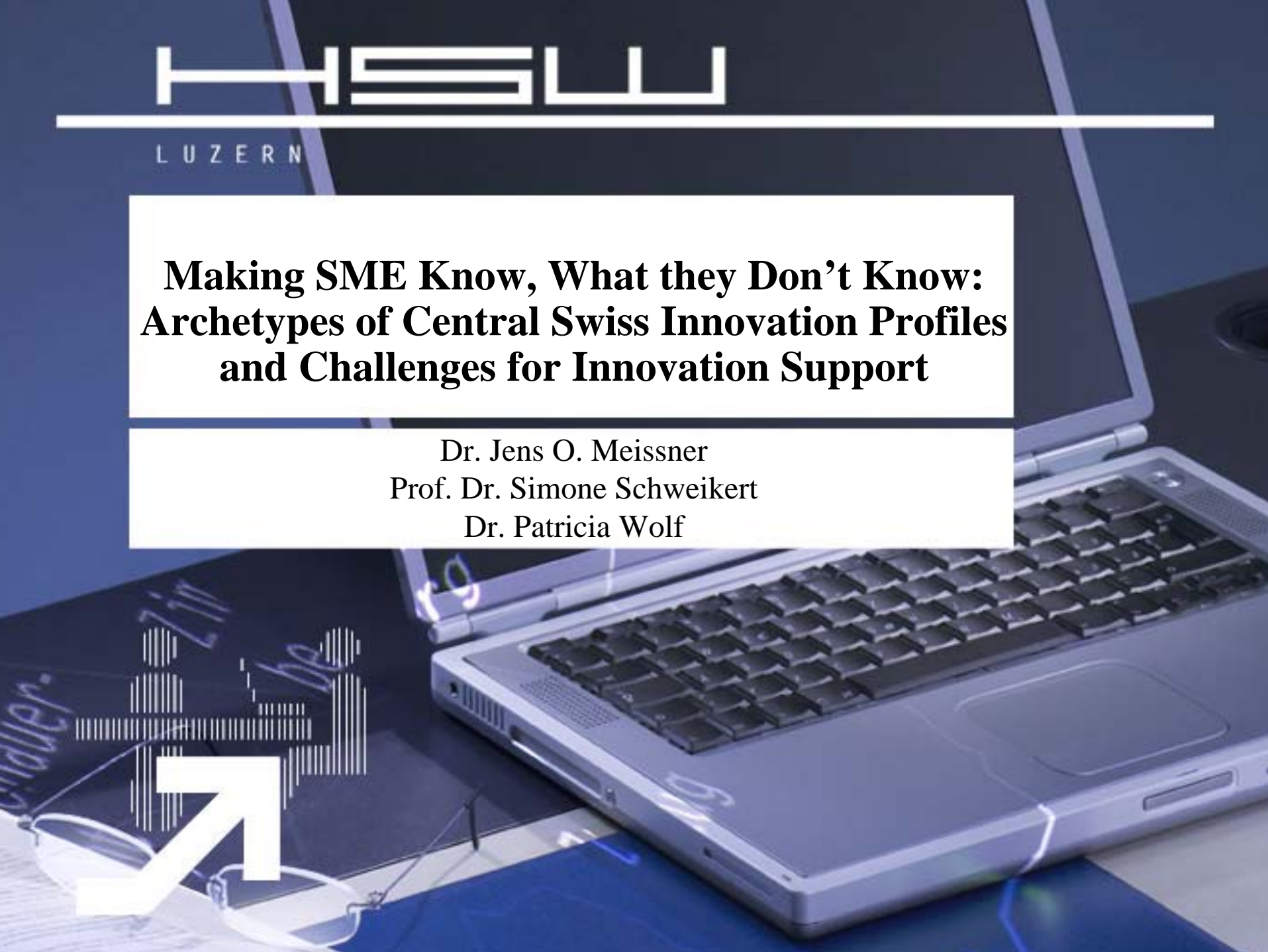


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Making SME Know, What they Don't Know: Archetypes of Central Swiss Innovation Profiles and Challenges for Innovation Support

