

Introduction to Open Innovation

Approaches, Methods, and Best Practices

Presentation / Intro Speech - November 5th 2014

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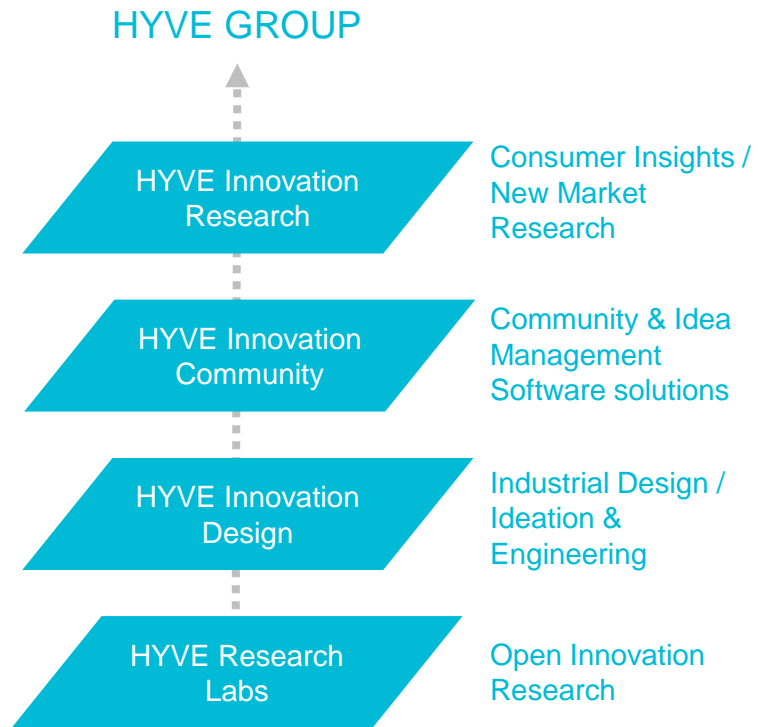
Team Lead



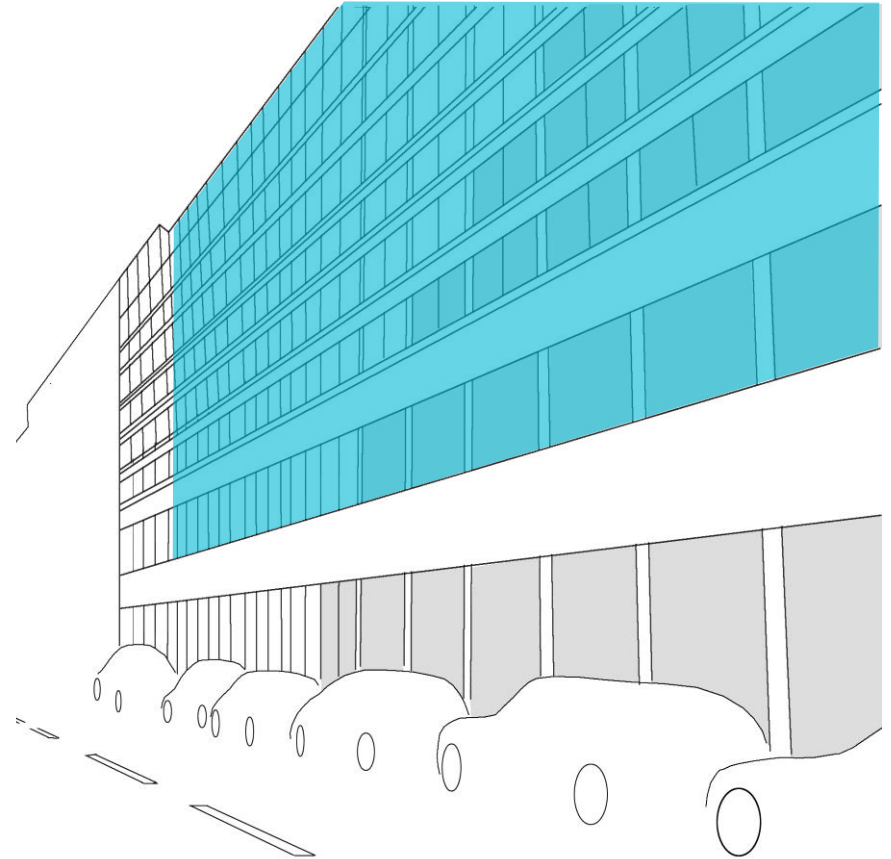
Introduction to Open Innovation

Approaches, Methods, and Best Practices





- 70+ employees
- located in Munich
- about 300 Open Innovation References
- over 60% DAX listed companies use HYVE methods



HYVE – the innovation company

Products that people love and truly need



Biotron
Lichttherapiegerät



Nivea
Invisible for Black & White Deo



Adidas
Tuneit



Sigvaris Compression
Sport Stockings



Conrac Vision 42"



ABS Vario-Line



Audi Service Key Reader



Bosch styleline



Müller PET Flasche



Osram
OLED Leuchte Filoluce



Lufthansa Airstreamer



JetFlyer

HYVE – the Innovation Company

HYVE Clients



FOOD & APPLIANCES



FMCG & LIFESTYLE



AUTOMOTIVE



MEDIA & COMMUNICATION



PUBLIC SECTOR



ELECTRONICS & IT



B2B & INDUSTRIAL GOODS



OUTDOOR & SPORTS



HEALTH



More than 60% of German Dax-Companies are working with HYVE

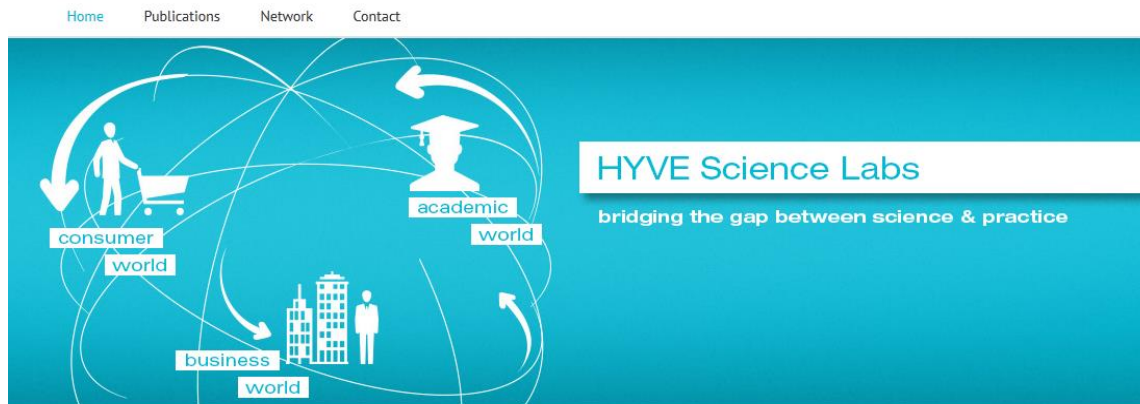
HYVE Science Labs – Thought Leadership

300 publications on Open Innovation, Crowdsourcing & collaborative innovation 

HYVE Research Labs connect the **academic**, **consumer** and **business** world to join forces in open value creation.

Deeply rooted in the scientific world, we closely cooperate with leading universities and institutions such as Harvard University, MIT in Boston, RWTH Aachen, the Pribilla Foundation, Friedrich-Alexander University Erlangen-Nürnberg and the Technical University of Munich. With more than 300 publications in leading academic and industry journals, we have our finger on the pulse of time and adapt promising scientific approaches to create solutions that fit our clients' challenges.

HYVE Research Labs aim to spur new approaches of open value creation. We believe in the power of Open Innovation, Crowdsourcing and collaborative innovation and thus help companies to integrate external stakeholders into new product development. As innovation enablers with a passion for research, HYVE heavily relies on methodologies which were derived from academic research. Our goal is to intertwine academic research and practical work in the business world. In our experience a stronger connection between the two worlds can unlock extraordinary results and performances. Thus, we want to foster bidirectional exchanges to supercharge the effects of academic research and business.



