



THE (LIMITED) POWER OF OPEN INNOVATION NETWORKS

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NOV. 14TH / FH KUFSTEIN

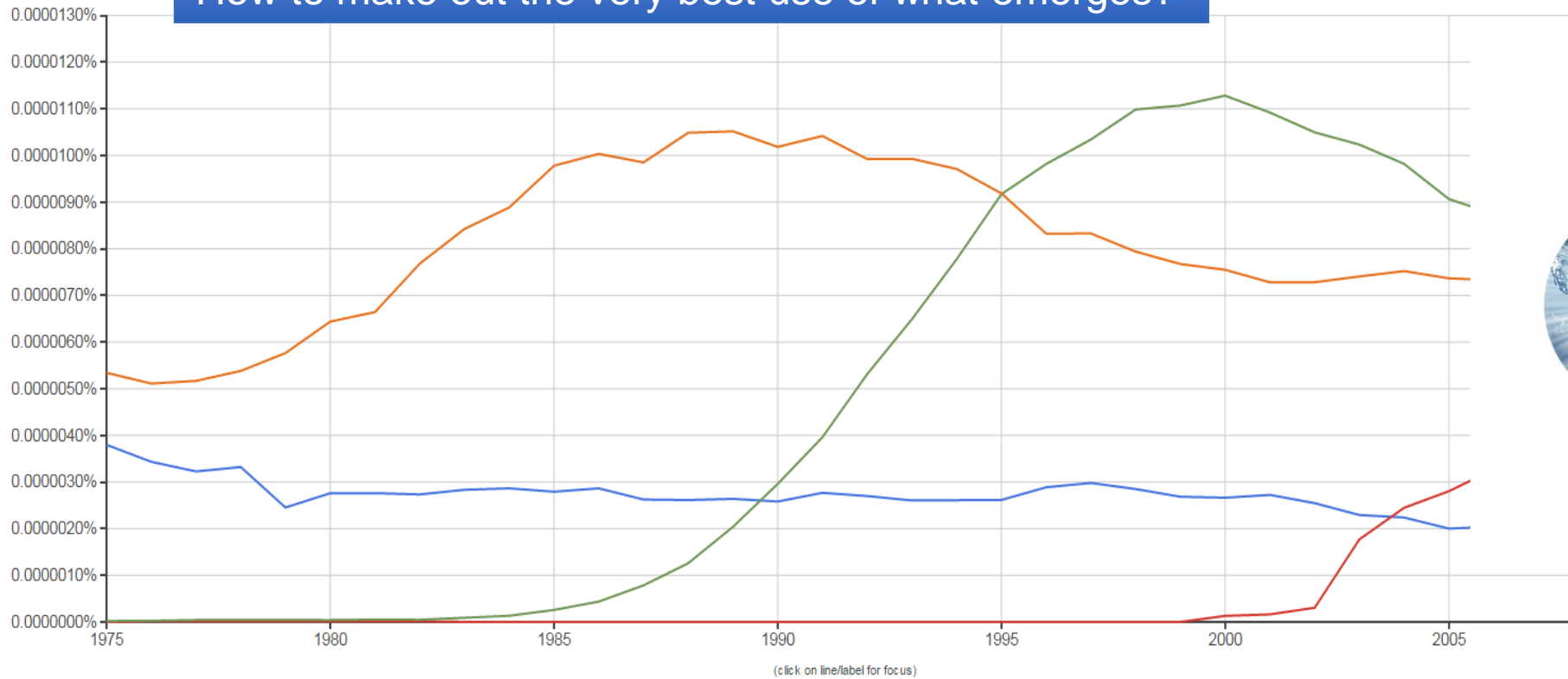
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OPEN INNOVATION

THE SOCIAL MEDIA REVOLUTION AND HYPER CONNECTIVITY AS A GLOBAL TREND HAVE OPENED UP NEW FORMS OF COLLABORATION

How to make out the very best use of what emerges?





Agenda

- 1 Our Open Innovation Journey
- 2 What we discovered: The new logics of innovation ecosystems
- 3 Start-up environments are the new heroes – but not for corporates? Cultural and organizational transformation is it possible?



THE INNOVISIONARY

"Every new era offers new possibilities for action and development. Development never stands still. Innovations in one field inevitably lead to innovations in others. One must remain alert at all times, always ready to make the very best use of what emerges."

Daniel Swarovski I

A handwritten signature in black ink, which appears to read "D. Swarovski". The signature is written in a cursive style and is underlined with a long, horizontal stroke that has a decorative flourish at the end.

