Professional MBA
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Organization and Positioning of OMV Corporate Innovation

A Master's Thesis submitted for the degree of "Master of Business Administration"

supervised by
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Vienna, 30.06.2011

Affidavit

I, **CHRISTOPH AMLACHER**, hereby declare

1. that I am the sole author of the present Master's Thesis, "ORGANIZATION AND POSITIONING OF OMV CORPORATE INNOVATION", 60 pages, bound, and that I have not used any source or tool other than those referenced or any other illicit aid or tool, and

2. that I have not prior to this date submitted this Master's Thesis as an examination paper in any form in Austria or abroad.

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Abstract

OMV initiated a corporate restructuring initiative where all strategic relevant group functions, including the innovation management, are centralized at corporate level. The innovation management was up to this restructuring organized at division level with no central coordination of activities. This master thesis focuses on the design of the centralized innovation management at OMV and the successful implementation of this change effort.

The theoretical analysis focuses on organizational innovation management, in particular on the concept of contextual innovation management, organizational ambidexterity and managing an innovation portfolio. With respect to the implementation of the process, organizational change management is investigated, with a specific focus the different types of change and identifying a suitable change management concept.

The empirical work focuses on the design of the centralized innovation management under the consideration of the change management approach. In the preparation phase the situation is analysed, stakeholders are identified and a preliminary design of the innovation management process elaborated. The consolidated design of the new centralized innovation management was elaborated based on the feedback of selected stakeholders.

To assess the implementation efforts and the effectiveness of the change management a survey was carried out to collect feedback from stakeholders. The results of this survey are the basis for a gap analysis and recommendations for future change initiatives and for the upcoming implementation of the innovation management process.

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List of Abbreviations

CEO	Chief Executive Officer
BPS	Business Partner Strategy
DIM	Division Innovation Manager
E&P	Exploration & Production
G&P	Gas & Power
GS-I	Science & Innovation department (company abbreviation)
IC	Innovation Committee
IPM	Intellectual Property Management
NBD	New Business Development
OMV	OMV Aktiengesellschaft
R&D	Research & Development
R&M	Refining & Marketing

1 Introduction

1.1 Situation Analysis

The newly appointed CEO of OMV Aktiengesellschaft (short: OMV) announced that a strategy review will be initiated focusing on three main areas: regional focus, portfolio development and future challenges. The goal is to "consolidate the company's three core markets and increase the resulting potential synergies within the context of an integrated energy group" (Roiss, 2011). Already many months earlier, first initiatives have been started to prepare for this goal. Among these initiatives was the plan to implement new processes for a centralized innovation management.

OMV is structured in three operative divisions: Exploration & Production (E&P), Gas & Power (G&P), Refining & Marketing (R&M). Innovation management in OMV was traditionally handled decentralized, meaning that each of the three divisions was carrying out innovation activities independently. The business divisions coordinated their activities only at a limited level as the Research & Development (R&D) budget was assigned to the divisions in the annual budgeting process and the division management decided on the use of the funds. In such a setup synergies can hardly be exploited, duplications of efforts are possible and the strategic fit of innovation activities to the overall company objectives is hard to assure. In addition, efficiency suffers from different processes, policies and cultures.

The introduction of a centralized management of innovation activities in OMV is a change process that affects all three divisions and the corporate unit of the company. As part of this change process it was decided by top management to establish an innovation department at corporate level, responsible for managing all innovation activities of OMV. The designated head of this new department was assigned by top management to lead this reorganization effort. The existing innovation departments in the divisions will have to be incorporated in this reorganization and will in future (functionally) report to the head of this new department.

The task of this reorganization effort is to define the new processes of the centralized innovation management, the roles of the involved stakeholders, the decision bodies and the activities to be steered by this new corporate innovation department.

1.2   Research Questions

This master thesis focuses on the introduction of the new centralized innovation management at OMV and the related structural change in the organization. This change process affects the whole organization and one key aspect of this master thesis is the analysis of how this change was managed. The research focus can be summarized by the following two questions:

Research question 1:   What is the most suitable way to manage innovation at OMV considering the new organizational structure?

Research question 2:   How can this new innovation management be implemented efficiently?

The centralization of the innovation management requires the design of new management processes and related organizational changes. As it is not feasible to implement a standardized innovation management approach from theory, a customized solution is required that fits the specific circumstances and needs of OMV. From this perspective a big emphasis has to be placed on the design and consolidation of the new innovation management processes. This customization requires the involvement of relevant stakeholders and hence the management of this change process has to be well planned and executed. The importance of the change management shall not be underestimated as only a good management of the preparation and design phases will ensure the acceptance of the new innovation management process.

2 Theoretical Framework

2.1 Focus of Analysis

This master thesis focuses on how a centralized innovation management can be designed and implemented in OMV in an efficient way. This set-up also defined the scope of the theoretical research. The theoretical framework focuses hence on two topics, organizational innovation management and organizational change management.

Both topics have been extensively discussed in literature and show a deep variation in approaches suitable for different kinds of organizations and industries. Due to the focus on the specific situation of OMV also the research work focuses on the specific environment OMV operates in. The structure and culture of OMV, being a large international oil & gas company, and the products and markets of OMV, had a strong influence on the solutions to the problem.

2.2 Organizational Innovation Management

2.2.1 Contextual Innovation Management

Organizational innovation management is widely discussed in literature with many examples presented of successful companies. Ortt and van der Duin (2008) stated that given the different approaches to innovation management each organization should select the best fitting approach considering the specific (business) context. This means that not always the latest best-practice in innovation management is the best solution for every company. A careful analysis is necessary to determine the best solution.

Contextual innovation management, a concept introduced by Ortt and van der Duin (2008), aims at providing more flexibility to innovation management and opts against normative approaches. The idea is to develop a customized solution for an organization taking into account the organizational and societal context.

Innovation management happens in an internal and external environment which has a strong influence on the innovation processes. Ortt and van der Duin (2008) distinguish between four different contextual factors that need to be analyzed when implementing innovation management processes (see Table 1).

	Contextual factor	Examples
Internal environment	**Type of innovation**	incremental, radical, transformational
	Type of organization	centralized, decentralized, functional, organic
External environment	**Type of industry**	high-tech, supplier-driven, fast moving consumer goods
	Type of country / culture	egalitarian, authoritative

Table 1: Contextual Factors of Innovation Processes (Ortt and van der Duin, 2008)

What is important to consider is that these factors influence each other and need to be analyzed for the specific situation of the company. The consequence is that managerial decisions have to take into account these specific contextual relations.

Ortt and van der Duin (2008) identified two decision levels: Strategic decisions and operational decisions. Strategic decisions influence the general framework for innovation activities and are made before the innovation process is started. This includes decisions on how much innovation is desired, how it will be conducted (internally vs. externally) and how strategic partnerships should look like. Operational decisions focus on the innovation process itself and are made during the innovation process. This includes decisions on how the process should be used in the specific context. The concept of separating strategic and operation decisions is a valuable approach for a separation of tasks between corporate and division level.

In the following chapters the two types of decision levels will be addressed. Strategic decisions relate to the general setup of innovation management of a company. Organizational ambidexterity is addressing this issue as it provides a concept for the strategic orientation of an organization to support innovation (see chapter 2.2.2). Related to that, different concepts will be presented and analyzed to manage exploitation and exploration efforts in an organization. This is in general a strategic decision on which concept is used and has, if implemented, operational consequences in how the innovation activities are managed.

Operational decisions relate to the management of the innovation process. Chapter 2.2.3 will present general concepts for managing and controlling innovation, while chapter 2.2.4 specifically focuses on project portfolio management.

2.2.2 Organizational Ambidexterity

While it is important that companies innovate and explore new opportunities, they also have to take care of the existing business. Birkinshaw and Gibson (2004) called this balance between

exploring new opportunities and exploiting the value of their exiting assets, alignment. Alignment and adaptability, the ability to quickly move towards new opportunities or adapt to new market situations, are the key for a long term success of a company. This is often referred to as ambidexterity.

O'Reilly and Tushman (2004) highlighted the importance for companies to constantly pursue incremental innovation to improve existing products and operations. They also need to make architectural innovations as a consequence of this incremental innovation to adapt the business to the advances in technology and processes. They further stated that radical (discontinuous) innovations are essential for any established company to be able to renew itself.

O'Reilly and Tushman (2004) showed that different organizational structures are required to manage these efforts efficiently. They called organizations that can handle these two tasks, exploitation of existing capabilities for profit and exploration of new opportunities for growth, ambidextrous organizations. The key factor to be considered is the difference in scope of business for the two activities. Table 2 shows the differences between exploitative and explorative businesses.

	Exploitative Business	Exploratory Business
Strategic intent	cost, profit	innovation, growth
Critical tasks	operations, efficiency, incremental innovation	adaptability, new products, breakthrough innovation
Competencies	operational	entrepreneurial
Structure	formal, mechanistic	adaptive, loose
Control, rewards	margins, productivity	milestones, growth
Culture	efficiency, low risk, quality, customers	risk taking, speed, flexibility, experimentation
Leadership role	authoritative, top down	visionary, involved

Table 2: Scope of Ambidextrous Organizations (O'Reilly and Tushman, 2004)

The contextual approach to innovation described by Ortt and van der Duin (2008) goes in a similar direction. It proposes to use different methods to manage innovation depending on the specific context. They show on two case examples (Shell and Philips) that different management approaches are needed for incremental and radical innovation due to the different scope of activities. They further state that a one-size-fits-all approach is not feasible for such a dynamic area like innovation.

O'Reilly and Tushman (2004) state that in order to manage ambidexterity efficiently within one organization, structurally independent units are required with integration of activities at senior

level to pursue the common vision and strategy. The independent units have their own processes, structures and cultures (see Figure 1).
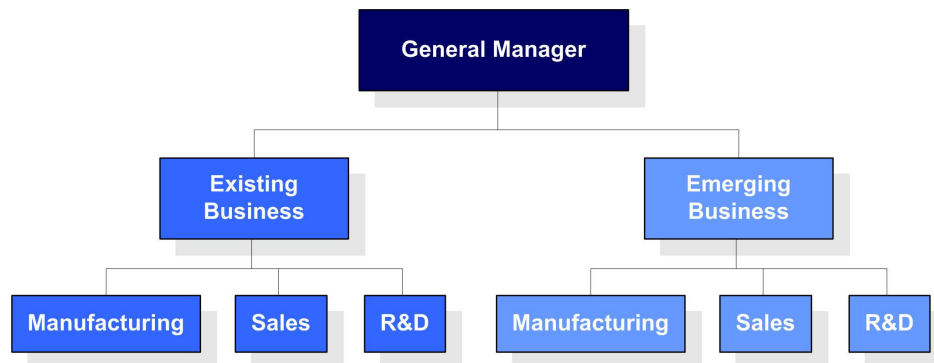
Figure 1: Structure of an Ambidextrous Organization (O'Reilly and Tushman, 2004)

Tushman et al. (2011) continue with the statement that balancing the needs of core business and innovative efforts is a central leadership task. The often found structure that innovation efforts are embedded in the business units provides conflicts of interest. Senior management is often busy with managing operational problems and only have limited time to focus on innovation activities. Resources needed for innovation often have to compete with the needs of the established business and often the established business wins this competition.

Tushman et al. (2011) concluded that it is hence important that the innovation agenda is at corporate level and that the tension is kept at the top. This can be achieved by direct reporting lines of innovation business to top management (e.g. CEO), ownership of innovation activities at top level, and centralized coordination of activities. This ensures that strategic battles regarding the innovation activities have to be fought at top level.

Another important aspect described by Tushman et al. (2011) is that innovation units should not be measured with the same metrics as the established business. For the established business profits and discipline are suitable attributes. For the innovative parts of the company, more flexibility is required to create the possibility to experiment and take risk.

All these aspects show the importance of incorporating ambidexterity in an organization. Furthermore, a centralized innovation management coordinating all innovation activities provides benefits to the organization by giving innovation activities the right amount of attention and support. It also is the base for managing ambidexterity and finding the right balance between exploitation and exploration.

2.2.3 Managing and Controlling of Innovation

Having discussed the importance of ambidexterity for an organization, the question is how an organisation can manage it efficiently. As we have learned in chapter 2.2.1, the way how the innovation process is set up in a company depends strongly on the context. Perez-Freije and Enkel (2007) also see the organizational context as a distinguishing factor for defining control mechanisms to manage innovation activities. They state that industry dynamics are a differentiator and innovation control systems have to be adjusted to the specific circumstances.

Perez-Freije and Enkel (2007) identified four areas that form a framework for innovation control: Strategic management of technologies, project portfolio management, project management and innovation performance measurement.

The strategic management of technologies relates to the aforementioned organizational context. The core business of OMV, the oil & gas exploration, production, refining & trading, is operating in a medium to slow dynamic environment. However, activities related to future energies are in a very dynamic environment and hence OMV needs an innovation management system primarily focusing on efficiency but also facilitating creativity.

The centralization of innovation management at OMV focuses next to the strategic decision process also on the operational management of innovation, in particular on the project portfolio management and project management. Hence, those two topics will be discussed in detail. The innovation performance management have not been defined as a priority in the re-organization process and are hence beyond the scope of this thesis.

2.2.4 Project Portfolio Management

The management of the project portfolio can be approached from two directions. From the portfolio side, the question is which selection of projects provides the right balance of activities. From the project side, the question is whether the project idea fits the portfolio criteria. The first case is the holistic view of innovation management and is realized in portfolio reviews. The second case deals with the ad-hoc assessment of new project ideas and is managed in a so-called idea-to-launch process.

2.2.4.1 Project Portfolio Reviews

According to Edgett (2007, cited by Cooper, 2009), portfolio reviews are carried out two to four times per year. They provide a holistic view of the project activities, looking at the entire set of projects of an organization. The goal is to get the right balance between projects across multiple

criteria and to ensure the strategic fit of the activities (Cooper, 2009; Kandybin, 2009). Cooper et al. (2002) defined the main goals of portfolio management as selecting high value projects and the right number of projects, achieving the right balance of projects, and ensuring the strategic alignment.

Cooper (2009) recommended the use of strategic buckets where management decides a priori on the distribution of R&D resources per strategic topic. Alternatively resources can also be split by project type (e.g. new product development, technology development, etc.), by market or business area, by technological maturity or by geography or as well by business division.

The criteria for assessing the project portfolio are strongly tied to the strategic orientation of the organization and hence have to be derived from the outcome of the strategy process.

2.2.4.2 Idea-to-launch Process

For managing the idea-to-launch process Robert Cooper introduced the Stage-Gate® process in the mid 1980s (Cooper, 2009). Stage-Gate® is a method to manage new technology and product development initiatives by structuring the process in a set of stages and decision gates. An effective Stage-Gate® process is the basis for a good portfolio management as it eliminates poor projects early (funnelling effect) and as a consequence improves the overall portfolio (Cooper, 2008)

Cooper (2007) stated that new product and technology development are different in its nature and hence different types of Stage-Gate® process have to be utilized. Traditional new-product development requires a detailed analysis of market opportunities and a full business case before any investment is made. Technology development, in contrast, is characterized by uncertainty and has by nature a high risk. Applying the same process (and demanding the same level of analysis and planning) would kill most of the new technology development initiatives.

The Stage-Gate® for new product development is in its traditional design a five-stage process. The evolution of Stage-Gate® over the past two and a half decades led to the development of the next-generation Stage-Gate®, a scalable process that can be adapted to the specific context (Cooper, 2009). Figure 2 shows variations of the next-generation Stage-Gate® for new product development.