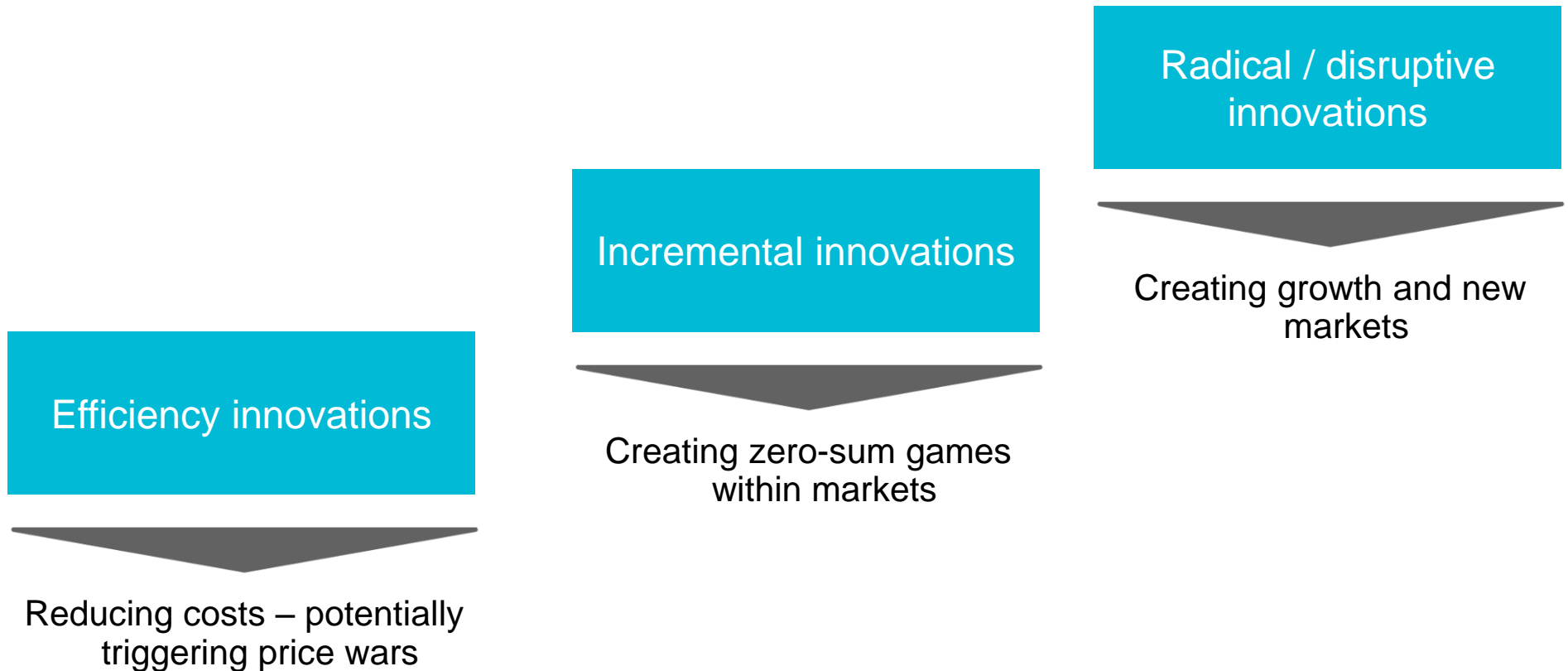
Why care about innovation?

Disruptive innovations have significantly influenced companies



How to innovate...

...various approaches may yield differing outcomes



Source: Clayton Christensen, World Economic Forum, 2013

Reinventing industries: Hotels, Finance, Driving – - innovative disruption is the new normal



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Financial Industry

The screenshot shows the Lendico website interface. It features a navigation bar with 'Geld leihen', 'Geld anlegen', 'So funktioniert's', 'Hilfe', and 'Blog'. The main content area is split into two columns: 'Günstige Konditionen für Kreditnehmer' (Favorable conditions for borrowers) and 'Attraktive Renditen für Anleger' (Attractive returns for investors). The left column includes a form for requesting a loan up to 1,000 €, with fields for 'Kreditdauer', 'Kategorie', and 'Laufzeit'. The right column lists benefits like 'Bis zu 14,25% Rendite' and 'Sichere Anlage beim Testieger'. At the bottom, there are three icons representing 'Attraktiv', 'Einfach!', and 'Sicher!'. The footer lists various partner logos like ZDF, RTL, and Bloomberg.

bitcoin, Zopa, Umpqua,
community owned banks,
Crowdfunding etc.

Hotel/Lodging

The screenshot shows the Airbnb website interface. It features the Airbnb logo and a search bar with the text 'Wo soll es hingehen?'. Below the search bar, there are filters for 'Check-in', 'Check-out', '1 Gast', and 'Suche'. The main heading is 'Beginne Dein Abenteuer' (Start your adventure) with the tagline 'Entdecke Ziele, die Reisen bedeuten.' (Discover destinations that mean travel). Below this, there are two featured listings: 'New York' showing a street scene with yellow taxis, and 'Sarah And Adams Zuhause' showing a modern interior with a price tag of '158 €'.

Airbnb, couch serving,
Gloveler.de, 9flats.com,
Wimdu.de etc.

Education

The screenshot shows the Coursera website interface. It features the Coursera logo and navigation links for 'Courses', 'Specializations', 'Institutions', 'About', 'Sign In', and 'Sign Up'. The main heading is 'Take the world's best courses, online, for free.' Below this is a search bar with the text 'What would you like to learn about?'. The footer includes a 'Loading' indicator and a 'View all courses' link. On the right side, there are four columns of links: 'COMPANY' (About, People, Leadership, Careers), 'FRIENDS' (Partners, Community, Programs, Developers, Translate), 'CONNECT' (Google+, Twitter, Facebook, Blog, Tech Blog), and 'MORE' (Terms, Privacy, Help, Press, Contact).

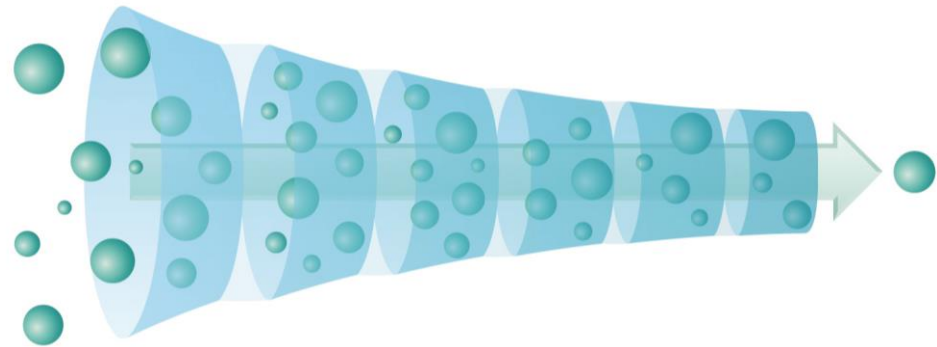
iVersity, coursea, Khan
academy, MIT media Labs etc.

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Traditional innovation approach...
...is theoretically based on Schumpeter



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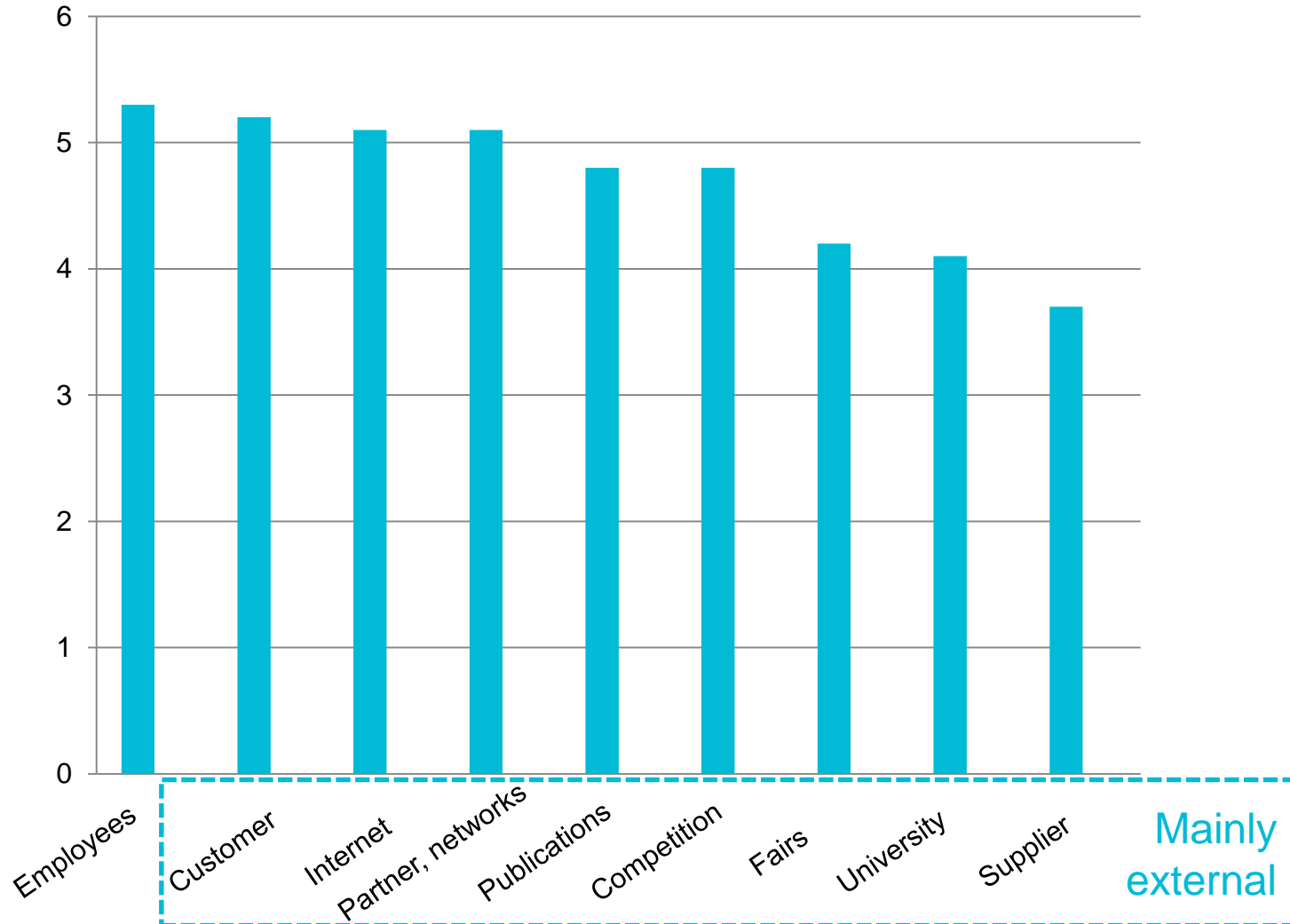
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In daily business...