1862 - 1956

SWAROVSKI



1931
TRIMMINGS

1949
OPTICAL INSTRUMENTS

1956
NEW COATING EFFECT
AURORA BOREALIS

1975
HOTFIX TECHNOLOGY

1993
CRYSTAL MESH

2001
CRYSTAL FABRIC

2009
CRYSTAL CERAMICS

2010
CRYSTAL ROCKS

2011
ADVANCED CRYSTAL

2012
XIRIUS

CROSS INDUSTRY INNOVATION 1956 AURORA BOREALIS COATING

Together with Christian Dior, Swarovski develops the Aurora Borealis effect, a shimmering finish that enhances the sparkle of cut crystal, transferring the thin film physical vapor deposition technology from the optical industry into the fashion industry.



THE WORLD'S LEADING PROVIDER OF PRECISION CUT CRYSTAL

- **EUR 3,5 billion** annual turnover generated by the Swarovski Group
- **34,500** employees in 170 countries
- **Headquarter** in Wattens, Austria



THE CONSUMER GOODS BUSINESS



Jewelry



Watches



Beauty



Home & Interior



Eyewear



Figurines

SWAROVSKI CRYSTALS



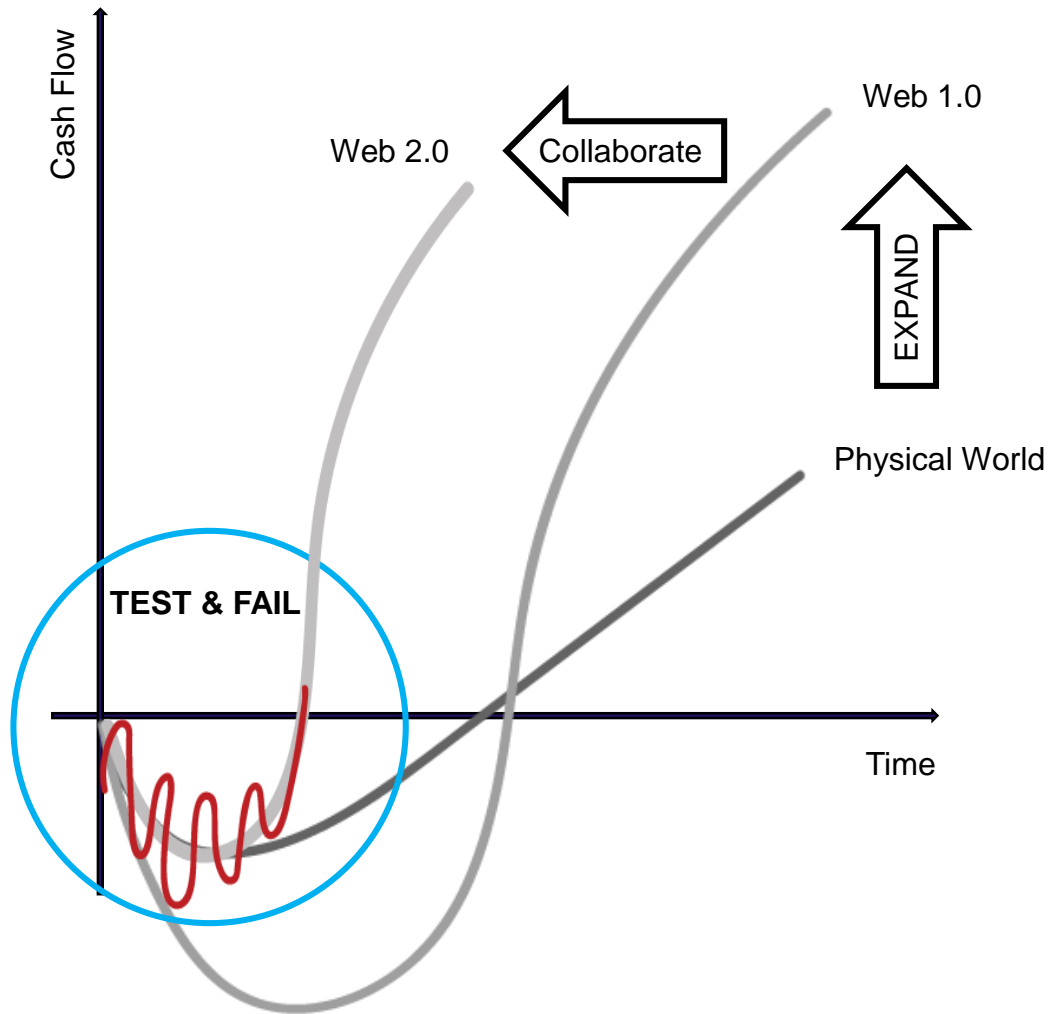
**Jewelry and
Watches**

**Apparel and
Accessories**

Interior

**Packaging and
Electronics**

**Create Your
Style**



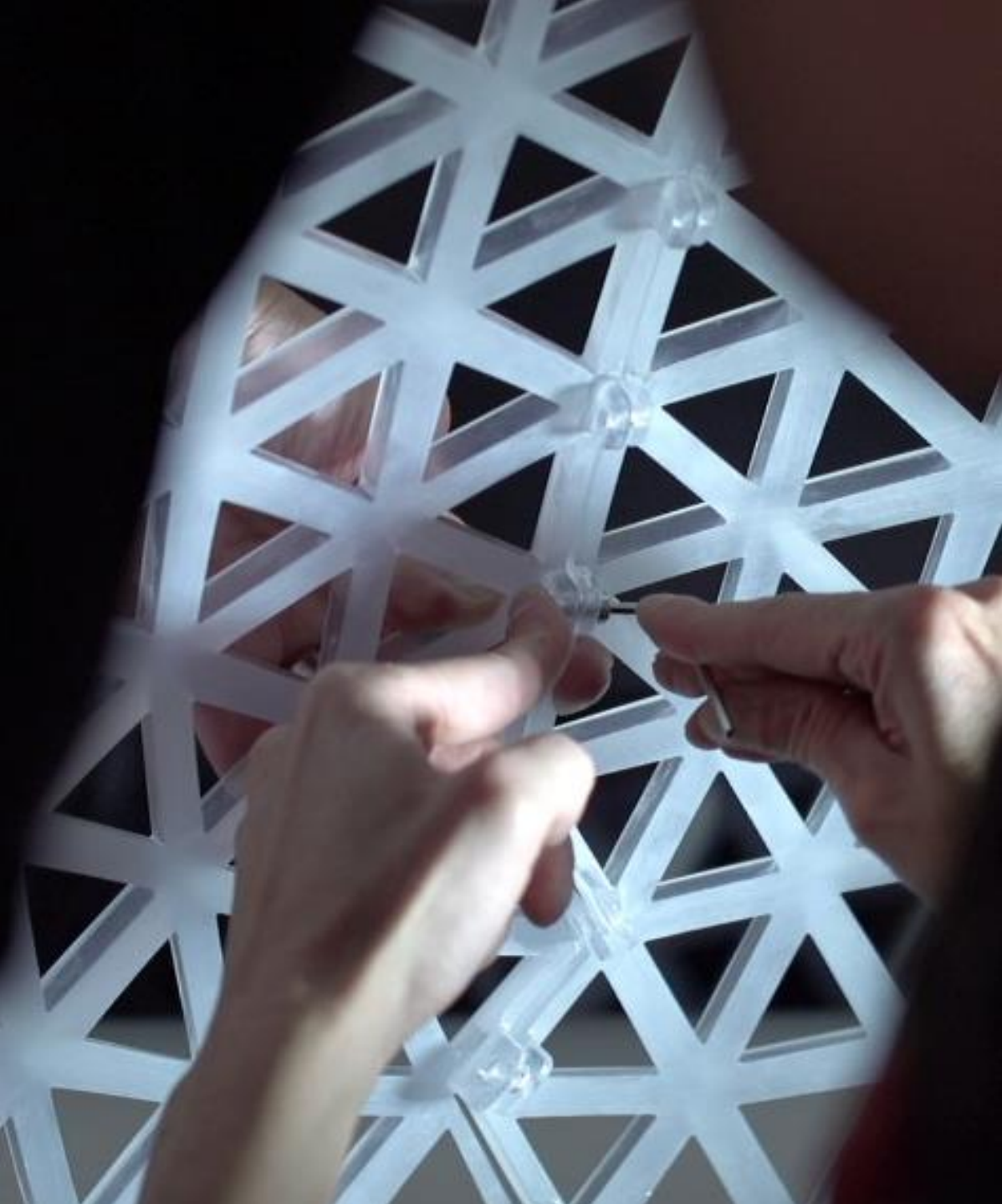
IT'S COMING, GET PREPARED

duval union consulting

1995+	2010+	2015+	2020
Music Photography Video Rental ...	Print Media TV Travel HR ...	Retail Healthcare Automotive Education Telco Food FMCG Banking/Insurance ...	All Safe havens will be subject to digital disruption ...