The simplified versions of Stage-Gate® were introduced to more efficiently manage lower risk or less complex activities (Cooper, 2009). The efforts carried out in the stages are still the same and are only grouped in the simplified versions. What effectively changes is the reduction of gates. This basically reduces the administration level and speeds up the overall process. It also

reduces the level of control but this is justifiable, considering that it is used for lower risk or less complex activities.
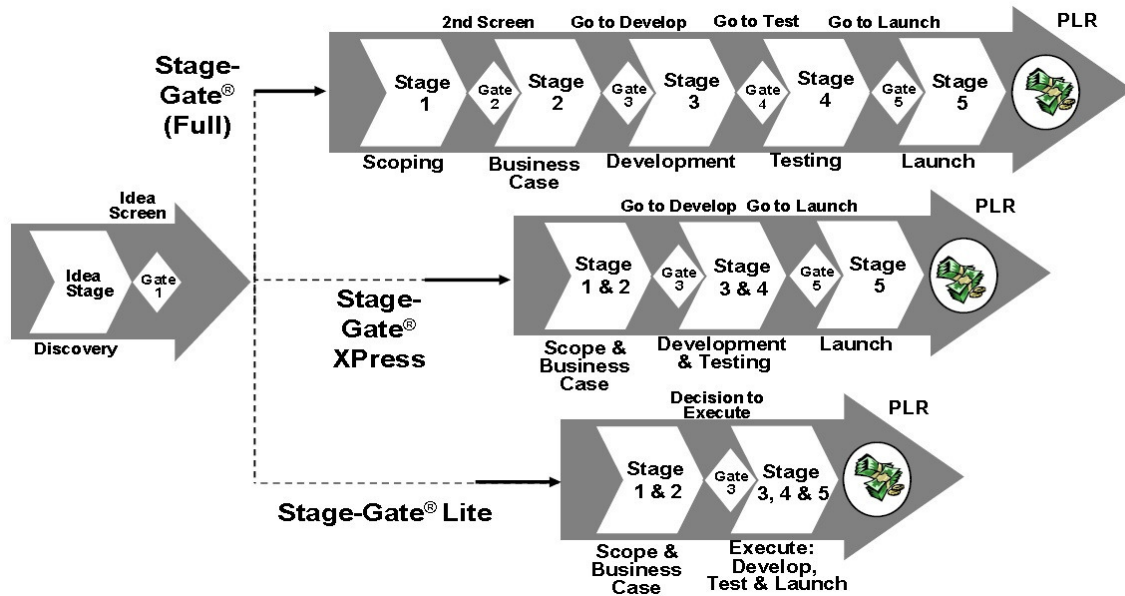
Figure 2: Next-generation Stage-Gate® (© Cooper, 2009)

As mentioned before, a technology development process has a different scope and risk level. Figure 3 shows a three stage / four gates process adopted by leading companies to perform fundamental research projects (Cooper, 2007). The apparent difference is that in Stage 2 a technical assessment is carried out instead of a business assessment in the new product development process. The technology development is a first step towards possible future development activities. The outcome can be the basis for new product development, new processes or new licensing activities (see Figure 3).
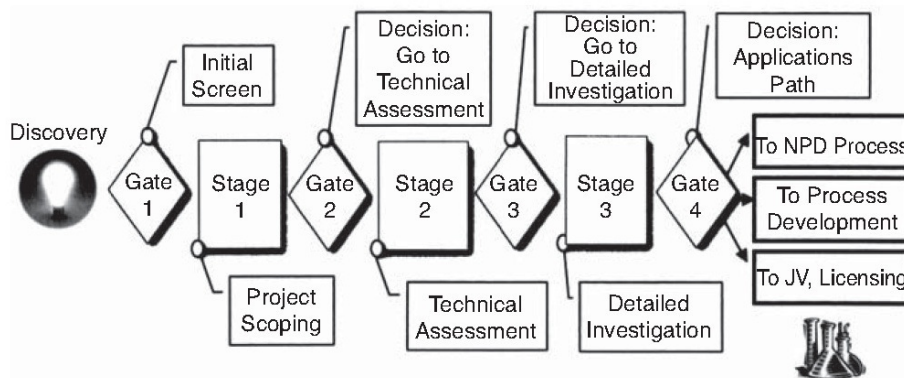
Figure 3: Technology Development Stage-Gate® Process (© Cooper, 2007)

2.2.4.3 Managing Exploitation vs. Managing Exploration

Birkinshaw and Gibson (2004) define exploitation as focussing on the value of the proprietary assets, the quick rollout of existing business models and reducing operational costs. This process can be achieved by focussing on incremental innovations which are small improvements to existing products and processes (O'Reilly and Tushman, 2004). Using Stage-Gate® for managing exploitation is according to many people a feasible solution. However, when it comes to using Stage-Gate® for exploration activities, aiming at radical innovations, many experts have posted their concerns.

Becker (2006) summarized the concerns against Stage-Gate® which included a high overhead, emphasizing more on form than substance, and killing innovation due to its rigidity. This rigidity also refers to the serialization of activities. He then concluded that flexibility has to be incorporated into Stage-Gate® and he referred to the Next-generation Stage-Gate® processes as being the solution to these issues. He also highlighted the importance of considering the context of the particular business in the design of the processes.

Cooper (2008) described these Next-generation Stage-Gate® processes which are modifications to the original process made by progressive companies. These modifications include:

Scaling of the process to suit different risk levels: As shown in Figure 2, the process can be simplified for less risky and smaller activities. Scaling is hence one way to account for the organizational context. For example, Exxon-Mobile Chemical, a company in the same industry as OMV, uses a three-stage version of the Stage-Gate® process to handle their research projects (Cohen et al, 1998, cited by Cooper, 2008).

Adding flexibility: Due to the fact that every project is unique, the decisions made at the gates do not have to be according to a predefined plan or methodology. The decisions on the next steps should be specific for the project. Another way of adding flexibility is by moving away from the serialization of steps and allowing for simultaneous execution of activities or stages. This adds additional risk but this has to be weighted against a possible cost for delay.

Adding adaptability: Listening to the voice of the customer has increasingly become important. Enabling the adaptation of the process to suit specific needs allows including customers in the product development at various stages where they are able to provide feedback. Cooper (2009) calls this the concept of spiral or agile development.

Designing an efficient, lean and rapid system: Optimizing the process by analyzing the activities and identifying the value-added and the non-value-added activities. The non-

value-added activities should be removed to improve the overall efficiency of the process.

Effective governance: Cooper (2008) presented various ways to improve governance. This focuses on how the decision-making at the gates can be improved. Examples for improvement activities include the use of scorecards, defining success criteria at gates, self-evaluation as a way to speed-up gate meetings (but also to analyse the different opinions between project team and gate keepers), in-process metrics to assess project performance and integrated portfolio management (considering the "big picture" in the decisions of the gate meetings and, vice versa, considering gate meeting outcomes in the portfolio review).

Accelerating gates: Reducing the amount and size of deliverables for the gate meetings. The information has to be streamlined to the items that gatekeepers need to make a decision. This includes focussing on the results rather that describing the work done. Another possibility to accelerate gates is the use of self-managed, electronic and virtual gates. Self-managed gates refer to the case of smaller/low risk projects where the project team reviews and decides at the gates. The latter refer to scoring the project on an electronic scorecard and having a review of decisions in a common meeting or no meeting at all (virtual gates). This is in particular a valuable approach if gate keepers are located at remote places.

Accountability, post-launch review and continuous improvement: The post launch review is an important tool to assess the overall performance. It provides important feedback to the project team and the gate keepers and contributes to the continuous improvement of processes and activities.

Open system: Some companies modified the Stage-Gate® process to incorporate open innovation principles. This is realized by including external sources in the process, e.g. by using external ideas or intellectual property. The know-how generated in the projects can however also be exported, e.g. by out-licensing technology that has been developed but will not be utilized.

The Next-generation Stage-Gate® process hence provides a wide range of flexibility to be customized to the specific needs of a company, accounting for the specific context.

2.2.4.4 Project Management

Cooper (2008) described the difference between project management and Stage-Gate®. Stage-Gate® is the macro-process and project management is used within the stages to manage the activities. Hence both processes are necessary and used together.

From an organizational perspective it is important to mention that unified project management standards are recommended, especially when project management outputs are used in gate meetings of the Stage-Gate® process as a basis for decisions. For project management standard approaches can be used and hence a detailed discussion is beyond the scope of this thesis.

2.3   Organizational Change Management

2.3.1   Managing Change

Initiatives for change in an organization can be caused by different factors. The constantly changing business environment the company operates in is one example of an external factor. This includes shift in consumer demand, changes in the legal framework or global trends. Also internal factors induce change. One very common source for change is the appointment of a new CEO, as it was the case with OMV.

Managing change is an essential task as statistics show that success rates for radical corporate reengineering activities are well below 50% or even as low as 20% (Strebel, 1996). Balogun and Hope Hailey (2004, cited by By, 2005) report a similar success rate of around 30% and claim that this low value is due to organizational change being managed in a reactive, discontinuous and ad hoc way. Duck (1993) stated that a common error is the application of a mechanistic model to change management. While it is a valid approach to break a complex (technical) problem down in pieces and then manage them individually, a change process requires a different approach. It is not about managing the different pieces, it is all about managing the dynamics of such a process.

It is important to realize that change efforts have to be radical in a way, changing the thinking and leadership of organizations. To be successful the change must include a cultural change in how business is done (Atkinson, 2010). One reason why implementing change is so difficult is that managers and employees have a different understanding of change. Managers see change as an opportunity to strengthen the business, and if successful, it provides a good opportunity to advance their career. Employees, and even middle management, see change as a disruptive process that changes the so beloved status-quo (Strebel, 1996).

2.3.2   Types of Organizational Changes

Every change process requires initiative, cooperation and sacrifice from many individuals in an organization. How this is achieved strongly depends on the organization and its structures, culture, etc. Organizations today have a constant need for change due to the fast changing conditions of the markets and the environment (legal, ethical, political, etc.).

Organizational change can happen at different scales. According to Dunphy and Stace (1993, cited by By, 2005) four different characteristics can be distinguished: Fine-tuning, incremental adjustment, modular transformation, and corporate transformation (see Table 3).

	Characteristics
Fine tuning	Organizational change as an ongoing process, at division/department level
Incremental adjustment	Distinct modifications to processes and strategies, no radical change
Modular transformation	Major shifts of one or several departments/divisions, can be radical but is limited to parts of the organization
Corporate transformation	Radical change of overall corporate strategy

Table 3: Change Characterized by Scale (By, 2005)

Palmer et al. (2009) distinguishes between first-order (incremental) and second-order (discontinuous) change. Incremental changes do not alter the strategy fundamentally nor core values or corporate identity. The actions are limited to adjustments in systems, processes and structures. Discontinuous change has a more radical character and aims for a fundamental change of the organization.

	Incremental	Discontinuous
Anticipatory	Tuning Improving, enhancing, developing (first-order change)	Re-orientation of identity/values - frame bending
Reactive	Adaptation Internally initiated	Re-creation Fast change of all basic elements - frame breaking (second-order change)

Table 4: Types of Change (Palmer et al., 2009)

Nadler and Tushman (1995, cited by Palmer et al., 2009) added a second dimension by distinguishing between anticipatory and reactive actions. Anticipatory actions are initiated based on certain expectations on future developments of the market or other external factors. Reactive

actions, in contrast, are triggered by actual events. Palmer et al. (2009) incorporated this into four categories of change: Tuning, re-orientation, adaptation and re-creation (see Table 4).

2.3.3 Change Management Approaches

2.3.3.1 Overview

Numerous change management approaches exist in literature. Brisson-Banks (2010) compared different change and transition models and looked for commonalities. Her focus was on models that support managing organizational change and hence her comparison provides a good sample for the purpose of this thesis. Her conclusion is that change is handled by all analyzed models in a similar fashion. No perfect model exists and models can be adapted to fit the organization.

What is visible is that Kotters' eight-stage model, compared to the other models, provides the most detailed break-down of tasks and, in contrary to the other models, also aims at producing more change based on the initial initiative (see Table 5). A detailed discussion of the other change models is beyond the scope of this thesis. For a detailed summary please refer to Brisson-Banks (2010).

Lewin	Beckhard	Thurley	Bridges	Kotter
Unfreezing	Analyzing present condition	Directive Bargained Hearts and Minds	Ending Phase	Establishing a sense of urgency
				Creating the guiding coalition
	Setting goals for future Plan of action	Analytical	Neutreal Zone	Developing a vision and strategy
Changing	Implementing the plan	Action-based		Communicating the change vision
				Empowering broad-based action
			New beginning	Generating short-term wins Consolidating gains and producing more change Anchoring new approaches in the culture
Refreezing				

Table 5: Commonalities between Change and Transition Models (Brisson-Banks, 2010)

The fact that Kotter is aiming for more change beyond the original scope of the change process is a fact that is very interesting and fits to the idea of continuous change. Burnes (2004, cited by By, 2005) claims that it is vital that people in organization are able to undergo continuous change. The recent years have shown that the environment a company operates in changes

very fast. Factors that influence this are for example the volatile financial markets, reduced product lifecycles and globalization effects.

Another aspect is that changes happen in a complex environment and hence a change initiative cannot be seen as isolated. Actions will always influence existing structures and processes and therefore additional changes ("repair broken links") are likely after any change initiative. Considering the fact that a change process takes a certain amount of time, it is necessary to think about more change already during existing change initiatives. Besides this advantage of Kotter's eight-stage model his approach is based on the analysis of many actual change initiatives and is very practical and structured. Hence it was decided by the author to use Kotter's eight-stage model as a guideline for planning, implementing and analyzing the change process at OMV.

2.3.3.2 The Eight-stage Model of Kotter

The eight-stage model is described in the book "Leading Change" (Kotter, 1996) where in the analysis of successful change stories two important patterns could be identified. First, change tends to be associated with a multi-step process that creates power and motivation. And second, the process implementation must be driven by high-quality leadership.

The critical factor is the fact that any change process needs leadership, meaning active planning and in particular guiding the way through the process. The goal is to address and overcome all the barriers and successfully implement the new processes and structures.

1	Establishing a sense of urgency
2	Creating the guiding coalition
3	Developing a vision and strategy
4	Communicating the change vision
5	Empowering broad-based action
6	Generating short-term wins
7	Consolidating gains and producing more change
8	Anchoring new approaches in the culture

Table 6: Eight-stage Process of Creating Major Change (Kotter, 1996)

Kotter (1996) presented the eight-stage process where the different stages address the fundamental errors which typically undermine change efforts (see Table 6). The following paragraphs summarize the eight stages according to Kotter (1996).

Stage 1: Establishing a Sense of Urgency

Without a certain level of urgency the change effort will not take off. The most common reason for this is complacency. When people feel comfortable in the present situation they can hardly be motivated for a change initiative (Kotter, 1996).

It is critical to understand that complacency is raised by many actions that are commonly used under normal conditions to make the workforce happy in what they are doing. This includes happy talk from senior management, filtering of external information (e.g. negative customer feedback or media articles) or a low confrontation culture. This positive attitude is often driven by false pride or arrogance and shades the view of the real situation. In addition, performance standards are often too low or too narrowly defined. This gives the impression to employees that if the performance goals are reached the company performance is also high (Kotter, 1996).

This first step is crucial as the goal is to convince as many people as possible. In this situation the See-Feel-Change method, using methods to visualize situations that show the current problems, works best as it is more effective to get this message out on an emotional level (Kotter & Cohen, 2002).

Pushing up the urgency level is in particular difficult in the absence of crisis when the business is perceived to be good. Valid and dramatic evidence from outside can help to convince people on the need for this change. This could include a comparison of performance with the main competitors or external studies on the future of the industry.

Stage 2: Creating the Guiding Coalition

To implement the change a strong guiding coalition, a team consisting of the right people who share the same objective, is required. Sufficient trust among the members increases the efficiency of the team and is hence a factor that should not be neglected.

For selecting the team members, Kotter (1996) has identified four key characteristics that seem to be relevant: Position power, expertise, credibility, and leadership skills

It is important that the team works also like a team. Team building efforts are recommended for large teams for, in general, large change processes. The goal is to raise the trust among members as it is the basis to focus on the common goal.

Stage 3: Developing a Vision and Strategy

The change team has to develop a vision and strategy for this change initiative with the goal to convince people to strive for this future. Kotter (1996) stated the characteristics of an effective vision as imaginable, desirable, feasible, focused, flexible and communicable. Visions should be simple such that they can be easily grasped and also easily communicated.

Stage 4: Communicating the Change Vision

The vision should be communicated to the affected people so that everybody understands why the change is necessary and buys-in into the strategy. The goal is to reach a common understanding of the goals to be achieved. To achieve this, the overall situation should be analysed and also feelings of stakeholders should be considered. The communication strategy should be adapted accordingly and has to be prepared carefully. It is also important to not only communicate the vision once but rather repeat the message as often as possible (Kotter, 1996).

Stage 5: Empowering Broad-based Action

To implement the change it is necessary to remove obstacles and to empower people to take action. Kotter (1996) identified four main issues that should be considered. Structural barriers have to be removed such that it fits the new strategy. People affected by the change process should be provided with training, and systems (e.g. training and personnel) need to be aligned with the vision. Last but not least, supervisors that undermine your efforts should be identified and confronted.

To achieve all this, the guiding coalition plays a critical role as it has to consist of people, as previously mentioned, with sufficient position power, expertise, credibility and leadership skills to be able to change the status-quo.

Stage 6: Generating Short-term Wins

Planning for short-term wins is important in this phase to keep the change team motivated, convince others of the vision and to defuse the critics (Kotter, 1996). Those wins should be visible, unambiguous, and clearly related to the change efforts in order to be effective. They also provide valuable feedback to the change leaders regarding the validity of their visions and strategy (Kotter & Cohen, 2002).