...where do you find innovation ideas?



Relevance of Sources of Innovation (7 point scale)



SOURCE: Advanced Innovation, 2003

Costs of identifying external ideas dramatically decreased Times have changed

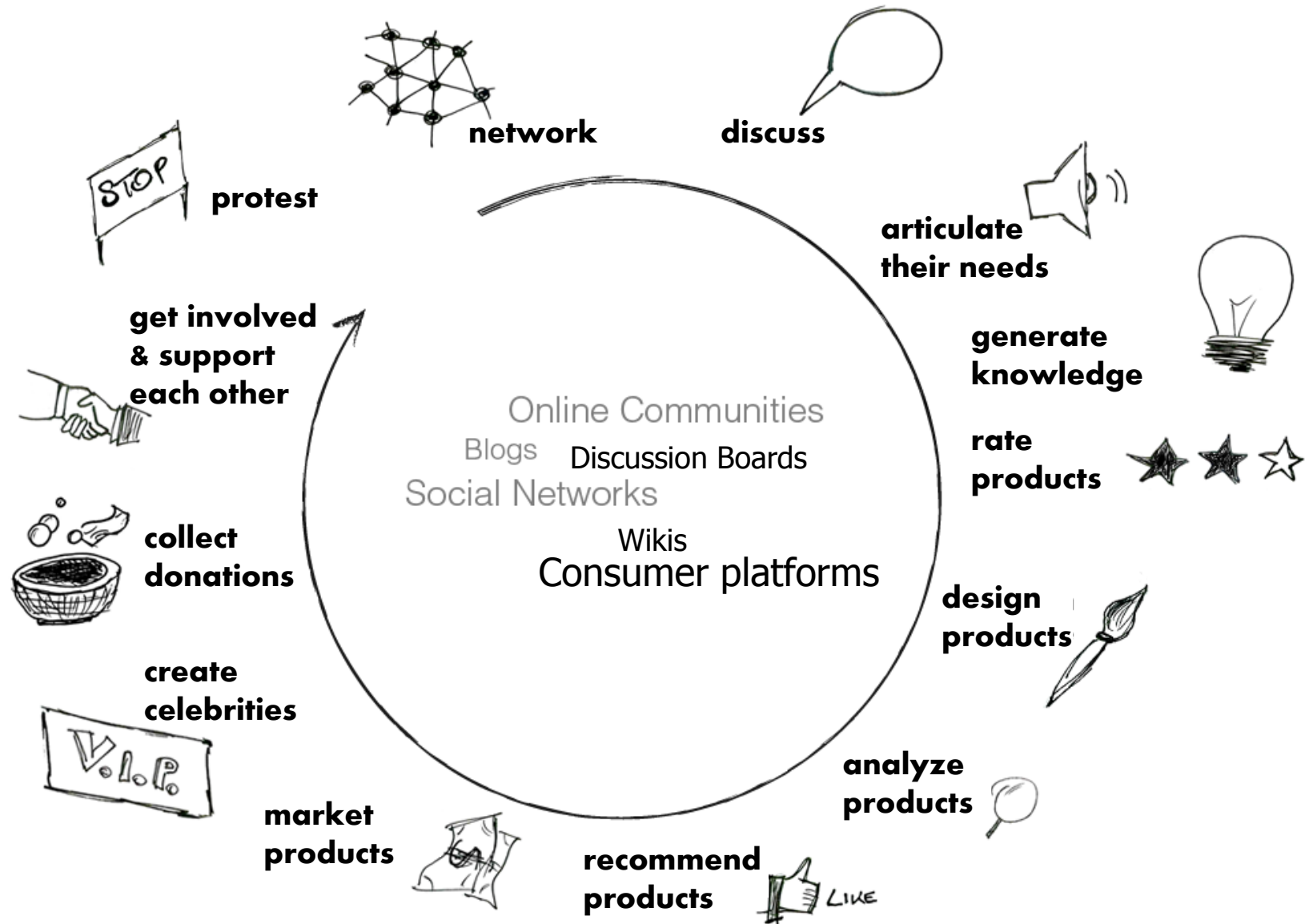


Habemus Papam...



User / Open Innovation

...users create valuable informations and content



Introduction Open Innovation

Definition



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Open Innovation...

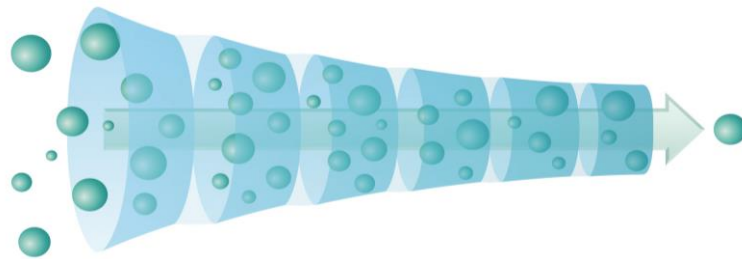
- means to **open up** the innovation process
- makes the **user knowledge** and the **creativity of the customers** and consumers useful for the organization
- due to the continuous and the **earliest possible integration** of the users the innovation success is assured
- **creates competitive** advantages



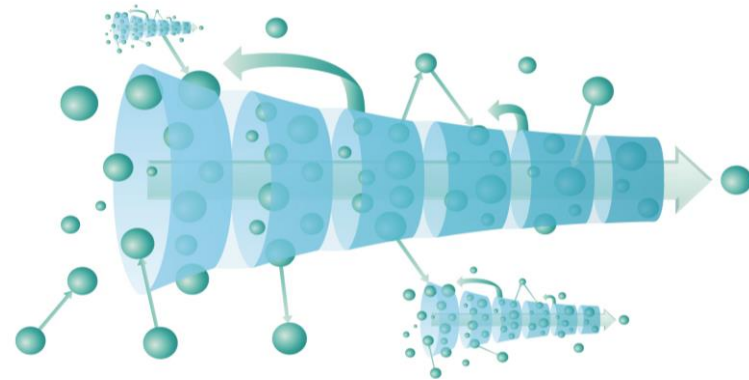
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Opening up the innovation funnel...

