



Challenges for innovation; how to respond in systemic way?

bror.salmelin@ec.europa.eu

**Adviser, Innovation Systems, European
Commission**

VUCATIONAL society

Volatile

Uncertain

Complex

Ambiguous

Essential drivers

connectivity

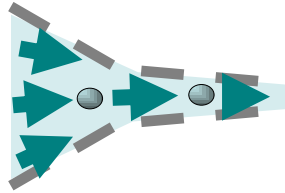
open

interaction

"organic"

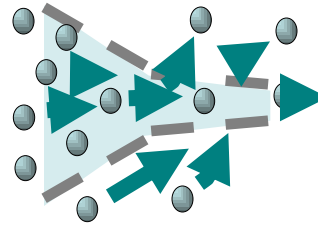
NON-controllable, only catalyzing possible

Innovation moving out of the Lab



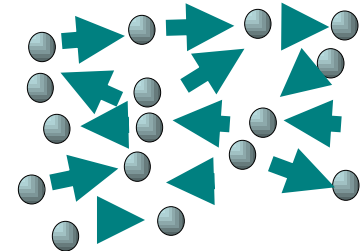
**Centralized
inward looking
innovation**

*Closed
Innovation*



*Externally
focused,
collaborative
innovation*

Open Innovation



*Ecosystem centric,
cross-organizational
innovation*

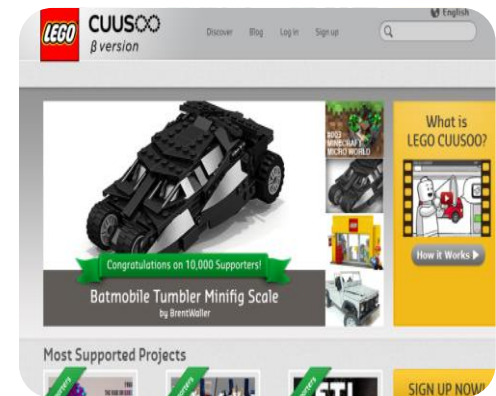
*Innovation
Networks*

Creating Innovation Platforms

Engagement platforms

"Assemblages of persons, interfaces, processes, and artifacts, purposefully designed to intensify engagements to co-create value"