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Learning from Failures



Areas to Play



Based on Geoffrey Moore: Zone to win

SWAROVSKI OPEN INNOVATION PROCESS



SWAROVSKI TECHNOLOGY PLATFORMS



Materials

Application
Technologies



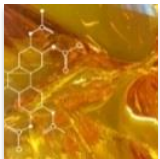
Cutting & Polishing



Surface Refinement



Adhesives



Light & Optics



Digital & Embedded
Systems



FROM EMERGING TECHNOLOGY TO ON-TREND SOLUTIONS VIA TECHNOLOGY PLATFORMS

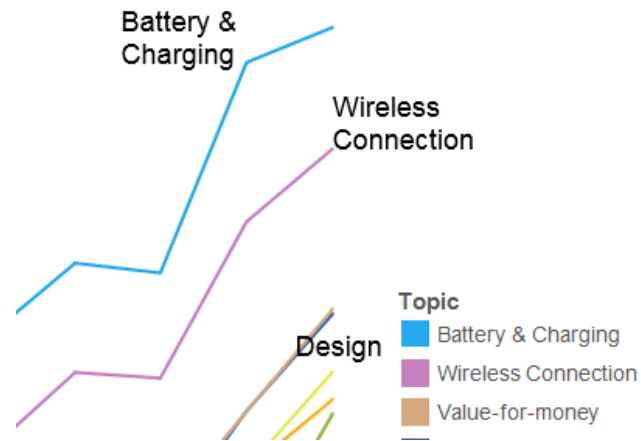
Emerging Technology Areas

- Advanced Materials
- Big Data
- AI
- Coatings
- Wearable and Flexible Electronics
- Integrated Additive Manufacturing

Global Trends

- Sustainability
- Individualization
- Digitalization
- Globalization

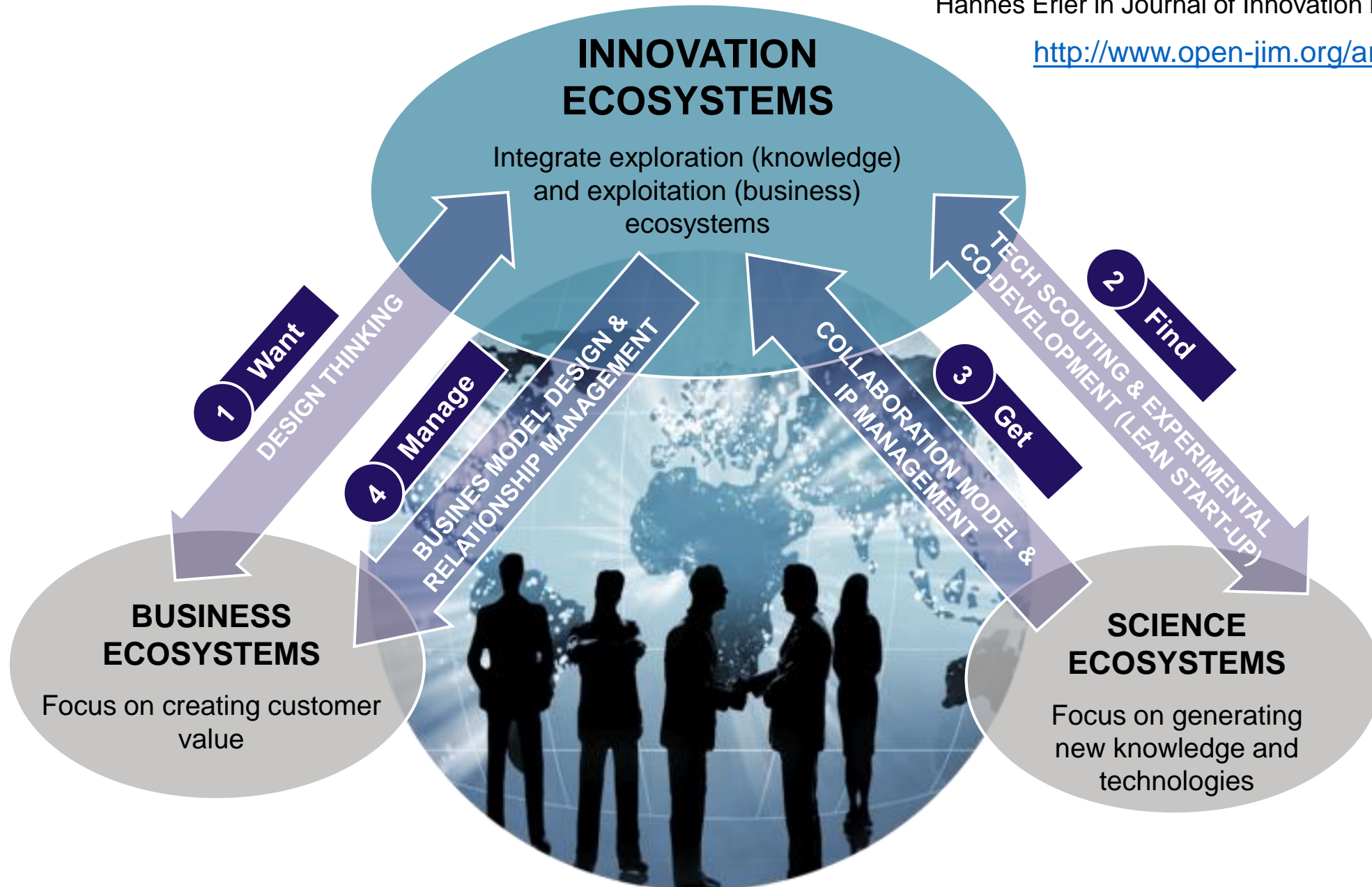
Digital Transformation in the Jewelry Industry



