

WP9 - Innovation



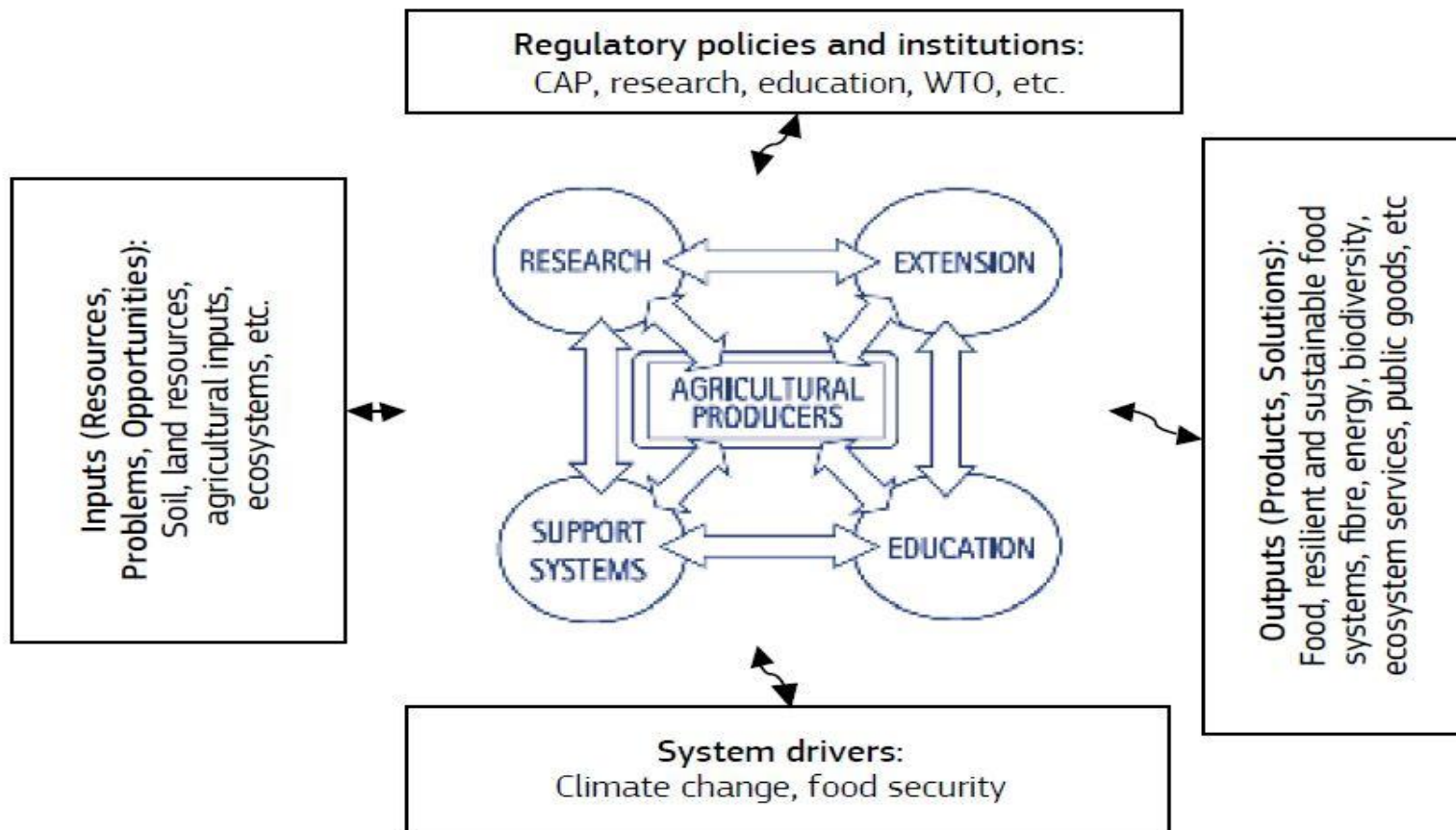
COMPETE consultation workshop

Brussels, 22nd September 2015, Liesbeth Dries



- Key insights from work package 9:
- “Stimulating innovation requires close attention of the way in which innovation processes are organized. Innovation performance and competitive advantage are determined by the organization of the innovation process”

Innovation as a system



- Organization of innovation: in-house or outsourced?

- Dataset (EFIGE):
 - 1,393 agri-food companies
 - 7 EU member states: Austria, France, Germany, Hungary, Italy, Spain, United Kingdom
 - 2007-2009

- Organization of innovation: in-house or outsourced?

