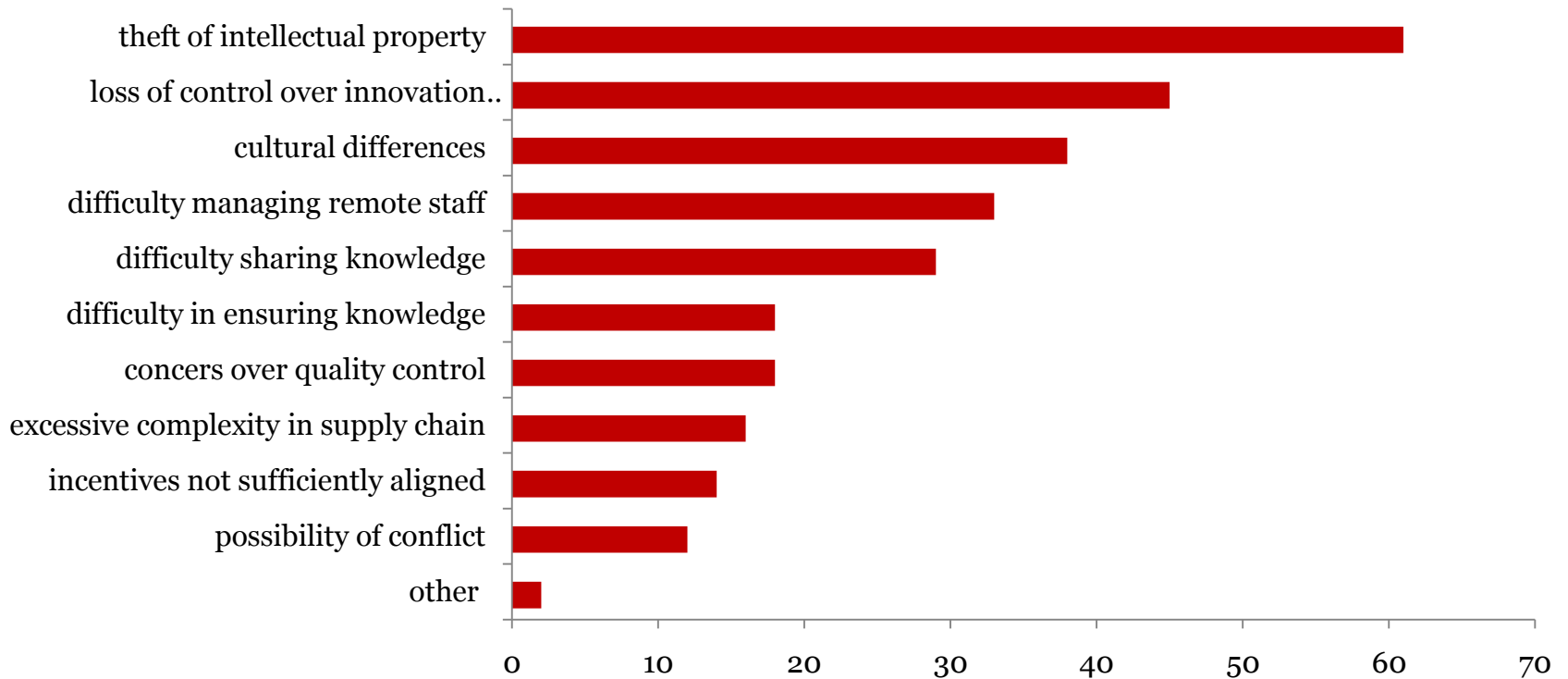
- Global demand for innovation
 - New customers
 - New demand of customers
 - Intense competition
 - Shorter PLCs
- Global supply for innovation
 - Convergence between technologies
 - Multidisciplinarity
 - Higher risks and costs
 - S&T capabilities of emerging countries

WHAT MOTIVATES COMPANIES? (2)

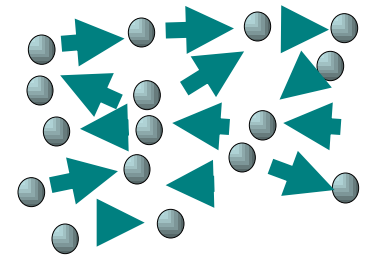
- Fast and efficient innovation
- Access to external knowledge
- Larger pool of ideas
- Shorter innovation loops
- Spreading costs
- Spreading risks
- Join forces: complementarities
- Higher flexibility
- ...

