

HIDDEN PATTERN OF INNOVATION

Innovation of Knowledge Enterprises by WOIS

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Abstract: This paper will give an overview on the key elements of the innovation technology of WOIS that can be used for generating a sustainable decision basis for future development directions.

Key words: knowledge enterprise, innovation, WOIS, knowledge management.

1. INTRODUCTION

Especially in critical economic situations, safeguarding company's future requires strengthening the innovation power. Consequently companies necessitate a clear picture of the company's competitive situation in future as well as reliable innovation processes for heading towards this future in a focused way. In particular fundamental decisions throughout the earliest phases of innovation processes define the achievable output later on. Therefore, it is crucial to generate an as strong argumentation basis for early strategic decisions as possible, even though these need to be taken in diffuse situations always. This requires severe innovation knowledge, the availability of strategic orientation tools and an innovation technology that enables efficient and effective innovation management process. Efficient in a manner that not all employees that need to be involved in innovation processes can be trained to become innovation experts first. Consequently, processes need to be in place that provides a proven innovation technology. Even more important, this innovation technology needs to foster an effective innovation philosophy that focuses on generating future benefits and therefore competitive advantages and differentiation potentials. Accordingly three essential key elements exist for mastering strategic innovations:

Please use the following format when citing this chapter:

Linde, Hansjürgen, Herr, Gunther, Rehklau, Andreas, 2006, in International Federation for Information Processing (IFIP), Volume 207, Knowledge Enterprise: Intelligent Strategies In Product Design, Manufacturing, and Management, eds. K. Wang, Kovacs G., Wozny M., Fang M., (Boston: Springer), pp. 1037-1041.

- Innovation Knowledge for strengthening the innovation power.
- Direction Finding Models for increasing the prognosis effectiveness-
- Innovation Technology for supporting the realisation efficiency.

The innovation strategy WOIS combines these elements in a unique Contradiction Oriented Innovation Strategy by integrating key elements of known successful methodologies such as TRIZ with new aspects of encouraging a challenging innovation culture, designing highly competitive value creation chains and realising successful innovations in known and new created markets. Partners that have already applied this innovation theory successfully are companies such as BMW, Bosch, Braun, Linde, Melitta, Nestlé Schölller, Ergoline, Grohe, Hilit, Siemens, Tesa and many others.

Especially for long term success company's requires a clear picture of the future competitive situation as well as reliable innovation processes for heading towards this future. In particular "weak signals" become important as it is likely that they end up having "strong impacts". The key questions are as the following.

2. WHERE TO LOOK AND HOW TO INSPIRE NEW DEVELOPMENT DIRECTIONS?

For building a sustainable picture it is important to consider how the society, technology, resources and the thinking culture will develop. All four aspects will develop, including their interdependencies, no matter whether "our company" contributes to the future development or not.

Consequently the challenge will become to influence this development in a way that we design and meet future expectations of the markets. Facing this task from a business point of view.

3. WHO IS RESPONSIBLE FOR TURNING THE SWITCHES TOWARDS THE RIGHT TRACKS?

Is it only the management of the company? Frequently the top management faces a lack of detailed information. Therefore the decision making basis is not as accurate as desirable. On the other hand it could be asked if employees with too little decision making empowerment and too little overview should take the decisions?

Throughout the industry detailed descriptions exist for all kinds of business processes. Often, future perspectives are developed based on

'roadmaps' that result from evaluating spontaneous ideas, former project results and preliminary concept proposals.

But this is not sufficient for developing a clear picture for the future of the business.

It can be observed, that many companies are confronted with a threatening gap especially within the early, strategic phases of development processes. The importance and impact of defining repeatable and reliable approaches for initiating strategic innovations is frequently underestimated.

One might think that companies that fail in defining sustainable strategic approaches will suffer considerable disadvantages - but due to similar behaviours of the competitors this is not the case.

Nevertheless, significant advantages can be gained through implementing systems that permanently allow the flexible adaptation of the development program, without losing the clear focus for medium and long term targets.

4. BUT HOW TO FILL THE STRATEGIC GAP? WHAT CAN BE THE SCIENTIFIC BASIS FOR DOING SO?

In times of multi-criteria problems, company over spanning development networks and ever faster development processes, it is essential for companies to ground significant decisions on a reliable sustainable decision basis.

Especially 'stock market governed' company's belief in 'management by financial target agreements', but fail in implementing the ability for developing future perspectives. They are dead-locked in efficiency programs, unable to develop and implement strategies for future wealth creation.

Future orient companies require a system that consists of

- A growth oriented economical model,
- An energy focusing philosophy,
- A culture of a commonly shared understanding concerning future challenges and
- Knowledge about hidden pattern of competition.

The innovation strategy WOIS integrates these aspects into one powerful strategy.

5. IS THERE A NEED FOR ANOTHER APPROACH?

When studying the literature hundreds of tools, tactics, methodologies exist for a wide range of situations. But there is no approach that would support business, marketing, product, process, organisation and resource

innovations from the early strategic definition phases to its market implementation.

It is the intention of WOIS to provide a flexible mental model and innovation technology for innovation leadership, by supporting the processes required for recognising and realising innovative shortcuts in a more focused way. This is an exiting intension.

6. WHAT IS THE STRATEGY BEHIND THE INTENSION OF SHORTCUTTING THE SPIRAL OF EVOLUTION?

In general, the decision making processes can be described as a process of three distinct phases:

- An orientation,
- Decision making and
- Innovation-finding phase.

Knowing the phases is good, but not yet helpful for guiding a project team through a major innovation project.

7. WHICH ELEMENTS ARE NEEDED TO RUN SUCCESSFUL INNOVATION PROJECTS?

For being able to allow chaotic association phases throughout the project it is essential to be able to rely on the governing overlaying process. Therefore, models exist for each of the phases that support project work with

- Strategic orientation tools,
- Distinct analysis perspectives,
- Inspiration resources and
- Models for deriving key findings.

When trying to consider developments of the society, technology, natural resources and global competition networks as well as there interdependencies:

8. FROM AN ABSTRACT POINT OF VIEW, WHAT ARE KEY SUCCESS FACTORS FOR INNOVATION?

Managing Professional Strategic Innovations needs to integrate three Leading Core Competences for Innovation:

- Knowledge on Innovation Sciences as a theoretical basis
- Models for finding High Potential Future Directions as common process basis and
- Innovation Technologies for identifying key barriers and innovative perspectives as process support.

It is only the combination of these pillars that sustains competitive leadership by generating the required continues growth.

The following companies use the scientific background of WOIS and its Innovation Technology to innovate their business: Braun, Siemens, Linde, BMW, Grohe, Mondi, Hilti, Netzsch, SaintGobain, Pierburg, Tenneco, Schmitz, Tesa, Vorwerk, Mann+Hummel, Siemens VDO, Kapp, Brose, Hailo, Knorr, BSH, Bosch, Berker, Stöbich, Nestlé Schöller, Fischer, Demang, VOSS, Dahle, Kermi, Winkhaus, AquaRotter, EBS, Melitta, Keramag, Winkhaus, Viking, Luk and others.

9. REFERENCE

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