Dr. Jens O. Meissner
Prof. Dr. Simone Schweikert
Dr. Patricia Wolf



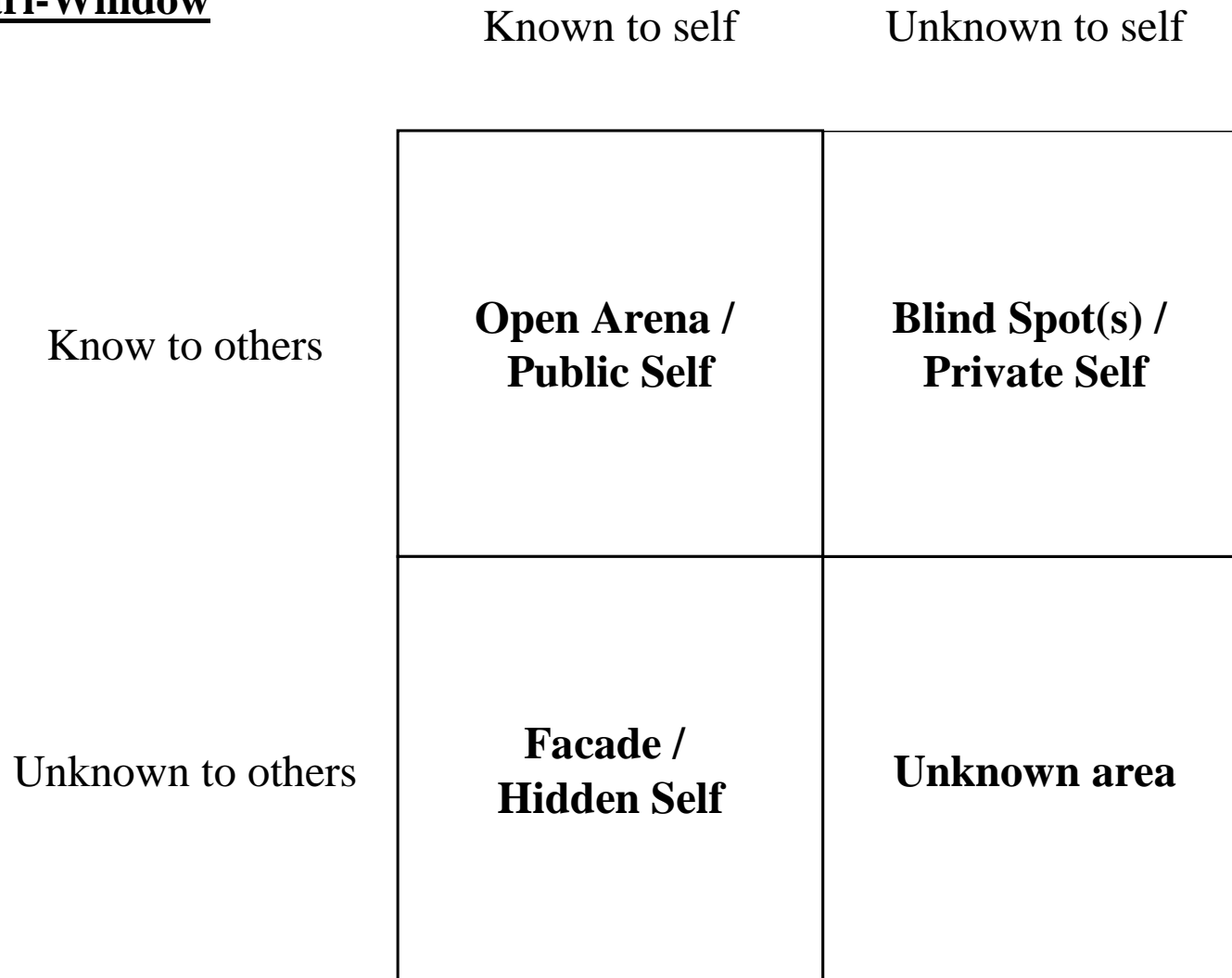
Overview

- Introduction
- Theoretical Approach
- Model of the Central Swiss Innovation System
- Archetypical Innovation Profiles of Central Swiss SME
- Challenges for Central Swiss Innovation Support