Stage 7: Consolidating Gains and Producing More Change

Sustaining the change effort requires to keep the urgency up (Kotter & Cohen, 2002). The momentum generated by the change initiative should also be used as a platform to initiate more change activities. Interdependencies in an organization are a crucial factor. During the change process some of them become more relevant or even distracting and at this stage in the process, interdependencies could be the initiator for additional changes in order to consolidate the existing change initiative.

Stage 8: Anchoring New Approaches in the Culture

The change initiative is not successful until the new approaches are accepted as part of the daily work process. Kotter (1996) highlighted that anchoring change in the culture comes at the end of the process as it strongly depends on the result. The new approach has to prove that it works and that it is better than the old methods. In addition it requires lots of communication and may even involve the change of key people, if they do not comply.

In the overall change process the central challenge is to change people's behaviour (Kotter & Cohen, 2002). This is not a straightforward task and hence all the above mentioned actions must be planned well and the eight-step process is a guideline for this. It is important to note that the individual steps in this process should be in the order presented in Table 6. Parallel activities are feasible to a certain extend. However, experience showed that skipping of single steps or getting too far ahead without finishing previous steps leads to problems (Kotter, 1996).

2.4   Research Framework

2.4.1   Action Research

Action research is a form of qualitative research which associates research and practice. It operates in a practical framework where researchers and practitioners work together to solve a specific problem (Avison et al., 1999). French (2009) performed a literature review on action research and concluded that it is an appropriate methodological tool to be applied to management and organization research problems.

One mode of action research is emancipatory action research, where all participants in the solution finding team are treated equally with no hierarchical order. The researcher then acts as a facilitator in discussions to bridge between the practical problem and the theory. This approach is applicable for the research carried out in the framework of this master thesis where the author was a member of the change team and as such involved in developing the solution.

French (2009) described a four step model often used in literature for an action research process (see Table 7). In the specific case of this master thesis the research work was carried out according to this four-step model.

	Characteristics
Plan	Develop a plan on how to deal with the problem
Act	Act to implement the plan
Observe	Observe the action and collect data
Reflect	Reflect on the action and re-plan

Table 7: Four-step Model for Action Research (French, 2009)

The eight-stage process of Kotter (see Table 6) was used as a guideline for implementing the new innovation management of OMV. The combination with the four step action research process led to the following research framework applied in this thesis:

Preparation Phase (Plan)

The preparation phase contained the planning activities for the implementation of the new innovation management. This includes, according to Kotter's process, the definition of the need for change, the forming of the core team including the identification of stakeholders, and the definition of the vision and strategy for this change initiative. Based on that, the preliminary design of the new innovation management processes was elaborated, including the planning for the consolidation of the design.

Design Consolidation Phase (Act)

The design consolidation phase started with the communication of the vision and strategy for the new innovation management. Communication regarding the new innovation management happened already before that, but only at general level with no specific details. At this stage, the preliminary design was presented to the stakeholders, showing the processes and the actors of the centralized innovation management.

Then selected stakeholders were empowered to act on behalf of their divisions and included in the consolidation process. A series of meetings were held were the selected stakeholders were invited to provide feedback and contribute to the final solution. The core team then analyzed all contributions and worked out a consolidated design for the new innovation management process. The new process, documented in the Innovation Directive, was then forwarded to top management for the approval.

Empirical Analysis of the Change Process (Observe)

The preparation and the design consolidation phase had as an output the design of the new innovation management process. The empirical analysis focused on the change process that led to this result. A series of interviews were carried out to collect data from involved stakeholders and the outcome was analysed.

Reflections on the Change Process (Reflect)

The interviews during the empirical analysis provided feedback to the change process and also to the consolidated solution of the innovation management process. This information was used to perform a gap analysis with respect to Kotter's eight-stage framework and the theoretical framework regarding organizational innovation management. From this analysis recommendations for improvement were derived concerning the existing process. In addition, areas for change were identified that go beyond the existing process. At last, methods were discussed to anchor the changes in the company culture.

2.4.2 Data Collection and Analysis

For collection of feedback to the process design and for the empirical analysis of the change process a series of interviews with selected stakeholders were held. The interview design was based on the concept of the problem-centered interview, an open, semi-structured method which is focussed on a specific topic (Hölzl, 1994; cited by Kurz et al., 2007). Kurz et al. (2007) described the problem-centered interview as a suitable method for situations with pre-existing knowledge on the topic and the aim to generate or test hypotheses.

In the first round of interviews, all interviewees had been informed of the proposed design and the changes involved, prior to the interviews. Hence, these interviews aimed at confirming the design or identifying corrective actions. The second round of interviews addressed the change process itself, after the design consolidation, and the identification of gaps and additional needs for change.

As a preparation for the interviews, mind maps were elaborated defining the topics that should be discussed and clarified. The mind maps were used by the interviewer during the interview to ensure that all topics are covered. For the empirical analysis interviews also a survey cover letter was developed and distributed to the interviewees beforehand. The aim of this sheet was to prepare the interviewees for the interviews. In particular it was used to communicate the goals of the interview and the further use of the collected data for this master thesis. The second round of interviews was specifically held to be used for this master thesis. Hence the interviews were recorded and transcribed. The first round was held in the normal company environment and hence restrictions of use apply to the contents of the interview.

The problem-centered interview method is a semi-structured method and hence the mind maps only have been a tool to visualize the topics to be discussed. There was no strict interview guideline used and the interviews were open and interactively held. However, the focus on

specific topics, which was ensured by using the mind map, allowed for a comparison of answers in the data analysis.

3 Design of the Centralized Innovation Management

3.1 Overview

OMV initiated a corporate restructuring initiative called "*Reshaping*" where the main aim is the centralization of all strategic relevant group functions. This centralization was a logical consequence of the globalization of oil markets where it is important to bundle resources where they are needed and to think globally. Other advantages are that best practices and innovative ideas can be accessed more easily and distributed across the whole organization (Bozon, 2011). For this corporate change process preparation work started already in November 2009. The new organizational structure, an outcome of the *Reshaping*, is effective since 1. January 2011. The *Reshaping* is however still not finished as the whole structural change, including the relocation of approx. 1,400 employees, is still ongoing.

In mid 2010, as a consequence of the *Reshaping*, the restructuring of the innovation management, moving from a decentralized to a centralized structure, was initiated. As part of this reorganization the corporate innovation department called Science & Innovation (GS-I) was founded and the designated manager appointed. The designated manager was assigned to design the new innovation management process for this centralized innovation management. This effort can be seen as one part of the organizational change happening at OMV, focussing on the innovation management only.

Looking in particular at the change process for implementing a centralized innovation management, the change executed can be classified as a first-order (incremental) initiative with reactive character, according to the definitions presented in Table 4. This means that it is an adaptation and change is limited to modifications to processes but no radical change is taking place (i.e. no fundamental changes to strategy, values, culture). It was a reactive action as it was internally initiated based on the shortcomings of the existing management system and the general strategic change in the *Reshaping* to centralize relevant group functions.

The *Reshaping* itself can be classified as a re-creation effort (discontinuous, reactive) as the centralization of all strategic relevant group functions also affected corporate strategy, culture and values. Nevertheless, the focus of this thesis is the sub-process of centralizing the innovation management. This sub-process is an adaptation only and this has to be considered when planning and analyzing the change process.

The research framework of this thesis is based on the concept of action research (see chapter 2.4.1). It is structured in four phases: Plan, act, observe and reflect. During the planning

(preparation phase) only the core team was involved in the activities. This was followed by the design consolidation phase where the proposal for the new corporate innovation management was first presented to the involved stakeholders in a dedicated meeting. In the following weeks feedback was collected in an interview round. With this feedback the solution was consolidated and forwarded to top management for approval.

In the third phase of this master thesis the planning and design consolidation efforts were analyzed. In a second interview round with selected stakeholders the change process was evaluated in detail. In the final phase, recommendations were derived based on the analysis of the change process and the achievements. The recommendations aim at learning from mistakes for future change processes, fine-tuning the existing efforts and ensuring a successful finalization of the change process by anchoring the new procedures and practices in the daily work-life of OMV employees.

The author had the opportunity to join the core team of this change process in September 2010 with the goal to contribute to the design of the new corporate innovation management and document the process in this master thesis. This part of the work covered the fist two phases (plan and act) of the research framework. The remaining two phases (observe and reflect) were mostly analytical, reflecting on the first two phases. The work on the remaining two phases was done by the author alone, independently from OMV. The views, conclusions and recommendations presented in the chapters 3.4 and 3.5 are hence solely the author's view.

The contents described in this chapter origin from the work of the author during the planning and design consolidation phase for OMV. In addition, it is based on the information collected in the two interview rounds. The first interview round focussed on collecting feedback to the process design. These interviews were held in a normal working environment and were not specifically designed to be used in this thesis. Hence, the minutes of these meetings are confidential. However, with approval of OMV, the relevant results have been summarized in this chapter. The second interview round was specifically designed for the purpose of this master thesis for analysing the change process. The results of this second interview round are fully documented in this thesis.

3.2   Preparation Phase

3.2.1   Defining the Need for Change

The centralization of innovation management is a part of the *Reshaping* initiative. One motivation for this step was the awareness that the existing management of innovation was sub-

optimal in various ways. Up to this change, the three divisions had independent innovation departments which were operating on their own. Each innovation department was allocated with funds on an annual basis and carried out the research & development activities according to the needs of the respective division. This led to:

Duplicated activities: Research topics and efforts were not coordinated across divisions and duplication of efforts was possible.

Inefficient use of resources: The lack of communication between divisions also affected the exchange of knowledge. The overall knowledge of OMV could have been better exploited if always the best people would have been involved. This selection of best individuals should have been done division independent.

No exploitation of synergies: Each division had their own management of innovation and three different project management standards existed. Synergies could be exploited (e.g. training, tools, support) by harmonizing such processes.

Misalignment of strategic focus: The decentralized management resulted in a focus on division needs resulting in a limited alignment with corporate strategy. As a result, it happened that certain R&D activities were carried out in the wrong division/department.

No coordination of external activities: External activities in particular relate to contacts to universities and research partners and external communication activities at public events and conferences. External contacts happened through various communication channels and hence a monitoring or control was difficult. The decentralized management hampered a coordinated approach to external activities (e.g. for having a cooperation agreement with external organizations) and also resulted in cases where not the best representative (for a specific topic) had been sent to public events.

At the beginning of this change effort, two factors were identified that can particularly harm this change effort already at the very beginning. First, business was good at that time and hence no urgent need for change was visible. Second, innovation management by the divisions was comfortable for most stakeholders as it provided them with a certain level of independency.

It was therefore important to get people out of the comfort zone and convince them of the need for change (see chapter 2.3.3). What was beneficial was the support of top management for this activity and in particular that this activity was part of the *Reshaping* process. The basic message was hence already communicated and people were expecting that things will change. In addition, the need for a centralized coordination of innovation activities was, due to the described shortcomings, already clear to some stakeholders. However, what was not clear was

how much centralization is needed and how much this change process will alter the existing structure.

To prepare the people for this change process, informal talks with key persons from the divisions were initiated by the Head of GS-I to communicate the intentions and to also get a first feedback from the divisions.

3.2.2   Identification of Stakeholders and Forming of the Core Team

In the preparation phase the core team consisted of the designate team of GS-I consisting of the department head and an expert. The author of this thesis was as well part of this core team. This team prepared all change activities for the planning and design consolidation phase and developed a first draft of the new innovation management process (see chapter 3.2.4). The team composition was limited to the designated members of GS-I as the new organizational structure was at that time not in force. Hence, contributions from the divisions were only possible on an informal level.

One important task was to identify the initial list of stakeholders in this change process. Due to the previous decentralized management of innovation, the Division Innovation Managers are expected to play a key role in the new process, representing the three divisions E&P, G&P and R&M. They are responsible for the coordination of innovation activities in the respective division and functionally report to the Head of GS-I. The position of a Division Innovation Manager was a newly created function and hence candidates in the three divisions had to be identified. The selected candidates were in general the responsible managers for R&D, with the exception of G&P as there this function did not exist. For G&P it was decided that the Business Development department will take over the agenda for innovation.

In the strategy department, located at corporate level, each division is represented by a Strategy Business Partner. The Strategy Business Partners of E&P, G&P and R&M are also the stakeholders of interest from the strategy side to ensure the alignment with strategy of innovation activities.

Other corporate functions were also identified as potential stakeholders by the core team, including New Business Development, Finance and Marketing. The actual status and role of these stakeholders was not clear at the time of doing the stakeholder analysis due to the ongoing *Reshaping*. It was therefore decided to review this stakeholder list during the design consolidation phase, also based in the feedback of the division experts.

3.2.3 Defining the Vision and Strategy for Implementing the New Innovation Management

The vision for the *Reshaping* has been extensively communicated by top management prior to the start of this change process (see also chapter 3.2.1). For the centralized innovation management the vision was, to have a common approach to innovation management in all OMV, with a common Innovation Directive as a reference document. This is in line with the theory presented in chapter 2.2.2 which argues for a coordination and ownership of the innovation activities at corporate level.

As described in chapter 2.3.3.2, the vision should motivate people to implement the change and hence it should be easy to communicate and easy to understand. Taking into account the circumstances and the goals of this initiative, the vision can be described by the harmonization of the focus, the approach and the language of innovation management (see Figure 4).

Common focus: The core motivation for this change is to better align innovation activities in OMV with corporate strategy.

Common approach: Harmonize the management of innovation activities by harmonizing the innovation process including governing bodies, decision rules, external communication, intellectual property management, innovation functions and functional responsibilities.

Common language: Harmonize the management tools including software and reporting standards. Unified project and portfolio management standards are a prerequisite for the harmonized management of the innovation activities.
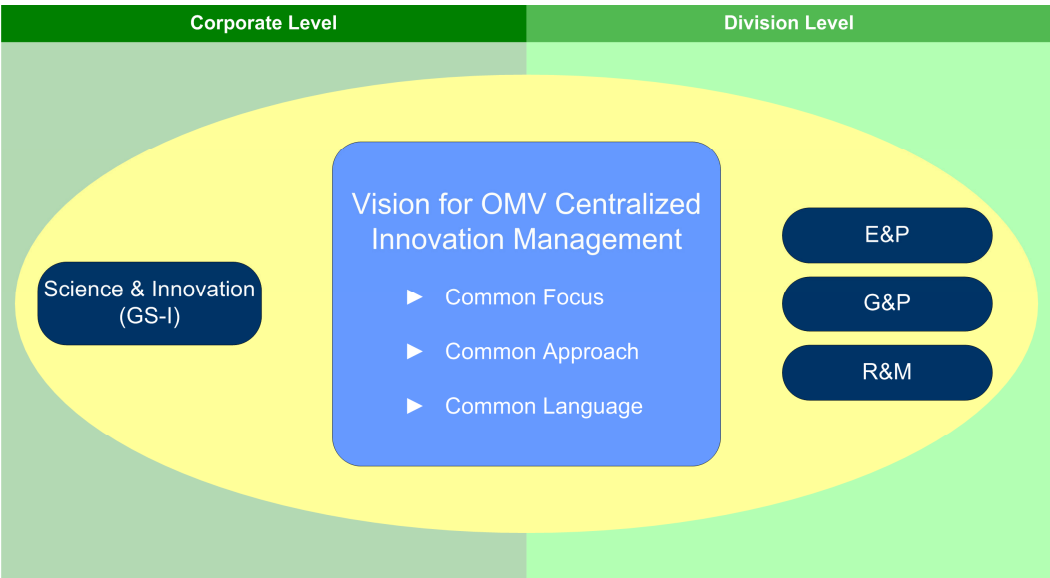

Figure 4: Vision for OMV Centralized Innovation Management

3.2.4 Preliminary Design of Centralized Innovation Management

The core team started with reviewing the existing innovation management related documents of the divisions. The Innovation Directive from the R&M Division, a document describing the innovation rules & guidelines of this division previous to the *Reshaping*, was one key document. The document focussed mainly on the strategic approach to innovation and on intellectual property management. It also described the governing body, the Innovation Committee, which met quarterly to perform a portfolio review and discuss other innovation related topics.

The second document analyzed were the "Guidelines for Technology Projects" from E&P, a document focussing on the management of technology projects in this division. E&P had a clear structured process, aligned to the annual budgeting process. The governing body in E&P was the Technology Development Committee which was responsible for the initiation, execution and implementation of technology projects. G&P had no relevant documents available, except of (non-official) project management standards.

