

Open Strategy

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Eine komplexe Welt...



innovation ecosystem



...mit großen Herausforderungen



...mit großen Herausforderungen



Die Rolle von Strategie

Wieviel % der Unternehmen scheitern bei disruptiven Veränderungen?

Wieviel % aller formulierten Strategien werden nicht erfolgreich umgesetzt?

Quellen: BCG, Accenture, Candido & Santos

Wieviel % der Unternehmen scheitern bei disruptiven Veränderungen?

67%

Wieviel % aller formulierten Strategien werden nicht erfolgreich umgesetzt?

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Wieviel % der Unternehmen scheitern bei disruptiven Veränderungen?

67%

Wieviel % aller formulierten Strategien werden nicht erfolgreich umgesetzt?

50-90%

Quellen: BCG, Accenture, Candido & Santos

Strategie in der Krise

Traditioneller Strategieprozess....



Pathologien der Strategiearbeit

Isomorphismus

Redwood City Basketballteam: Vom Underdog zu den US- Schülerlandes- meisterschaften

ANNALS OF INNOVATION MAY 11, 2009 ISSUE

HOW DAVID BEATS GOLIATH

When underdogs break the rules.



By Malcolm Gladwell

May 4, 2009



Starre mentale Modelle

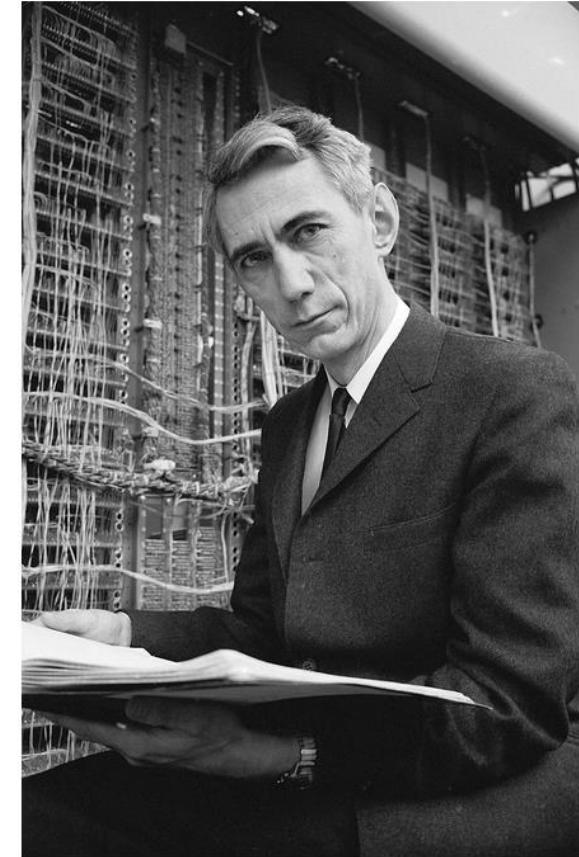
Kodak



Silos und Scheuklappen

“It just happened that no one else was familiar with both fields at the same time”

Claude Shannon



A hundred years after his birth, Claude Shannon's fingerprints are on every electronic device we own. Photograph by Alfred Eisenstaedt / The LIFE Picture Collection / Getty

82%
of the most
important
inventions in
history

**... connect the
dots!**

Seeing What Others Don't



The Remarkable Ways
We Gain Insights

.....

"No one has taught me more about the complexities
and mysteries of human decision-making than Gary Klein."

—MALCOLM GLADWELL

GARY KLEIN

Abstrakte und “weltfremde” Strategien



Das Problem: Viele Strategien werden losgelöst von der Basis entwickelt, sie werden den Problemen nicht gerecht, werden nicht verstanden und nicht mitgetragen

“Radical Listening” im Gunung Palung National Park

Guardians of the Trees : A Journey of Hope Through Healing the Planet: A Memoir

★★★★★ 4.64 (11 ratings by Goodreads)

Hardback | English

By (author) Kinari Webb

Share



A magnificent, empowering (Bill McKibben) memoir about a woman spearheading a global initiative to heal the world's rainforests and the communities who depend on them

When Kinari Webb first traveled to Indonesian Borneo at 21 to study orangutans, she was both awestruck by the beauty of her surroundings and heartbroken by the rainforest destruction she witnessed. As she got to know the local communities, she realized that their need to pay for expensive healthcare led directly to the rampant logging, which in turn imperiled their health and safety even further. Webb realized her true calling was at the intersection of medicine and conservation. [show more](#)

Open up...



Maimonides
MEDICAL
CENTER

CITY
SPEED
LIMIT
25
SCHOOL
ZONE

NYPD
SECURITY
CAMERA

FARE
REQUIRED

Was it Weather?
www.brooklynbus.org

Cross-functional Councils:
Status quo

Work Groups:
Wie soll Barclays in 2020
aussehen?

Entwurf eines strategischen Plans

Fine-tuning in 70 Town Hall Meetings:
Was bedeutet diese Strategie für unsere Kunden?