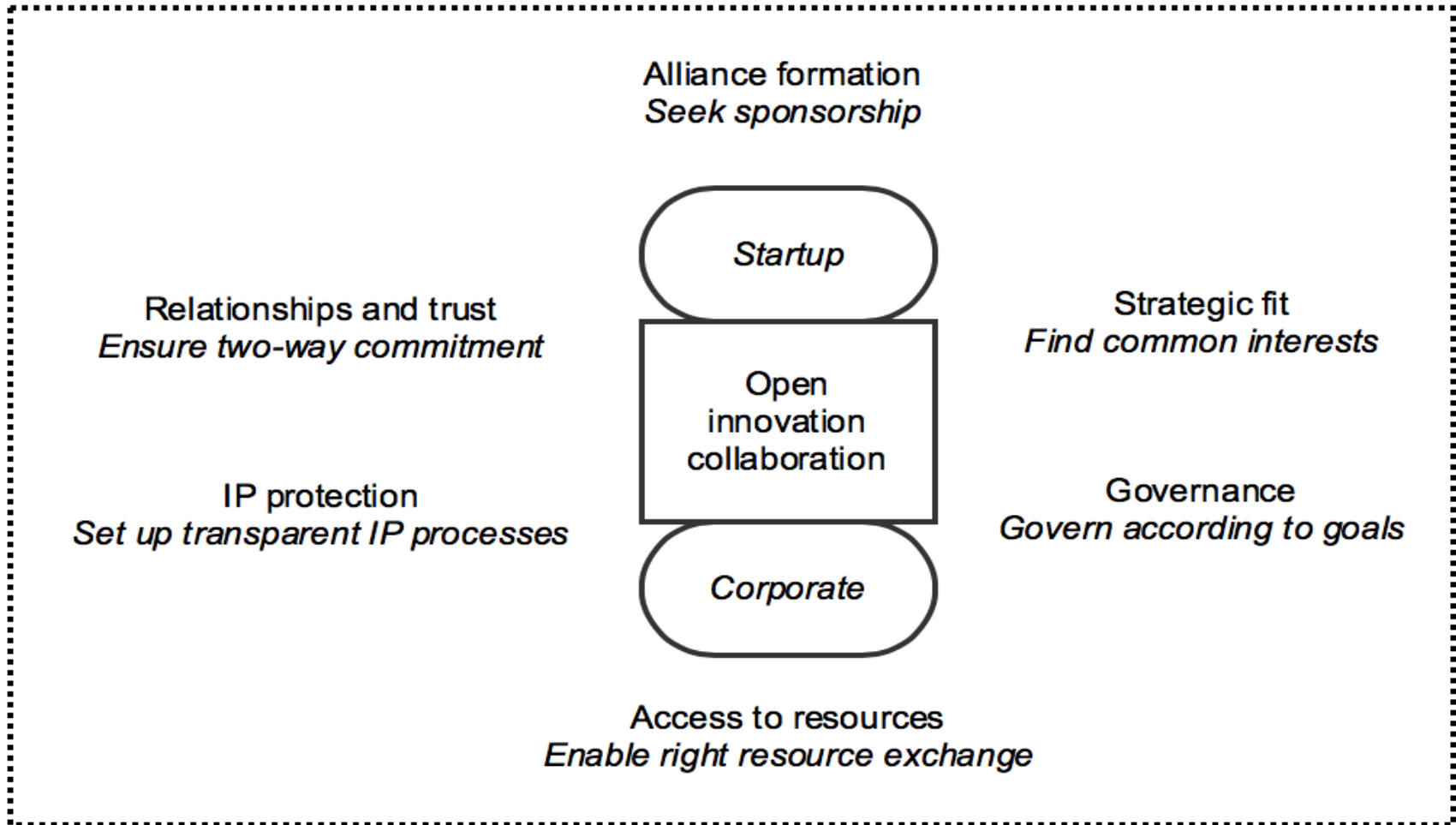
- Findings:
 - In-house innovation and outsourcing are substitutes, not complements
 - In-house innovation more common for internationalized and larger firms (not SMEs)
 - In-house innovation and outsourcing are both used for product and process innovations