The core team decided to use the Innovation Directive from the R&M Division as a template for the new Innovation Directive, the document describing the new innovation management process, as it was the most comprehensive document available. It was furthermore decided to build on the existing blocks regarding the strategic approach to innovation and intellectual property management. These chapters needed to be reworked to fit the needs of the centralized innovation management. New chapters were added regarding the innovation portfolio management, the innovation development process and external communication.

The development of the new centralized innovation management focussed on the establishment of the new processes to manage innovation (portfolio management and development process) and the related governing bodies. The challenge with respect to the governing bodies included the identification of the required individuals. The decision process should be efficient which required that decision bodies should not be too large and only contain the stakeholders that are really needed. It was decided not to focus on the decision process itself (how decisions are made) as this was beyond the scope of this activity.

The following sub-chapters show the preliminary design of the centralized innovation management, structured according to the new Innovation Directive, describing the key aspects of the preliminary design elaborated by the core team.

3.2.4.1 Innovation Charter

The Innovation Charter is a chapter which was largely taken from the R&M Innovation Directive and adapted to fit the corporate needs. It is an introductory chapter and defines the focus of

innovation activities in OMV on technology and product innovation and describes briefly the innovation process and the key stakeholders.

3.2.4.2 Innovation Process

Innovation Areas and Innovation Matrix

The basis for this chapter was the R&M Innovation Directive where the strategic aspects of innovation of this division were discussed. This chapter was reworked to fit the corporate needs. The innovation areas describe actual and possible future areas which are relevant for OMV to be monitored or explored. This approach is similar to the recommendation by Cooper to structure the innovation activities in strategic buckets (see chapter 2.2.4.1). Here, the innovation areas are grouped by the three divisions. To be able to map also topics that are integrative over different divisions, also a common group is available (see Figure 5).

E & P	G & P	R & M
Innovation Area 1 Innovation Area 2 Innovation Area 3 …	Innovation Area 1 Innovation Area 2 Innovation Area 3 …	Innovation Area 1 Innovation Area 2 Innovation Area 3 …
Common Innovation Area 1 …		
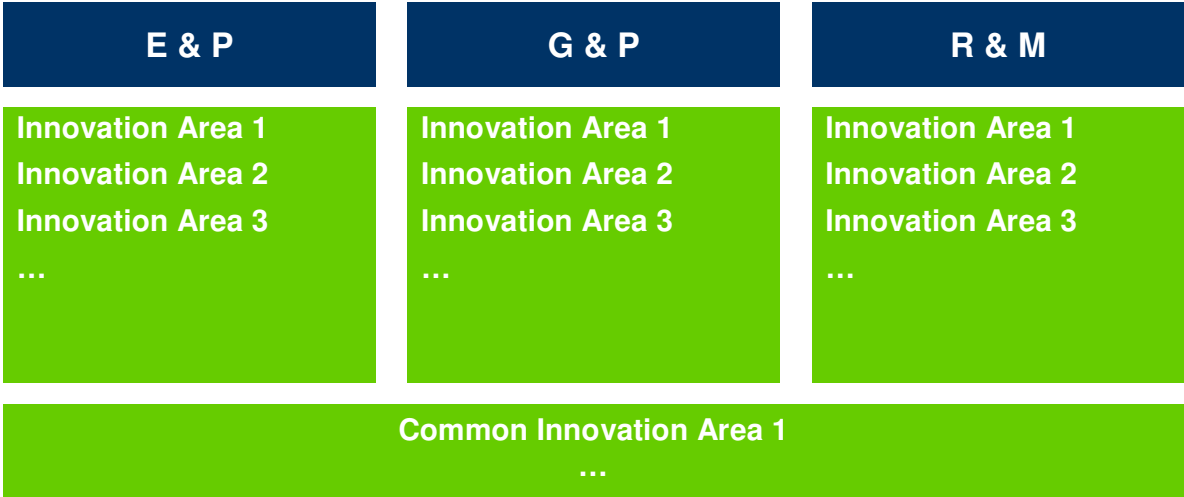
Figure 5: Definition of Innovation Areas

A screening and reassessment for the selection of innovation areas will be carried out in the annual strategy process. For each innovation area it will also be decided, which approach should be taken. Topics that seem not to be relevant for the next period may only be monitored. The relevant topics may be investigated by internal R&D, tackled by strategic alliances, by forming joint ventures or even by acquisition. For each approach also quantitative objectives and time horizons are defined. The results of this process are summarized in the innovation matrices, where for each innovation area one matrix will be developed (see Figure 6).

The results of the strategy process are then summarized in the Innovation Fact Book which contains, next to the innovation areas and innovation matrices, also a description of general market, regulatory trends and new process technologies. The Innovation Fact Book is the key reference for ensuring the alignment of innovation activities with corporate strategy. It is hence

the basis for decisions made in the portfolio review and at the gates of the innovation development process.

Innovation Area X					
	OMV Approach				
	Approach 1	Approach 2	Approach 3	Approach 4	Approach 5
Issue 1	X				
Issue 2			X		
Issue 3		X			
...					
Issue n				X	

Figure 6: Definition of Innovation Matrices

Innovation Portfolio Management

The centralization of innovation management also required a way to oversee and manage the activities from a corporate level. It was decided, based on the theory discussed in chapter 2.2.4, to implement a portfolio review process to re-assess the project portfolio at regular intervals. The core team proposed to hold this review twice a year, before and after the annual strategy review process. The meeting before the strategy process shall review the portfolio and in addition summarize the status quo as an input to the strategy process. The portfolio review after the strategy process aims at aligning the portfolio to the updated innovation strategy.

The core team identified the decision makers for the portfolio review as the Division Innovation Managers of the three divisions, the Business Partners Strategy of the three divisions, and corporate representatives from New Business Development, Finance and Marketing. The portfolio review is a corporate activity and hence meetings shall be organized by GS-I and chaired by the Head of GS-I.

Innovation Development Process

Up to the initiation of the *Reshaping*, the divisions had their own way to deal with innovation activities. Each division had a process focussing on the assessment of new ideas and project results. This was combined with project management methodologies to monitor and control the projects. The goal of the new innovation management process was to find a harmonized way on how to manage the innovation process from the idea up to the launch of the product. The

solution should fit the division's needs and should be designed to fit the organizational context of OMV.

Chapter 2.2.4 described how the Stage-Gate® process can be utilized to manage the idea-to-launch process. The core team hence analyzed the suitability of a standard five-stage Stage-Gate® process for new product development. Figure 7 shows this first draft process which was proposed by the author to the other members of the core team.
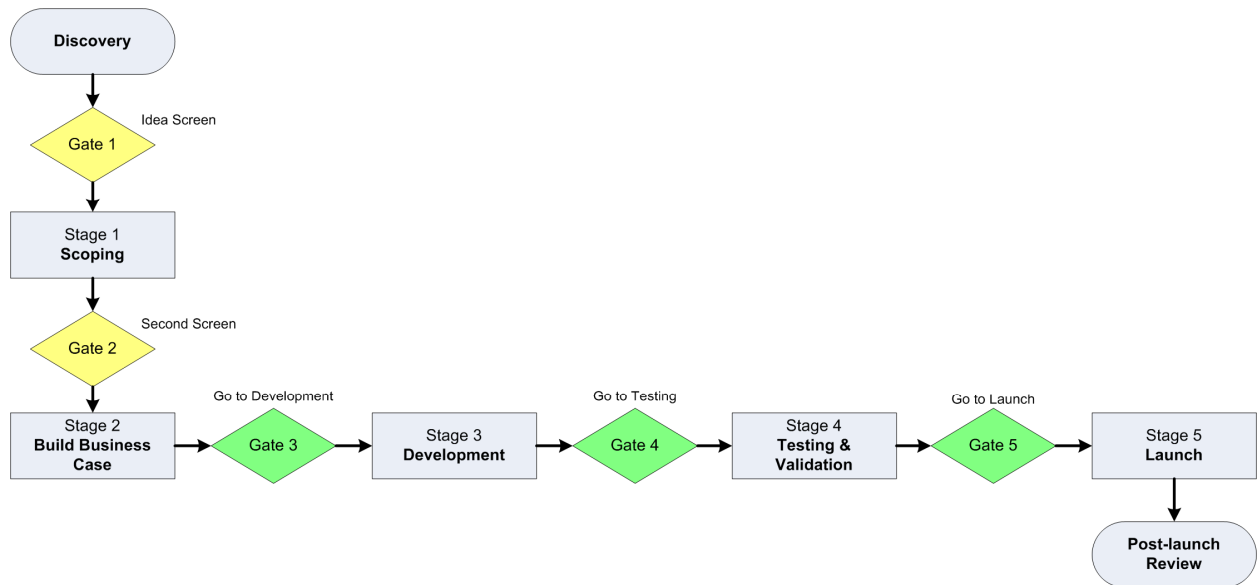
Figure 7: First Design of the Innovation Development Process

In addition, the technology development Stage-Gate® process with only three stages (see Figure 3) was discussed. Considering the specific context of OMV as a company and the market it operates in, the five-stage process seemed to be too complex for OMV (see chapter 2.2.1). The domination of incremental innovation, existing company and decision making culture, and the constraint that new processes should not create too much additional overhead were internal reasons for choosing a simplified approach. Operating in a commodity market with a relatively slow pace was the main external factor influencing this decision. It was decided to go with a simplified version of the Stage-Gate® process and to only have one process flexible enough to cope with new product development and technology development.

The newly designed process can be compared with the Stage-Gate® Lite process (see Figure 2) as it only has two stages. However, it should fully incorporate the features of the technology development process, an important issue considering that most innovation activities in OMV relate to technology development. The distinction between new product development and technology development will have to be made in the gate decisions, where different measures will have to be applied for these two types of development. As previously mentioned, the development of decision criteria for the gate meetings was beyond the scope of this activity.

The new process can be seen as a process being part of an iterative approach. After an idea is discovered and successfully developed in the process, a final assessment at Gate 3 is made (see Figure 8). Depending on the project outcome a decision will be made on how to continue. This can lead to a new loop in the Innovation Development Process where the Gate 3 meeting of the existing development process is then at the same time the Gate 1 meeting of the new development process. The decisions at Gate 3 do as well incorporate the principle of open innovation, in particular the aspect of licensing the know how or forming a joint venture.
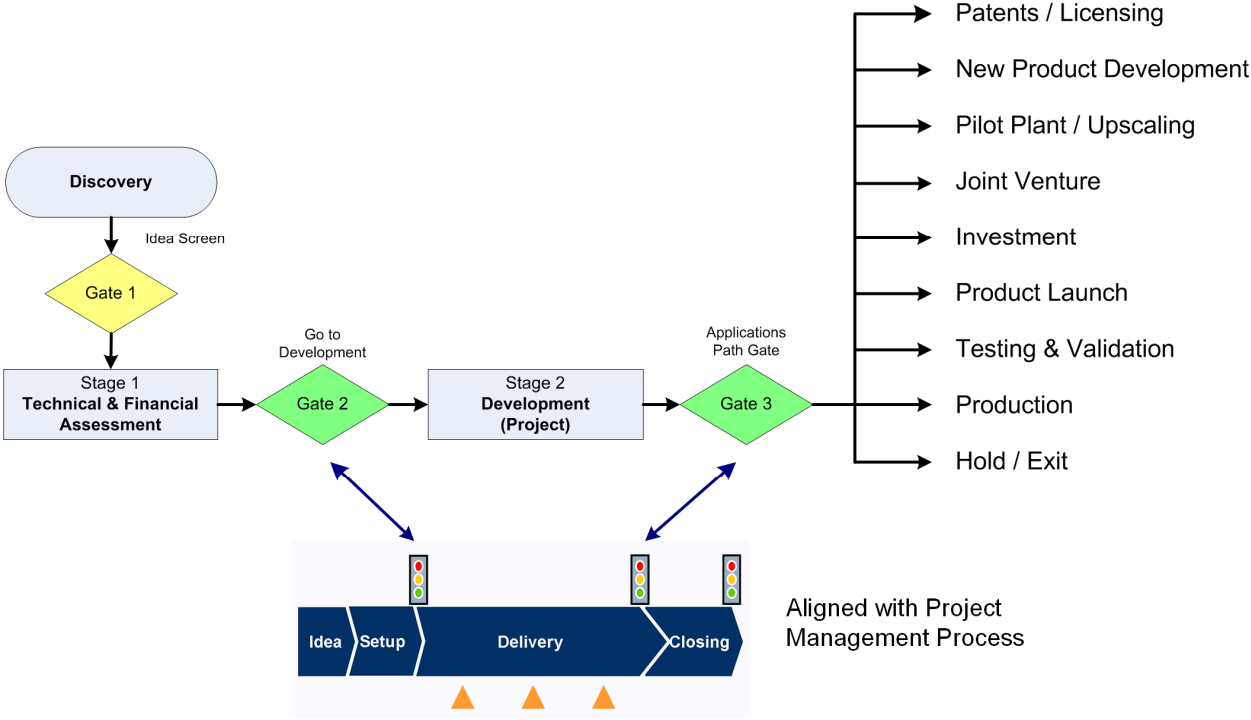
Figure 8: Innovation Development Process

The process was designed to handle all innovation related activities of OMV. The flexibility will be lived ad-hoc, meaning that the project manager has to decide the specific level of detail required at each stage. A good example is Stage 1 where the project manager has to decide (and justify) whether a detailed financial assessment is needed. This flexibility was required by the Head of GS-I in order not to over-regulate the process at the very beginning. The goal is to first gain some experience with this new management process and then decide on adaptations.

One requirement during the design of the process was also to define the interface between the Stage-Gate® process and the project management process. The project management process ties into the Stage-Gate® process between the Gates 2 and 3 (see Figure 8). Stage 2 will then completely be handled by the project management process applying the existing rules and procedures, including standard project reporting for documentation purposes and the monitoring of the project progress by the project steering committee.

The Innovation Development Process shall be used at division level. The gate meetings, the decision points of the Stage-Gate® process, are to be organized by the Division Innovation Manager. It was proposed that the division decide when a gate meeting is needed.

Description of Roles and Responsibilities

The design of the portfolio reviews and the Innovation Development Process resulted in a change of existing roles and the creation of new roles. To ensure that all involved parties are aware of their responsibilities, these roles were described in detail:

The Science & Innovation Manager (Head of GS-I) is the owner of the innovation process and all its sub-activities and in his role responsible for the centralized innovation management of OMV. He is responsible for allocating the innovation budget and for organizing the portfolio reviews. He will participate in all gate meetings and he is functional responsible for the Division Innovation Managers.

The Division Innovation Managers are responsible for coordinating the innovation activities at division level. They functionally report to the Head of GS-I and are responsible for the Innovation Development Processes in their division. This includes the arrangement of gate meetings. Furthermore they have to coordinate activities with other divisions, including the participation at gate meetings of the other divisions. The Division Innovation Managers also participate in the portfolio reviews and have to provide inputs to the strategy process.

The Innovation Committees of the divisions consist of the Division Innovation Manager and relevant senior managers of that division. They are the decision makers at division level for the Innovation Development Process.

The Gate Keepers are selected decision makers in the gate meetings of the Innovation Development Process. The gate keepers at division level are the Innovation Committees. The gate keepers from corporate level include the Head of GS-I and other representatives from corporate functions.

The Project Managers are responsible for preparing and managing innovation projects according to the defined project management standards. They are responsible for the project reporting and the presentation of project ideas or results at the gate meetings.

3.2.4.3 Organizational Aspects

Project Management

The project management standards varied in the three divisions. In view of the centralization of the innovation activities also a common approach to project management was required. It was therefore decided by the core team to propose the use of the existing software and standards from the R&M division.

Intellectual Property Management

Intellectual Property Management (IPM) was very important in R&M and well described in the existing R&M Innovation Directive. E&P and G&P had less IPM issues and hence also had no detailed documentation on IPM rules. The core team hence decided to propose a common solution for OMV innovation activities by using the IPM regulation from the R&M Innovation Directive.

External Communication

External communication includes activities where OMV representatives have contacts to external organization (from loose contacts up to cooperation agreements) or visit conferences or public events. Up to now, these activities were only coordinated at division level. The core team decided that these activities need to be coordinated at corporate level to "speak with one voice" to external entities. It was therefore proposed that all external activities have to be coordinated by GS-I.

Budget

One key measure to achieve a centralized innovation management is the budget distribution mechanism. It was hence decided that the budget assigned to innovation activities is owned by GS-I. It will be assigned to the innovation activities according to the decision made in the Innovation Development Process at the gate meetings. The amount of the innovation budget will be determined in the annual strategy and budgeting process.