...results in customer-oriented, open and collaborative innovation



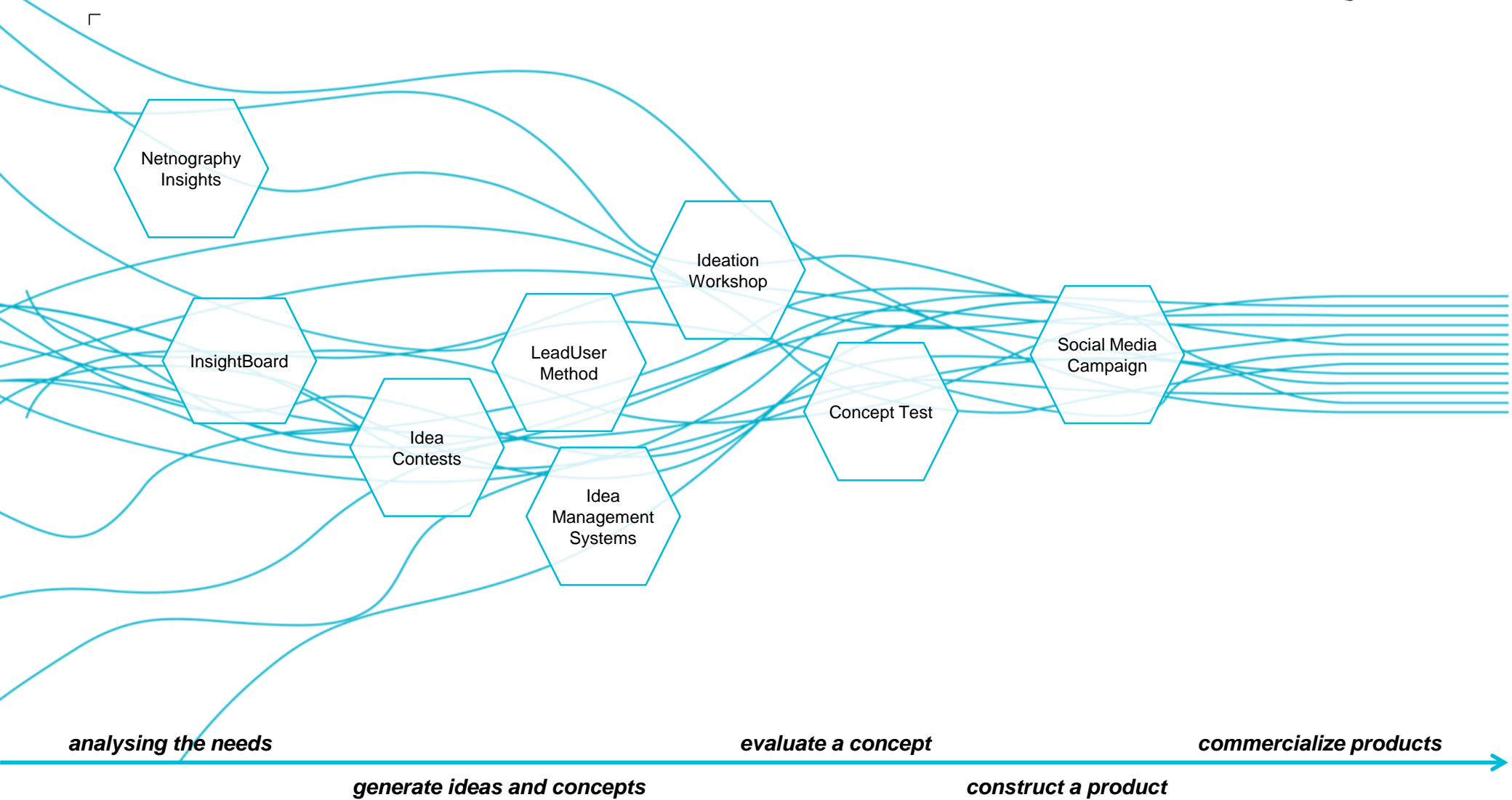
Traditional Innovation Process



Open / Network Innovation

Methods

Open Innovation along the innovation process



Analysis of requirements NetnographyInsights©

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Thousands of user experts are talking on a daily basis about their topics, hobbies, and experiences in online communities.

Find ways to use their knowledge!



Analysis of requirements

NetnographyInsights©: Example NIVEA



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A structured exploration of the important customer's requirements around the topic deodorant. Exploration of the unanswered customer needs.

Nivea Invisible for Black & White:
Most successful introduction of a new product in the history of Beiersdorf.

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Analysis of requirements

Insight Board

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Get virtually in direct dialog with the users and learn more about their needs.

Use the chances of the internet and avoid the limits of one focused group.

Transfer the knowledge offline in the solutions of the products.



Analysis of requirements

Insight Board: Example EnBW Smartlab



SmartLab Community

Projektübersicht FAQ Profil Abmelden

Willkommen im SmartLab 2!

Nach 12 spannenden Diskussionstagen um Smart Home Anwendungen und Möglichkeiten geht es nun weiter! Wir haben euer Feedback und eure Beiträge aufgenommen, analysiert und nach Möglichkeiten v ersucht darauf zu reagieren.

Im Ergebnis gibt es nun 3 neue Starter-Sets die wir euch v orstellen wollen und bei denen uns euer Feedback wichtig ist. Diese Starter-Sets sind natürlich nur der allererste Schritt für unsere Plattform, wie es in Zukunft weiter geht, möchten wir v on euch anhand eurer Smart Home Konfiguratoren diskutieren.

Aktuell

Hier sehen Sie demnächst Ihre aktuelle Aufgabe.

Feedback

Konfigurator

Qivicon Home Base

Vergleichsprodukte

Diskussion Tag 4

Diskussion Tag 3

Diskussion Tag 2

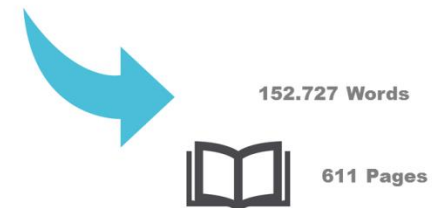
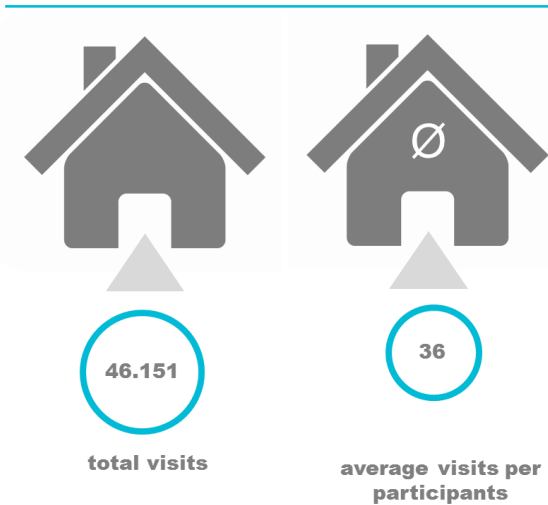


Open-Innovation Research

The Open Research Community “SmartLab” auf einen Blick



More than 60 active members



Open-Innovation Research

EnBW: on- and offline customer integration



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Phase 1: tree weeks of online discussion with possible costumers

- ▶ Attitudes and expectations for Smart-Home
- ▶ Discussion about prioritized properties and aspects of Smart Home
- ▶ Possible and accepted roles of an energy supplier in the area of Smart Home



Phase 2: hereinafter online-discussion with the same participants

- ▶ Examination and evaluation of the systems of competitors
- ▶ Virtual product bundle as a starter-set and discussion about functions and pricings



Phase 3: user-friendly Co-Research Workshop

- ▶ Testing the user-friendliness of the App due two participation groups (1 group is recruited through online research communities)
- ▶ Teamwork of developers and participants

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Smart City

Sustainable, urban, post fossil society



CONTENT

- is a city which is in use of systemic information and communication-, as well as resource-saving technologies
- New intelligent technical, economical and social innovations for a sustainable, livable life

AIM

- post fossil society, resource-saving lifestyle, increased quality of life, sustainable rising competitiveness
- Areas: energy, mobility, city planning, governance, environment, economy, society



„Smart“

Intelligent

Integrative

efficient

effective

adaptive

attractive

Generate ideas and concepts Lead User Method

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**Develop radical innovations with
radically advanced Users**

**Discover the „out of the box“-
potential of your organization**



Tom

This is Tom, he is a passion for **surfing** on the river Isar. He **constructed this board rack for his bike**

