

The Role of Higher Education Institutions in the Support of Regions Innovation Development

**An innovation leads to the change of company's behavior throughout
transferring creative ideas or knowledge into intangible assets of
successful future business**

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Innovation means pursuing radical new business opportunities, exploiting new or potentially disruptive technologies, and introducing change into the core concept of the company's business.

- As long as companies manage innovation as a secretive process, investment will be erratic and results disappointing. Innovation must become an integral part of company's day-to-day activities.
- **Sustainable innovation requires an entirely new approach. Innovation must become part of the ongoing commerce that takes place among companies. No company is strong enough to be able to launch a complex innovation successfully to the target market solely.**



THE COMPETITION ON THE TODAY'S GLOBAL MARKETS HAS NEW ACTORS AND RULES. INSTEAD OF THE STRUGGLE AMONG SINGLE COMPANIES THE BATTLE FOR CUSTOMER IS RUNNING AMONG STRATEGIC ALLIANCES.

The higher education institutions (HEI) must accept three important roles in region's innovation development process

1. The role of an innovation ideas creator.
2. The role of such ideas distributor and coordinator of different subjects' effort that focuses on promising innovation project easy implementation - the role of an innovation intermediary.
3. The role of educator, the catalyst that spreads the knowledge necessary for innovation's successful launch to the target market among the members of teams that co-operate within the process of creative idea transformation into cash.

There's an important difference between being innovative and being an innovative enterprise:

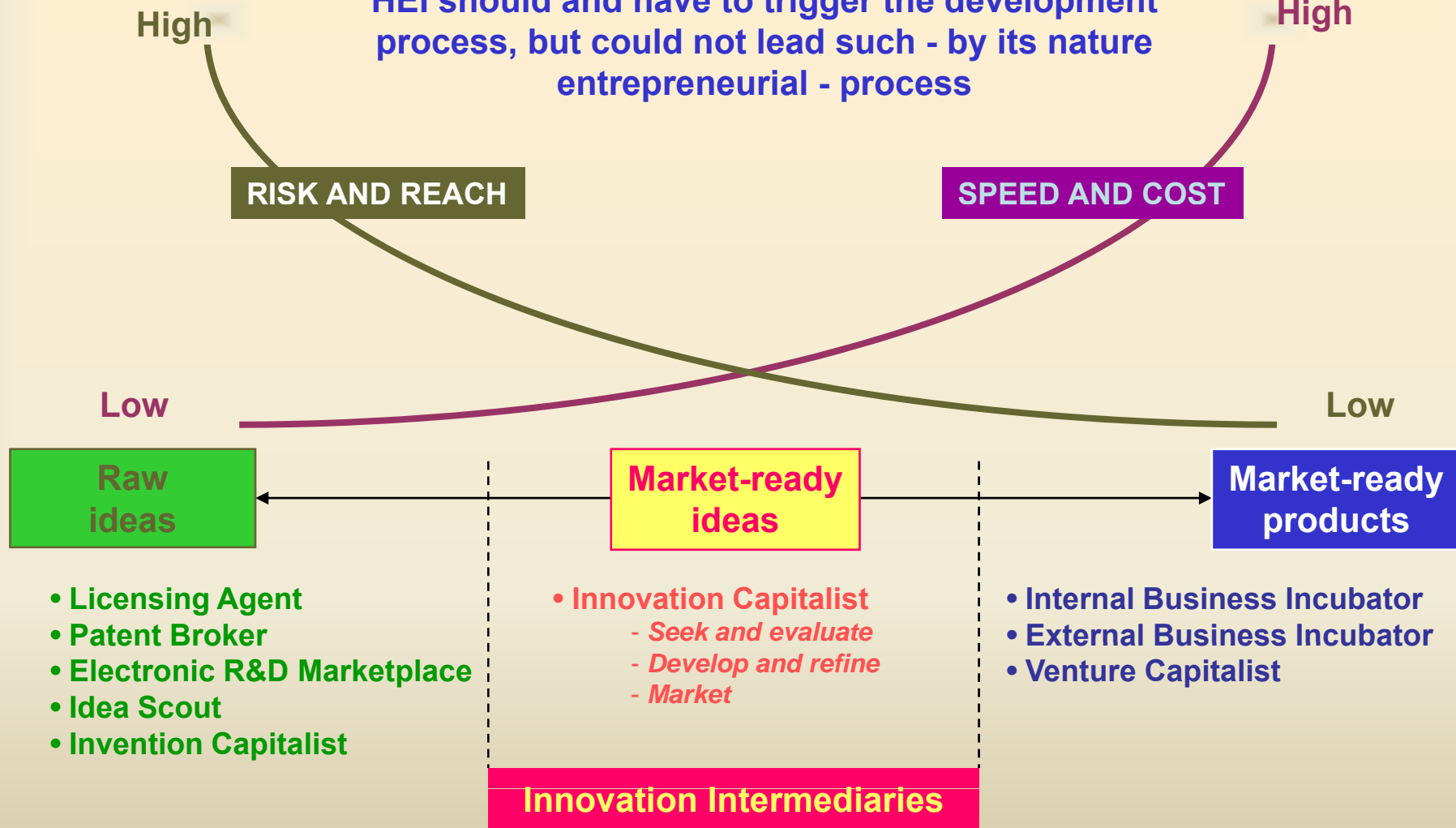
The former generates lots of ideas, the latter lots of cash!

