

# Digital and open innovation: Implications for business models and research strategies of private and public organizations

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# Future of research and innovation: Six dimensions of change

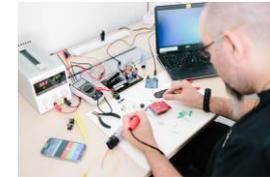
Access to research  
and innovation



Participation and  
collaboration



Motivation



**TRENDS IN  
ORGANIZING AND  
DOING RESEARCH  
AND INNOVATION**

Spatial shifts



Automatization, digitalization  
and virtualization



Re-contextualization  
of science in society



# Managing highly collaborative research and innovation projects

- Management of highly collaborative networks requires to initiate self-organizational processes which are difficult to control.
- Research managers have to find the proper format of participation (platforms,, crowdsourcing, etc.) for the given problem and to define carefully IPRs.
- Too much and wide participation may slow down the innovation process or lead to lukewarm solutions.

## Digital research and innovation

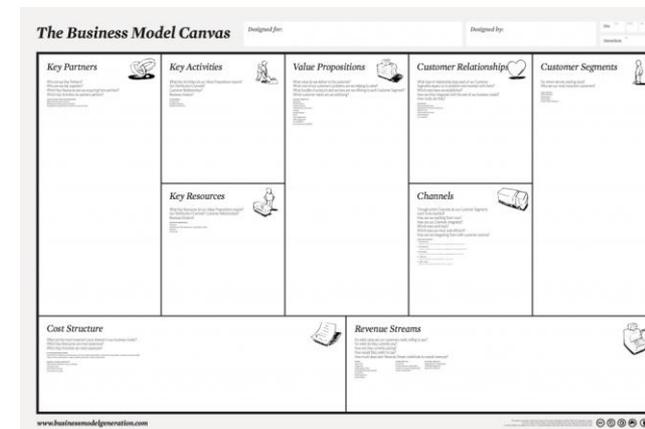
- ICT-tools and platforms should supplement and enable a human-driven science and innovation process where critical decisions are still taken by individuals.
- A strong reliance on standardized or even automatized forms of knowledge production may hamper creativity, and thus restricts the radical and transformative potential of research.
- Dominant organizations may own datasets, algorithms or control the access to crucial data or infrastructures which may harm diversity and the scientific progress on the long run.

# Need for business model innovations

- The implementation of a new business model not only includes a specific new offer to the customer but is also associated with the adaptation of the entire value network.
- Business model innovations have to overcome different types of barriers within organizations.
- The definition of a new business model (e.g. Freemium, Racer and Blade, 3P) needs to be embedded in the strategic research management processes.

*Elements:*

- ❖ Customer
- ❖ Value Proposition
- ❖ Value Chain
- ❖ Profit Mechanism



## Summary

- Research institutions and researchers have to develop new capabilities, e.g. in relation to managing self-organized communities, social media competencies.
- Profit as well as non-profit organizations have to define and adapt their business models (e.g. new sources of funding) and thus to overcome organizational inertia and barriers.
- Increased competition between private, public, profit and non-profit actors; new dominant players will emerge, too.

# Information and Contact

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