3.2.4.4 Time Line for Processes

The preliminary design of the innovation management process also included a proposed time line for scheduling of the different processes and decision points (see Figure 9). The annual budgeting process defines the time line for the strategy process. The strategy has to be established before budgeting as investments to be made depend heavily on the strategic planning. The portfolio review is, as previously described, aligned with the strategy process and reviews are performed before and after the strategy process. The gate meetings of the Innovation Development Process are however not tied to any process. To react quickly on new ideas, the progress of ongoing activities and also on the changing environment, a flexible handling of gate meetings is required (the visualizations in regarding the gate meetings Figure 9 are only examples). For the purpose of keeping administrative burdens low it is recommended to group gate meetings at division level as good as possible. However, gate meetings shall not delay the innovation process and it is the responsibility of the Division Innovation Managers to find the right balance.
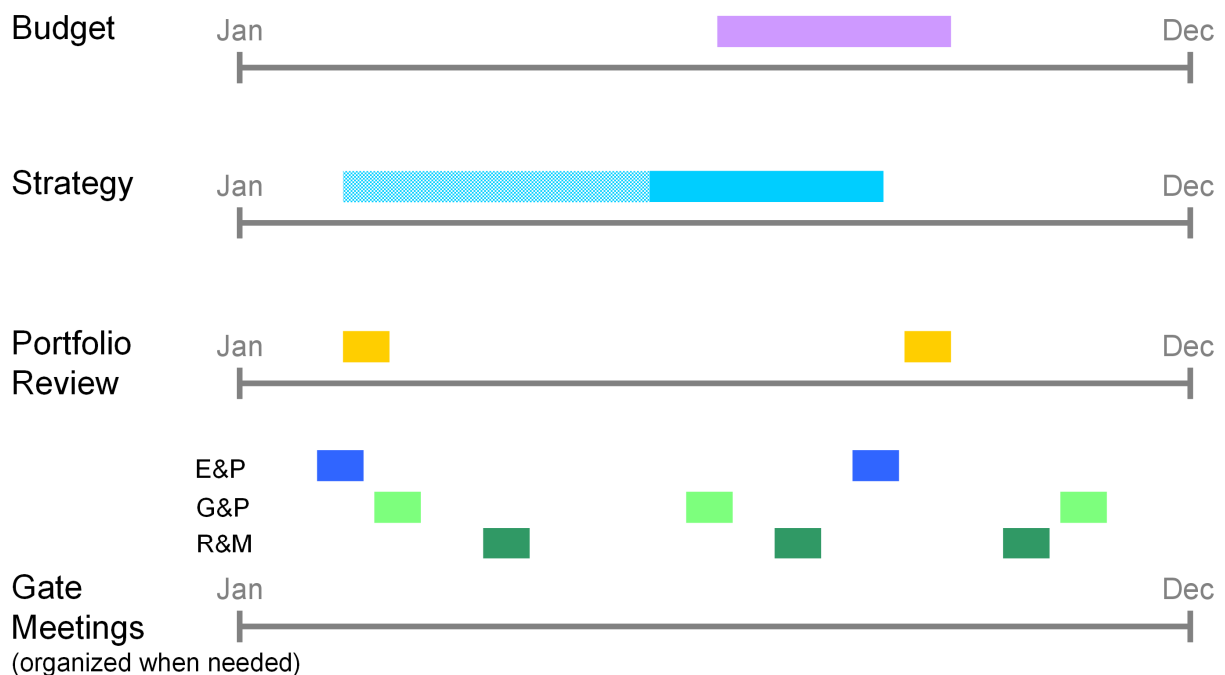
Figure 9: Time Line for Processes

3.2.4.5 Design Consolidation Plan

With having the preliminary design ready, the core team discussed the possibilities to involve the divisions and other stakeholders to consolidate the results. It was decided to first have a common meeting (stakeholder meeting) where the new centralized innovation management

design is presented to the stakeholders. The goal was to get all relevant players on a table and present the design, learn about division activities, get a first feedback and identify candidates for a detailed feedback collection. The detailed feedback collection should focus on understanding the needs of the stakeholder and collecting stakeholder-specific feedback to the preliminary design.

Based in the feedback received, the Innovation Directive, the document describing the innovation management process, should be finalized and redistributed to stakeholders. It was planned to have the consolidated version of the Innovation Directive ready by end of March in order to forward it to the new top management for approval just after 1st of April 2011. The start of the approval process should also be the end of the design consolidation phase. Figure 10 shows the design consolidation plan and the associated milestones.

	February	March	April
Communication to Stakeholders	♦		
Interview sessions		▬	
Consolidation of Inputs		▬	
Distribution of consolidated version		♦	
Start of Approval Process			♦
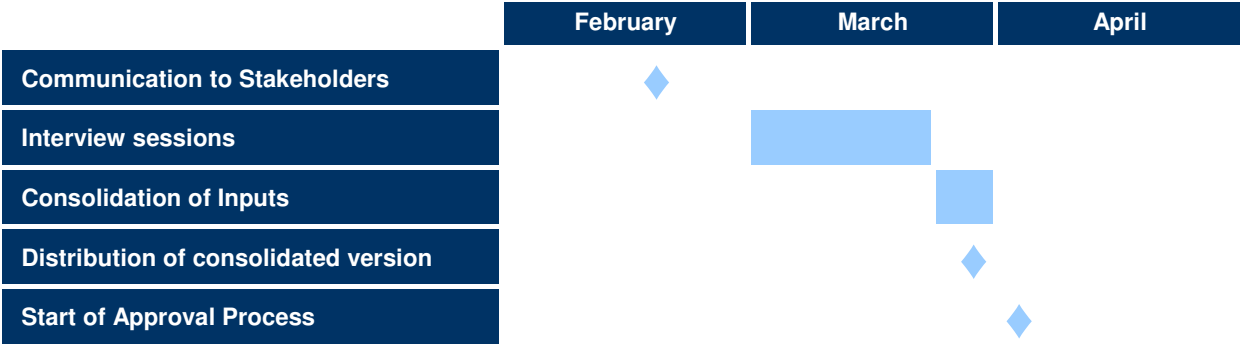
Figure 10: Design Consolidation Plan

3.3   Design Consolidation Phase

3.3.1   Communication to Stakeholders

3.3.1.1 Preparation for the Communication to Stakeholders

With the preliminary design of the new innovation management process in hand, the core team started with the design consolidation phase. The actions included the communication of the vision and empowering broad based action, according to Kotter's eight-stage change process (see chapter 2.3.3). The communication was done through a dedicated meeting with all relevant stakeholders invited. Empowering action included the assignment of the functional roles of Division Innovation Managers to the selected people and involving these people in the feedback process. In addition, the decision body members (gate keepers) were identified. Furthermore,

the Division Innovation Managers prepared for the design consolidation by communicating the new innovation management process to their subordinates.

Prior to the stakeholder meeting an evaluation was made on which stakeholders should be invited to the meeting. The core team decided to only focus on the Division Innovation Managers as they are functional responsible for the implementation of the new management process in the divisions and hence play a key role in the process. It was decided not to invite the representatives from the corporate functions (Strategy, New Business Development, Finance and Marketing) as these stakeholders are more important for steering the innovation activities (through their role as gate keepers), in other words, making the strategic decisions. Hence the involvement in the design of the process was limited to the stakeholders directly affected by the new process, making operational decisions (see chapter 2.2.1).

The final invitation list included the core team (including the author) and the Division Innovation Managers from E&P and G&P and the two Division Innovation Managers from R&M, one representing the fuels and new technology part, and one representing the lubricants part.

3.3.1.2 Stakeholder Meeting

The stakeholder meeting had four goals. First, it was used to communicate the preliminary design of the new innovation management process to the Division Innovation Managers. Second, the Division Innovation Managers described their activities related to innovation management and how it was managed so far. This exchange of information was essential as previously such inter-division activities were rarely happening. The meeting hence offered a good opportunity for the different Division Innovation Managers (and the team of GS-I) to learn about the role of the counterparts in the other divisions and to improve the relationship to them. Third, it was a first opportunity to collect immediate feedback to the proposed solution and to identify constraints and obstacles for the implementation. An finally, the feedback collection should be done as well in personal meetings and this was proposed to the stakeholders.

The meeting was hosted by the Head of GS-I who also presented the proposed innovation management process and the contents of the Innovation Directive. As this meeting was organized as a normal company meeting, the meeting minutes can not be used for this master thesis due to confidentiality aspects. This setup was chosen on purpose, as a meeting to be recorded for the master thesis, as used for the empirical analysis of the change process in chapter 3.4, would have most likely influenced the openness of the participants. It was important to create an atmosphere of confidentiality and trust in order to get open answers and feedback to the process and to not hamper the process of getting to know each other better. The

following sub-chapter will however summarize the results of this meeting that are relevant for the design consolidation.

3.3.1.3 Outcome of Stakeholder Meeting

The presentation of the new innovation management concept was widely accepted by the meeting participants. E&P highlighted that product development as such does not exist. However, the Innovation Development Process as presented should be suitable for the activities of E&P. It was also requested that the roles of GS-I and the roles of the Division Innovation Managers should be described in more detail.

One topic discussed in detail was the need for specific ranking criteria for the portfolio review and the gate meetings. E&P has clearly defined assessment criteria and the question was whether these criteria should be harmonized. GS-I replied that the decisions at the first gate of the Innovation Development Process should be made by the divisions as the technological competence lies there. GS-I would only be involved as an observer. In general, due to the difference in topics and scope of projects the decision criteria for the Innovation Development Process should be defined at division level. This proposal was accepted and it was also agreed that decision criteria will be elaborated during the implementation.

The decision makers were also discussed and the general feedback was that the involvement of some corporate functions needs to be re-evaluated. It was proposed to distinguish between decision makers and members with information status only. The representatives from Finance and Marketing should have only this information status. In addition it was noted that Marketing only exists in R&M as the other divisions only sell commodity products at the international energy market.

The proposal for handling intellectual property issues and external communication were accepted. It was also agreed that a unified project management approach is needed. At the end of the meeting the possibility to provide detailed feedback was raised by GS-I. All four Division Innovation Managers welcomed this opportunity and agreed to be available for individual feedback in the following weeks.

3.3.2 Collecting Feedback to the Design

The collection of feedback to the proposed innovation management process took place in the form of four individual interviews with the Division Innovation Managers. The aim was to get a feedback on the process and on division-specific issues after the candidates had sufficient time

to analyze the proposal and to even discuss with their subordinates. Individual interviews were chosen on purpose to get an independent feedback from the divisions.

The interview design was based on the concept of the problem-centered interview (see chapter 2.4.2), and a mind map was elaborated defining the topics that should be discussed and clarified (see Figure 11). For all interviews minutes were taken by the author. Due to the same reasons as with the stakeholder meeting, the meeting minutes are confidential (see chapter 3.3.1.2). The use of the mind map as an interview guideline allowed the comparison of the interview results. The answers to the most relevant topics have been summarized in a table (see Appendix B) and were the basis for the consolidation of the innovation management process described in the next chapter.
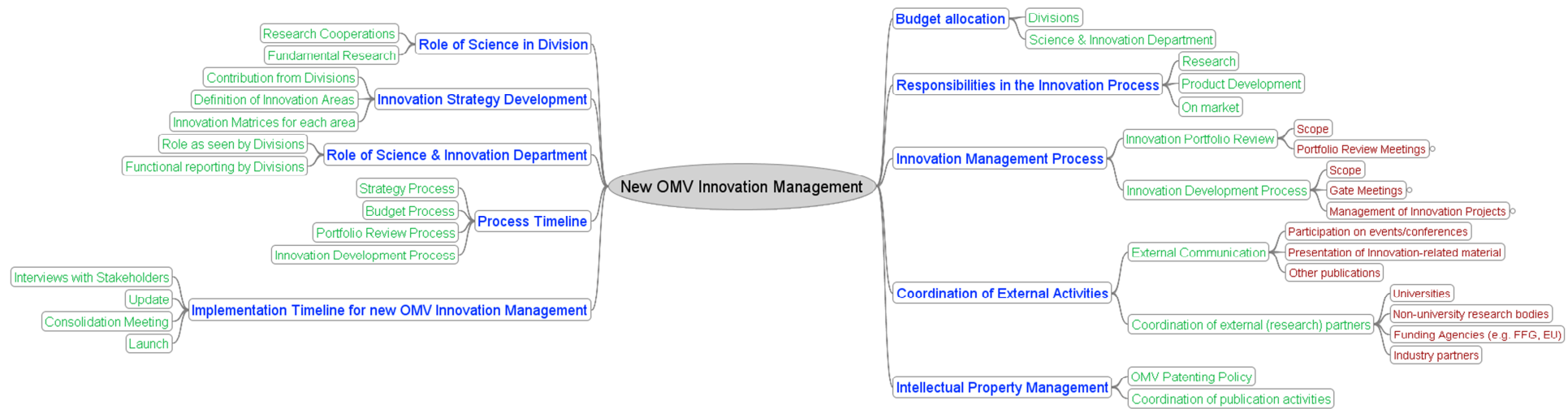
Figure 11: Mind Map for Design Feedback Interviews

3.3.3 Consolidated Design for Centralized Innovation Management

3.3.3.1 Overview

The first research question to be answered by this master thesis focuses on identifying the most suitable way to manage innovation at OMV, considering the centralization efforts introduced by the *Reshaping*. The theoretical research showed that a context based approach, considering the internal and external environment of an organization, to design a customized solution is a concept that has proven its validity (see chapter 2.2.1). The concept distinguishes between strategic and operational decisions in the management of innovation activities. The specific context of OMV with having three divisions, with in general very independent activities and scope, required an approach that considered the divisions-specific needs, structures and culture. The design of the centralized innovation management of OMV was elaborated in a two-step process where first the core team drafted the process and second, feedback from selected stakeholders was used to consolidate it. The result of this activity is the new OMV Centralized Innovation Management shown in Figure 12.
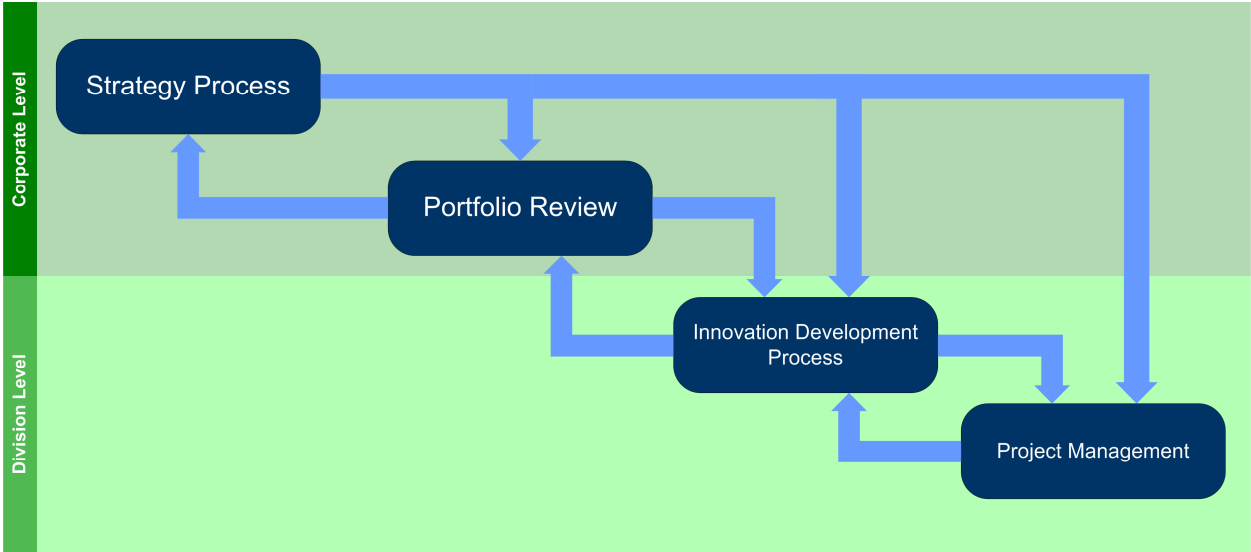
Figure 12: OMV Centralized Innovation Management

The centralization effort required a separation of activities between corporate level and division level. This goes in line with the aforementioned separation according to strategic and operational decisions. At corporate level all strategic decisions are made. This includes the strategy development and the portfolio reviews. The newly founded corporate Science & Innovation (GS-I) department coordinates the portfolio reviews and acts as an interface for innovation related topics to the strategy process.

In each division the operational decisions are made related to the Innovation Development Process and to the general project management. Although the Innovation Development Process is owned by GS-I, the management of the process is under the responsibility of the Division Innovation Managers.

