

Open Innovation, Ideation Contests & Crowdsourcing @ Evonik Industries

Social Media in der chemischen Industrie
VCW-Konferenz, 07. November 2013
DECHEMA, Frankfurt/Main

Dr. Georg Oenbrink, November 2013



EVONIK
INDUSTRIES

Agenda



- Evonik Industries at a Glance
- Innovation @ Evonik
- Open Innovation @ Co-Creation
- Social Business Software @ Evonik
- Internal Crowdsourcing @ Evonik
- External Crowdsourcing @ Evonik

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Evonik - Power to Create



**Who drives 5,000
kilometers without a
drop of gasoline?
We do.**

Evonik – a global leader in specialty chemicals



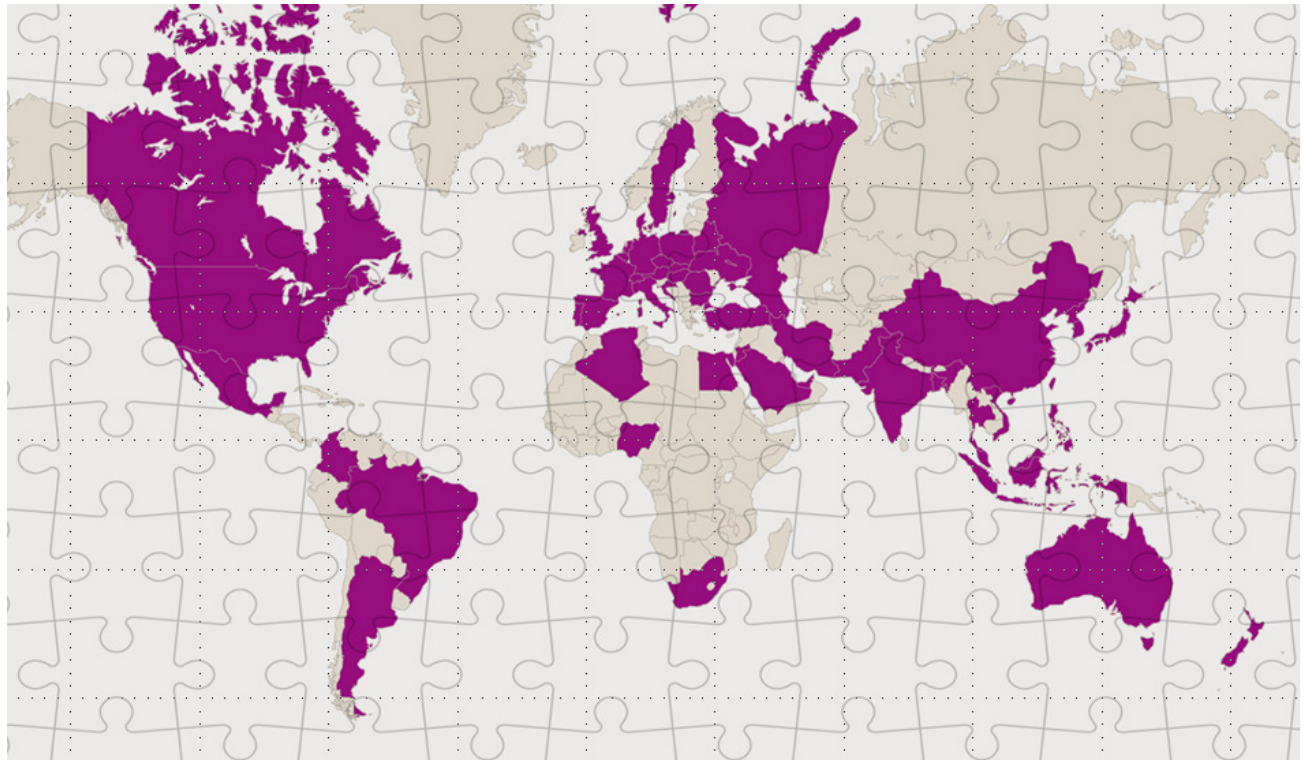