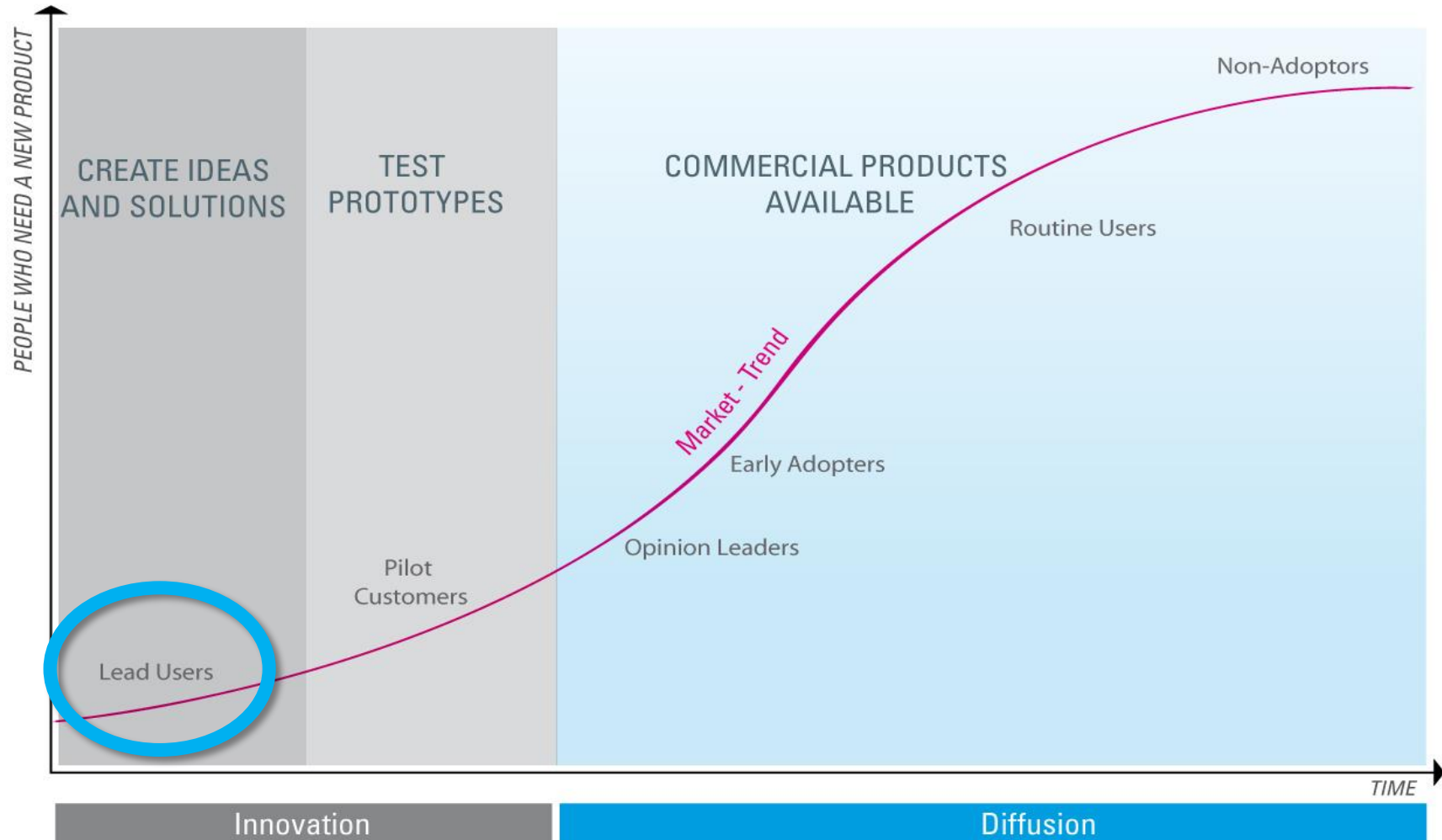


Generate ideas and concepts

Lead User Method



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LeadUser Project by Vaillant

User face innovation for
heating systems

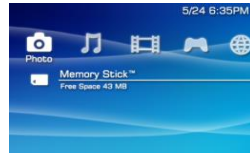
Lead User search field



SF 1
Heating Climate and
Ventilation Systems



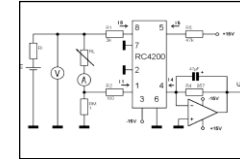
SF 2
User Interface Design



SF 3
Webdesign &
Programming



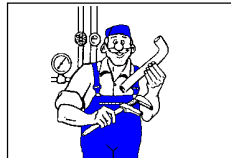
SF 4
Control Engineering



SF 5
Renewable Energies



SF 6
Craftsmanship &
Installation



SF 7
Mobile Devices



SF 8
Displays &
Operation



SF 9
Configuration



SF 10
Virtual Reality



SF 11
Services (housing,
living)



SF 12
Gaming



SF 13
Sensor Systems



SF 14
Household & Kitchen
Appliance

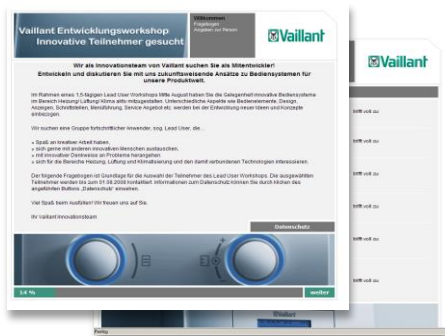


Lead User search field



159.000.000 hits Google search „User Interface“

75.000 experts and users in forum haustechnikdialog.de



300 interested individuals within 5 days

49 in closer consideration



30 personal interviews

8 LeadUser



Lead User @ Vaillant



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IT Consultant, Electrician and Energy Consultants, Soldier, Casemodder, Chimney Sweeper, Strategy Consultant, Designer, User Interface Designer

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Generate ideas and concepts Innovation Contest

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**Take the creativity of thousands
of idea providers worldwide**

**Get the creativity and
intelligence of the „swarm“ into
your company**

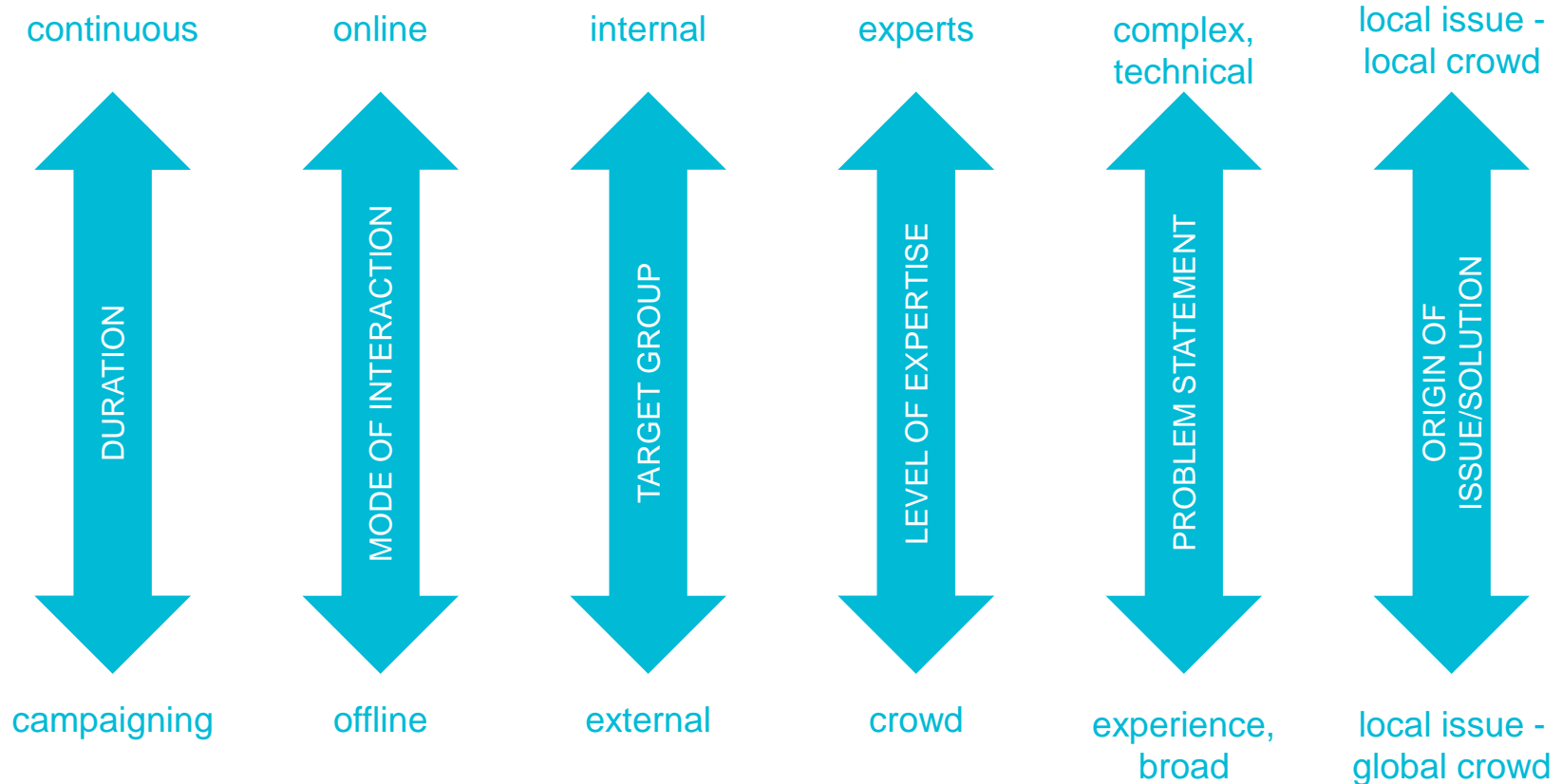


Generate ideas and concepts

Dimensions of Innovation Contest



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„ideabird - make ideas fly“ by Deutsche Telekom AG