**„A simple strategy understood by
all is far better than a complex
strategy understood by a few.”**

(Ashok Vaswani)

Cross-functional Councils:
Status quo

Work Groups:
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Online Strategy Jam:
30,000 Mitarbeiter in einer moderierten Online Diskussion

“ Aktive
Einbeziehung
von Akteuren
außerhalb des
Top
Management
Teams ”



**Open Strategy erhöht
Anzahl und Diversität
von Ideen**

69%

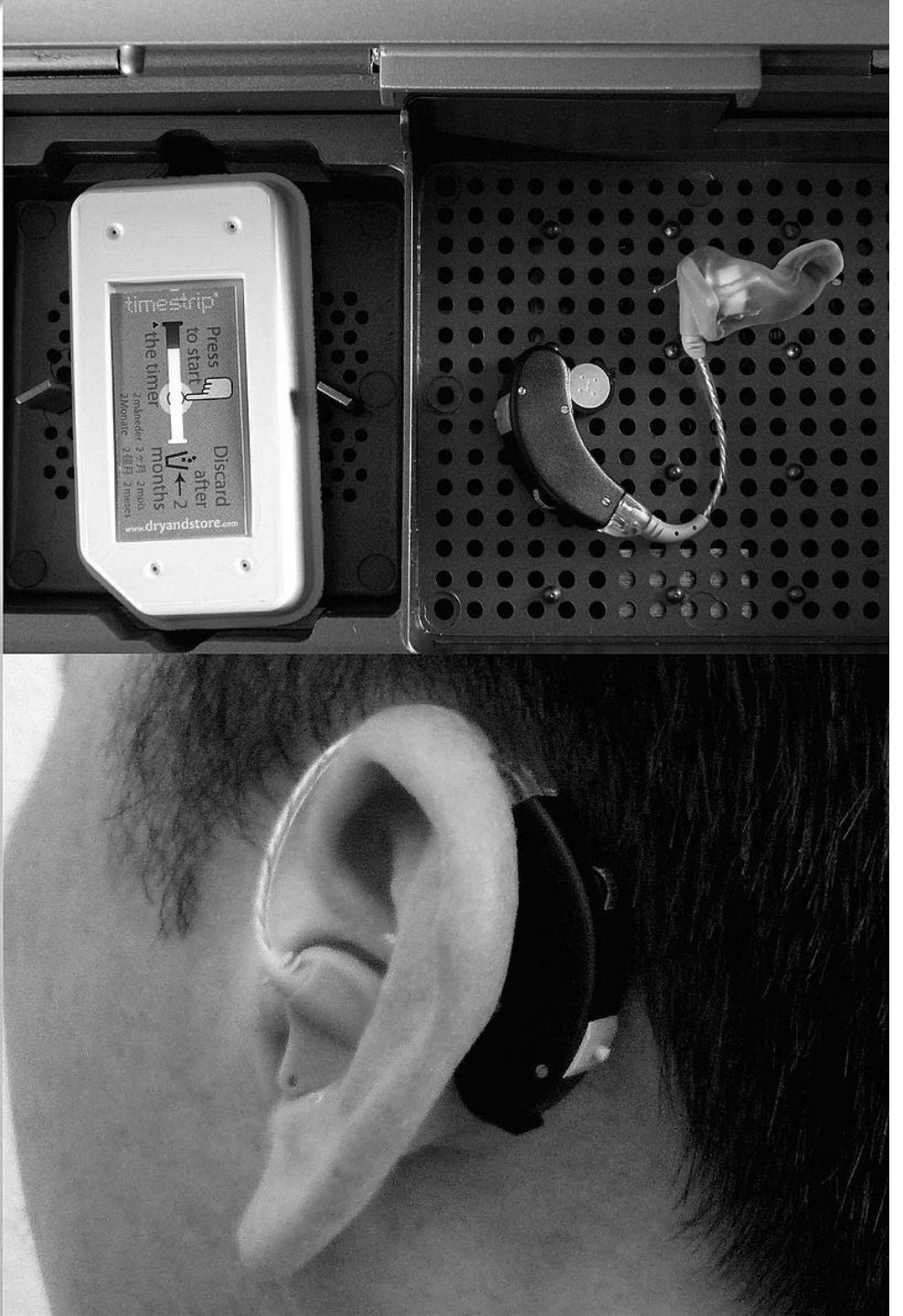
**Externe Perspektiven
integrieren
und intern mobilisieren**

Das schafft

Open Strategy







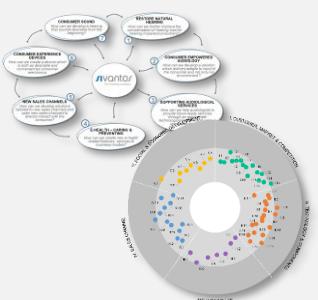
Hörgeräte: Wer ist der Disruptor?



Open Strategy @ WS Audiology:

**24 Interne, 12 Externe
(e.g., MIT, Infineon, IBM Watson,
Intel, Sennheiser, etc.)**

Herausforderung #1:
Recombinant innovation: "Um die Ecke sehen"



1. Der Trendradar

61

Trends

Herausforderung #2:
Rigide mentale Modelle – Prämissen in Frage stellen!



2. Szenarien entwerfen

3

Szenarien

Herausforderung #3:
Disruption ist unattraktiv: Disruption als Risiko sehen!