from Prof V Ramaswami



Open Innovation 2.0 in 20 Snapshots

European
Commission

Shared
Value
& Vision

User Driven
Innovation

Sustainable
Intelligent
Living

Full
Spectrum
Innovation

Innovation
Capability
Management

Quadruple
Helix
Innovation

Openness to
Innovation &
Culture

Simultaneous
Innovation

Mixed-Model
Technologies

High
Expectation
Entrepreneurship

Ecosystem
Orchestration &
Management

Adoption
Focus

Business
Model
Innovation

Network
Effects

Social
Innovation

Co-Creation
& Innovation
Platforms

21st Century
Industrial
Research

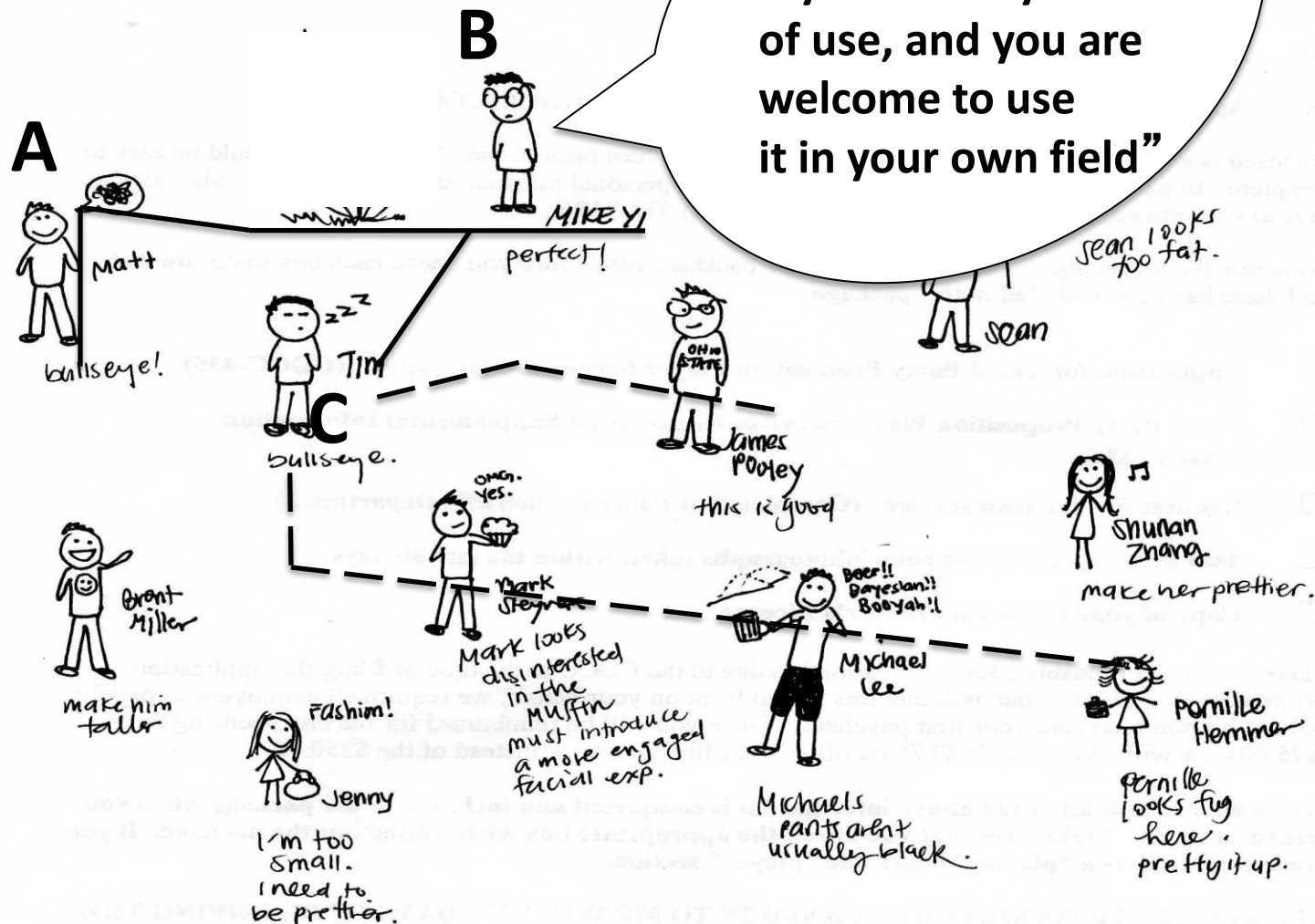
Intersectional
Innovation

Servitization

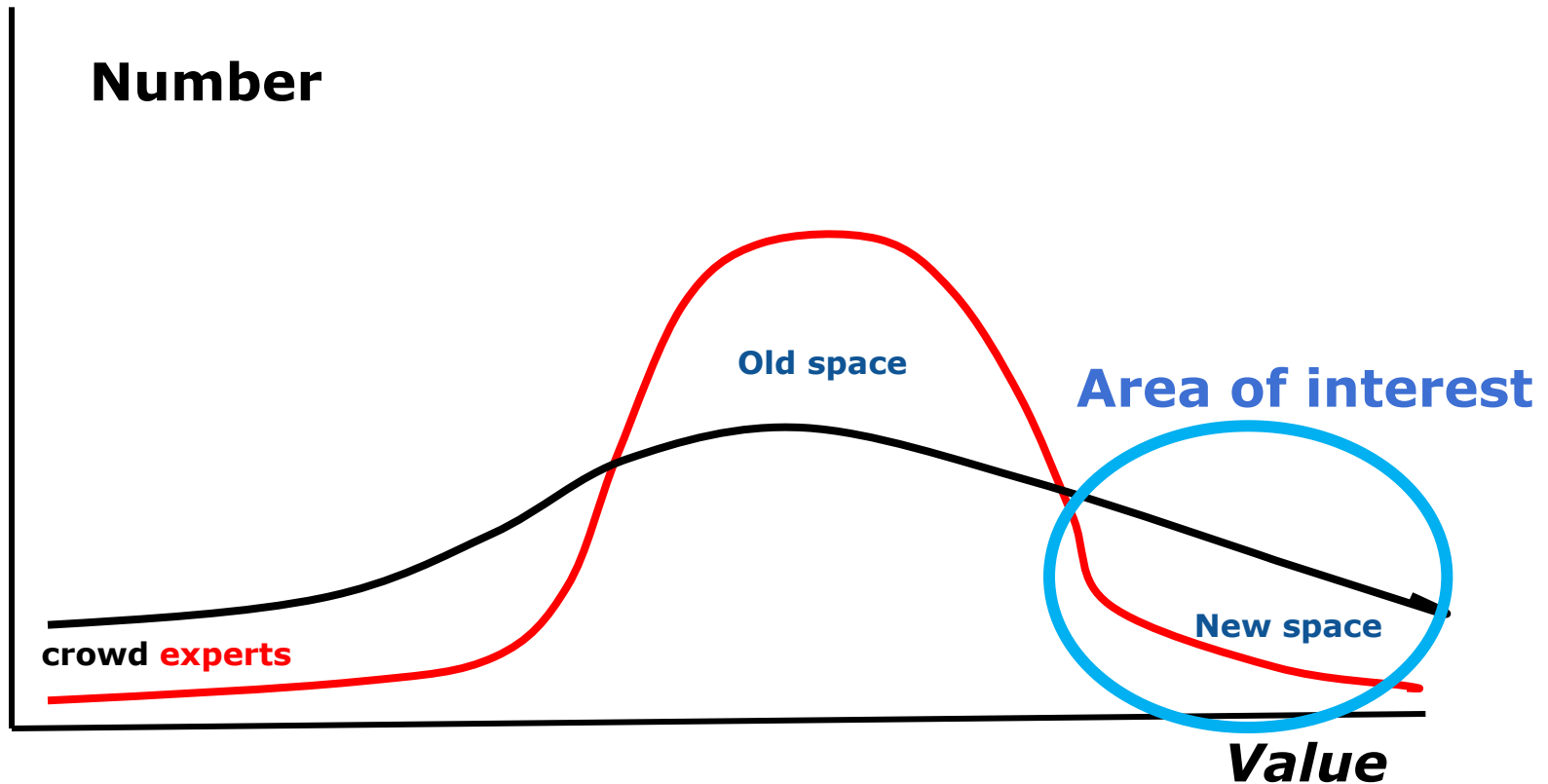
Structural
Capital
Innovation

Bridger as new profession

European
Commiss



Discovery of valuable ideas by crowds!



Curators and Bridgers as new skills

New innovation space

New professions: Curators and Bridgers

New types of ecosystems:

- **Self directed**
- **Real world prototyping and experimentation**
- **Common interest**
- **Open platforms**
- **Recognition beyond ordinary means**

Brings fast scale-ups

Flagships (?)

Paradigm change is REAL!

Closed innovation

Dependency

Subcontracting

Solo

Linear

Linear subcontracts

Planning

Control

Win-lose game

Box thinking

Single entity

Value chain

Open innovation

Independency

Cross-licensing

Cluster

Linear, leaking

Triple Helix

Validation, pilots

Management

Win-win game

Out of the Box

Single Discipline

Value network

Open innovation 2.0

Interdependency

Cross-fertilisation

Ecosystem

Mash-up

Quadruple Helix

Experimentation

Orchestration

Win more-Win more

No Boxes!

Interdisciplinary

Value constellation