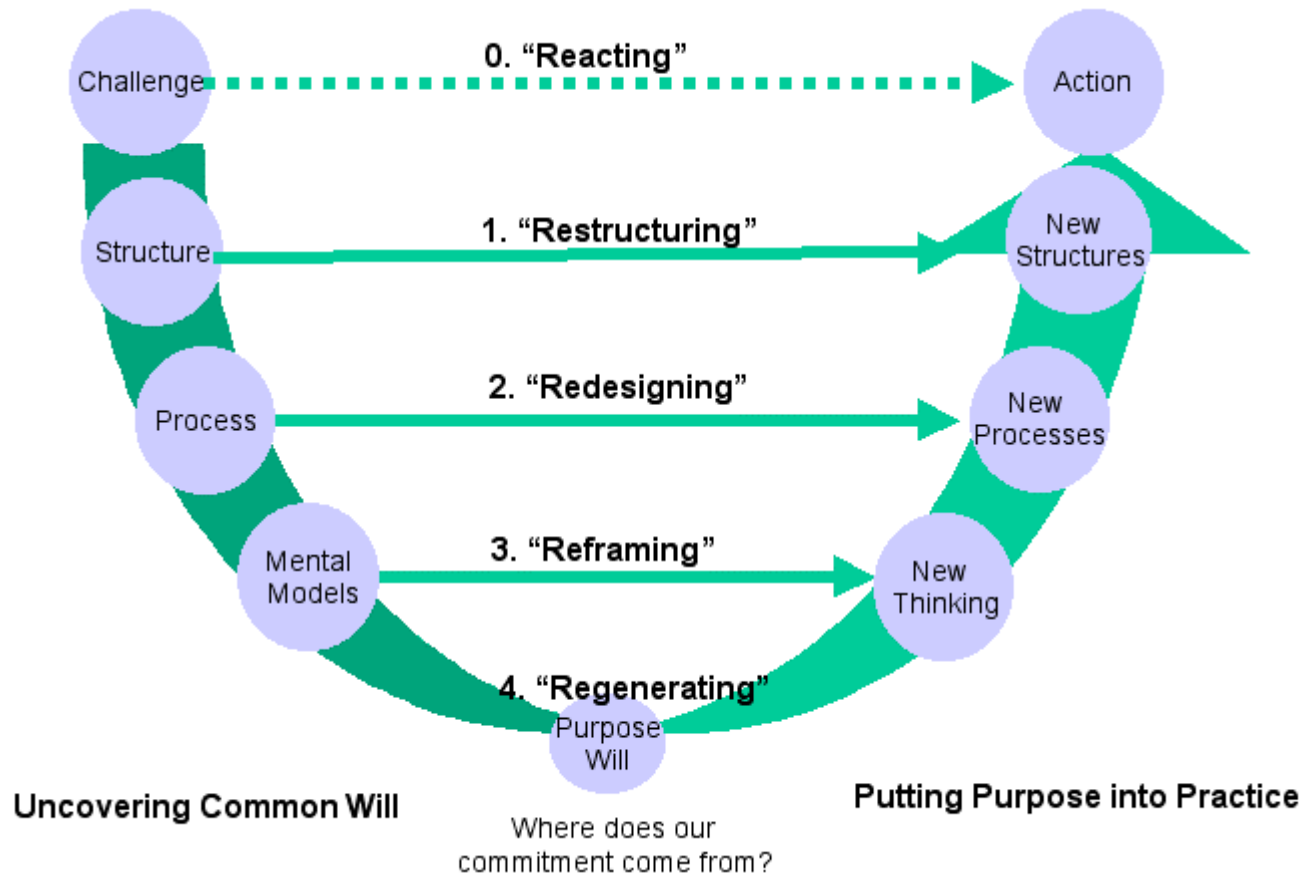
Research Question

How can knowing what Central Swiss SME know about innovation help to improve the regional innovation system?

