

Innovation management beyond technology

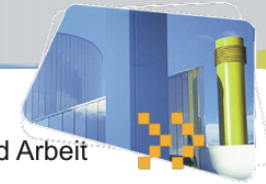
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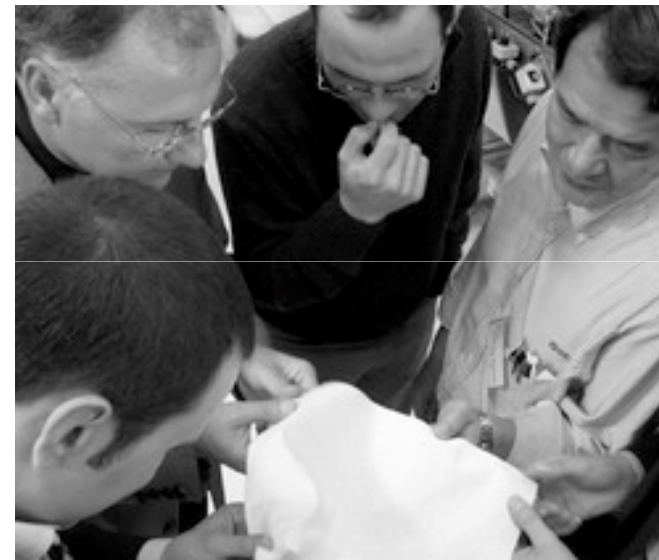
From invention to innovation

- ❑ Innovation is one of European CEO`s top priorities
- ❑ Innovation needs investment and has to bring a return on investment
- ❑ Only 44% of german companies implementing product or process innovations gained financial benefit from their activities back in 2007
- ❑ Why do innovation processes fail although the technology is excellent?
- ❑ Systematic innovation management
 - A creative solution or technology
 - A systematic process to transfer the idea into practise
 - A suitable framework for innovation management



The framework for a successful innovation management

- ❑ Personal drivers
 - Motivation
 - Skills
 - Creativity
 - Leadership
- ❑ Organisational drivers
 - Project management
 - Standards and tools
- ❑ Framework to align technological, personal and organisational requirements in a strategic way



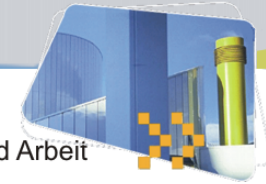


Personal drivers - some empirical results

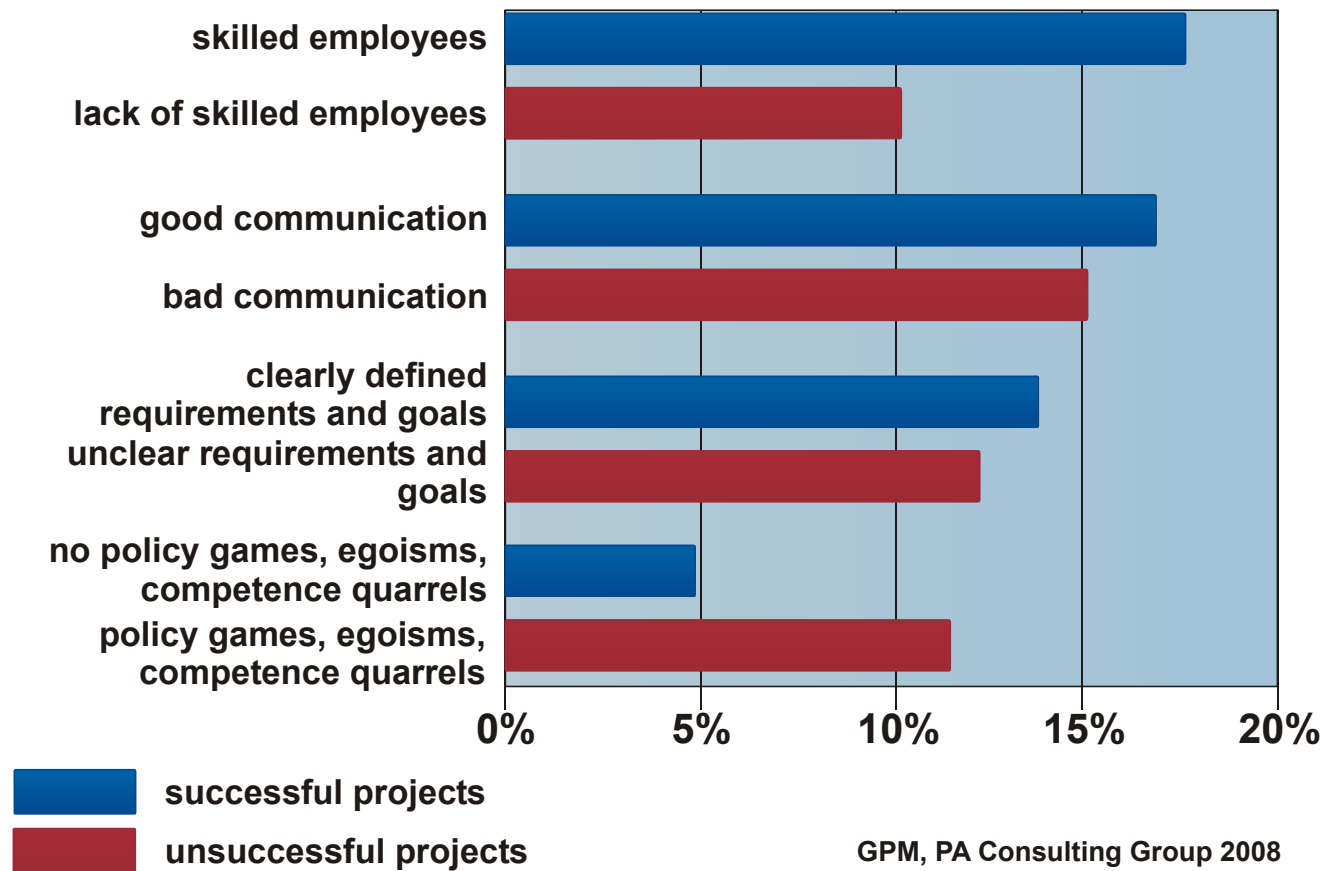
| | Prediction of product Innovation | Prediction of Innovation in technical systems |
|---------------------------|-------------------------------------|--|
| Exploratory learning | + | + |
| Extensive Training | + | + |
| Extend of team working | + | + |
| Appraisal scheme | + | + |
| Induction procedures | + | + |
| Contingent Reward | - | - |