3. Den Nightmare Competitor antizipieren

22

Geschäftsmodelle

Herausforderung #4:
Dominante Logik der Industrie überwinden: Analogien

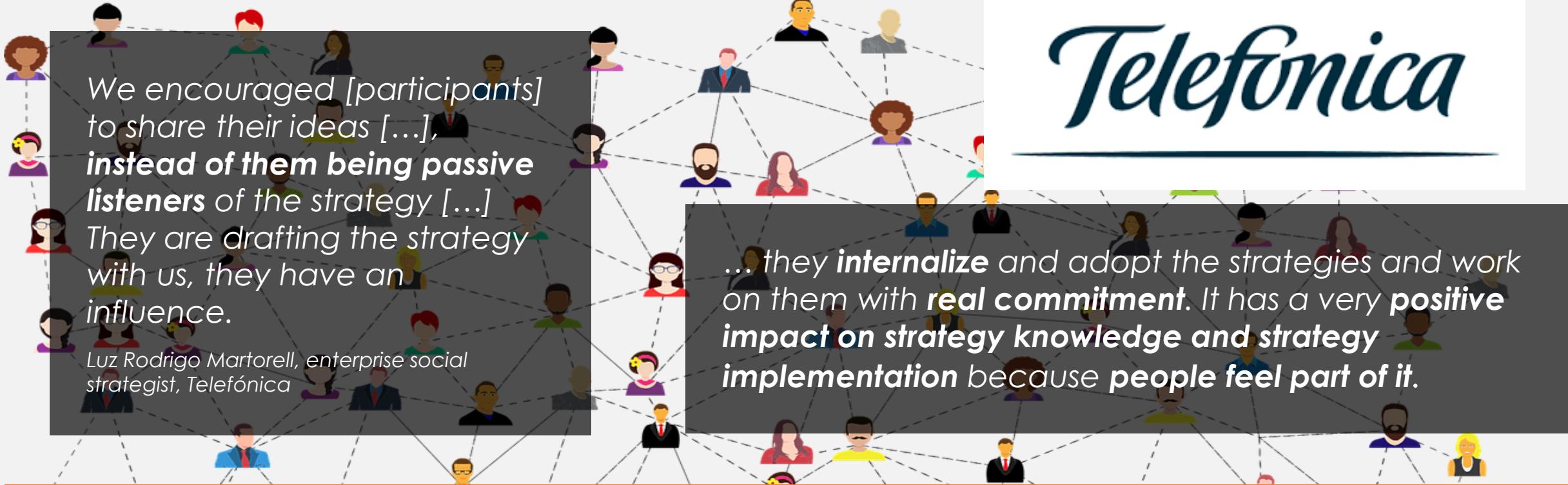


4. Das Geschäftsmodell entwickeln

1

radikal neuer Ansatz

Schnellere Umsetzung



- Verständnis
- Commitment
- Ownership

2019: mehr als **11.5 Millionen Interaktionen** durchschnittlich **42,000 am Tag**

2020: + **25 % Zugehörigkeitsgefühl** zur Organisation

QUIET QUITTING

Öffnen

**Keine planlose
Öffnung**

3 Kernfragen:

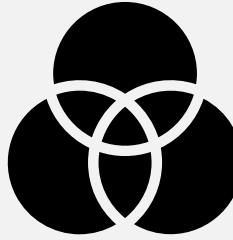
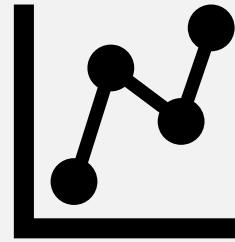
1. **Warum** wird der Strategieprozess geöffnet?
2. **Wer** sollte involviert werden?
3. **Wie** sollten die Akteure involviert werden?