Figure 12 also shows the flow of information in the process. All sub-processes have to consider in the decision making the corporate strategy, in particular the innovation strategy. The portfolio review controls the activities of the Innovation Development Process and assesses if the activities are in line with strategy. The Innovation Development Process manages the ideal-to-launch phase with the main focus on assessing project ideas, project concepts and project outcome. Project Management deals with the different activities which pass the assessment of the Innovation Development Process.

In chapter 2.2.2 the importance of organizational ambidexterity was highlighted. The designed management process, in particular through the newly introduced Innovation Development Process, is able to handle both, the exploitation of existing capabilities and the exploration of new opportunities. The following chapters describe the four elements in details. The governing document, the Innovation Directive, has been developed to have a reference document for the new innovation management at OMV. A shortened version of the Innovation Directive (with chapters removed that are not relevant for this master thesis) can be found in Appendix A.

3.3.3.2 Strategy Process

The strategy process and its outcome, the Innovation Fact Book (containing the Innovation Areas and the Innovation Matrices) were already described in chapter 3.2.4. The feedback showed that all stakeholders agree with the general design and understood the need and the importance of this process.

The strategy process is an annual process owned by the corporate Strategy Department. The Science & Innovation department (GS-I) is part of the Strategy Department and is responsible for coordinating the innovation-related inputs to the strategy process and communicating the outcome.

In the strategy development an assessment of the potential of the different innovation areas is made. For the different topics the approach will be defined. These strategic decisions define the operational approach to the different topics which could include joint-ventures, acquisitions, cooperation with external institutions or in-house development.

The centralization of innovation management will affect the strategy process the first time in spring/summer 2011, where the Innovation Fact Book will be augmented to include also the

topics of E&P and G&P. This updated Innovation Fact Book will then be the reference for innovation related decisions, at strategic or operational level in OMV.

3.3.3.3 Portfolio Review

Previous to this centralization effort, portfolio reviews were carried out at division level. The new portfolio review process is at corporate level aligning all innovation activities to the corporate strategy. The most critical issue during design consolidation was the selection of the decision makers for the portfolio reviews. A proposal was made by the core team and feedback was collected during the consolidation phase. The feedback varied in particular with respect to the involvement of corporate functions in the process (see Appendix B for details).

In particular the involvement of Finance was seen as not necessary. The innovation budget is assigned during the annual budgeting process based on the outcome of the strategy process. Once the budget is assigned to innovation activities, the budget authority for the innovation budget lies with GS-I. Hence, the consolidated decision body for the portfolio review consists of the Division Innovation Managers of the three divisions, the Business Partners Strategy of the three divisions, the Head of GS-I, and representatives from New Business Development and Marketing. The feedback showed that no common understanding on the role for the representatives from New Business Development and Marketing (decision maker or only observer) existed. This is one case where practical experience with the process will be needed to find the optimal solution and gain the acceptance of all parties.

3.3.3.4 Innovation Development Process

In chapter 3.2.4.2 a two-stage Stage-Gate® approach for managing the idea-to-launch process was presented (see also Figure 8). The discussions during the design led to this simplified approach again considering the specific context of OMV and incorporating features of the Next-generation Stage-Gate® process by Cooper (2008) described in chapter 2.2.4.3. The latter should ensure an effective management of both, exploitation and exploration efforts, by adding flexibility and adaptability, scaling it to suit the OMV specific risk levels and making it lean to ensure a rapid decision making. The process was also designed to incorporate open innovation principles as OMV has many external cooperations, e.g. with the chemical and automobile industry.

A special emphasis was placed on the selection of the gate keepers. The gate keepers will consist of corporate and division representatives. In particular, the view on the involvement of corporate representatives at gate meetings and the frequency of meetings varied between the divisions. Figure 13 shows the consolidated list of gate keepers for the Innovation Development

Process, structured by division. The yellow colour shows division representatives, while the green colour shows corporate representatives.

E & P	G & P	R & M

Gate 1

Innovation Committee E&P
• Division Innovation Manager
• Discipline Heads

GS-I

Innovation Committee G&P
• Division Innovation Manager
• Discipline Heads

GS-I

Innovation Committee R&M
• Division Innovation Managers
• Development Manager

GS-I

Gate 2

Innovation Committee E&P

GS-I
Division Innovation Manager G&P
Division Innovation Managers R&M
Business Partner Strategy E&P
New Business Development

Innovation Committee G&P
Representatives of Business Units

GS-I
Division Innovation Manager E&P
Division Innovation Managers R&M
Business Partner Strategy G&P
New Business Development

Innovation Committee R&M

GS-I
Division Innovation Manager E&P
Division Innovation Manager G&P
Business Partner Strategy R&M
New Business Development
Marketing

Gate 3

Innovation Committee E&P

GS-I
Division Innovation Manager G&P
Division Innovation Managers R&M
Business Partner Strategy E&P
New Business Development

Innovation Committee G&P
Representatives of Business Units

GS-I
Division Innovation Manager E&P
Division Innovation Managers R&M
Business Partner Strategy G&P
New Business Development

Innovation Committee R&M

GS-I
Division Innovation Manager E&P
Division Innovation Manager G&P
Business Partner Strategy R&M
New Business Development
Marketing

Figure 13: Gate Keepers for the Innovation Development Process

It is visible that the decisions at Gate 1 are mainly influenced by division representatives. This was, as already identified during the stakeholder meeting (see chapter 3.3.1), done on purpose as the technological competence lies there. Corporate level is still represented at the meeting through the Head of GS-I.

At the Gates 2 and 3 a stronger involvement of corporate stakeholders is required as detailed project concepts or the outcome of development projects have to be assessed. This relates, next to the involvement of GS-I, to the Business Partners Strategy, New Business Development, and Marketing. The Business Partners Strategy are the representatives of the Divisions in the corporate Strategy Department and shall ensure the strategic fit of the activities. New Business Development and Marketing are responsible for bringing innovative ideas to the market. Hence they have to be involved early in the process as they are the interface to the market. Marketing, as previously mentioned, is only relevant for R&M and hence it is only involved in the Gate Meetings of R&M. At the Gates 2 and 3 also the Division Innovation Managers of the other divisions participate to improve the information exchange between divisions.

Regarding the frequency of the meeting it was decided to hold them as required. The Gate 1 meetings shall be held once an idea needs to be assessed. Due to the mainly divisional

participation these meetings should be able to be organized on short notice. Gate 2 and 3 meetings are held prior to the start and at the end of a project. As project lengths vary a regular planning, as recommended by some interviewees, is out of scope. To improve efficiency and to minimize the number of meetings, Gate Meetings should be grouped at division level, if feasible.

3.3.3.5 Project Management

The scope of the centralization effort was also to harmonize procedures. It was agreed by all stakeholders to adapt the project management standards and software used in R&M. This harmonization is necessary to unify project documentation, a prerequisite for a centralized management of activities.

The project management itself is only a tool to manage the development projects. The Project Steering Committees are responsible for the monitoring of the project progress according to the company-wide project management standards. In case of problems encountered during project execution, in particular changes in the project environment that change the strategic perspective, the Steering Committee has to inform the Innovation Committee of the Division, which then should inform GS-I.

3.3.4 Approval Process

The centralized Innovation Management Process, which has been consolidated based on the inputs of all relevant stakeholders, was finalized as planned according to the design consolidation schedule (see chapter 3.2.4.5).

The consolidated result was distributed to the stakeholders with the possibility to provide a final feedback. As no further objections were raised the Innovation Directive, the document describing the new centralized innovation process, was forwarded to the Board of Directors of OMV for signature.

3.4 Empirical Analysis of the Change Process

3.4.1 Scope of the Survey

The survey aimed at performing an empirical analysis of the preparation and design consolidation of the new centralized innovation management process in OMV. The analysis focussed on assessing the acceptance of the consolidated design and on analyzing the change process.

Specific topics to be investigated included the initial setup of the change process, the communication activities, the involvement of stakeholders and the overall effectiveness and acceptance of change efforts. The outcome of this empirical analysis shall help to improve change management capabilities of the organization, provide a feedback to the implemented innovation processes and help to identify gaps and derive further actions needed.

3.4.2   Research Methodology

The survey was designed to assess the preparation and design consolidation efforts in a qualitative way and analyzing it from two perspectives. First, the design consolidation efforts should be analyzed as a change process benchmarking it with the eight-stage change process by Kotter described in chapter 2.3.3.2. In addition the interviews should also be used to assess the acceptance of the new centralized innovation management process and match it with specific key attributes identified in the theoretical framework analysis in chapter 2.2.

According to the data collection and analysis framework described in chapter 2.4.2, a survey cover letter (see Annex C) and a mind map were prepared (see Figure 14). The survey cover letter supported the preparation of the interviewees for the interview. It describes the topic of the interview, the purpose and the benefits to the organization. In addition the interview details are listed including the approximate duration, the interview method used (semi-structured) and a specific explanation of the use of the data. This was in particular critical as the interviews should be, according to academic standards, recorded and transcribed. The interviewees were informed that the transcription will be used for the master thesis, with their explicit permission.

The mind map was developed for supporting the interviewer to focus on the right topics during the interview. From the change management perspective the topics included the general setup of the change management (change team, role of interviewee in the process), execution related topics (initiation of change process, communication, contribution possibilities, and consolidation efforts) and critical issues ahead. The innovation process related part included a comparison of the old vs. the new innovation management and the way how incremental vs. radical innovation can or should be handled. Finally, an open question was included regarding additional improvements, if they are necessary, and if yes, how they could look like.

The selection of the interviewees had as a constraint that they have to know the change process and the changes to innovation management. This as a consequence limited the selection of interview partners to the key stakeholders, namely the Division Innovation Managers and the team of GS-I. The final selection included the Head of GS-I, being the

initiator of the change process (and the former innovation manager in R&M), and two Division Innovation Managers (from G&P and E&P), being affected by the change process.

The interviews were held after the Innovation Directive had been forwarded for signature by the Board of Directors. The design consolidation process was at that point in time finished and the consolidated version of the new centralized innovation management had been communicated within the divisions. The interviews had an average duration of 30 minutes and have all been recorded and transcribed (see Appendix D). All interviews were held in German language, the native language of all interviewees and also of the interviewer, as this allowed for a better communication and analysis quality.
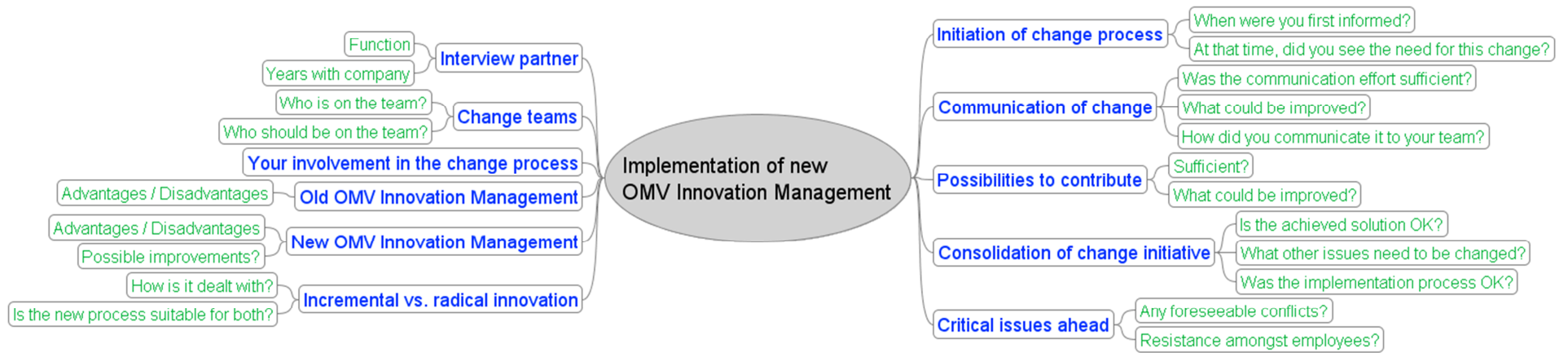
Figure 14: Mind Map for Empirical Analysis of Change Process

3.4.3   Results and Discussion

The discussion of the change process feedback will use Kotter's eight-stage change process as a framework for the analysis. The interviews focussed specifically on the different stages of the change process, on how they were managed and what results were achieved, as they reflect the sequence of actions. The results also include feedback to the design of the centralized innovation process. It will be the basis for the gap analysis and the recommendations in the next chapter.

In the following analysis the interviewees will be referred to by the following abbreviations: Head of GS-I by *GS-I*; Division Innovation Manager E&P by *E&P*; Division Innovation Manager G&P by *G&P*. References to line numbers refer to the section related to the interviewee in the interview transcripts in Appendix D.

Establishing a Sense of Urgency

The communication of the *Reshaping*, being the superior change process and the initiator for this change process, was done very seriously by various means, including the establishment of a dedicated webpage in the intranet. There the planned activities and changes were regularly communicated to the OMV staff (*GS-I*, line 70). This can however not be compared with the change initiative discussed here as it is a different dimension. The *Reshaping* is a company wide re-creation effort while the implementation of the new innovation management is only a process adaptation (see chapter 3.2.3).

The successful communication of the goals of the *Reshaping* was also spotted during the interviews. The overall motivation was clear to all interviewees. *GS-I* was the initiator of this change process and hence responsible for communication. According to *GS-I*, informal talks with the responsible persons in the Divisions have happened early on an informal basis (*GS-I*, line 95).

The urgency for this specific change was seen by *E&P* (*E&P*, line 79) and obviously by *GS-I*, being the initiator of this change initiative. *G&P* did not necessarily see the need for this change as it was perceived that the existing management procedures were working fine, from the perspective of the division (*G&P*, line 72). This different view and the lack of urgency seen by *G&P* can be explained by two issues. First, the communication between GS-I and G&P (department to division) has not been as intense as it has been between GS-I and E&P. This has historical reasons as the R&D part in G&P is fairly new, and so are the relationships with the people. Second, the Division Innovation Manager in G&P (interview partner *G&P*) had only

been assigned to this position in February 2011. Hence, the informal communication channels and the relationship to *GS-I* have to be further developed. *E&P*, for example, stated that formal and informal communication was used and that first talks already started in 2010, at informal level (*E&P*, line 91 and 72). It clearly shows that communication is the key to get people onboard a change initiative.

Creating the Guiding Coalition

The change team consisted of the so-called core team, the two members of the corporate Science & Innovation department and the author. This core team prepared and implemented the change effort. In the design consolidation selected stakeholders were invited to contribute. In chapter 2.3.3.2 key characteristics of change team members have been identified. They were position power, expertise, credibility and leadership skills. The head of GS-I, leading the core team, and the key stakeholders (Division Innovation Managers) were matching these criteria quite well. This was also the feedback collected during the interviews where the composition of the team and the split between core team and key stakeholders were seen as a good approach (*E&P*, line 11; *G&P*, line 14).

Developing a Vision and Strategy

The interviews showed that the vision was understood by the interviewees. The concept of having a common focus, approach and language regarding the management of innovation was accepted and seen as beneficial for the future OMV. The interviewees also did not see any future obstacles regarding resistance from employees as the goals are clear (*E&P*, line 123; *G&P*, line 136).

Communicating the Change Vision

The communication of the vision and strategy happened in the stakeholder meeting where all stakeholders were present. Prior to that, a draft version of the Innovation Directive was sent out to the stakeholders. This approach was in principle seen as appropriate by E&P (*E&P*, line 85). *G&P* claimed that communication could have been improved, as already mentioned (*G&P*, line 77).

Empowering Broad-based Action

One issue specifically mentioned in section 2.3.3.2 is that the organizational structure should be changed to fit the strategy. This happened in the re-organization effort where the new organizational structure became effective as of January 1st, 2011. The interviews showed that all parties have accepted their new roles and also the functional dependencies between GS-I and the Division Innovation Managers.

The main action however concerned the consolidation of the centralized innovation management. Feedback was collected from the key stakeholders and a consolidated version was elaborated and put forward for approval. In this case again the same pattern was visible as in the previous steps of this change process. *E&P* was satisfied with the possibilities to contribute to the solution and with the final outcome (*E&P*, line 96). *G&P* would have liked to have more possibilities to contribute to the solution by having more discussions and more feedback rounds (*G&P*, line 102). This is in line with previous comments and shows again the communication to the G&P Division was not sufficient.

Generating Short-term Wins

Until the new innovation management process is applied by the divisions, the Innovation Directive has to be approved first. Once this has happened, the Innovation Fact Book has to be elaborated containing all Innovation Areas of OMV, providing the strategic framework for the innovation activities. According to *GS-I* (*GS-I*, line 107), the new innovation management will not be fully implemented until 2012, mainly because all new processes need to be aligned with the strategy process and the annual budgeting process. This long time horizon and the many ambiguities at that time of the process design were the main reasons why short-term wins have not been accounted for in the design phase.