THE NEW LOGICS OF INNOVATION ECOSYSTEMS

Hannes Erlar in Journal of Innovation Management:

<http://www.open-jim.org/article/view/337>

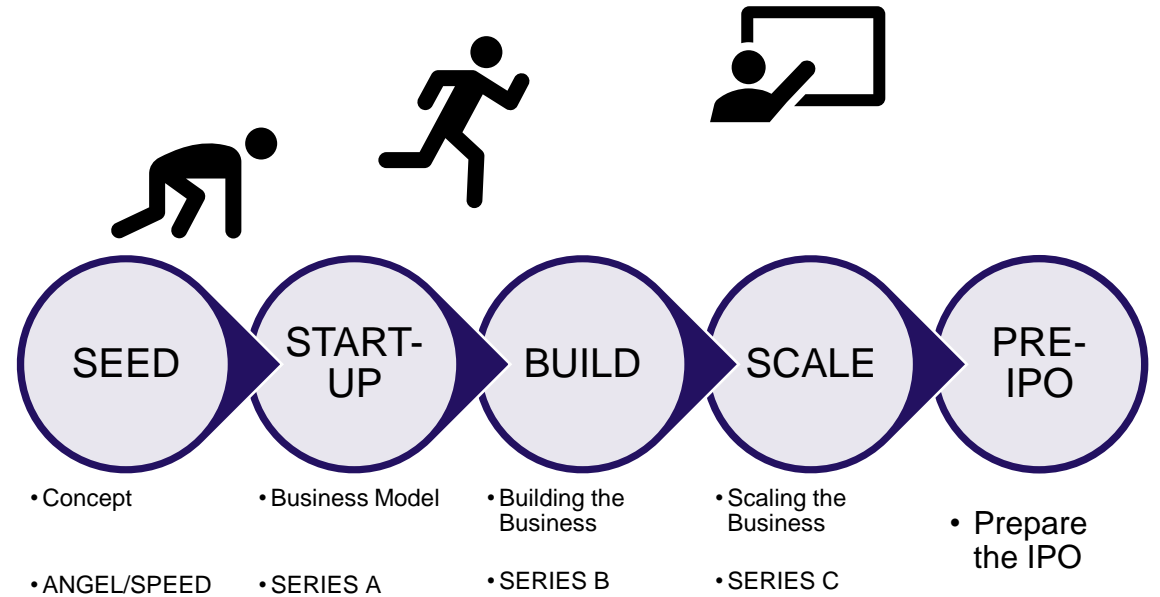


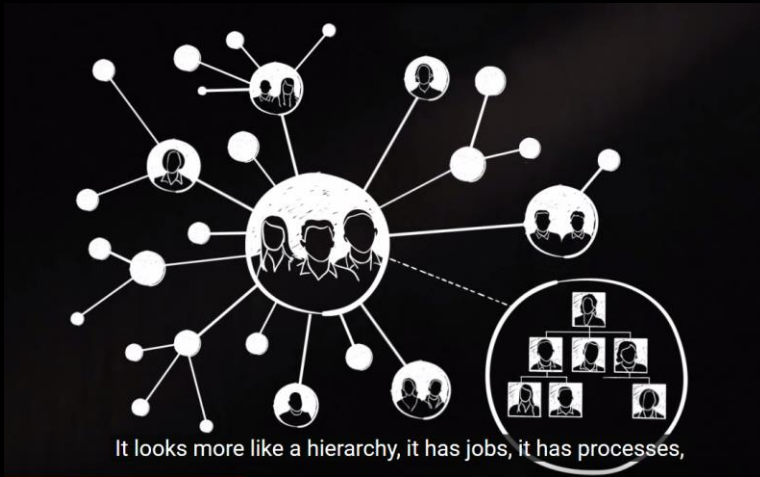
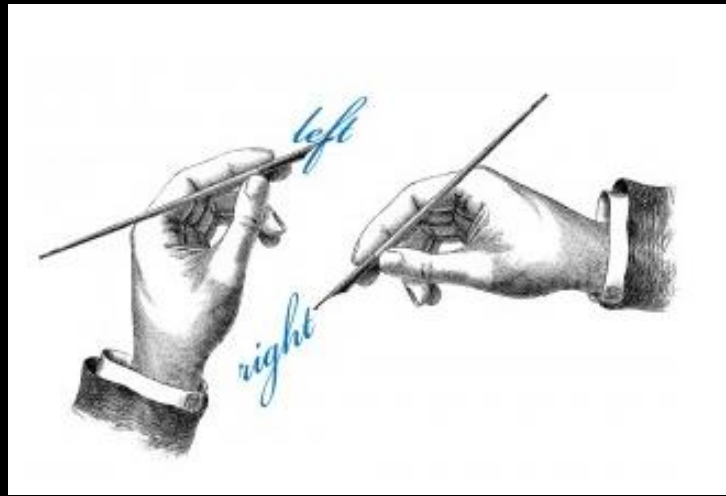
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DESIGNERS OF THE FUTURE AWARD/
2019
JUJU WANG / RAFFE BURRELL / STUDIO KLARENBECK & DROS