1. Warum wird der Strategieprozess geöffnet?

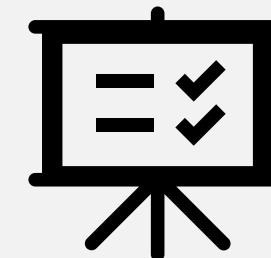
Ideen-
findung



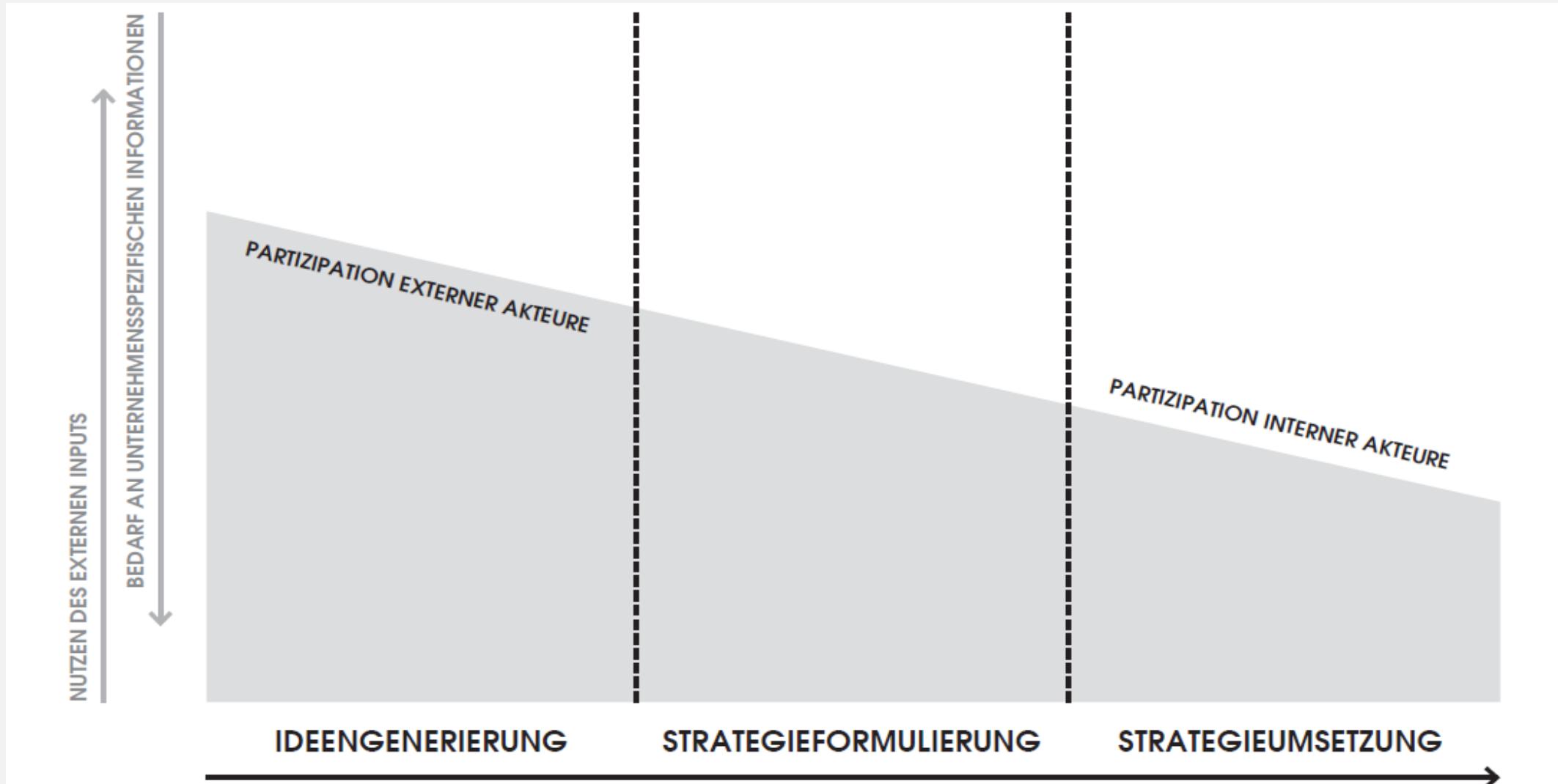
Strategie-
formulierung



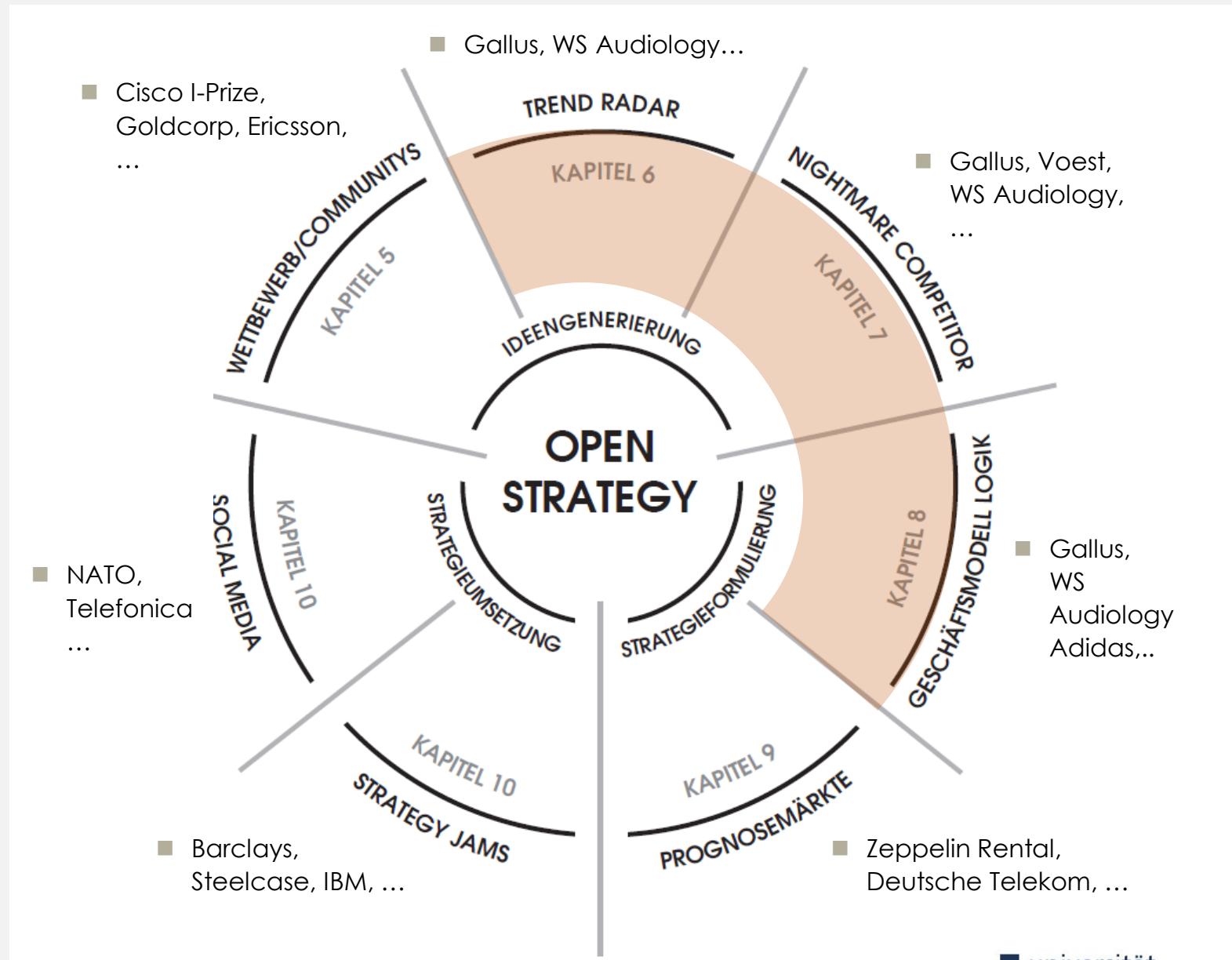
Strategie-
implementierung



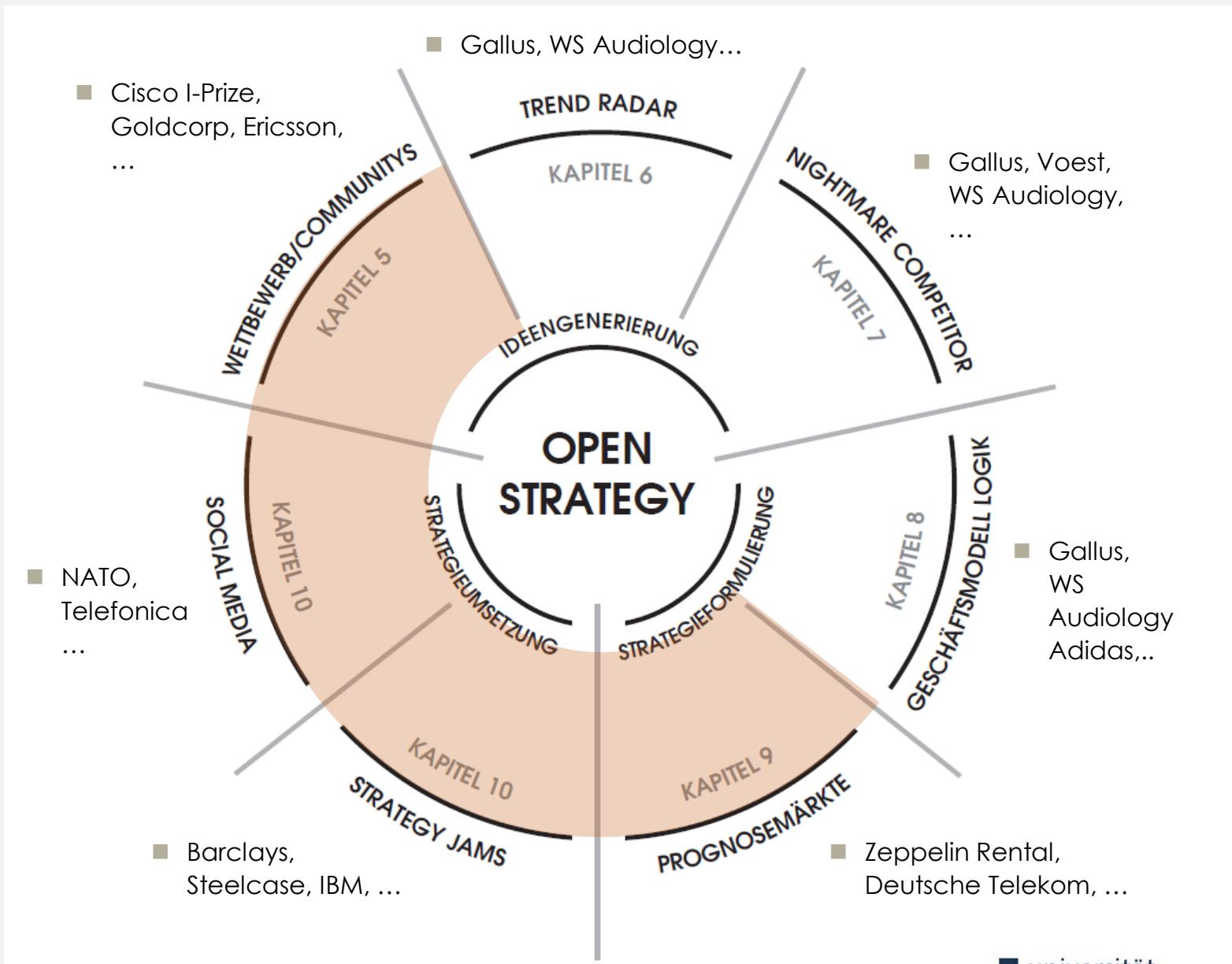
2. Wer sollte involviert sein?



Analoge Formate



Digitale Formate



Digitale Crowds

Analoge Workshops

Digitale Crowds

- + mehr Ideen, mehr Diversität, mehr Mobilisierung
- Komplexität, weniger Kontrolle und Übereinstimmung

Analoge Workshops

Digitale Crowds

- + mehr Ideen, mehr Diversität, mehr Mobilisierung
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Analoge Workshops

- + komplexe Sachverhalte im Detail diskutierbar, mehr Kontrolle
- weniger Ideen, Diversität muss gemanagt werden, weniger Mobilisierung

**Also öffnen...
oder doch nicht?**

Open Strategy – Neue Belastungen?

Premium Cola

... I am **slightly annoyed by all the email and all the back and forth** [...] I also think **you don't have to discuss everything**, although I know that it is your credo to discuss and solve things collectively. (Laura, 03.07.2007, #10)

..Maybe it's best when everyone who agrees to this decision remains silent. This way **we don't flood mailboxes**... (Georg, 4.7.2007, #10)

Luedicke, M. K., Husemann, K. C., Furnari, S. & Ladstaetter, F. (2017), "Radically open strategizing: How the premium cola collective takes open strategy to the extreme", Long Range Planning, 50, 3, pp.



SYSTEMWANDEL KANNST DU TRINKEN.

Open Strategy – Neue Verantwortungen?



Dobusch, L., Dobusch, L. & Müller-Seitz, G. 2018. Closing for the Benefit of Openness? The case of Wikimedia's Open Strategy process. *Organization Studies*



Tavakoli, A., Schlagwein, D., & Schoder, D. (2017). Open strategy: Literature review, re-analysis of cases and conceptualisation as a practice. *Journal of Strategic Information Systems*, 26(3), 163–184.