- The HEI must forget their ambitions to play the key decisive role in region's innovation development. They have not and never will have the abilities necessary for leadership within the innovation entrepreneurial ecosystems.
- But the HEI must accept the important role of the member that fuels and administers this ecosystem's functioning and future development.

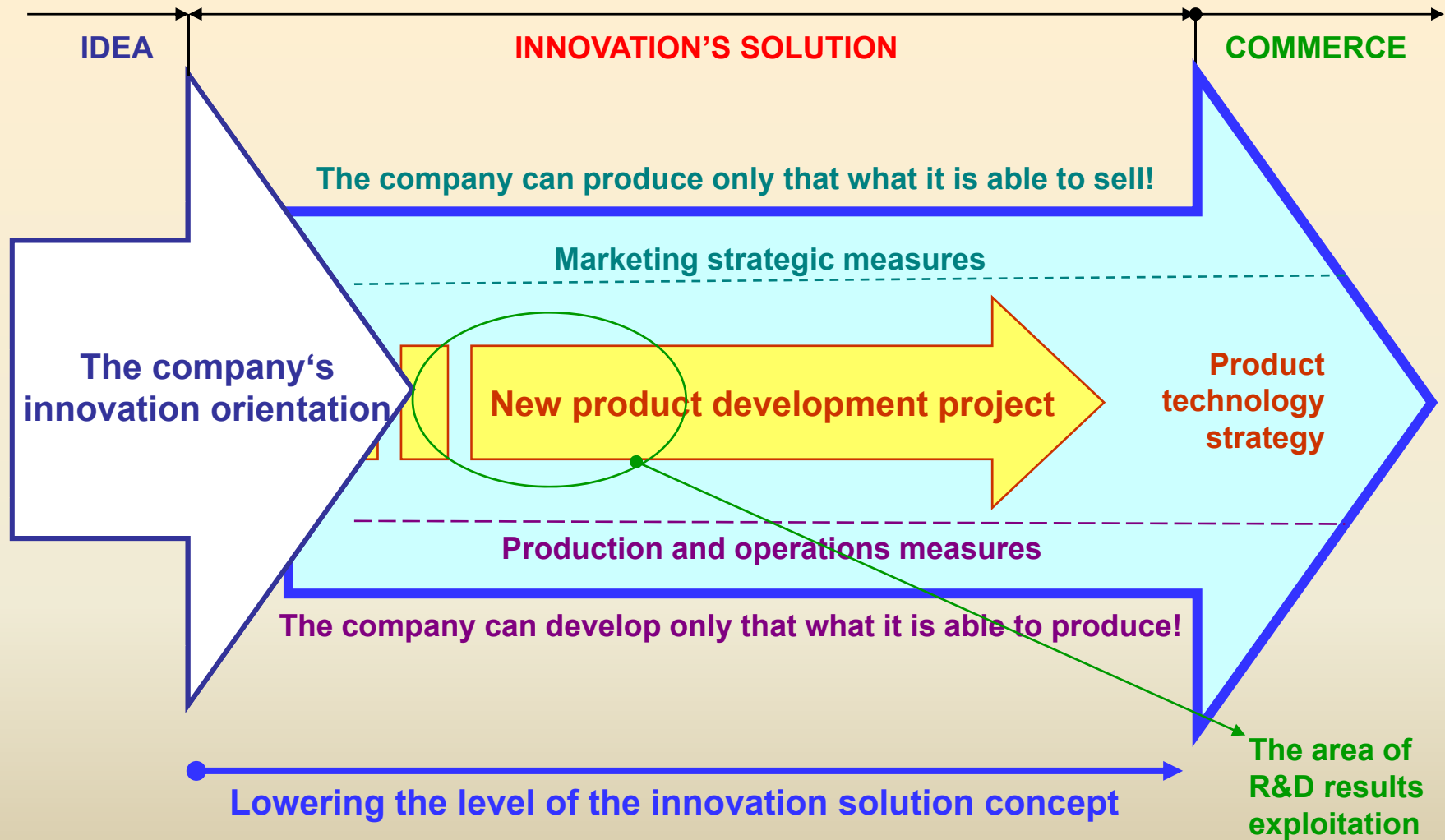
The role of innovation idea creator