Consolidating Gains and Producing More Change

All three interviewees unanimously stated that the achieved solution is only a first (theoretical) design and has to prove its usability in practice. Future changes are very likely and adjustments will be made if required (*GS-I*, line 48; *E&P*, line 105; *G&P*, line 56).

One first practical benchmark of the efforts will be the strategy process (*GS-I*, line 138), where E&P and G&P need to define the Innovation Areas of interest and define the best approach to deal with them (in the Innovation Matrices). R&M has already done that in previous years and only needs to provide an update. This action will not only act as a first practical benchmarking of

the new innovation management but has also potential for an (unplanned) short-term win, when division representatives see the benefit of a structured and strategic approach to innovation management.

While *E&P* and *GS-I* were satisfied with the flexibility of the innovation process regarding the handling of incremental and radical innovation, and incorporating open innovation principles (*E&P*, line 160; *GS-I*, line 198), *G&P* had some concerns. *G&P* stated that the overall concept, in particular regarding the approach to radical innovation, has to be re-evaluated in the future (*G&P*, line 148). The question is whether the present approach can handle radical innovation sufficiently or if a structurally independent unit for pursuing specific topics is better suited (concept of an ambidextrous organization, see chapter 2.2.2).

Anchoring New Approaches in the Culture

G&P stated that the communication of the Innovation Directive, once approved, should be an active approach. The goal should be not to only inform OMV staff via an e-mail but to hold a dedicated event where the Directive and its implications are explained to the staff (*G&P*, line 162).

3.5   Reflections on the Change Process

3.5.1   Gap Analysis

The results analysis in the previous chapter identified three areas where deficiencies in the planning and execution were spotted. This included the communication activities with G&P, the generation of short-term wins and the anchoring of the new process in company culture.

Communication with G&P Division

The empirical analysis showed that communication is the key to raise the acceptance of an organizational change. E&P has a good communication basis with GS-I and hence the solution for the new innovation management was accepted. G&P, on the other hand, lacks this communication basis and hence G&P has a more reluctant view on the achieved solution. The feedback received showed that this reluctance may be caused by a perceived or actual lack of possibilities to shape the solution and placing the needs of G&P.

Generating Short-term Wins

As stated in chapter 3.4.3, short-term wins have not been planned for during the preparation and design consolidation phase due to the length of the implementation process and the associated uncertainty. The centralized innovation management process, documented in the Innovation Directive, will first be approved by top management. The new process will then first be applied in the strategy development process. The portfolio management processes will be applied not until the research budgets for 2012 have been assigned. Still, generating short-term wins is essential as it helps to raise the acceptance of the new process (see chapter 2.3.3.2).

Anchoring New Approaches in the Culture

As mentioned previously, resistance to the new innovation management process from employees is not very likely as the goals are clearly defined. However, this change also affects the immediate working environment of employees, and hence the cultures, as working procedures are changed. In particular in E&P and G&P, a new project management standard (software and reporting) will be implemented. So far no specific activities have been planned to support this part of the change process.

3.5.2 Recommendations for the Post-design Phase

The post-design phase, as defined here, addresses the time once the Innovation Directive has been approved by the Board of Directors. With this approval in place, GS-I has the official authorization needed for the implementation of the centralized innovation management processes. To ensure the success of the overall initiative and the successful use of the new processes, further activities are required. Other practical examples have shown that change initiatives are not finished until the new approach is part of the daily work process (see chapter 2.3.3.2).

Communication of the Innovation Directive

After the approval of the Innovation Directive a dedicated communication event should be planned to introduce this new process to all OMV staff. As the Division Innovation Manager of G&P pointed out during the interview (see chapter 3.4.3), such an event is necessary to not only inform staff on a new directive but to communicate the motivation for this change, the achievements of the change team, and the final result of this effort with highlighting the benefits for OMV.

Communication with G&P Division

Although the support from top management will push the new centralized innovation management forward, this issue with G&P may endanger the acceptance of this new process in this division. It is recommended to close this communication gap as soon as possible, e.g. by having a dedicated workshop with the Innovation Committee of G&P and by improving the communication on informal level with the Division Innovation Manager of G&P.

Generating Short-term Wins

Although the new process will not be fully implemented until the next year, short-term wins should be planned, implemented and, most important, communicated. One first possibility would be the communication of the Directive, as mentioned above. It should be presented that this centralized innovation management is a common effort of all three divisions, focussing on the alignment with the corporate strategy of OMV.

The strategy process offers a second possibility. In this strategy process the new innovation strategy will be elaborated, as part of the OMV corporate strategy. This will be the first time that E&P and G&P will use the described strategy framework, defining Innovation Areas and the Innovation Matrices (see chapter 3.2.4.2). This harmonized innovation strategy could be sold as an additional win of the new innovation management as it shows the future innovation areas and activities of OMV and the benefits of a structured approach to the topic of innovation. All events should also be used to again communicate the benefits of the new centralized innovation management.

Consolidating Gains and Producing More Change

The achieved solution will put the innovation management of OMV at a new level. The further use of the innovation process in the operational environment has to be supported by GS-I, acting as a competence center for innovation in OMV. Communication and support, in particular for the Division Innovation Managers, who have to implement the changes in their divisions, are critical tasks in the next few months.

One topic that should be addressed soon is the definition of the decision criteria for the portfolio reviews and for the gate meetings of the Innovation Development Process. This should again be a common effort between GS-I and the divisions. Although it was said that decision criteria should be defined at division level, a harmonized approach should still be reached, at least in

the methodology used (e.g. use of score cards). GS-I should coordinate this activity to ensure this harmonization.

GS-I, together with the Division Innovation Managers, should also organize trainings and/or workshops for innovation staff, in particular project managers, for the new project management tools and also to communicate the new innovation process and the applicable assessment criteria for new ideas and projects.

The feedback collected in chapter 3.4.3 showed clearly that the achieved solution needs to prove its suitability in an operational environment. Hence a fine-tuning of the centralized innovation management process is something that should be planned for. This may include an optimization of the Stage-Gate® process (effective governance, accelerating gates, etc.) including the reassessment of the decision bodies and its constitution. The application of the new process will most likely show deficits in other parts of the management process as well. This may ask for the elaboration of more detailed rules and standards, e.g. for project management, external activities or intellectual property management.

The new innovation strategy which will be developed, will show the future approach towards open innovation and how strongly radical innovation topics will be pursued. A strategic focus on such activities may also create the need for additional adaptations. This could include the creation of a structurally independent unit focussing on non-core business such as future energy activities. At present these activities are located at G&P. This is a suboptimal situation as these activities have to compete with operational business for attention. The different scope of business and the different metrics that should be applied argue for such a separate unit. It should however be integrated at senior level (ideally at the Science & Innovation department) to ensure that the common vision and strategy are pursued (see chapter 2.2.2).

GS-I will have the responsibility to monitor all these activities, provide support where needed and initiate new actions if it seems appropriate.

Anchoring Changes in the Company Culture

The challenge of this process implementation is that three divisions with three different cultures exist. The goal should be that all staff involved in innovation activities shall create a new, common, innovation culture. To foster this, common activities are needed such that the involved people get to know each other better.

One good opportunity would be common training sessions or workshops for innovation staff for the new project management standards and software. Also dedicated workshops for strategy

development and the use of the Innovation Fact Books are feasible options. Other means to foster one innovation culture could be a periodic newsletter informing interested staff members on current projects, initiatives, events, etc., related to innovation.

The topic of creating an innovation culture is too large and complex for a detailed discussion here. Nevertheless, it is an important issue and should be seriously approached in the following months by GS-I.

3.5.3   Assessment of the Change Process

Kotter's eight-stage process has been chosen as a framework for the design and consolidation of the new centralized innovation management (see chapter 2.3.3). One main reason for selection Kotter's approach was the detailed structure provided. This level of detail, combined with the descriptions to the different steps, provided a very useful base for the design and consolidation phase.

While the establishment of urgency happened already partly outside this change initiative in the *Reshaping* effort, the other steps were applied up to Stage 5, empowering broad based action. The theory provided helpful details, in particular with respect to communication activities. As it was discussed previously, communication is the key for a successful change initiative. Communication was also one gap identified in this process, even though it was considered and applied in the planning and design consolidation phase.

Planning for short-term wins was understood as being important. However, the time span estimated until the process becomes operational combined with different ambiguities, made it difficult to plan for short-team wins already early in the process. Nevertheless, it is important and was hence recommended as a post-design activity.

As the master thesis only dealt with the design of the process and not the implementation, the last two steps of Kotter's process are to be executed during the implementation phase. This concerns the consolidation of gains and the stimulation of more change and the anchoring of the new process in the company culture (see chapter 3.5.2).

To summarize, the design and consolidation of the new centralized innovation management can be seen as a success as organizational and scheduling constraints have been met and all stakeholders have been brought on board. Some lack of communication caused discontent in one division, however these issues can be resolved in the implementation phase by an active involvement of this division.

The eight-stage process of Kotter has proven to be a suitable framework for this kind of change efforts. The detailed structure of the process helped the team to consider all relevant aspects of this change process.

4   Conclusions

The *Reshaping* initiative in OMV aims at the centralization of all strategic relevant group functions as a consequence of the globalization of oil markets. It became evident that it is important to bundle resources where they are needed and to think globally. This company-wide restructuring also affected the innovation management and which was traditionally organized decentralized where the three divisions acted independently with almost no coordination between each other.

The centralization of innovation management was initiated in summer 2010 and managed by the newly founded corporate Science & Innovation department. This master thesis focuses on the design of this new centralized innovation management and the successful implementation of the process, from a change management perspective.

The vision for the new centralized innovation management was a harmonization of the focus, the approach and the language of innovation management in OMV. The theoretical analysis showed that the organisational and societal context should be considered in the design. In case of OMV this meant the consideration of the core products, the market situation and the type of innovation activities pursued. The context-related approach should lead to a process that suits the needs of the organization. The actual management tools needed for a centralized innovation management included the strategic management of technologies combined with a project portfolio management.

The design phase showed that the context-related approach can be applied to also include ambidexterity in an organization as the different methods to manage incremental and radical innovation depend on the specific context of the organization and its activities. For managing the innovation process the concept of dividing between strategic and operational decisions proved to be a viable approach to split responsibilities between corporate and division level. Corporate level is responsible for the strategic decisions which include the development of the innovation strategy and the project portfolio management. The divisions make the operational decisions which include managing the innovation development process and the innovation projects.

The innovation portfolio management shall ensure the strategic alignment of innovation activities. The Innovation Development Process aims at managing the idea-to-launch phase of product and technology development. The Stage-Gate® process proved to be a flexible tool for managing the idea-to-launch process. In particular the concept of the Next-generation Stage-

Gate® ensures flexibility in the process to cope with the specific context and the need for including ambidexterity in the innovation management.

The consolidated design of the centralized innovation management was documented in the Innovation Directive, the future reference document for innovation management in OMV. It describes the innovation management process including the strategic management of technologies (Innovation Fact Book), the Innovation Portfolio Management and the Innovation Development Process. Furthermore, the roles and responsibilities of the involved stakeholder and related topics such as intellectual property management, and external communication are described. In order to do such an integrated management at corporate level it is important to "speak the same language". This means that certain management tools, in particular project management and reporting standards, have to be harmonized as well.

The centralization of innovation management is recommended in theory for large organizations to keep the tension at the top. The management of innovation is a strategic task and hence the new Science & Innovation department is well placed at corporate level, being part of the Corporate Strategy department. This innovation department has to act as a competence center for innovation in OMV by supporting the divisions in the operational management of innovation, acting as the interface between divisions and corporate stakeholders. In addition, the innovation department shall implement the recommended actions and monitor the innovation management process regarding the need for adaptations and additional change. With the centralized innovation management in place, OMV has set the right steps to benefit from innovation as a corporation and to harmonize efforts in the divisions.

Change management theory was applied to plan for a structured implementation of the new innovation management to maximize acceptance. Kotter's eight-stage change process was used as a guideline for the implementation. To ensure a successful design and implementation, the stakeholders were early involved in the process. The design process was therefore split in a preparation and a design consolidation phase which included the collection of feedback from stakeholders.

The design of the process was followed by an empirical analysis of the change process. Interviews with selected stakeholder were used to assess the change process and the acceptance of the solution. The analysis showed that communication activities could have been more intense as communication is the key for getting all stakeholders onboard. Nevertheless, the solution was widely accepted under the constraint that it has to prove its usability in practice.

The empirical analysis was the basis for a gap analysis with respect to the change process and the innovation process design. Based on that, recommendations were derived for the implementation and use of the new innovation management process. As this change process is only partly finished the two last points of Kotter's eight-step process still need to be implemented. This refers to the consolidation of gains and the stimulation of more change and the anchoring of the new process in the company culture. To finalize the change process successfully, further actions are needed, including the training of involved employees, and communication and teambuilding activities.

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Appendix A: Innovation Directive (shortened version)

OMV Directive

OMV

Subject:

Managing the Science & Innovation Portfolio of OMV Group

Objective: The OMV Science & Innovation Directive describes Science and Innovation Principles and the activities associated with the Innovation Process to ensure that efforts are aligned with strategy and business objectives, that the innovation portfolio is managed as effectively and efficiently as possible and that optimal results are achieved with the allocated resources.

Target group: All OMV divisions and their relevant departments and competencies involved in the various steps of the Innovation Process, in particular Science & Innovation (GS-I) and the OMV Business Divisions.

Scope: OMV Group

Author	GS-I			
Responsible for content	GS-I			
Approved by	E&P			
	G&P			
	R&M			
	F&S			
Released by	G			
	Organizational Unit	*Name*	*Date*	*Signature*

In the interests of simplicity and readability the language of this statement is as far as possible gender neutral. Where applicable, the masculine includes the feminine.

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1 Innovation Charter

Innovation - the creative identification of novel solutions to problems and opportunities, their commercial exploitation and, if possible, their legal protection to achieve exclusivity - will be one efficient process and key success factor to distinguish from competitors and to secure profitable growth in the future.

Types of innovation:

- **technology innovation** - development and deployment of novel (platform) technologies to improve the basis for further innovation and business evolution
- **product innovation -** development and marketing of novel products (oil and related substitution products) and services which provide additional value to customers
- **marketing innovation** - novel marketing concepts which successfully engage customers thereby increasing customer awareness and loyalty and enhance the image of OMV
- **process innovation** - improvement of management and administrative processes to reduce cost and increase profitability.

This directive will encompass technology and product innovation.
Marketing and process innovation are not covered by this directive.

The commitment to innovation and its adoption as an integral part of overall OMV strategy must be accepted and put into practice by all OMV employees. It is considered one of their key responsibilities to bring forward ideas to resolve problems and to capitalize on opportunities and to support the implementation of the various aspects of the innovation process.

The Science & Innovation Department (GS-I) is the owner of the OMV Innovation Process and will manage the process. GS-I will coordinate all Division's partial innovation strategies and will provide information to stakeholders inside and outside OMV. Strategic adjustment in the field of innovation will be prepared by the Innovation Committees (IC) of the Divisions and approved by Management Body in the course of the strategy process.

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Regulatory content

2 Innovation Process

2.1 Responsibilities in the Innovation Process

The overall Innovation Process can be split in three parts:

- Research
- Product Development
- On market

GS-I has the responsibility and the budget for all activities in the research phase. The Divisions are responsible for managing and conducting all activities with or without external involvement. The decisions made in this phase always have to be coordinated with GS-I.

The product development is in general funded and controlled by the Divisions and the involvement of GS-I is reduced to a monitoring position. In some cases, product development may be carried out as a research activity, funded and controlled by GS-I. In the "on market" phase, GS-I will only be involved if something fails (e.g. product launch) and the reasons for this failure need to be investigated. The budget responsibility for "on market" activities is with the Divisions.