RISKS ATTACHED

What do you see as being the most significant risks to developing global innovation networks?
(% respondents)



INNOVATION ECO-SYSTEMS ARE ABOUT:

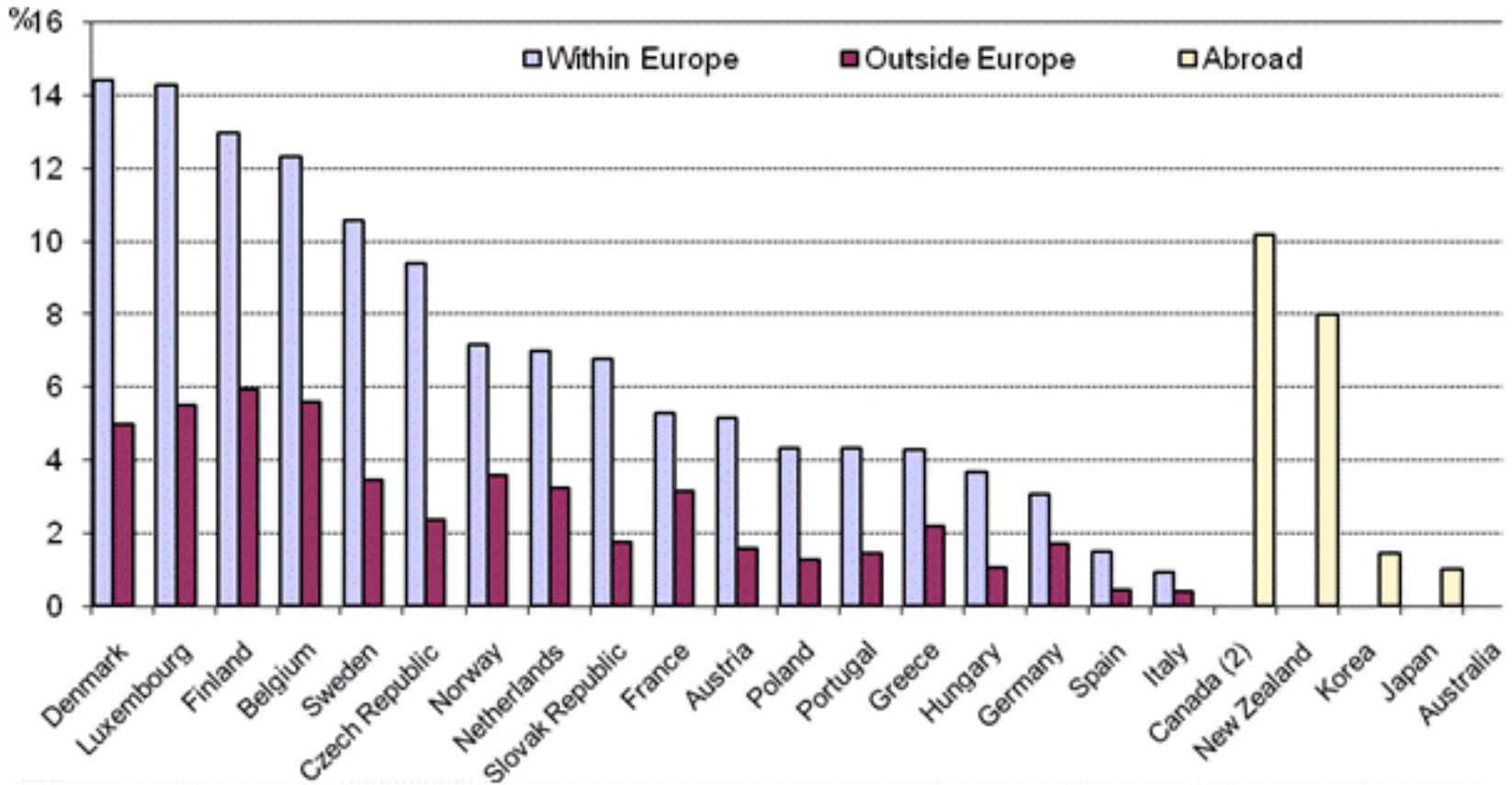


Ecosystem
centric, cross-
organizational
innovation

- A large diversity in global innovation networks
 - Outside-in and inside-out
 - ‘Old’ and ‘new’ modes’: corporate venturing
 - Differences between industries
- Suppliers and customers are the most sought after innovation partners
- Larger firms innovate more openly than small firms
- Geographical proximity matters in global innovation networks

DIFFERENCES BETWEEN COUNTRIES

Firms with foreign co-operation in innovation, 2002-04



WHAT DOES THIS MEAN FOR POLICY?

- Still a role to play for national governments?
- Attractiveness of countries?
- How to position yourself in global networks?
- Benefits of outward and inward investment?
- Mobility of high skilled people
- Return on investment: national programmes?
- Global markets for technology/knowledge?