Key financial data 2012

Sales	€13.6 billion
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Adjusted EBITDA	€2.6 billion
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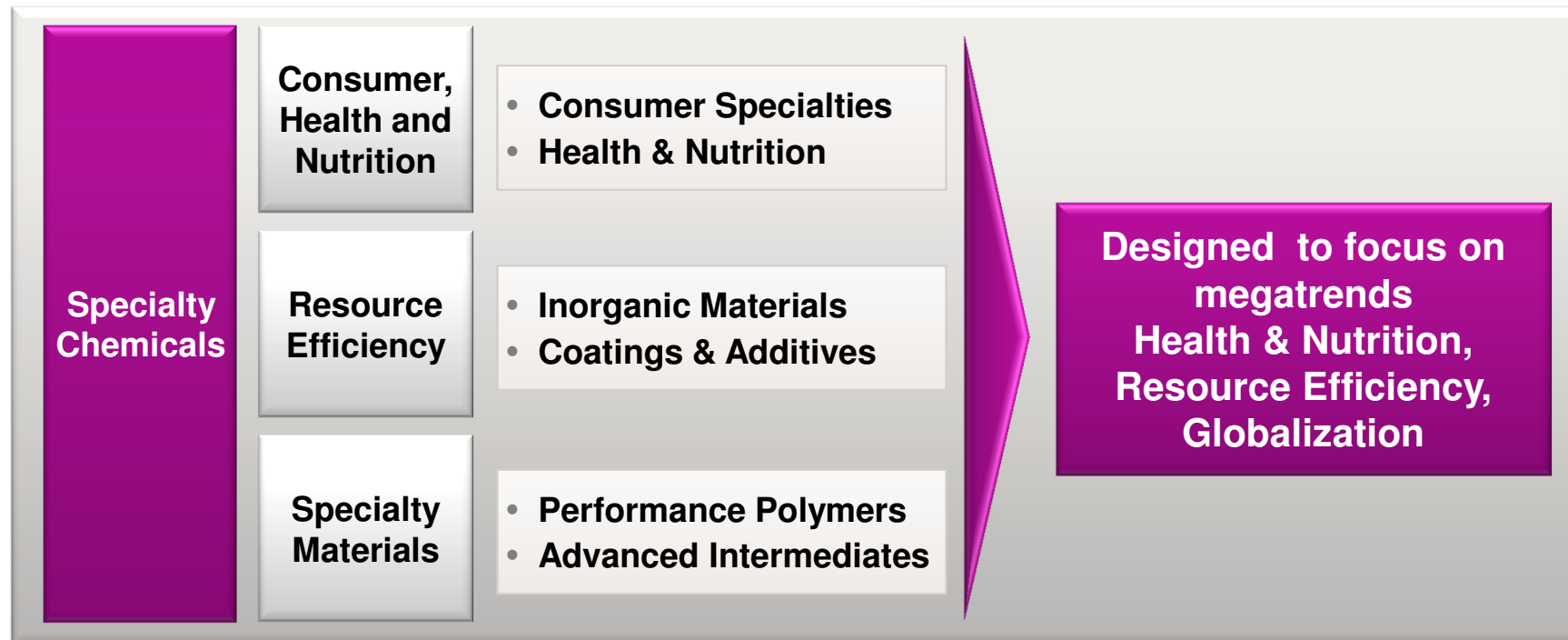
Profitability (Adj. EBITDA margin)	19.0 %
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Employees (Dec. 31, 2012)	33,298
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- A worldwide presence - active in over 100 countries
- Production sites in 24 countries
- ~ 75 % of sales outside of Germany (NA 18 %, Asia 18 %)

Evonik Industries: Three specialty chemicals segments focused on global megatrends