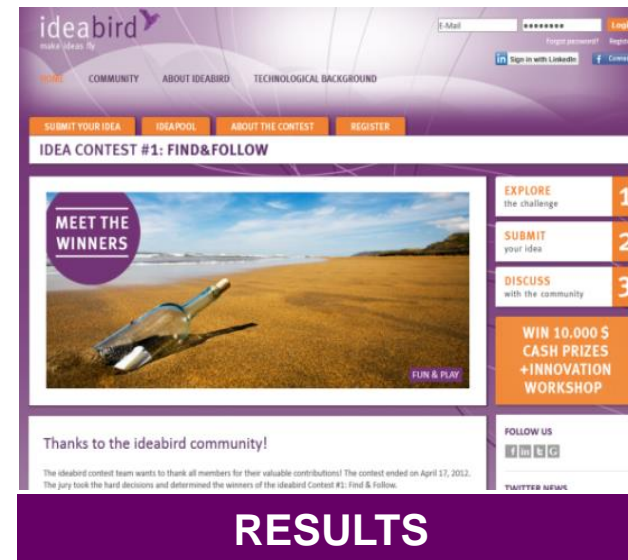


OBJECTIVES

- Generate **ideas** for the future use of M2M* technology
- Development of **product concepts** based on submitted ideas
- Creation of an active **community** of M2M experts and designers

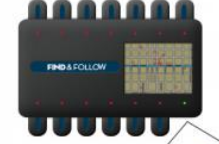
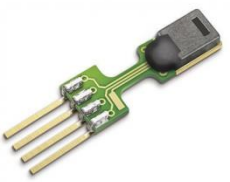
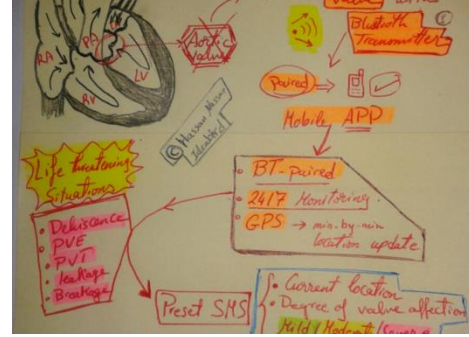
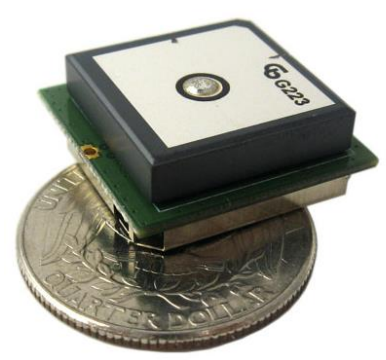
APPROACH

- Creation of the innovation platform www.ideabird.com supported by Deutsche Telekom, Deloitte Consulting, HYVE and RWTH Aachen
- Recruiting qualified **participants** internationally
- 11 different idea **categories**
- Frequent **exchange of knowledge** between users and experts
- Selection of **winners** by a high-profile jury
- **Lead User workshop** with select users to develop concepts



RESULTS

- **6** Weeks
- **618** Ideas
- **5.980** Comments
- **4.022** Reviews
- **826** Members
- **12** Product concepts from workshop



626 IDEAS

11 CATEGORIES

826 MEMBERS

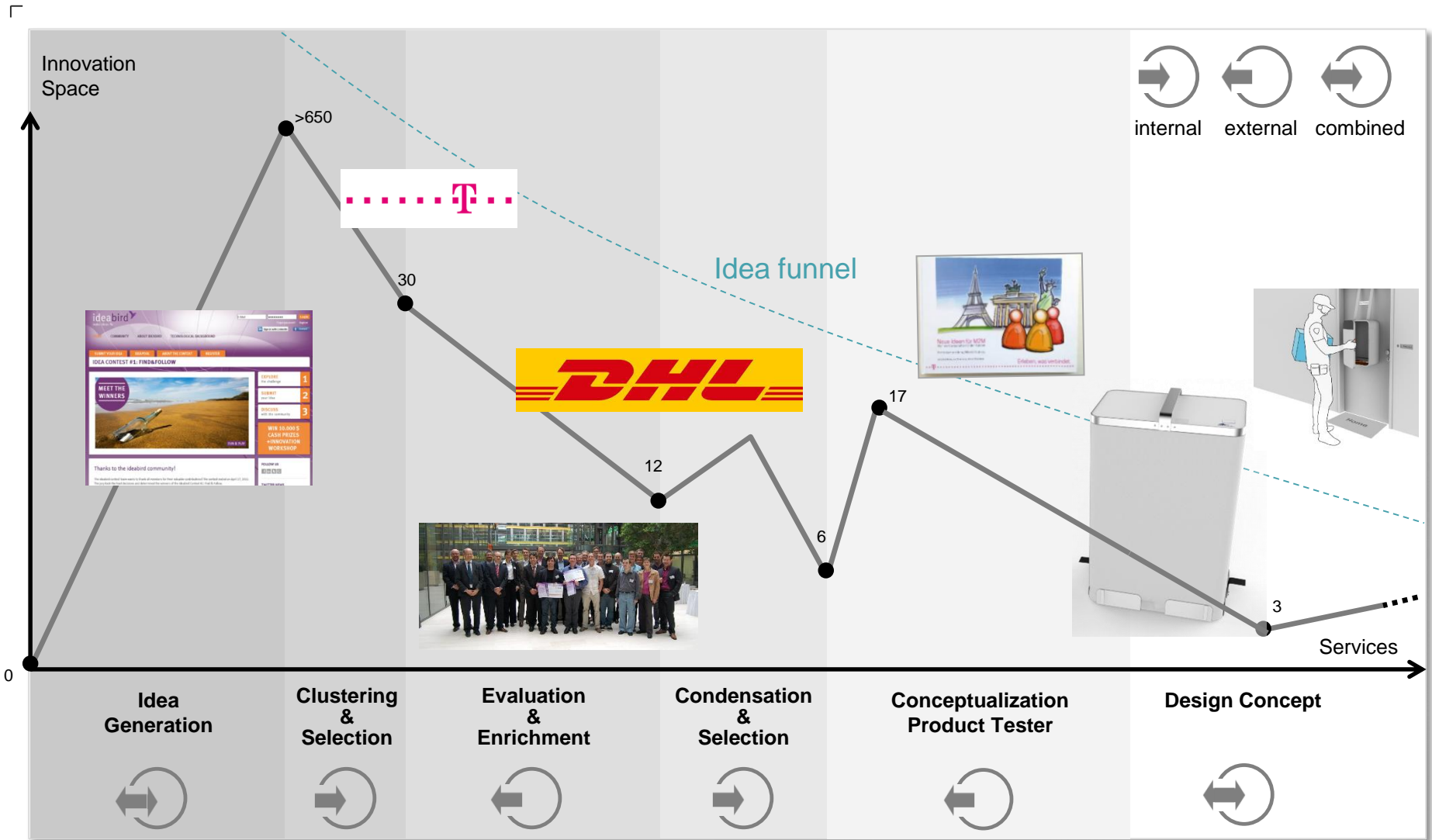
Telekom central server



The Paketbutler presentation IFA



Development of the Paketbutler



“Innosite” by DAC (Danish Architecture Centre)

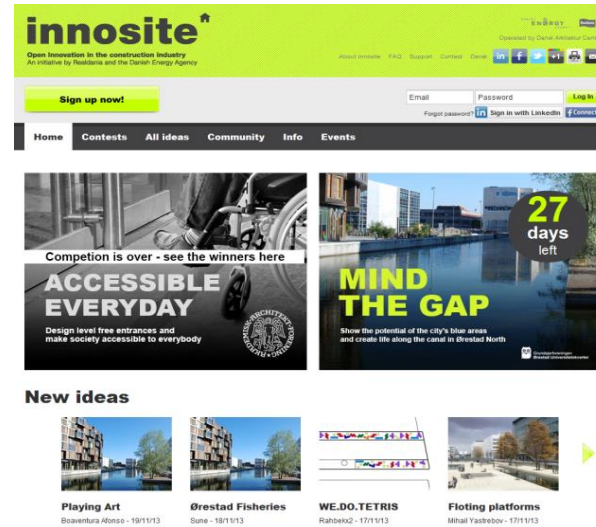


GOALS

- Promoting innovation within the building sector
- Networking of experts, architects, designers, engineers and citizen
- Integration of knowledge and experience from the citizen and users
- Identification of international best practices

APPROACH

- 5-year multi-contest platform (online since November 2011)
- Evaluation and discussion of submitted ideas and concepts
- Upload of videos, photos and other files
- Carefully developed incentive system