**Wie kann es
funktionieren....**

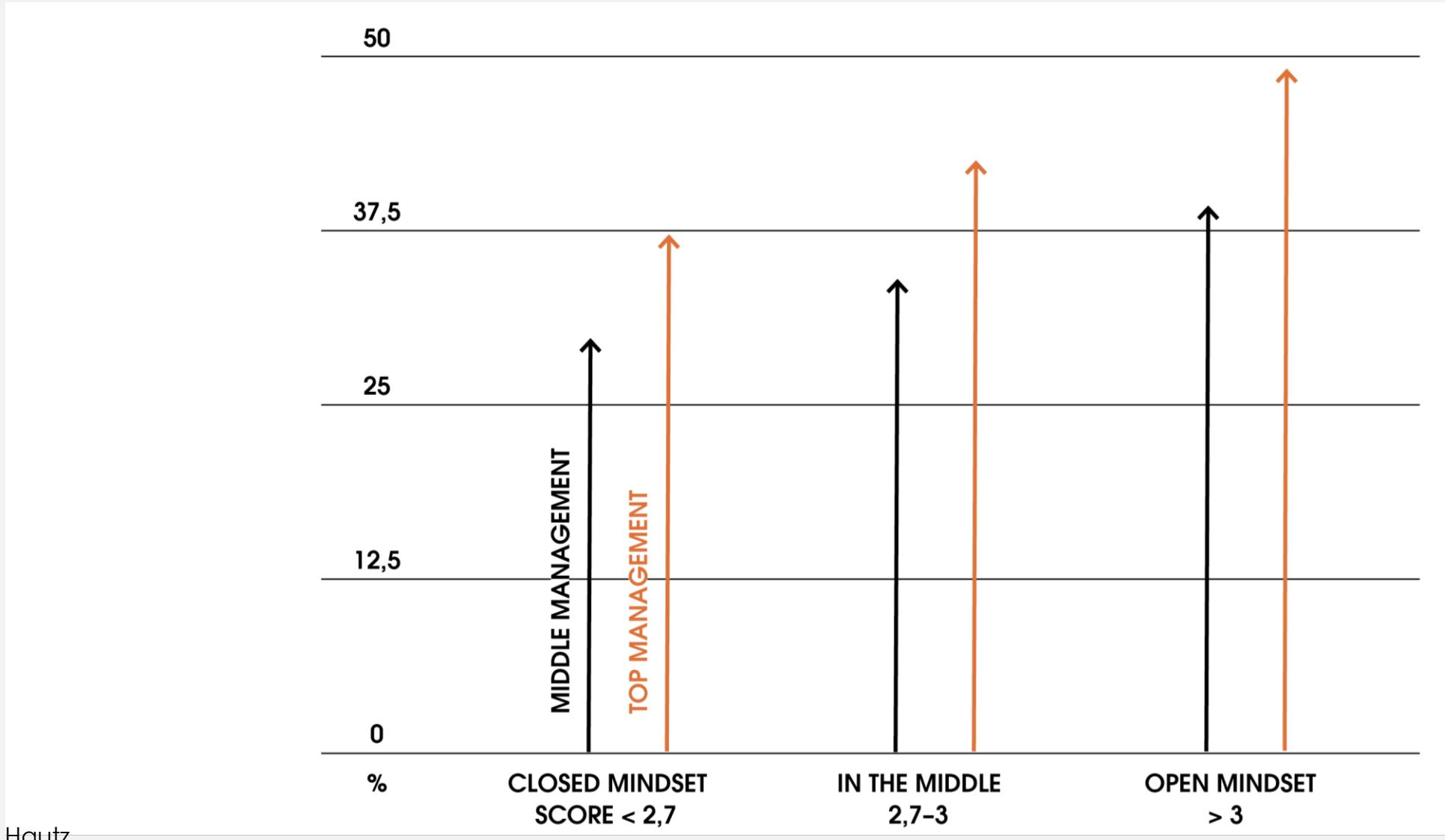
Make it work....

- Organisationale **Strukturen und Ressourcen** bereitstellen
- **Klarheit und Transparenz über den Prozess**
- **Anerkennung und Umsetzung**
- **Kultur der Offenheit**
- **Auch in harten Zeiten daran festhalten**



**Sind Sie bereit für
Open Strategy?**

Open mindset





“It is impossible to predict the future, but I am convinced that the best way to predict it is to create it. Today, we begin to write the future of Telefónica.”

Letter from José María Álvarez-Pallete
THE NEW TELEFÓNICA

“In July I asked all my colleagues at Telefónica a question: **what measures would you implement to improve the company?** And I want to acknowledge how **proud** I am of all of them, for the involvement and commitment they showed. **I received more than a thousand responses. I read and analysed all of them.**”

<https://www.telefonica.com/ext/the-new-telefonica/letter-ceo-alvarez-pallete.html#bloque-1>

**Testen Sie sich
selbst....**

<https://openstrategy.info/survey/>



“

Die Welt hat sich verändert.

Wir können uns dieser neuen Realität nicht mit unseren alten Strukturen und Prozessen stellen.