Companies can shop for innovation in various stages of development

HEI should and have to trigger the development process, but could not lead such - by its nature entrepreneurial - process

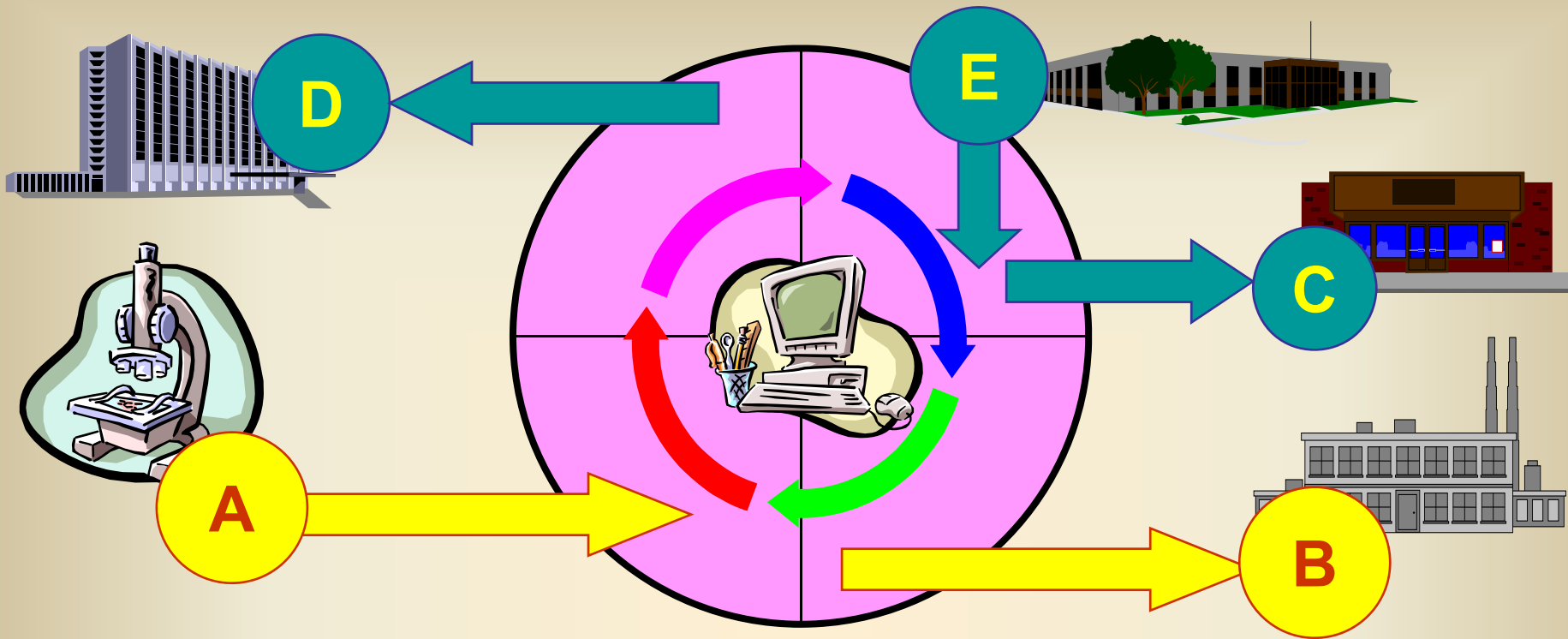


An innovation is a business phenomenon, transferring the promising idea into commercially successful output means to develop a new business model - to change the company's behavior



