

IMPROVEMENT OF OPEN INNOVATION AND CORPORATE STRATEGIC RENEWAL PROCESSES

Companies striving to survive in an increasingly competitive market, therefore they are seeking a balance between ensuring the effectiveness of the functioning and pursue of development. The stabilization and improvement of efficiency aim for profit increase based on selling existing products and customers while developing, in the long run can create innovation and entry into new markets.

In achieving this goal it is crucial to introduce solutions that enable matching of current activities and continuous renewal of business model, so the ingredients building company. The elements that affect the ability to change the company may include the appropriate organizational culture, ensuring proper engagement and employee attitudes towards change, planning procedures and methods of operation and use of resources.

However, the same focus on these tasks is not enough, because beyond matching existing elements of the organization, it is also necessary to ensure the viability of comprehensive changes in the purpose of its activities and the scope of the company. For example, if a company does not have adequate resources necessary for the implementation of customer needs, it can enter into cooperation with another entity, such as suppliers, competitors or research units to create a new, subsidiary company. This firm is a part of the company and is designed for a specific task, such as the development and sale of new products for the market in which the company has so far not been present. The described project has a chance of success, because each entity distributes some of its resources, e.g. financial resources, technology, knowledge and experience, which combined creates a new unique value for the customer. The described method of operation fits into the model of open innovation. This concept is based on the organization development that relies on cooperation with entities in its environment in order to develop new innovative solutions for the customer.

At the time of making decision to "open" innovation process to the environment, it is crucial to ensure oversight of these activities. It is very important because it allows management to avoid a situation where the decision makers lose control and cannot choose which of the actions - current or related to the development, must now pursue. Therefore, the renewal of a business model based on open innovation process should be controlled and carefully planned. For this purpose, two different concepts can be used and implemented. The first one is the concept of process's maturity, that allows to assess the level of organize and efficiency company's activities. The second concept concerns the cohesion of the actions, and provides information on whether and to what extent the company's operations enable to meet customer needs and achieving profit.

A mutual assessment of maturity and cohesion level of the polish companies allows answering the question, at which arrangement of both variables it is possible to create the largest number of innovations responding to customer needs and at the same time delivering profit for a company.