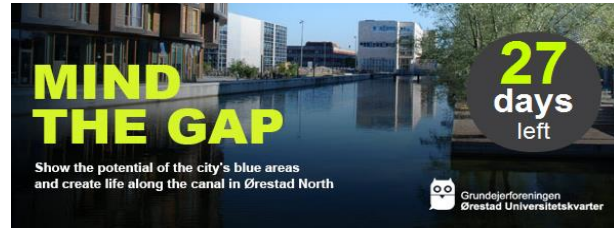


RESULTS (23.04.2014)

- **3.144** Active Participants
- **1.980** Ideas/Concepts
- **950.000+** Visitors from **108** Countries
- **3.957** Comments
- **21** Contests

“Innosite”

by DAC - Design submissions of the current contest “Mind the Gap”



50.000DKK Prize Money

Online since 30 days

15 Ideas

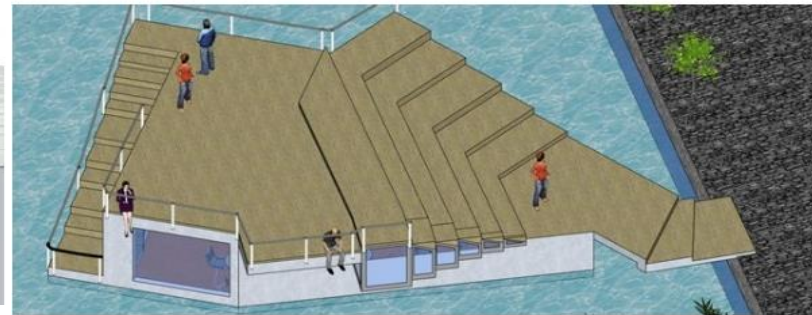
connect the gap

parcour way



Enjoy The View

Studenter cafeer



On the water

wind sails for shade



Floting platforms

The public space on the water



“Innosite” by DAC - Winner of the Contest “Accessible Everyday”



50.000DKK Prize Money

6 Jury Members

46 Ideas



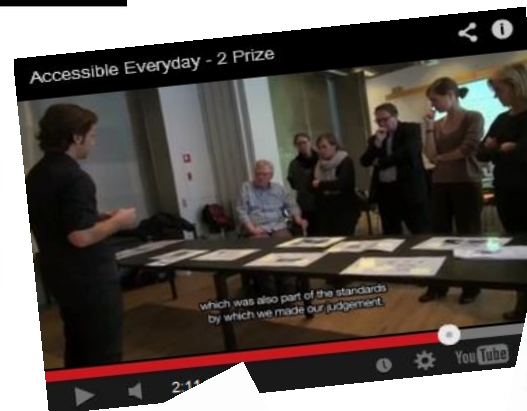
1 Prize

ACCESSIBLE EVERYDAY FOR EVERYBODY
FORCE4 ARCHITECTS



ACCESSIBLE EVERYDAY FOR ...

Force4 Architects -
24/10/13
★★★★★ (10).

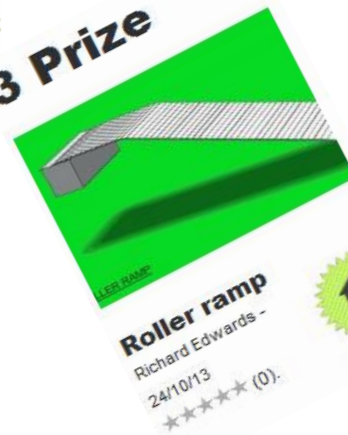


2 Prize

Easy Access
Allan - 08/10/13
★★★★★ (4).



3 Prize



Roller ramp
Richard Edwards -
24/10/13
★★★★★ (0).



“Supermarkt ohne Grenzen” by ASPIAG Service Srl.



GOALS

- Architectural designs for a planned Supermarket in South Tyrol
- Trends in materials, shapes, interior- and exterior- design
- Positioning Despar as an innovative and customer-oriented company
- Creating viral buzz

APPROACH

- Bilingual design competition
- Free designs by Designers, Architects and Engineers
- Configured designs by Consumers and Fans of the brand
- Submitting phase of 7 weeks
- Voting phase of 3 weeks



RESULTS

- **83.097** Visitors
- **10.008** Discussion contributions
- **8.882** Ratings
- **1.784** Members
- **342** Designs
- **8 min** Average amount of time spent on site by users



122 MIO. CONTACT POINTS

84.840 UNIQUE VISITORS

1.784 MEMBERS



267 FREE DESIGNS



Generate ideas and concepts

Internal Idea Management

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Unleash the creative potential of your employees.

Focalize your companies expertise. Including a boost in motivation.



Generate ideas and concepts

Idea Management: Daimler Business Innovation Community



CAR 2GO

DAIMLER
Business Innovation Community

Home | neu eingepflegt | Bekommt am besten Eindruck | Meist diskutiert | Zuletzt geändert

Lösungen gesucht
Nutzung von Solarenergie

Besucher meiner Geschäftsideen

am 14.11.2008 um 18:30:54	am 17.10.2008 um 13:45:18	am 18.10.2008 um 18:07:02
Robert Henrich	Marcus Spickermann	Frank Spennemann
am 25.09.2008 um 17:02:22	am 05.08.2008 um 09:40:13	am 29.07.2008 um 11:28:06
Wolfgang Gruel	Florian Zimmermann	Meltem Aytac

Neueste Beiträge

Kommentar(e)
20.11.2008
Michael Kubin
Kommentar zur Idee
Sprinter mit Solardach
Auch PVs wollen von Solarenergie auf dem Dach profitieren

Internal idea management platform to develop new products.

Employees post ideas, evaluate them and collaboratively develop them until market maturity

Commercialize products

Social Media Campaigns / Product Tester



Realized products must be merchandised.

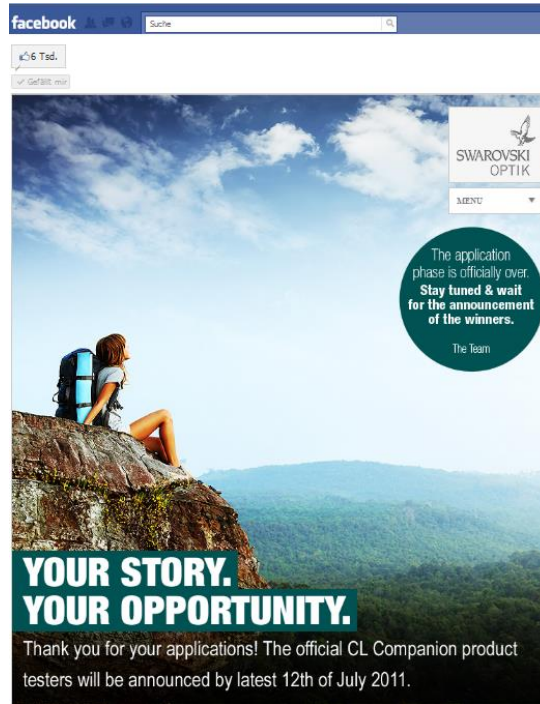
Transform your users to brand ambassadors.

Because „Social Buzz“ is more than just a catchphrase.



Commercialize products

Social Media Campaign: Example Swarovski Optic



Reach a new target group for Swarovski Optik (Travel). Composition of the Facebook-campaign „World Traveller’s Challenge“.

Over 400 authentic travel reports were published by 20 product testers. Over 28 million contact points were realized because of the viral spread of the generated content.

Extreme cases



[About Us](#)
[Virtual BorderWatchSM](#)
[Information](#)
[BorderWatchSM Archives](#)
[Donate](#)

Electronics at **amazon.com** | Digital Cameras, MP3 Players, TVs & More. [Shop now](#)

Actual Sighting Videos - BorderWatchSM Archives [SEE MORE](#)

[Access to Texas Denied](#)

[Drugs Seized](#)

[Access to Texas Denied](#)

[Access to Texas Denied](#)

Virtual Stake Outs - Live Border Cameras

Camera 1
This area is known for illegal drug activity. If you see people moving in this area please report this activity.

Camera 2
If you see subjects along river or in the water please report this activity. If camera focused on land, you are looking for individuals moving on foot from left to right. They may approach a vehicle in the area of continue on foot. Please report this activity.

Camera 3
This area is a high crime area. If you see suspicious activity in this area please report it. When focused on the river, please report subjects crossing via raft or swimming.

Camera 4
This is a drug crime area. Should you see anyone on foot or crossing the river via raft or swimming, please report this activity.