Etwas muss sich ändern -

Strategiearbeit muss sich ändern

“

Luz Rodrigo Martorell, Telefónica



**Harvard
Business
Review**

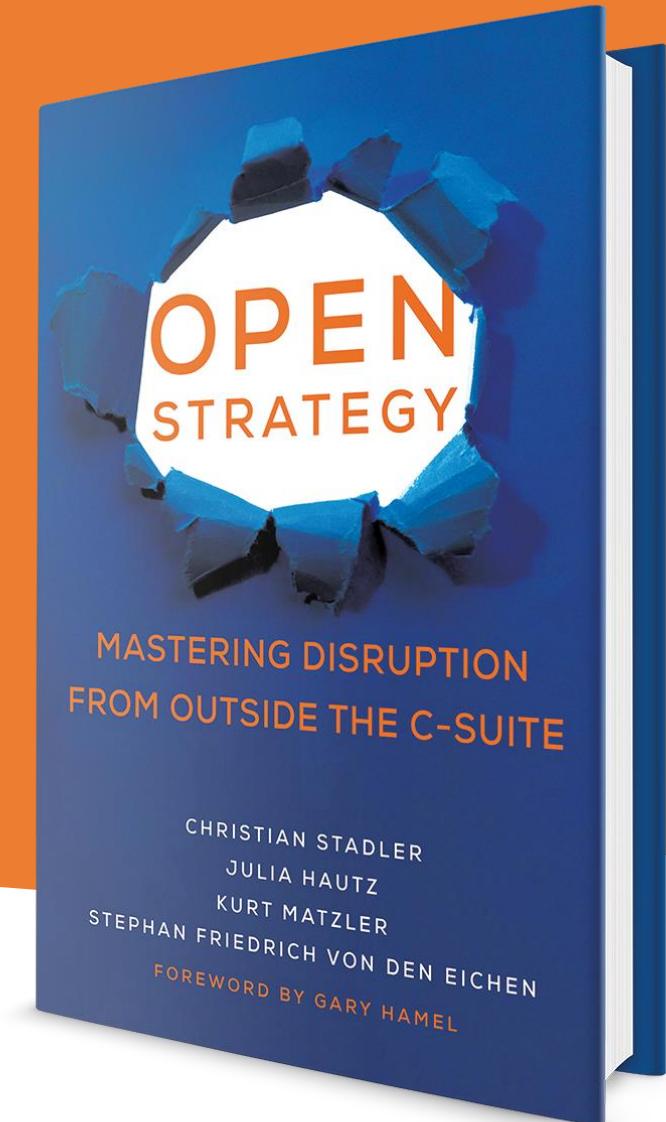
MIT Sloan
Management Review

A User's Guide to Open Strategy

<https://hbr.org/2021/11/balancing-open-innovation-with-protecting-ip>

Open Up Your Strategy

<https://sloanreview.mit.edu/article/open-up-your-strategy/>



Danke!

www.openstrategy.info

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Openness ~~versus~~^{und} Secrecy

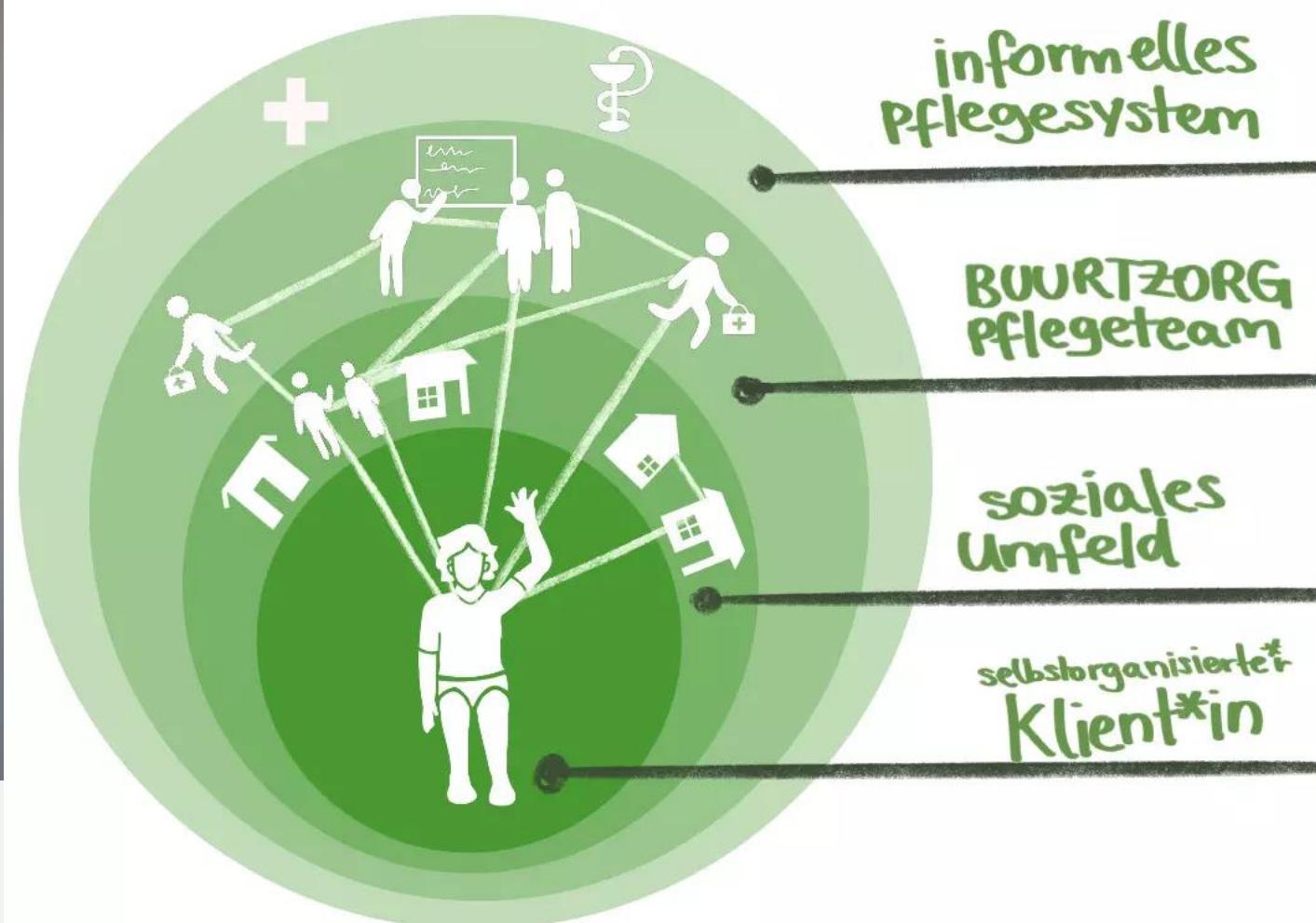
Ein kleine Geschichte über Natur- und Artenschutz



Openness



DAS BUURTZORG PFLEGEMODELL



The traditional approach we did not have any real disruptors. ...[it was] far richer and more insightful than the traditional approach...—I mean as soon as you saw it, you would say, “Well, that’s really wild.” [...] “You know, I didn’t have all of these ideas before . . . the crowd came up with these as a collective.



