



WHERE RESEARCH COMES TO LIFE

TOWARDS OPEN INNOVATION: INDUSTRY - UNIVERSITY COLLABORATION

Nokia Academic Summit
Peking Dec. 18th, 2006

Professor Kirsimarja Blomqvist

Department of Business Administration &
Technology Business Research Center
Lappeenranta University of Technology



LAPPEENRANTA
UNIVERSITY OF TECHNOLOGY

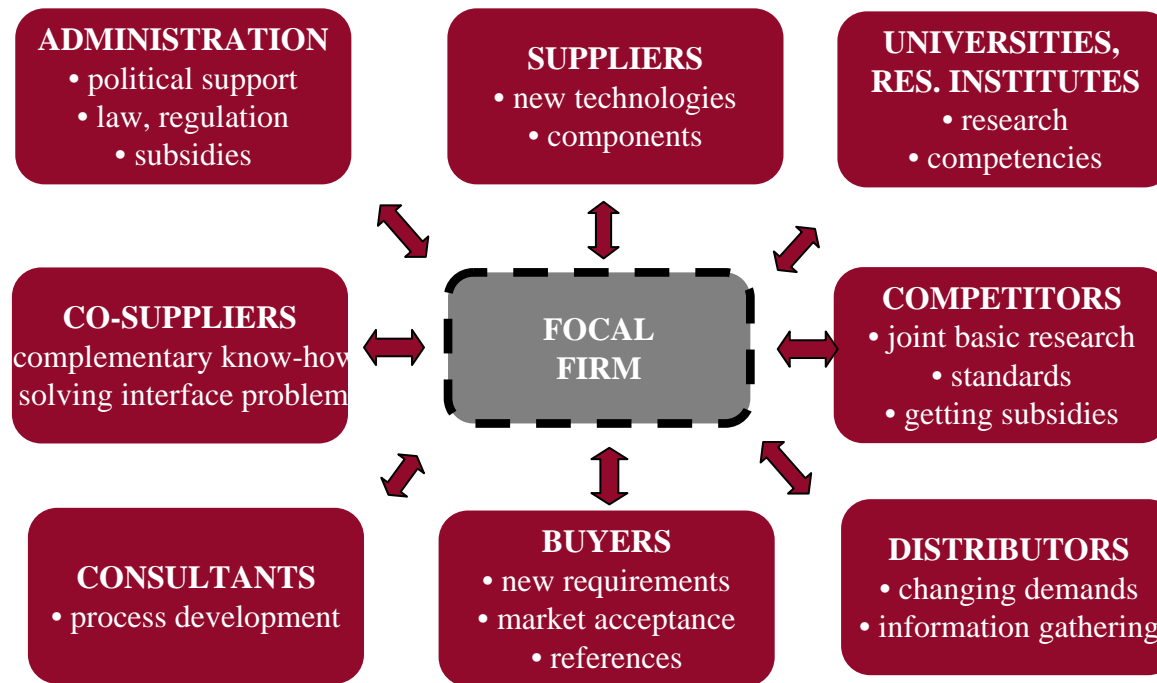
TBRC Technology Business
Research Center

P.O.Box 20, FI-53851 Lappeenranta, FINLAND
Tel. +358 5 621 6655 Fax +358 5 621 6699

ECONOMIC AND ORGANIZATIONAL EVOLUTION

Economic era	Standardisation	Customization	Innovation
Meta-capability	Coordination	Delegation	Collaboration
Business model	Market penetration	Market segmentation	Market exploration
Growth driver	Learning curve gains and scale economies	Know-how transfer to new markets	Entrepreneurial empowerment
Organizational model	Functional	Divisional, matrix or network	Alliances, spinoffs and federations
Key asset	Tangible assets	Information	Knowledge

THE LOCUS FOR INNOVATION IS NO MORE A FIRM, BUT A NETWORK/ COMMUNITY



MOTIVES IN UNIVERSITY-INDUSTRY COLLABORATION

UNIVERSITY MOTIVES

- Relevant research issues
- Access to empirical data
- Industry knowledge
- Research funding

INDUSTRY MOTIVES

- Knowledge & competencies
- Access to researcher networks
- Co-funding in research consortias
- Risk sharing

KNOWLEDGE-BASED BENEFITS
FOR BOTH PARTIES

CHALLENGES IN UNIVERSITY-INDUSTRY COLLABORATION

- Driving forces: academic relevance vs. business profits
- Knowledge interests: scientific vs. business relevance
- Confidentiality: open science vs. business confidentiality
- Organizational cultures
- Different time horizons: business quartal vs. a PhD study
- Language used in research vs. business