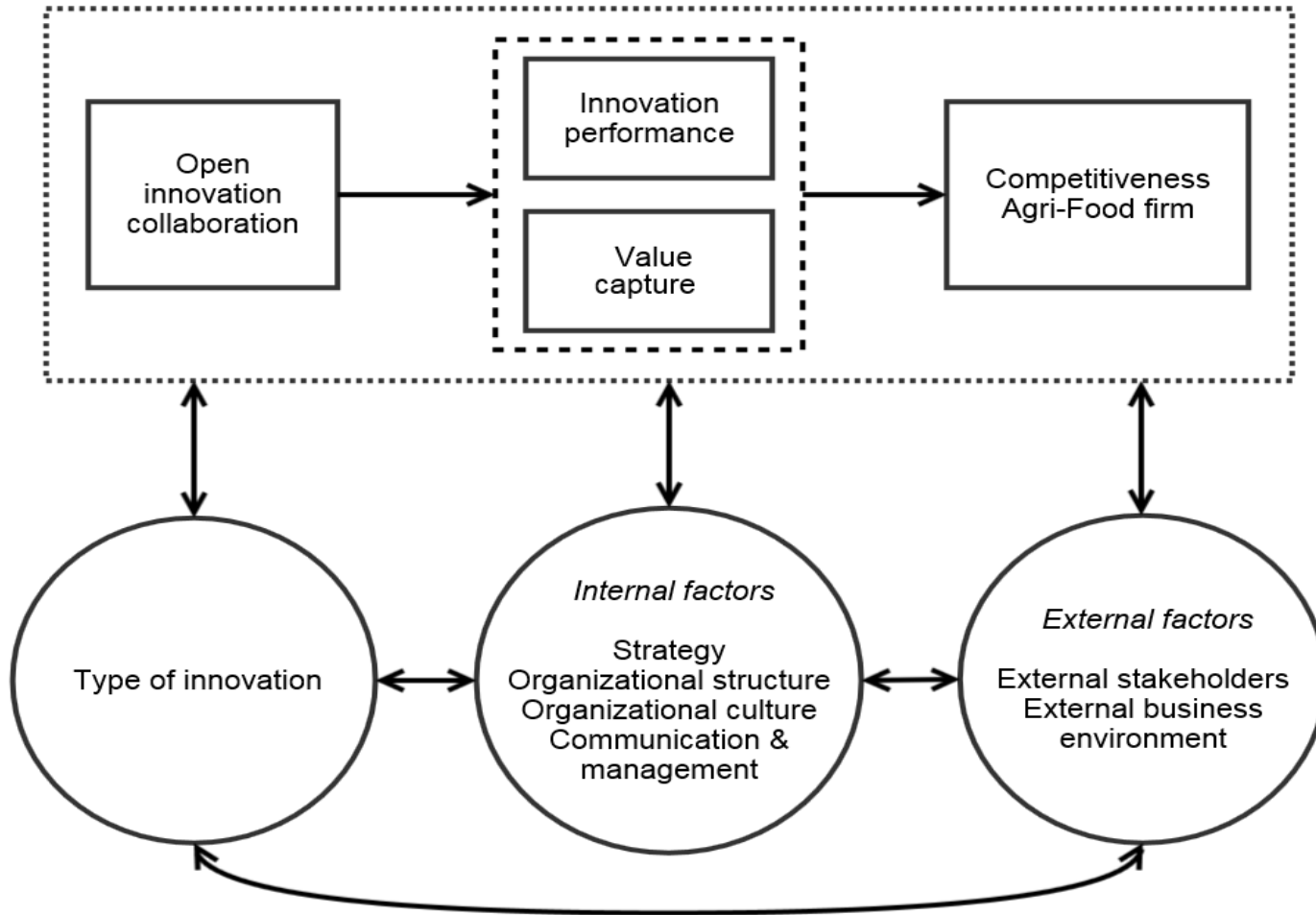
- Organization of innovation: in-house or outsourced?

- Findings (ctd.):
 - Innovation activities are observed more in agri-food firms with a higher proportion of fixed assets in total assets.
 - Profitability and working capital increase the likelihood to observe outsourcing of innovation activities, while no effect was found on the level of in-house innovation.
 - Long-term leverage is negatively related to R&D outsourcing.

- Closed versus Open Innovation
- Closed Innovation ~ *'[a model] in which a single firm uses its own internal resources and capabilities to undertake all the activities that form part of the generic innovation process'*
- Open Innovation ~ *'[firms] systematically performing knowledge exploration, retention, and exploitation inside and outside an organization's boundaries throughout the innovation process'*

- Open Innovation (OI) in the EU agri-food sector
- Research methods:
 - Literature review
 - Case study of StartLife (Start-up & corporate collaborations)
- Findings:
 - Best practices in Open Innovation collaborations
 - Critical success factors of competitiveness through Open Innovation collaborations





Thank you for
your attention