The role of an intermediary

- **Successful innovation depends on involving partners early in the exploration of opportunities. No company is smart enough to know what to do with every new opportunity it finds, and no company has enough resources to pursue all opportunities it might execute.**
- **Companies should pay an attention to hire an intermediary with the appropriate backgrounds and contacts, who will help them to find external support for their internal innovation programs.**
- **Successful innovation depends on involving partners early in the exploration of opportunities. Intermediaries could facilitate the exchange of information about innovation among companies.**
- **Innovation intermediaries would be in a unique position to visualize new opportunities synthesized from insights and technologies provided by several companies - ideas that might never occur to companies working on innovation programs on their own.**
- **The intermediaries must keep the companies' secrets and must be trusted for maintaining confidentiality about their customers' intents.**



A network of intermediaries

If company A needs outside capabilities to commercialize a technology, it could ask its intermediary to find a partner.

The intermediary would share the information with other intermediaries in its search for an appropriate collaborator - like company B.

In the same way, innovation intermediaries can help company E find the resources it needs to bring its new technologies to market by allying with companies C (distributor) and D (investor).

The role of an educator: how to treat an innovation project, as technology change or the adaptive one?

- Companies treat adaptive challenges as if they were technical problems. But treating the innovation problems as purely technical *masks the real issues*.
- To use the technical approach in preparing an adaptive change is a typical approach of companies that want avoid discomfort when such change upsets an organization's equilibrium.
- Treating adaptive challenges as technical ones permits executives to do what they excelled at throughout their careers: solve other people's problems.

Therefore the HEI should move their education's orientation from single feedback-loop to the double feedback-loop.



It's time to abandon a model of filling the bottles from the lake of knowledge and sending them along line of users who will drink from the bottle when needed.

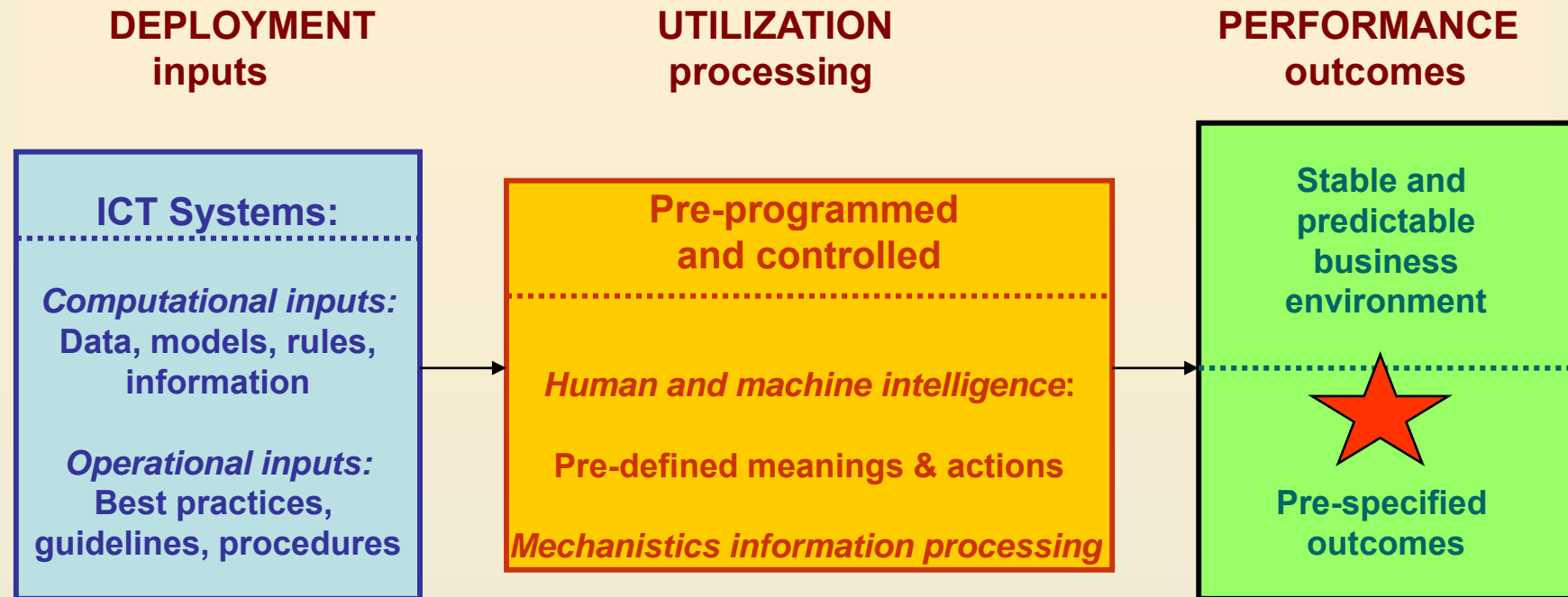
This obsolete model must be replaced by another model: Give the potential users boats and compasses and let them paddle on the lake of knowledge to the needed sources themselves.