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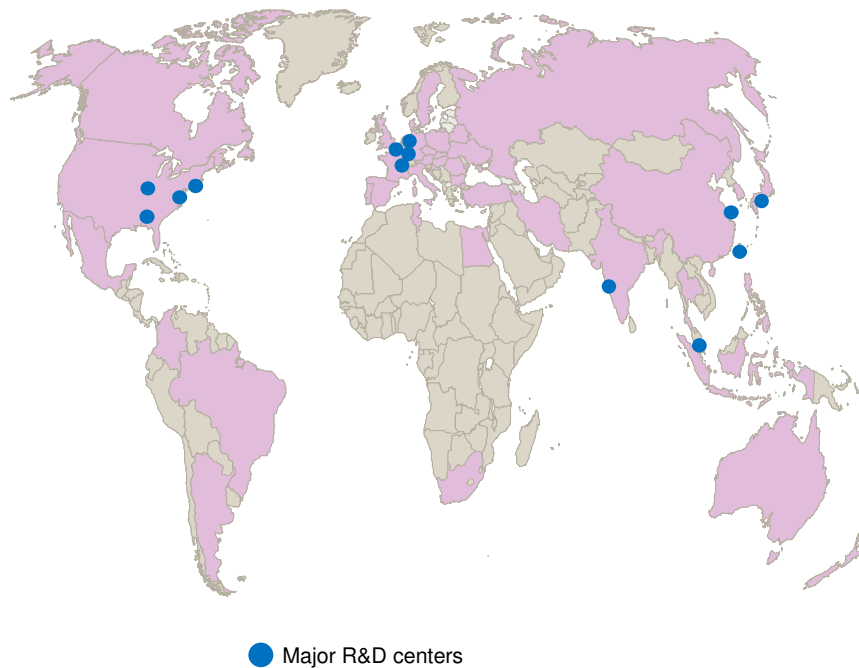


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Evonik drives innovation with a global network



Global footprint



Resources and philosophy

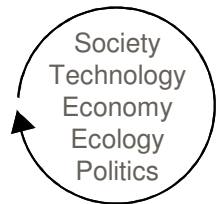
- ▶ Innovation for attractive markets with high growth potential
- ▶ Modern management, strong culture
- ▶ Regional focus of R&D activities are Germany, USA and Asia
- ▶ Key statistics 2012
 - R&D spend: € 393 m. (~ 3 % of sales)
 - Employees: ~ 2,500
 - Facilities: ~ 35
 - >26,000 patents
 - >7,700 trademarks



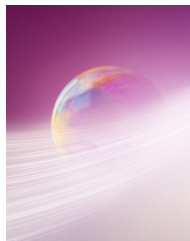
Corporate Foresight: supporting medium- and long-term oriented innovation



Long-Term Perspective:
10-15 years ahead



360 Degree View:
Scanning the complete
business environment



**Supporting Innovation &
the Strategic Dialogue:**
Identifying new growth fields and
conducting scenario processes

Trend Focus 2011/2012 Megacities



**Megacities are on the
rise**

Huge challenges:
Food, health, housing,
energy, infrastructure,
mobility

**New growth areas for
Evonik**

Corporate Venturing: supporting the innovation and growth strategy



Evonik plans to invest up to €100 mio in Corporate Venturing over the medium term

Strategic objectives for minority investments in high-growth start-up companies and leading funds

- A window on disruptive, game-changing technologies and emerging markets
- Accelerate the development of new business
- Address future growth fields
- Facilitate technology spin-in and spin-off
- Foster entrepreneurship
- Investment focus in Europe, the US, and Asia



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**How to become one of the
most innovative companies
in the world?**



Open Innovation:

**Many facts towards several goals –
More innovative, faster & more
efficient, gain Competitive
Unpredictability**

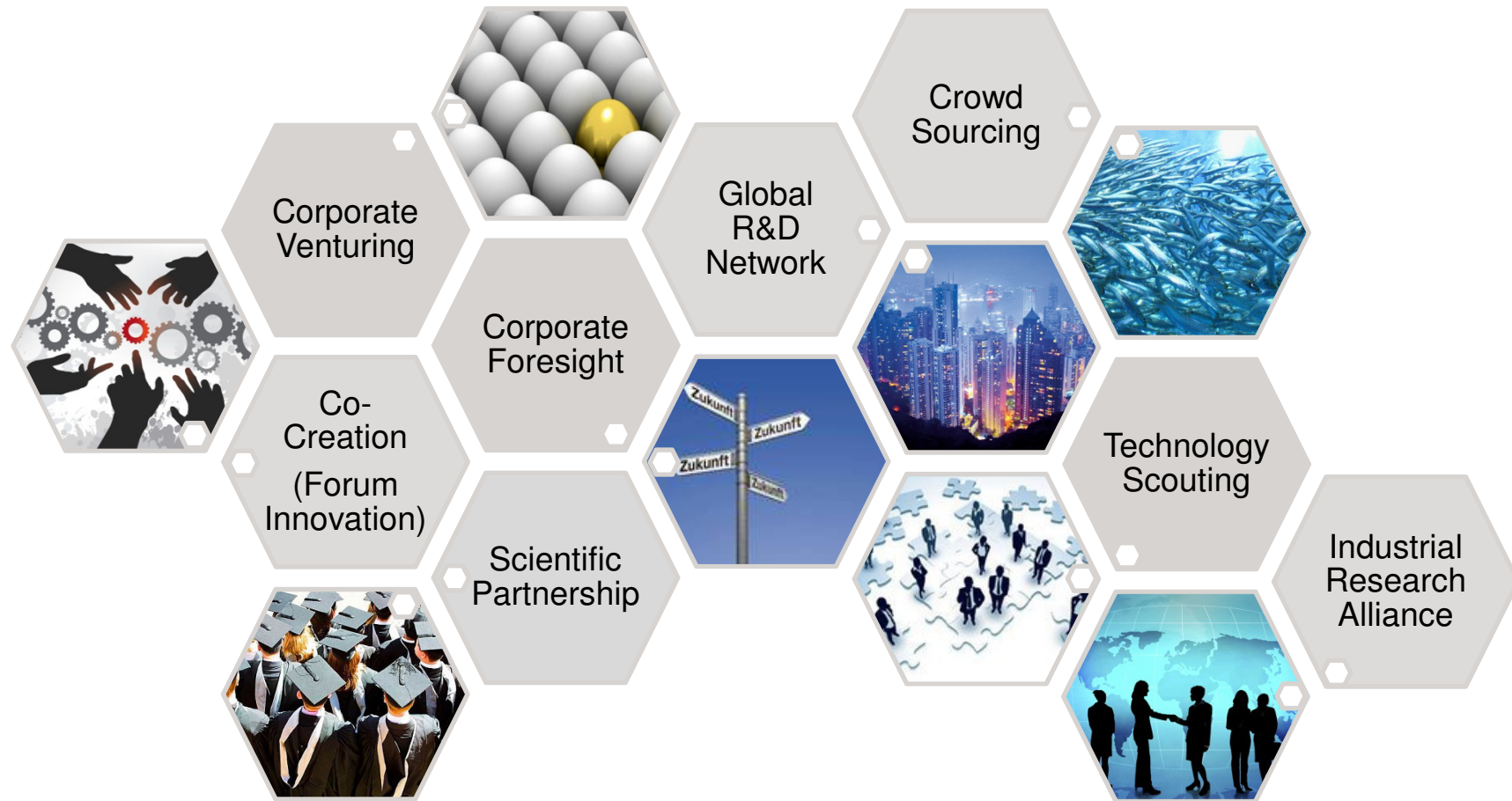
Annual event to underline the importance of Open Innovation

Evonik Open Innovation Conference (EOIC)



- EOIC 2013 on May 8th, 2013
- Topic: Cross Value Chain Innovation Networks & Alliances
- 10 external Speakers from Industry & Academia
- ~ 150 Participants from all BU's/BL's as well as Corporate Functions
- Presentations, Q&A Sessions, Networking Breaks
- Goal: Increased Awareness about Importance of Innovation Networks & Alliances for successful Future Innovation

Evonik's main Levers to become an innovation driven Company



Open Innovation & Co-Creation @ Evonik is based on three main Levers



Evonik Technology Scouting:

Scouting on BU/BL request vis Strategic Scouting



Tactical Scouting on BU/BL request:

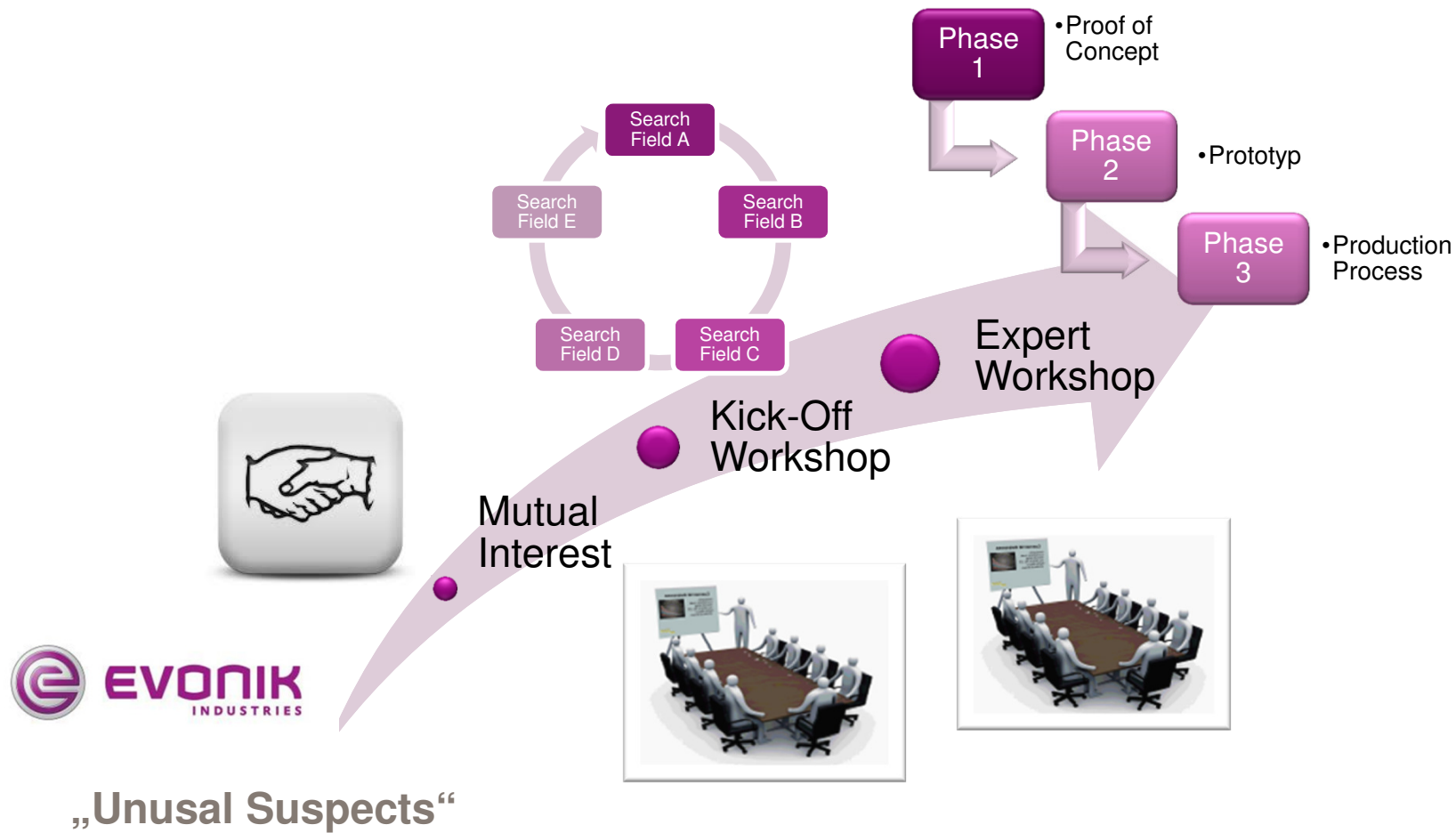
- Identifying any technology that can enable additional business for the operative BU's/BL's
- Well-defined efforts to identify technologies that satisfy a predetermined need
- Strongly related to existing business and portfolios in the BU's/BL's

Strategic (Blue-Sky) Scouting:

- Identifying any knowledge and technologies strongly related to predefined strategic search areas
- Well-defined efforts to transfer related knowledge and facts into the organization
- Enables and supports creating new businesses for Evonik

Forum Innovation @ Evonik:

Active Search for industrial Co-Creation Partners

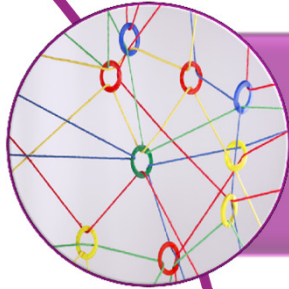


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The goals of implementing an internal Social Business Software can be narrowed down to three objectives



Establish a company wide employee network



Foster x-unit / x-region knowledge exchange



Facilitate efficient collaboration & communication

The more you experiment the more potential use cases will be discovered, just some examples...