ASYMMETRY CREATES A TENSION
YET PROVIDES A POTENTIAL FOR SYNERGY

ASYMMETRY

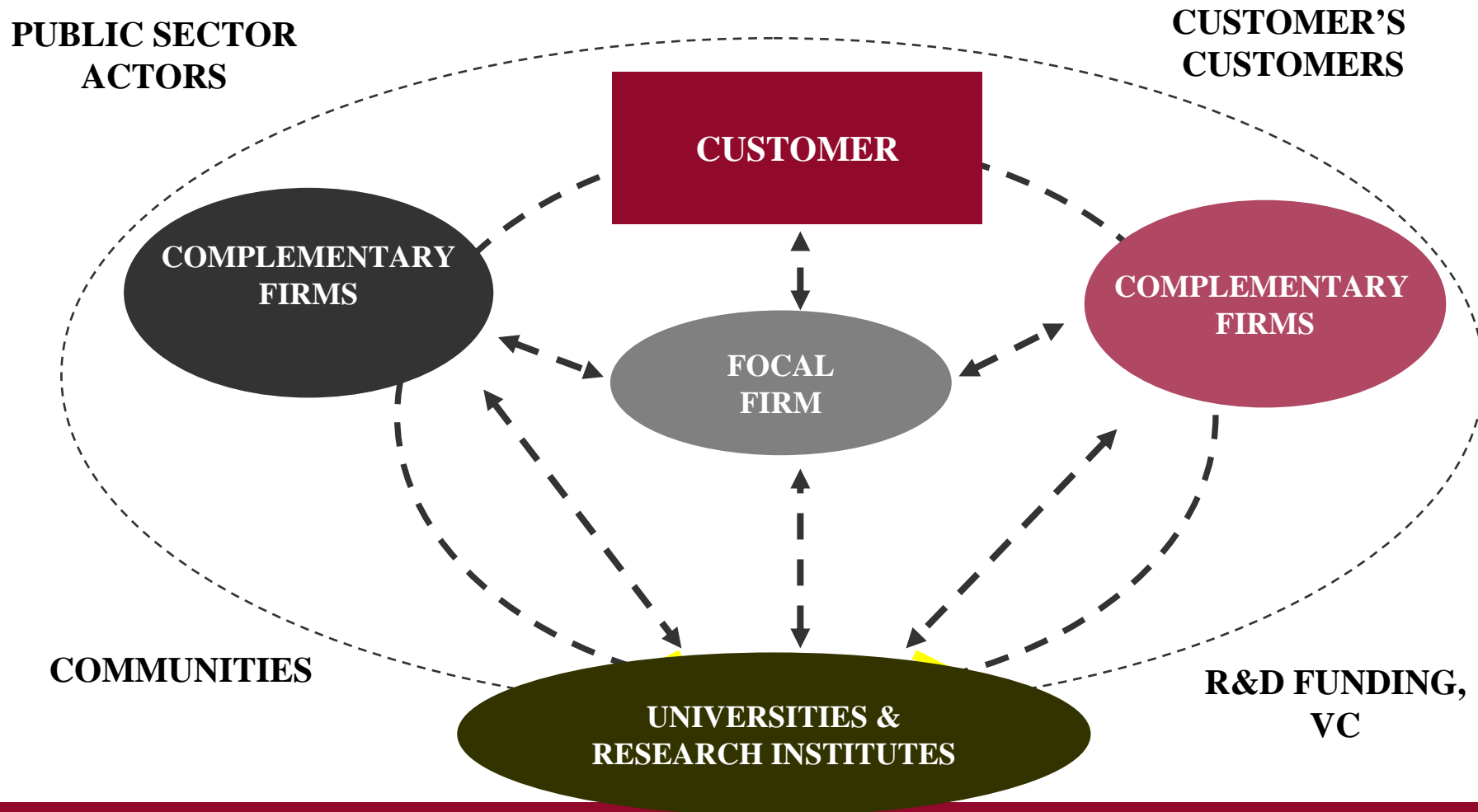
*“Difference in skills, capabilities and power
as well as management and culture of actors”*

SUCCESS FACTORS IN UNIVERSITY-INDUSTRY COLLABORATION

- Understanding & appreciating asymmetry
- Building shared interest: combining business & academic interests
- Clear roles & choice of boundary spanners
- IPR and contracting
- Mutual understanding of deliverables for both parties
- Commitment
- Communication
- Trust

COLLABORATION AS A META-CAPABILITY

TOWARDS OPEN INNOVATION: NETWORKED R&D AMONG ASYMMETRIC ACTORS



TECHNOLOGY BUSINESS RESEARCH CENTER (TBRC) 1999 -

- Over 50 research projects
- Companies, cities, TEKES, Academy of Finland, EU
- 50-60 researchers p.a. + LUT researchers from departments
- An average of 25 PhD students
- Until now 17 finished PhD studies
- 15-25 LUT Professors
- Strong internal and external collaboration
- Academic research & knowledge transfer to partners
- Highest work satisfaction at LUT

TBRC FOCUS AREAS