Single feedback-loop:

Primary focus on knowledge re-use over creation of new knowledge:

“Getting the right information to the right person at the right time”

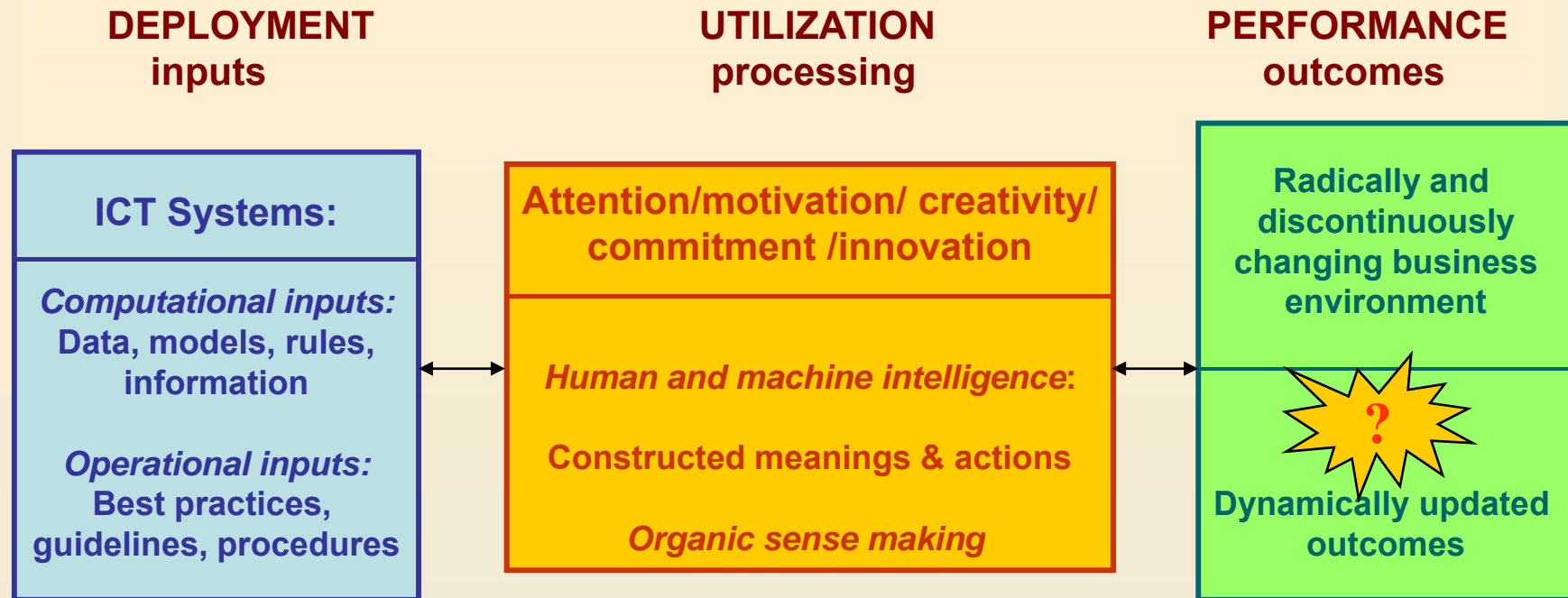


Knowledge management model for routine and structured processing
(technology-push model):

Doing the things right where the pre-specified inputs, processing logic and the outcomes are assumed to represent *the right things*.

Double feedback-loop:

Primary focus on knowledge as intelligence in action:
“Knowledge, unlike information, resides in the user, not in the collection”



Knowledge management model for non-routine and unstructured sense making
(strategy-pull model):

Knowledge is a fluid mix of framed experience, values, contextual information, and expert insights that provides a framework for evaluating and incorporating new experiences and information.



Česká manažerská asociace - Předseda Rady expertů

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**THANK YOU FOR YOUR ATTENTION.
ANY QUESTIONS?**



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