Employee Network



**Find Expertise
(Profiles, Tagging)**



**Serendipity
(Social Analytics)**



**Ideation Jam
(Ideation Blog)**

Knowledge Exchange



**Areas of
Competencies
(Community)**



**Photography
Community**



iPad Community

Efficient Communication



**Document Creation
(Wikis, Files)**

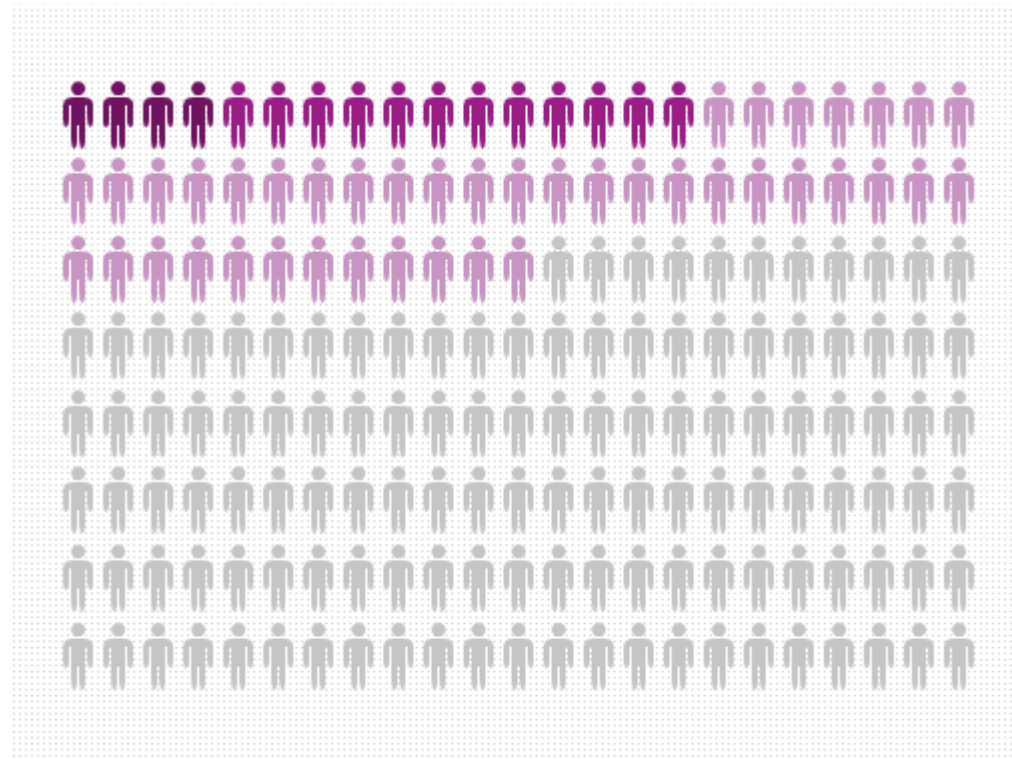


**Babycare-Newsletter
(Blog)**



**IT Security – Q&A
(Forum)**

Infographic: User Adoption Status September 1st 2013



Daily Users Active Last 7 days Unique Users Unconnected

Adoption Facts:

- ~ 750 Daily Users
- ~ 2.000 Active Users
- ~ 7.000 Unique Users

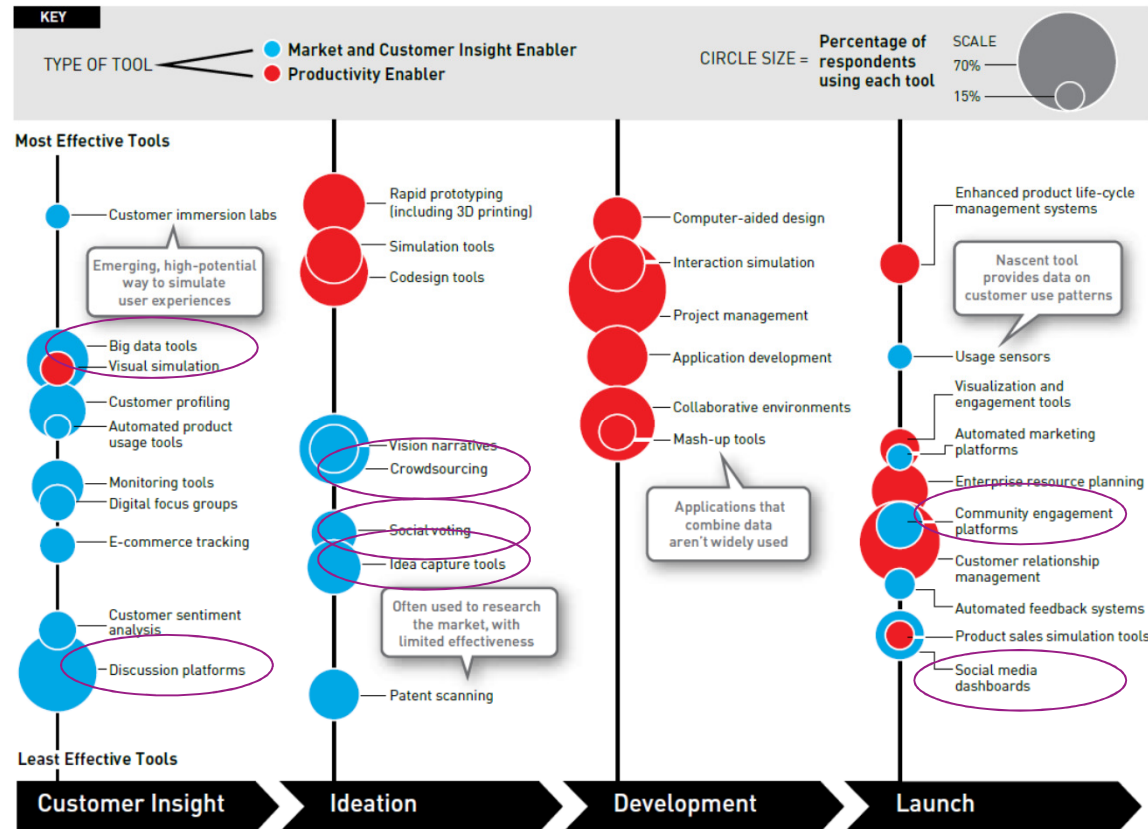
- ~ 1.400 Communities

Overall potential: ~28.000 users

Adoption Rate:

~30% unique users return weekly
~12% unique users return daily

Productivity Tools at the development phase have reached maturity, at the front-end of innovation companies are experiencing with new tools



Productivity tools at the development phase have reached maturity – most are widely used and effective. At the front-end of the innovation process, companies are experiencing with new marketing and consumer insight tools that have transformational potential.

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Evonik Ideation Jam 2012

The Way to get Access to internal Knowledge



- Focus Theme: Noise Reduction in Cities
- In total ~ 100 hours online:
 - ~ 60 hours idea generation, commenting & voting
 - ~ 40 hours commenting, discussing and voting of existing ideas
- 362 registered members on ideation blog
- 126 active participants
- 106 participants generating ideas

- 197 Ideas
- 424 Comments
- 1.309 Votes
- 19.065 Visits on ideation blog



Evonik Ideation Jam 2013-2014



Global Ideation Jam Quick Guide

Topic: Finding new health solutions for an ageing population.

The Global Ideation Jam is a great opportunity to improve your skills as an intrapreneur and to challenge the conventional wisdom of the organisation. All of you are invited to join.

Participate by taking one or several of the following roles:

Idea author: You have an idea that meets this year's challenge and you have ambitions to develop your idea further.

Team member: As something new we will form idea teams. If you really like an idea you should contact the idea author and ask to become part of the team.

Idea commentator: You have knowledge that could potentially improve one or several of the ideas.

Idea promoter: You are interested in the new ideas and promote you favorite ideas by voting on them.

Read more in the Global Ideation Jam Guide.



Ideation Jam 01

28 Oct - 8 Nov 2013

Post, comment and vote for ideas.



Screening 01

21 Nov 2013

Selection of top 25 ideas.



Idea Adjustments

21 Nov - 28 Nov 2013

Idea authors adjust ideas.



Ideation Jam 02

28 Oct - 8 Nov 2013

Discuss top 25 ideas and form idea teams.



Screening 02

17 Jan 2014

Selection of top 5 idea teams.