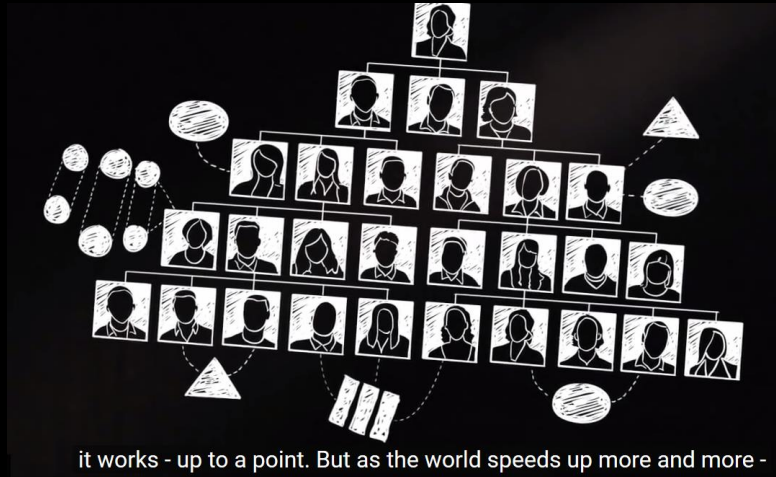


Options from a Venture Perspective

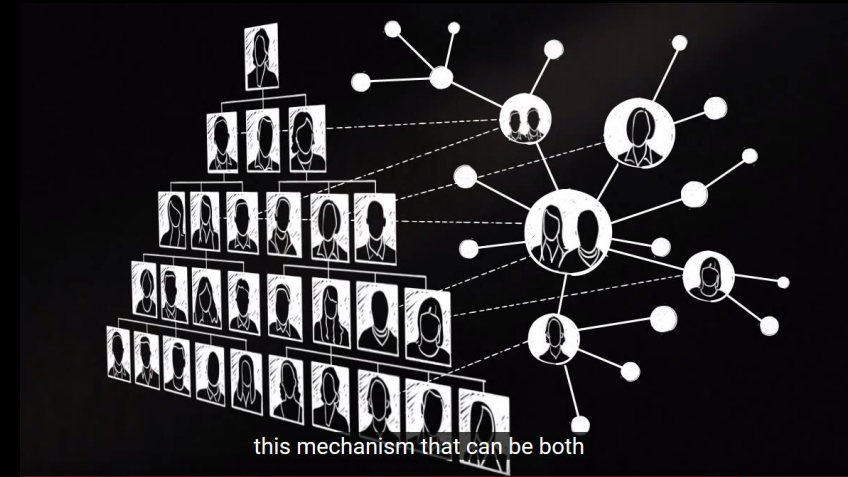




It looks more like a hierarchy, it has jobs, it has processes,



it works - up to a point. But as the world speeds up more and more -



this mechanism that can be both

From J. Kotter: Accelerate! The Evolution of the 21st Century Organization
<https://www.youtube.com/watch?v=Pc7EVXnF2aI>

