

# IIT Deliverable

## D2.5 Innovation best practice report



Grant Agreement number	649351
Action Acronym	IIT
Action Title	Industrial Innovation in Transition
Funding Scheme	H2020 RIS / EURO-2-2014
Version date of the Annex I against which the assessment will be made	19 <sup>th</sup> October 2016
Start date of the project	1 <sup>st</sup> February 2015
Due date of the deliverable	31 <sup>th</sup> January 2017
Actual date of submission	
Lead beneficiary for the deliverable	ZABALA
Dissemination level of the deliverable	Public

### **Action coordinator's scientific representative**

Professor Erkki Ormala  
AALTO –KORKEAKOULUSÄÄTIÖ,  
Aalto University School of Business, Department of Management Studies  
erkki.ormala@aalto.fi

This document has been produced in context of IIT project which is part of European Community's Horizon 2020 Programme. For avoidance of all doubts, the European Commission has no liability in respect of this document which is merely representing the authors' view.

Authors in alphabetical order		
Name	Beneficiary	e-mail
Cox, Deborah	UNIMAN	deborah.cox@manchester.ac.uk
Dale-Clough, Lisa	UNIMAN	lisa.dale-clough@mbs.ac.uk
De la Parte, José Alberto	ZABALA	jdelaparte@zabala.es
Georghiou, Luke	UNIMAN	luke.georghiou@mbs.ac.uk
Hahn, Katrin	TWENTE	k.hahn@twente.nl
Iriarte, Javier	ZABALA	jiriarte@zabala.es
Konrad, Kornelia	TWENTE	k.e.konrad@utwente.nl
Marzocchi, Chiara	UNIMAN	Chiara.Marzocchi@manchester.ac.uk
Mattila, Jukka	AALTO	Jukka.Mattila@aalto.fi
Ormalala, Erkki	AALTO	erkki.ormala@aalto.fi
Ploder, Michael	JOANNEUM	michael.ploder@joanneum.at
Polt, Wolfgang	JOANNEUM	wolfgang.polt@joanneum.at
Sauer, Angelika	JOANNEUM	angelika.sauer@joanneum.at
Tukiainen, Sampo	AALTO	sampo.tukiainen@aalto.fi

## Abstract

Deliverable D2.5 reports good practice identified from the firms in the study, deduced from the data analysis carried out for Task 2.4 and reported in Deliverable 2.4. Findings from Task 2.1 are also considered. The aim is to create good practice documentation for Innovation Managers in European companies.

### **The 'Good Practice Guide'**

The need for firms to innovate has never been more important. It is unsurprising that managers seek ways to improve and to learn “what works” from the success of others. Although a wide literature on this topic seeks to encapsulate such lessons as ‘best practice’, in reality, this is a moving target as industrial innovation is itself in transition.

In this document a different approach is taken. On the basis of 694 interviews with innovative firms in 5 sectors and 11 European countries, a broad quantitative picture is used to provide a snap-shot of innovation management across a range of themes. Practices are then described as far as possible in the words of the managers themselves. A necessary caution – comparison between firms is never straightforward. Differences between sectors, sizes of firm, position in the value chain and the regulatory and competitive environment all moderate the significance of an approach. Nonetheless, we seek to use these findings to provide a resource that can open a dialogue between managers, which will help them to gain a further competitive edge through reflection on the ways in which they manage innovation.

### **Organisation of the guide**

The 'Good Practice Guide' is structured around five topics:

1. Managing innovation in innovation ecosystems
2. Innovation models and tools
3. Open Innovation
4. Mapping the future environment
5. Innovation process and management

## Contents

Introduction.....	4
1 Objective .....	5
2 Methodology and organisation of the Guide .....	6
3 Annexes.....	7

## **Introduction**

The need for firms to innovate has never been more important. It is unsurprising that managers seek ways to improve and to learn “what works” from the success of others and although a wide literature on this topic seeks to encapsulate such lessons as ‘best practices’ in reality, this is a moving target as industrial innovation is itself in transition. In this document a different approach is taken. On the basis of 694 interviews with innovative firms in 5 sectors and 11 European countries, a broad quantitative picture is used to set the scene across a range of themes. Practices are then described as far as possible in the words of the managers themselves. A necessary caution – comparison between firms is never straightforward. Differences between sectors, sizes of firm, position in the value chain and the regulatory and competitive environment all moderate the significance of an approach. Nonetheless, we seek to use these findings to open a dialogue between managers, which will help them to gain a further competitive edge through reflection on the ways in which they manage innovation.

## **1 Overview**

This deliverable (D2.5) presents the materials that will form the basis of the public document - the “**Good Practice Guide**”.

**These materials have subsequently been sent to a design agency to be type-set and formatted into a format that is visually appealing to practitioners and easily accessible as a source of reference. A small number of printed copies will be created for the partners to use in future engagement and dissemination activity and an electronic version will be made available for the IIT website and for each of the partners to host on their website. The e-version will also be distributed to industrial associations.**

## 2 Methodology and organisation of the Guide

**Aim:** to create a wide-ranging good practice guide for innovation managers in European companies. Our conceptual framework states that “rather than aiming for one best way to manage innovation, IIT aims to provide insights into effective organisational configurations in different contexts”.

**Objective:** to deduce good practice based on the data analysis carried out in T2.4 (quantitative and qualitative analysis) and the conceptual framework of the project T2.1.

The **methodology** used to elaborate the “Good Practice Guide” has been based on the conceptual framework (Deliverable 2.1), from which we developed the interview questionnaire that subsequently informed the identification of good practice around five topics:

1. Managing innovation in innovation ecosystems
2. Innovation models and tools
3. Open Innovation
4. Mapping the future environment
5. Innovation process and management

### Sources of good practice guidance:

- **Quantitative analysis:** the results obtained in the 694 interviews carried out in T2.3 ‘Data gathering’ were analysed in T2.4 ‘Data analysis’ and reported in D2.4, section 4 ‘Data analysis’ and ‘Appendix 1 – Detailed analysis by sector and by countries’, which provides the statistical data used to elaborate the graphics included in the Guide.
- **Qualitative analysis:** qualitative analysis of the interview data was conducted and reported in D2.4, section 4 ‘Categories and themes emerging from the qualitative interview questions’.
- **Descriptions of practice:** derived from the 694 Interview Summary Reports (ISR) elaborated in T2.3 ‘Data gathering’.

### **3 Annexes**

Annex 1: Good Practice Guide