Shipton et al. 2006

⇒ Human Resource Management is crucial for a successful innovation management



Why do projects succeed or fail?





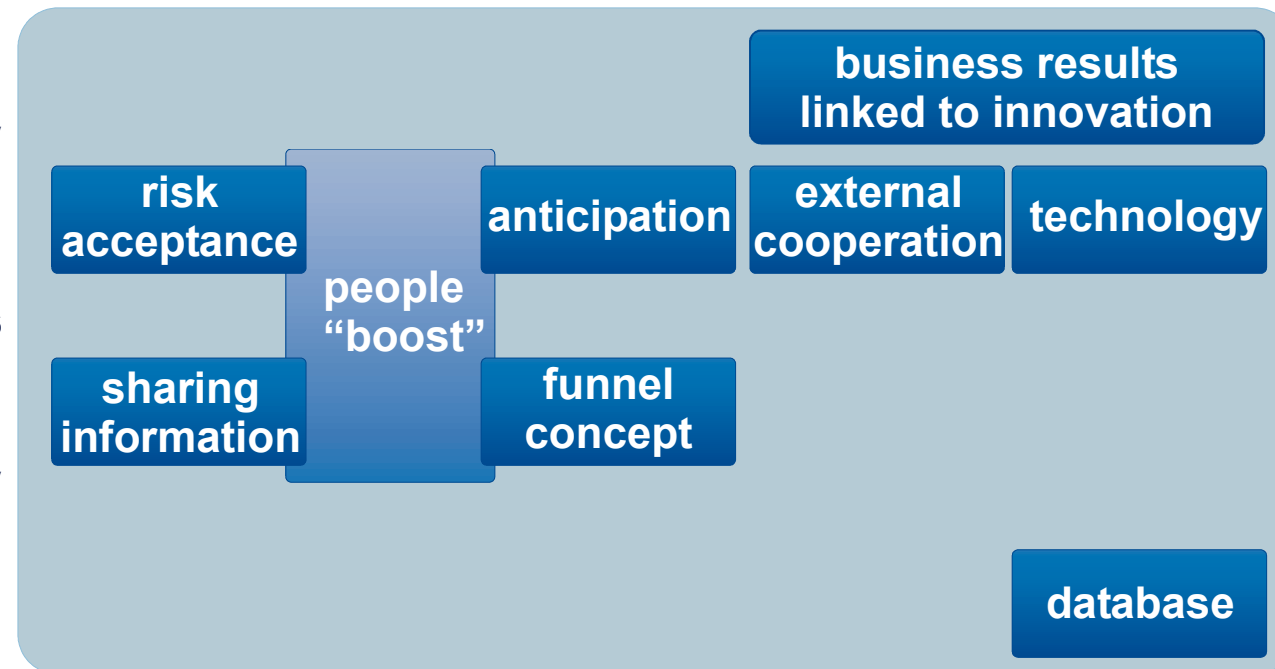
Key findings from EFQM innovation benchmarking study project

Level

strategy

process

daily activity



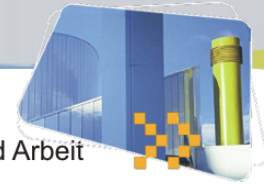
(structure, organisation, procedures, tools)

soft

(vision, communication, etc....)

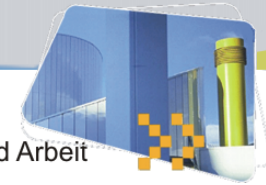
hard

EFQM 2005



OPTIMUS – a first step towards innovation excellence within clusters

- ❑ OPTIMUS – a strategic project within the excellence cluster „MicroTec Südwest“
- ❑ MicroTec Winner of the 2010 Excellence Cluster Competition
- ❑ Goals of OPTIMUS:
 - Improve effectiveness and efficiency of innovation processes
 - Align innovation activities to cluster strategy
 - Improve cooperation inside of cluster



OPTIMUS – a first step towards innovation excellence in clusters

**A generic
process
architecture
for product
innovations**

**A reliable tool-
set based on
Design for Six
Sigma
techniques**

**A special tool
to analyse the
maturity level
of micro
technology**

**Suitable
implementation
and qualification
concepts**

**Content for
cluster
knowledge
management**

**Concepts to
foster
cooperation
and knowledge
sharing**