The Johari-Window

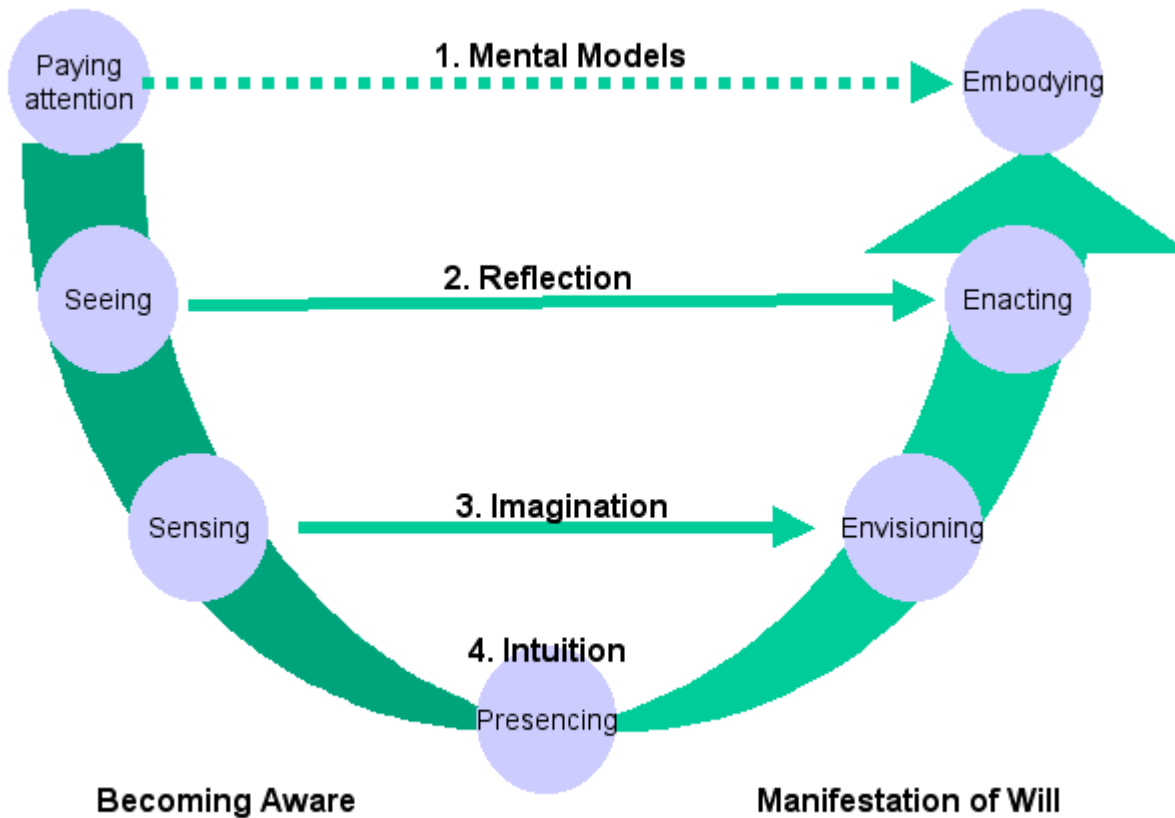


Five Levels of Behaviour in Response to Change



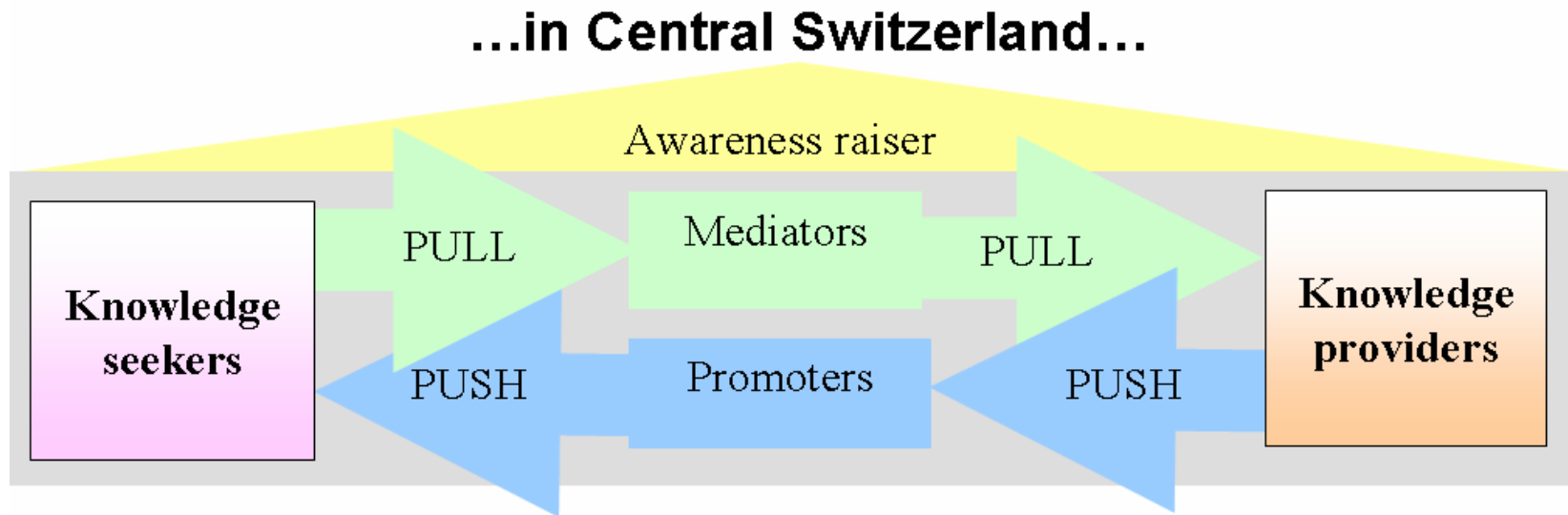
(Scharmer, 2001)