MMOWGLI:

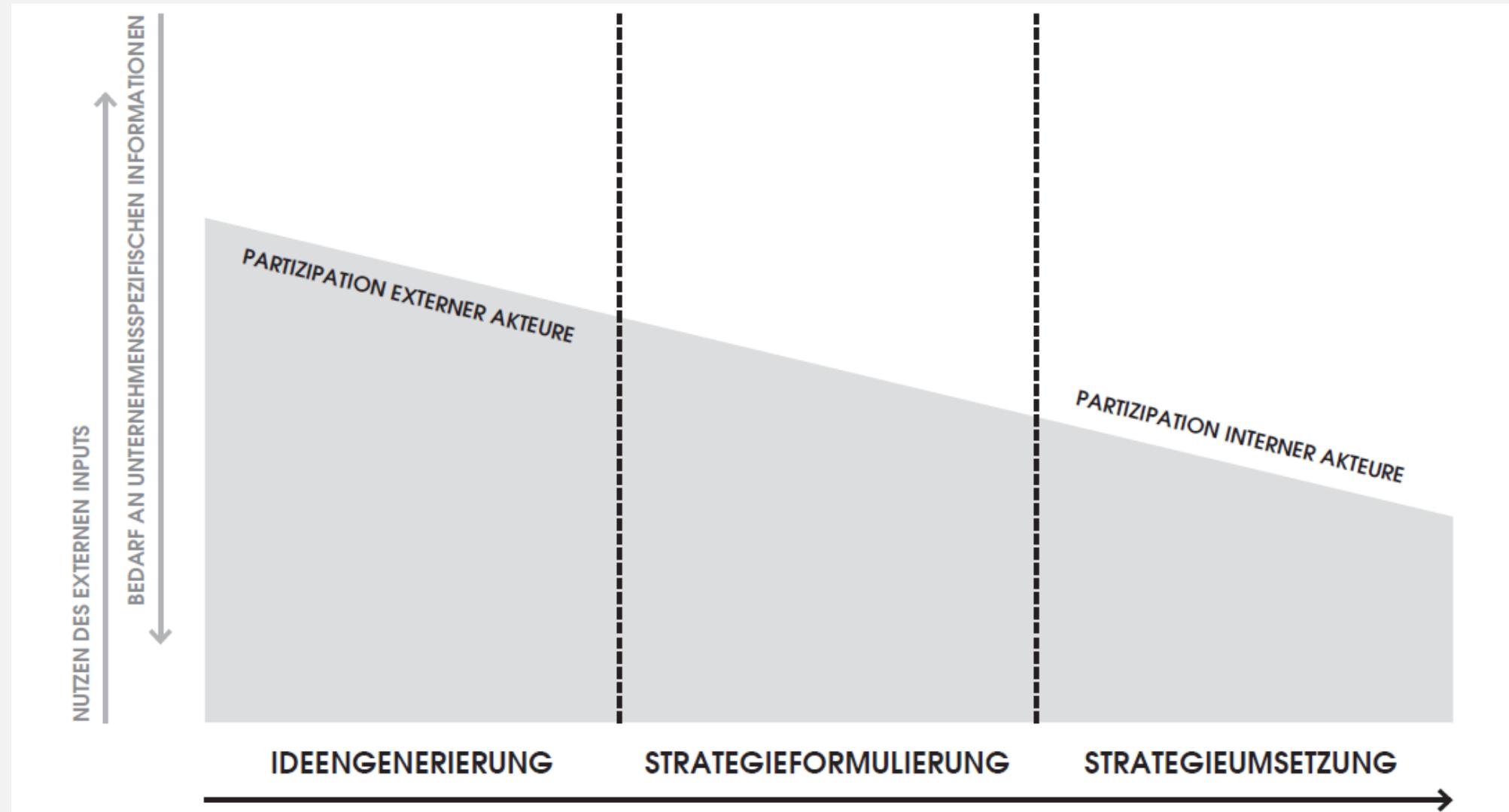
Massive Multiplayer Online War Game Leveraging the Internet

MMOWGLI is a massive, multi-player online war game that leverages the Internet to simulate complex military operations. It allows users to command and control various military units, including ships, planes, and ground troops, in a dynamic, real-time environment. The game is designed to be highly interactive and immersive, providing players with a realistic experience of modern warfare. By leveraging the power of the Internet, MMOWGLI can support thousands of players simultaneously, creating a truly global war game experience.

The background of the slide features a large, dense school of fish swimming in a circular, swirling pattern. The fish are dark blue or black, contrasting with the lighter blue and green hues of the surrounding water. The perspective is from above, looking down into the swirl.

Ericsson - Strategy Perspective Online Community

Managing Secrecy und Openness



Saxonia Systems

...graduelle Öffnung



A photograph of an industrial steelmaking facility at night. Several workers wearing hard hats and safety gear are standing around a large furnace or ladle. Sparks are flying from the open mouth of the furnace, illuminating the scene with a bright orange glow. A red cylindrical pipe or chimney is visible above the furnace. The background shows industrial structures and equipment under a dark sky.

CO₂ freier
Stahl -
VoestAlpine

BPW