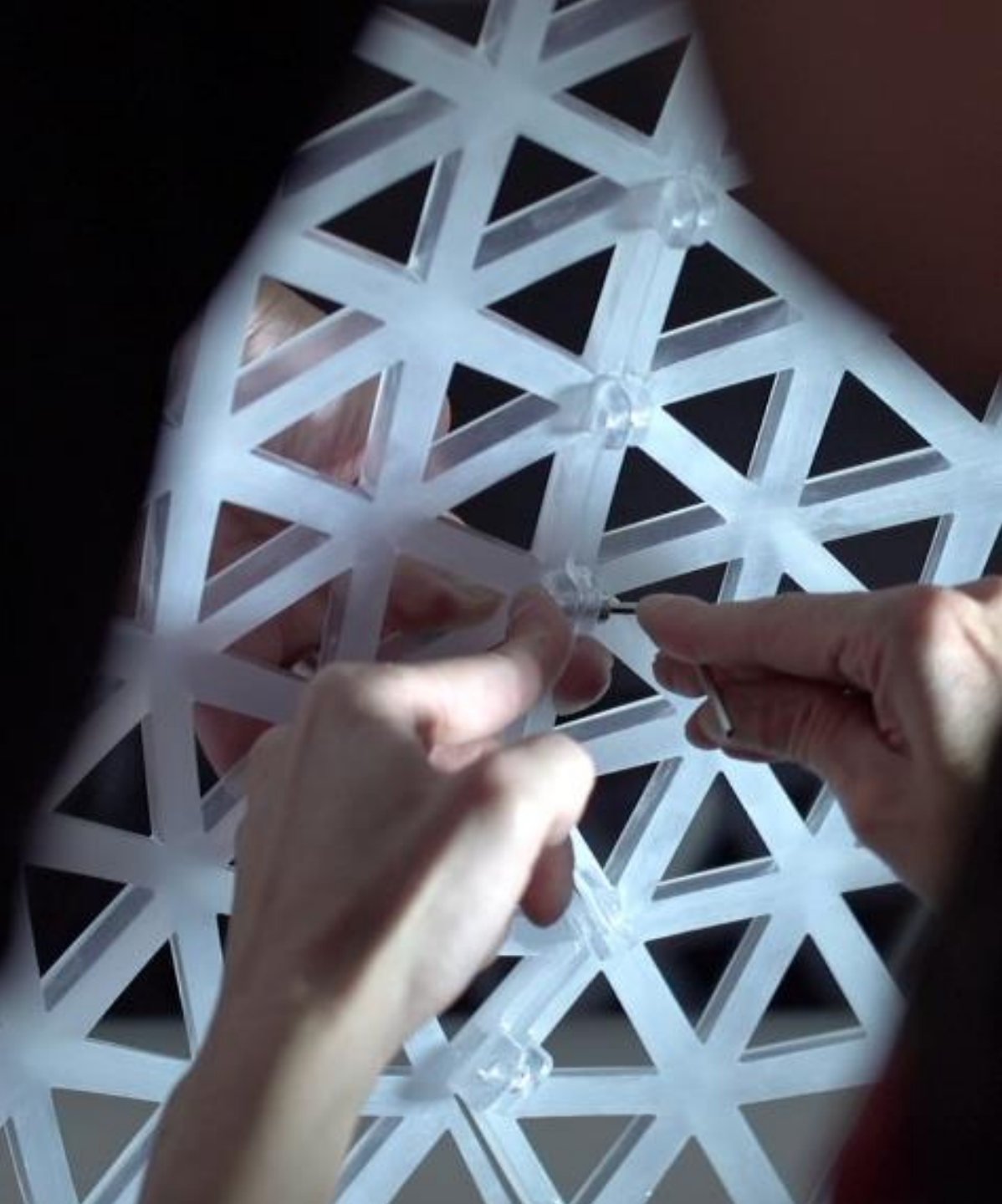


AMBIDEXTERITY

Combining explorative and exploitative capabilities on different levels

- Organizational
- Contextual
- Sequential

Create understanding and use methods to make it happen.