Four Levels of Cognition and Social Reality Formation

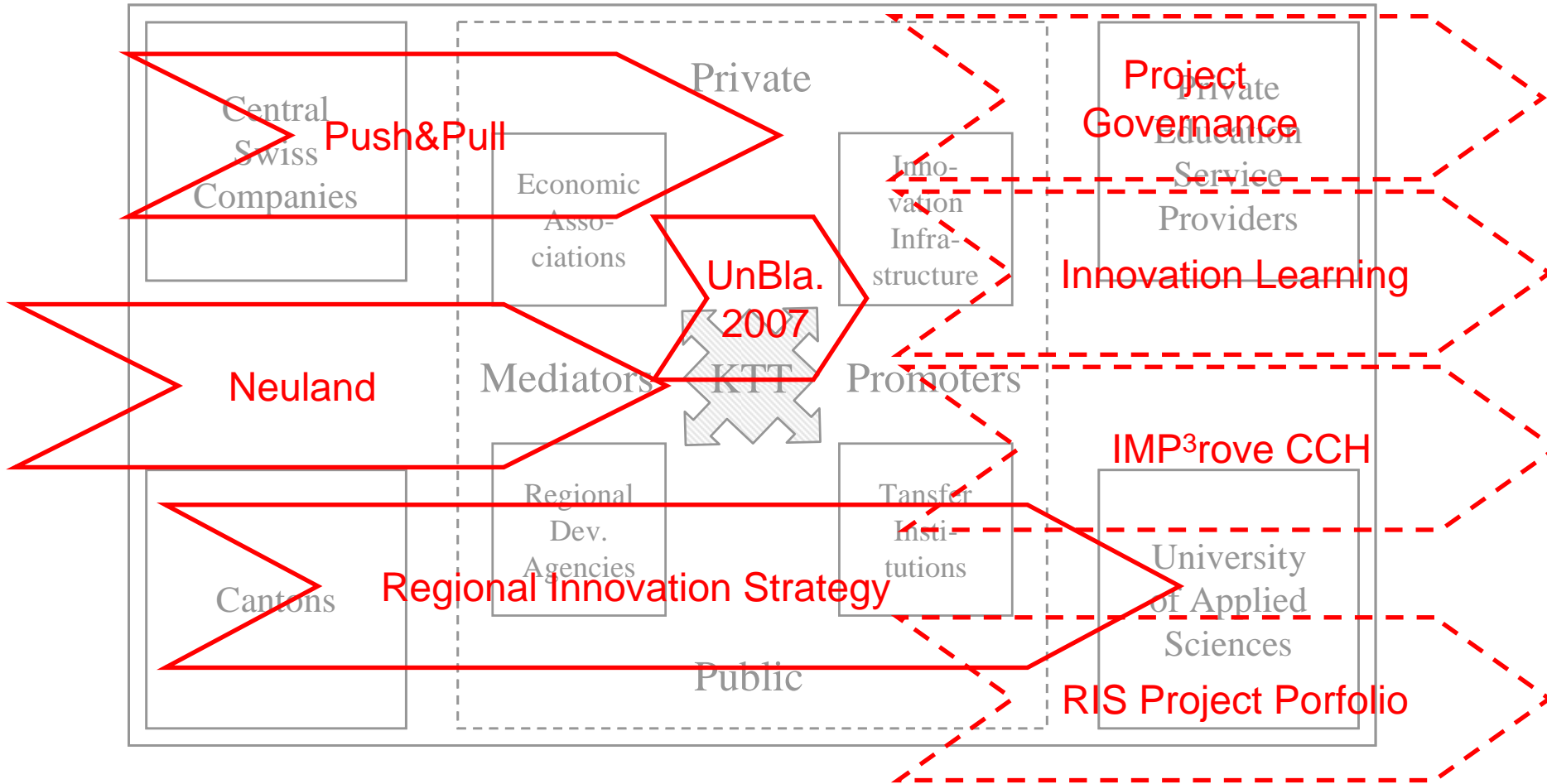


(Scharmer, 2001)

The Push&Pull framework model



An Enlarged Framework Model of the Central Swiss Innovation System



Archetypical Innovation Profiles



Innovation Culture Leader

11 SME



Self innovator

34 SME

Searching Innovator

41 SME



Innovation Novice

1 SME

Blind Spots of Archetypical Profiles



Innovation Culture Leader

How to set up sustainable 'quasi-linear' business processes?



Self innovator

How to supply the company with impulses from outside?

Searching Innovator

How to create an own innovation process based on internal resources?



Innovation Novice

How to sense changes in the environment?

Fives Imperatives of Regional Innovation

- *System-thinking*
- *Foster Networked Dialogue*
- *Scaffold Virtualisation*
- *Combine Education and Business Practice*
- *Monitor and Check Innovation Capability*
- *(Consequently Increase Intercultural Contacts within Project Teams)*

Thank you very much for your attention!

Dr. Jens O. Meissner is a lecturer and researcher for organizational communication at Lucerne School of Business. He is work package coordinator for the project "Regional Innovation Strategy for Central Switzerland" (RISforCCH), a specific support action under the 6th European Framework Programme and is responsible for the conceptualisation of Lucerne School of Business' SME platform. Jens is also a founding partner of the Institute of Economic Studies in Basel which offers high-quality economic studies for education institutions and mid-size companies.

Prof. Dr. oec. Simone Schweikert is Head General Management at Lucerne School of Business. She is coordinating the project "Regional Innovation Strategy for Central Switzerland" (RISforCCH), a specific support action under the 6th European Framework Programme. After being a visiting researcher at Stanford University she wrote her dissertation at University of St. Gallen in the field of change management and benchmarking. In her studies she mainly focuses on the research question: "How can we create organizations that enable their members to develop up to their highest potential?" This question lead her work since being a student at Witten/Herdecke University in Germany.

Dr. Patricia Wolf is a lecturer, researcher and consultant at the Lucerne School of Business. Her research focuses on projects in the area of knowledge and innovation management for SMEs. She is writing her habilitation at the ETH Zürich on transferability of management concepts between companies in different cultural contexts. Her research is funded by an EC project aiming at the implementation of communities of practice between regionally dispersive SME networks in Russia. Patricia has been a research fellow at the Fraunhofer Institute for Work Psychology in Stuttgart for several years.