Maturation

5 Feb - 14 Mar 2014

Teams mature ideas. Support from a coach.



Final

25-26 Mar 2014

Top 5 ideas presented at the Open Innovation Conference.



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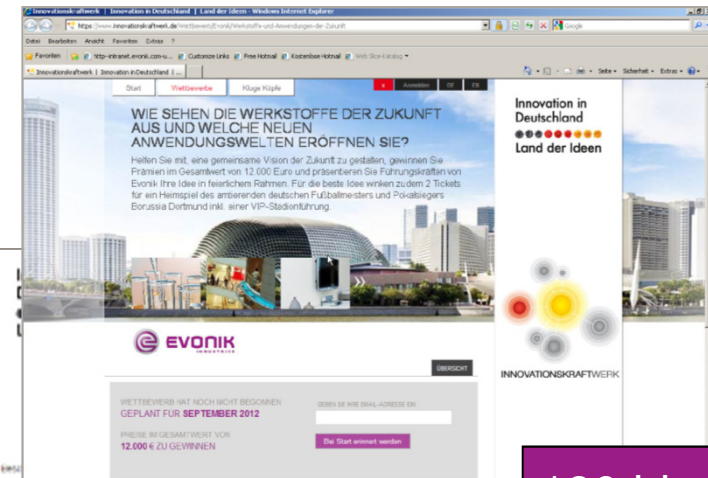


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Crowdsourcing: First Experiences as a B2B Enterprize



Deutschland Land der Ideen



190 ideas



133 ideas

238 ideas



Evonik Call for Research Proposals ECRP 2013



Evonik Call for Research Proposals 2013
Novel Approach Towards The Synthesis of Methionine

Open Call: Submit your Proposal - We want your creativity

Abstract – The challenge
Evonik Industries AG is interested in a new approach for the synthesis of DL-Methionine or L-Methionine using a HCN-free synthesis route. Our dream reaction involves the efficient transformation of 3-(methylthio)propanal to methionine (e.g. the one-pot amidocarbonylation reaction^[3-4] with ammonia and carbon monoxide), but our call for proposals is not limited to this approach.

DL-Methionine 3-(methylthio)propanal

This is your chance! Evonik Industries AG invites academic researchers with expertise in the field of organic chemistry, biochemistry and catalysis to submit proposals. Please contact your professor to discuss your idea, write a proposal and submit it to us until the **31st October 2013**. Attractive ideas may enter into research cooperations financed by the Evonik Industries AG, additionally best proposals will be awarded. We are looking forward to your proposal!

Background – It's all about methionine
Methionine is one of the most important amino acids in livestock nutrition. As a feed additive for poultry, swine and aquaculture, methionine not only plays a central role in ensuring balanced nutrition, but also helps to conserve resources and the environment. This is an important benefit as the world's ever-growing human population sees us striving to provide healthy food for more and more people.

Evonik Industries AG is the leading supplier of supplemental DL-Methionine for feed industry. High quality manufacturing processes enable us to offer a consistent quality product. Methionine is synthesized from petrochemical raw materials using an

environmentally friendly procedure, known as the carbonate process.^[3-4]

At the Health & Nutrition Business Unit, we build on a solid team of specialists who keep us at the leading edge of our markets with their innovative ideas. Our activities address economic megatrends and we are continuously improving our excellent technological position through research focused on efficiency and sustainability. Moreover, we encourage openness to new ideas by involving more people and building cooperation. With this initiative we want to invite individual researchers as well as small groups to submit proposals.

The call for proposals is now open!

- Call for Research Proposals send out to Faculties of Chemistry at German Universities
- Appr. 100 Professors / Participants in Academia
- Rules of Participation defined and distributed
- Online Submission of Proposals (ECRP@evonik.com)
- Topic sponsored by operative Business Line
- Top three Project Proposals will be rewarded
- Research Cooperation(s) for most promising and best Project Proposal

Conclusions



- From a culture of „Do we have the knowledge & competencies?“ to a culture of „Do we have access to the right partners?“
- Access to „brains & knowledge“ outside Evonik becomes essential
- Leverage knowledge & expertise of the employees within Evonik
- Innovate Innovation Management !
- Increasing need for „competitive unpredictability“
- You have to be global !
- Remember „Digital Natives“ & „Always online“ !



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