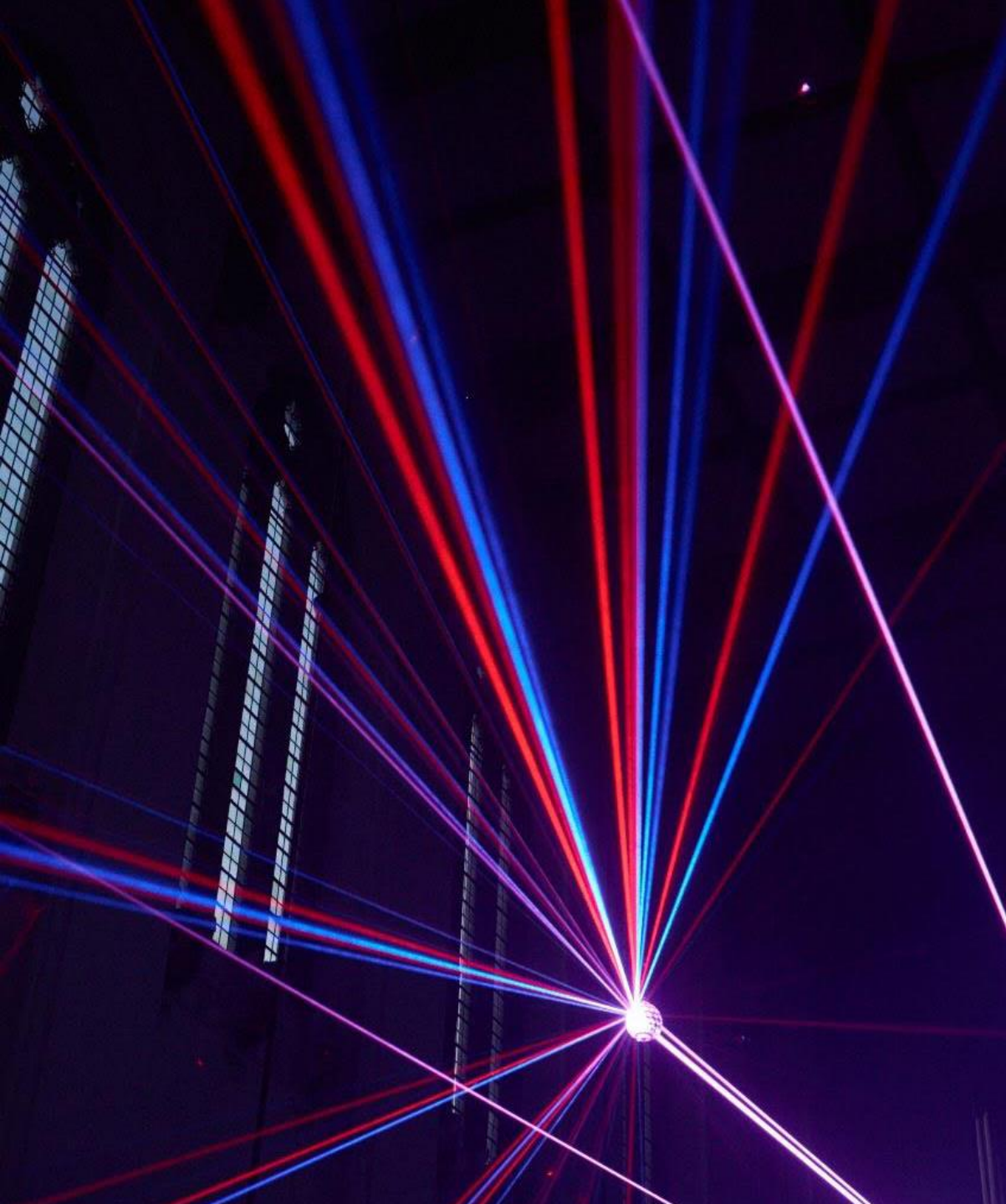


A NEW CULTURE

- Trust and Purpose
- Experimentation
- Collaboration

Culture Eats Strategy for Breakfast (P. Drucker)

..... But Good Leadership Practices must take care, that enough food is on the table!



LEARNINGS

- Innovation in the digital age follows new rules
- Core innovation and transformative innovation have to be organized differently
- Transformative innovation follows the new rules of speed, transparency and openness
- A new culture of experimentation, trust and collaboration is asked

NEXT STEPS

- Transforming the new culture into the organization
- Facilitating sub-cultures and diversity



WE CREATE A MORE
SPARKLING WORLD

TURNING
LIGHT INTO DELIGHT

SINCE 1895