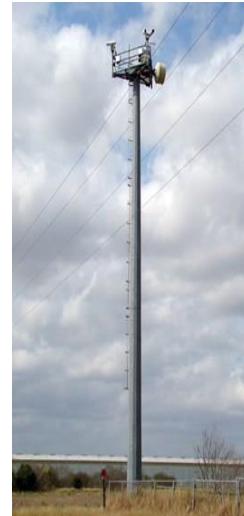
Create An Account
Register for your FREE Account [CLICK HERE](#)

Virtual Texas DeputySM Log In
Email Address:
[Need an Account?](#) [LOG IN](#)

[Donate](#)

What We Do
 BlueServoSM deployed the Virtual Community Watch, an innovative real-time surveillance program designed to empower the public to proactively participate in fighting border crime. The BlueServoSM Virtual Community WatchSM is a network of cameras and sensors along the Texas-Mexico border that feeds live streaming video to [www.BlueServo.net](#). Users will log in to the BlueServoSM website and directly monitor suspicious criminal activity along the border via this virtual fenceSM.

HDTVs for under



<http://www.blueservo.net>

Extreme cases



Allowances by MP

Detailed Breakdown of Stationery and Postage Costs for all MPs

Location of MPs' current ACA/PAAE home

Travel Costs 09/10 Q1

Travel Costs 09/10 Q2

Travel Costs 09/10 Q3

Travel Costs 08/09

Details of catering functions and events hosted by Members

Repayments made against all claim types

Members' allowances expenditure tables 2008-09 to 2010/11 with explanatory notes

Legg Report

Searchable database of allowances by MP from 08/09 onwards

ACA/PAAE homes: change of nomination

Allowances by MP

2004/05 to the third quarter of 2009/10

In June 2009 more than a million documents and receipts were published online. These related to MPs' claims dating back to 2004/05 and up to 2007/08.

In December 2009 these pages were updated to include information about MPs' claims for costs incurred when staying away from their main home in 2008/09 and the first quarter of 2009/10.

Alphabetical list

Below is an alphabetical list of current MPs. The Allowances link, to the right of each name, takes you to a page containing edited scans of documents submitted in support of claims made against:

- Additional Costs Allowance (ACA) - paid to reimburse Members for necessary costs incurred when staying overnight away from their main home in each year from 2004/05 to 2008/09.
- Personal Additional Accommodation Expenditure (PAAE, which replaced the ACA in April 2009) - paid to reimburse Members for necessary costs incurred when staying overnight away from their main home. Please note that the information relates to claims made during April to June 2009.
- Incidental Expenses Provision (IEP) - the costs associated with running an office in each year from 2004/05 to 2007/08.
- Communications Allowance - introduced in 2007/08, which provides funds for communication with constituents.

Geographical location

A link on the left hand side of the page provides a list of the geographical location of MPs' current ACA/PAAE home - either in London or the constituency. It also indicates if the location changed during 2008/09 or 2009/10, including if that change was within the same geographical area.

Additional links provide totals by Member for:

- Travel costs
- Stationery and postage costs
- Details of catering functions and events hosted by Members
- Repayments made against all claim types
- Net totals, reflecting the repayments made against the original claims.

Searchable database of claims

Another link provides access to the searchable database of claims from 2008/09 onwards.

Communications Allowance scans relating to expenditure in 2008/09 are accessible via the link to the searchable database. IEP scans relating to expenditure in 2008/09 and 2009/10, along with Communications allowance scans for 2009/10, will be published on the searchable database later in the year.

Find your MP

Search for your local MP by postcode, name or constituency. Please use the back button of your browser to navigate back to this page.

Related Information

The Green Book

A guide to Members allowances

- The Green Book - current edition (the current rule book)
- The Green Book - 2006 edition (the previous rule book)
- The Green Book - 2005 edition
- The Green Book - 2004 edition
- The Green Book - 2003 edition

About pay and allowances for MPs

Find out the current annual salary for an MP and the additional allowances they are entitled to.

491
Mr Richard Bacon

243 000

Your gas bill - estimated
Please pay £79.56 - to reach us by 2 Jun 2009
 Pay by this date and you'll benefit from our Prompt Pay discount on your next bill

This claim is for £79.56

Before this bill	This bill
Your previous bill	Balance brought forward
£71.23 <small>in debit</small>	£0.00
What you paid	Gas you've used this period
£71.23	£75.78
Balance after your last payment	VAT at 5%
£0.00	£3.78
	Total to pay
	£79.56 <small>in debit</small>

Final bill £81.70

Payment reference: 045468
paid in full 25 June 2009.

Ways to pay your bill

When paying you need your customer reference number which is [redacted]

Please allow 3 working days for your payment to clear at a bank or Post Office and 5 working days if you pay by post

Switch to Direct Debit
 It's easy, convenient and saves you money. Call us on 0800 048 0202 to spread your payments over the year, or pay your bill in full each quarter.

Credit/Debit card, by phone or online
 Call us on 0800 107 0224 or visit britishgas.co.uk/paymybill

At any bank or by post
 Make cheques payable to 'British Gas Trading Ltd' and write your customer reference number on the back. Take your cheque with this completed payment slip to the bank, or send them to British Gas, Payment Area 55, Camberley, GU95 1AB. Please don't send cash in the post. Some banks charge for this service.

By PayPoint
 Take your whole bill and pay by cash.

At the Post Office
 Take your bill or payment card, fill in this payment slip and make your cheque payable to 'Post Office Ltd'.

Mon - Fri, 8am - 8pm, Sat, 8am - 6pm
 Please have your gas meter reading handy.
Planning on moving home?
 Call the number above and press 7
britishgas.co.uk/billing
 To manage your account online

Customer reference number [redacted]

Bill date: 19 May 2009 ✓
 Bill period: 12 Feb 09 - 18 May 09

Message board

Terms and Conditions
 We have made some changes to our terms and conditions supplying your energy. For a copy call 0800 048 0202 or go to britishgas.co.uk/terms

Generation Green
 Generation Green is our brand new schools and community programme designed to help kids grow greener minds inside and outside of the classroom. To find out more visit generationgreen.co.uk/schools

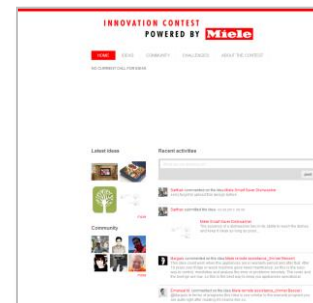
<http://mpsallowances.parliament.uk/mpslordsandoffices/hocallowances/allowances-by-mp/>

Summary & Discussion



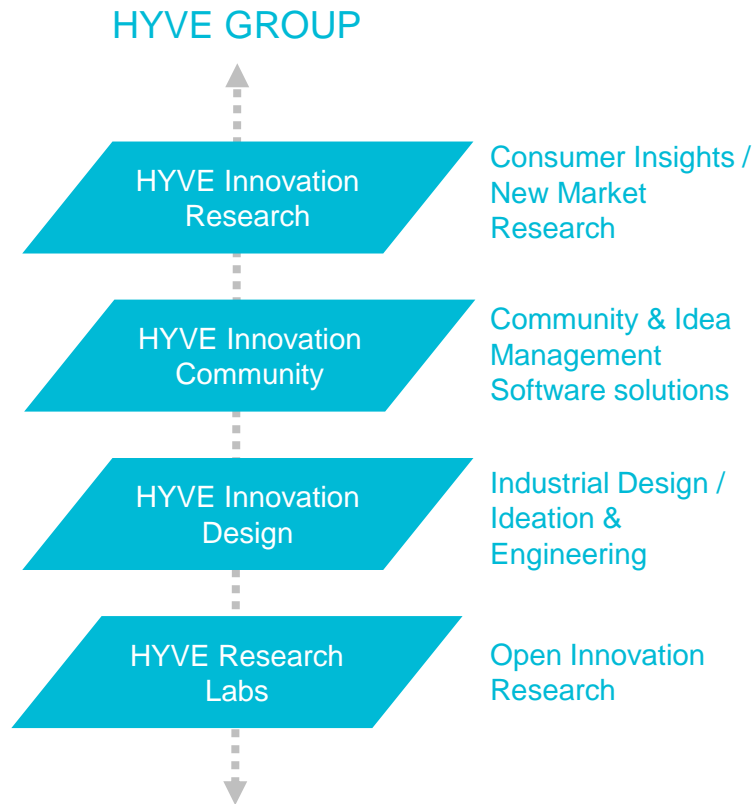
- **Open Innovation offers a great potential**
- **Open innovation \neq loss of control**
- **Heterogeneity is good**
- **Competition is good**
- **Successful Open Innovation needs commitment**
- **Skills in Community Management and Design are secret weapons in Open Innovation Management**
- **Important requirements for a successful use of Crowdsourcing:**

Experience Flexibility Implementation Network Active participation



HYVE – the innovation company

Thank you for your attention



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