	Research	Product Development	On market
Budget:	GS-I	GS-I / Business	Business
Effect on profit:	> MIP	MIP	MIP
Involvement GS-I:	high	medium	low (complaints)
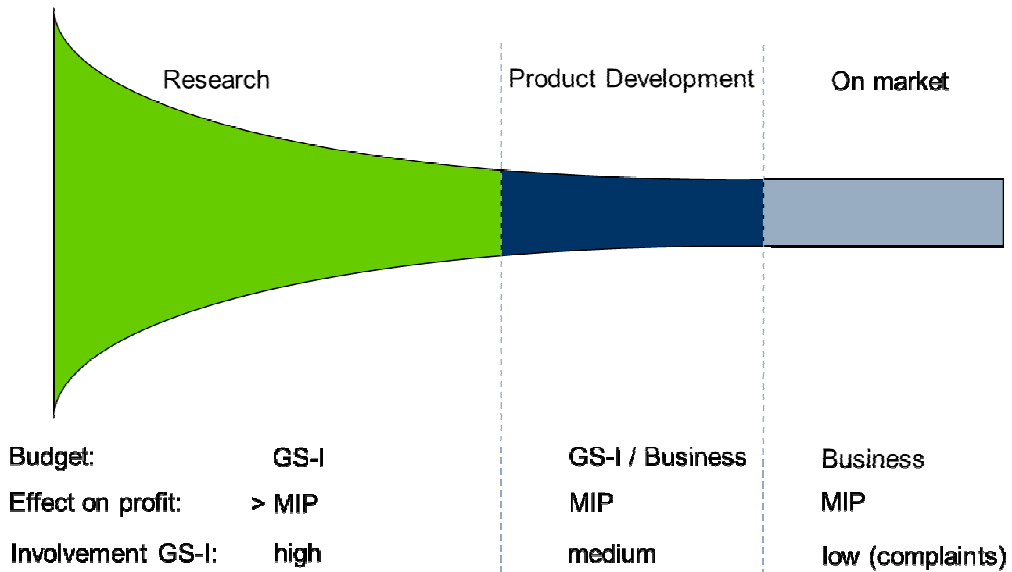
Figure 1: Responsibilities - Innovation Process

In general, OMV is not conducting fundamental research in-house. Science in OMV relates to the cooperation's with universities and non-university research institutes for all innovation and business activities. All such activities have to be coordinated by the Science & Innovation Department of OMV. This includes cooperations, contracting (including master thesis, bachelor work, PhD thesis), OMV sponsored projects and publicly subsidized projects.

2.2 Innovation Areas and Matrix

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In order to select appropriate innovation areas - areas in which OMV intends to develop, produce and/or market products and/or services or to establish technological competence - a fundamental screening and reassessment will be conducted periodically within the OMV Strategy Process.

All existing business areas and areas which could be attractive to OMV in the future will be assessed. Areas which could gain relevance and importance for OMV´s businesses in the future, even though they are not currently significant, will be included in the evaluation.

The evaluation will focus on:

- market needs, potential and attractiveness
- technical possibilities to meet market needs
- regulatory requirements
- technology and process needs to improve production processes
- OMV´s weakness and strengths compared to its competitors

Innovation areas are grouped by business division, and by common interest.

E & P	G & P	R & M
Innovation Area 1 Innovation Area 2 Innovation Area 3 …	Innovation Area 1 Innovation Area 2 Innovation Area 3 …	Innovation Area 1 Innovation Area 2 Innovation Area 3 …
Common Innovation Area 1 …		
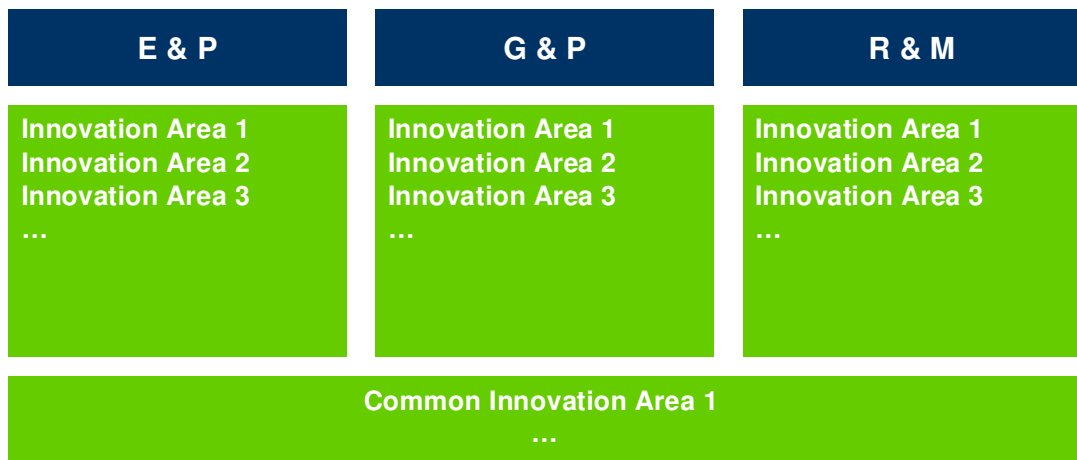
Figure 2: Innovation Areas

The innovation areas will finally be selected according to the attractiveness on OMV market. Operational requirements, technical possibilities and existing know-how within OMV are beneficial but no precondition. An additional criterion is the potential to put OMV in a favorable competitive position.

In addition to the selection of the innovation areas it will be decided which approach will be taken by OMV to address the selected areas (e.g. internal R&D, cooperation or subcontracting with R&D partners, license or option agreements, research agreements, strategic alliances, joint ventures, acquisition of partners etc.). Moreover, global quantitative objectives and time horizons will be associated with the approaches.

The result of this process will be the Innovation Matrix for each area. The matrix pictures the selected issues and the approaches to address them. The Innovation Matrix is the key reference document for the further steps of the OMV Innovation Process.

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Innovation Area X					
	OMV Approach				
	Approach 1	Approach 2	Approach 3	Approach 4	Approach 5
Issue 1	X				
Issue 2			X		
Issue 3		X			
...					
Issue n				X	

Figure 3: Innovation Matrix

The innovation areas will be collectively described in the Innovation Fact Book. In addition to that the Innovation Fact Book describes e.g.

- general market trends
- regulatory trends
- new process technologies

The Innovation Fact Book reflects expected requirements, trends and opportunities which possibly affect OMV´s business. The different product/service categories will be revised on a yearly basis. The GS-I Department is responsible to follow up the inputs and nominate departments/specialists responsible for the respective topics.

The GS-I Department is responsible for communicating the results of the OMV Strategy Process. The Innovation Matrix and Innovation Fact Book will be communicated to direct involved OMV employees through active distribution (obligatory distribution list).

2.3 Innovation Portfolio Management

The Innovation Portfolio Management aims at aligning innovation activities with the Innovation Areas and the OMV Innovation Strategy, ensuring the right focus and the right balance between the different activities.

Innovation Portfolio Review Meetings will be held twice a year, before and after the annual strategy process. In these meetings all projects will be reviewed for their strategic relevance and new project priorities will be derived. The goal is to reach a well-balanced innovation portfolio.

2.4 Innovation Development Process

To effectively manage innovation developments in OMV a three stage idea-to-launch process is used. The process helps to structure the path from the project idea over the project preparation and project execution by defining different stages and the decision points (gates). The goal of this process is to streamline and harmonize the portfolio management of innovation development projects at OMV.
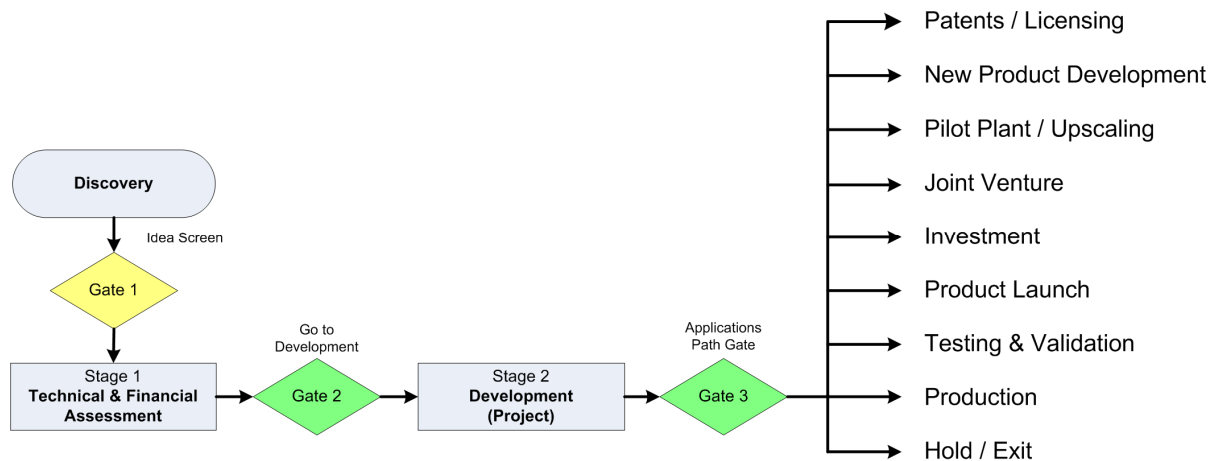
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Figure 4: Innovation Development Process

Figure 4 shows the Innovation Development Process including the different gates and options after a successful completion.

After the discovery of an idea an idea screen is performed at Gate 1 and a decision is made whether the idea is worth to be further analyzed. In Stage 1 the foundation for the development project is to build up. This includes defining the scope of the project, developing a forward plan, doing investigations related to patents and IP, performing a literature search and analyzing of the competitive environment etc. This is followed by a feasibility assessment of the technology, e.g. by doing first experimental work. It is a preparation stage for the development project and should also include an analysis of financial resources needed and an assessment of the potential impact (including business case) of the technology or product.

At Gate 2 a decision has to be made if the technology or product idea should proceed to development. Whereas at Gate 1 the assessment is largely done on qualitative terms, at Gate 2 the commercial viability of the technology or product idea has to be assessed in particular. In addition, resources have to be committed for the development projects which are more extensive than for the first stage. This gate therefore requires that the gate keepers have the authority to commit the needed funds. In Stage 2 the development project is carried out according to the OMV Project Management Minimum Standards.

At Gate 3 the Innovation Development Process is reviewed and decisions are made with respect to the further utilization of the technology or product developed. In particular the following options exist:

- Patents / Licensing: The technology developed is suitable for filing for a patent. In a later stage, if not used internally, the patent can be licensed to a third party.
- New Product Development: If a technology was developed that can be used for a new product, a New Product Development Process aiming at developing and launching the new product can be started.
- Pilot Plant / Up scaling: The technology can be the basis for a more complex technological innovation. In such case a new Technology Development Process will be started aiming at building a pilot plant or on up scaling of the existing technology. If a new product was developed which requires sophisticated production facilities, a pilot plant is typically implemented first. In such case a Technology Development Process will be initiated to build this pilot plant.
- Joint Venture: If the technology needs external know-how for exploitation a joint venture with a third party is to be investigated.
- Investment: If the technology is ready to be used for a business it is handed over to the New Business Development Department for preparing the investment.
- Product Launch: If the product developed is ready for launch it will be handed over to the New Business Development Department for preparing the product launch.

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- Testing & Validation: Certain technologies or products need extensive testing and validation, e.g. through field tests. A dedicated new development process will be started aiming at testing and possibly refining the product / technology.
- Production: If the product developed is ready for production it will be handed over to the respective business division.
- Hold / Exit: If the actual market situation, related technological developments or the lack of complementary assets (e.g. distribution channels) do not permit an immediate utilization of the technology or product, the activities will be put on hold. If the market or technological developments changed drastically such that the technology or product developed become obsolete, the activities will be stopped completely (exit).

The Gate Meetings are organized at division level. The meetings are held on demand where grouping of activities is possible to reduce the amount of meetings. Nevertheless, the focus is on an efficient Innovation Development Process and hence Gate Meetings should not delay the overall process.

Effective gate decision-making is critical for the success of the innovation development process. The process shall act as a funnel for new technology or product ideas. The ideas will be assessed for their potential and actual development status. In addition an analysis will be made to match the process with external developments and to assess the alignment with the innovation strategy.

At each gate the project idea will be assessed against

- Project specific criteria (go / kill decision)
- Portfolio specific criteria (prioritization)

The project specific criteria consist of must-meet and should-meet criteria. If the must-meet criteria are not met the project will be stopped. If should-meet criteria are not met a decision has to be made either to put the project on hold or to give a "conditional go" with a deadline for the missing criteria to be fulfilled.

If the project specific criteria are met, the project idea will in a second step be analyzed against the innovation portfolio. Here the project attractiveness and the priority vs. other projects will be assessed. If the project passes this assessment the Gate is successfully passed and the resources for the next phase need to be committed by the gate keepers. If the prioritization puts the project behind other activities the project will be put on hold.

In the overall Innovation Process, projects and project ideas can be stopped at different occasions:

- Innovation Portfolio Review: If the portfolio review identifies a misalignment with the innovation strategy
- Gate meetings of the Innovation Development Process
- Project Steering Committee: If the project does not meet the pre-defined criteria or due to changes in the external environment (e.g. technology / product becomes obsolete, new regulations, etc.)

2.5 Roles and Responsibilities

Science & Innovation Manager

The Science & Innovation Manager (Head of GS-I) is the owner of all innovation processes and projects. He is responsible for allocating the innovation budget, the Innovation Portfolio Management and the organization of the Portfolio Review Meetings. He is also participating in all Gate Meeting of the Innovation Development Process. The Science & Innovation Manager is functional responsible for the Division Innovation Managers (dotted line).

Division Innovation Managers

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The Division Innovation Managers functionally report to the head of GS-I and are responsible for coordinating Science & Innovation activities of the Division, including the execution of the research projects in the Division, the communication of the innovation strategy in the Division and the contribution of topics to the strategy process.

The Division Innovation Managers are responsible for organizing and chairing the Gate Meetings of the Innovation Development Process. The Division Innovation Managers are also required to participate in the Innovation Portfolio Review meetings and in the Gate Meetings of other divisions to ensure a better cross-divisional coordination of innovation activities.

Innovation Committees

The Innovation Committees (IC) of the Divisions are responsible for R&D-related issues and the management of the Innovation Development Process in the Divisions. They consist of relevant decision makers at division level and are chaired by the Division Innovation Managers.

Gate Keepers

In the Innovation Development Process the gate keepers have decision authority and have to assess the project idea/outcome with respect to the defined criteria and have to allocate resources in case of a positive decision.

For the first gate the gate keepers consist only of the Innovation Committee of the Division and the head of GS-I. At Gate 2 and Gate 3 the commitments and decisions to be made require, next to the same participants as in Gate 1, the involvement of specific functions from corporate level. This includes the Business Partners Strategy for the divisions, the representatives from New Business Development and representatives from Marketing (in case of R&M). In addition, the Division Innovation Managers of the other business divisions are required at the gate meeting to ensure the awareness of activities in the other divisions and improve cross-divisional coordination.

Figure 5 shows the gate keepers at the specific gates dependant on the division where the project is located. If a multi-divisional project is assessed the gate keepers are merged accordingly.

In the gate meetings a consensus based decision making is required. This means that participants need to find a solution that everybody agrees upon. If resistance by a party cannot be resolved the decision will be escalated according to line responsibility.

Project Managers

Project Managers have to present the project at the gate meetings. The documentation of the project idea/results has to be delivered to the gate keepers one week in advance.

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	E & P	G & P	R & M
Gate 1	Innovation Committee E&P • Division Innovation Manager • Discipline Heads GS-I	Innovation Committee G&P • Division Innovation Manager • Discipline Heads GS-I	Innovation Committee R&M • Division Innovation Managers • Development Manager GS-I
Gate 2	Innovation Committee E&P GS-I Division Innovation Manager G&P Division Innovation Managers R&M Business Partner Strategy E&P New Business Development	Innovation Committee G&P Representatives of Business Units GS-I Division Innovation Manager E&P Division Innovation Managers R&M Business Partner Strategy G&P New Business Development	Innovation Committee R&M GS-I Division Innovation Manager E&P Division Innovation Manager G&P Business Partner Strategy R&M New Business Development Marketing
Gate 3	Innovation Committee E&P GS-I Division Innovation Manager G&P Division Innovation Managers R&M Business Partner Strategy E&P New Business Development	Innovation Committee G&P Representatives of Business Units GS-I Division Innovation Manager E&P Division Innovation Managers R&M Business Partner Strategy G&P New Business Development	Innovation Committee R&M GS-I Division Innovation Manager E&P Division Innovation Manager G&P Business Partner Strategy R&M New Business Development Marketing

Figure 5: Gate Keepers

3 Organizational Aspects

3.1 Project Management

Innovation Projects in all phases must comply with the OMV Project Management Minimum Standards in the latest version. This is to be achieved through the definition of the term "project", of a basic standard for project planning, project delivery and project closing that applies to the different OMV segments including innovation projects.

3.2 Intellectual Property Management

Removed by author.

3.3 External Communication

If OMV employees are invited to represent OMV at workshops / conferences and if the content relates to the innovation areas, participation has to be approved by GS-I in advance. Material to be presented / distributed has to be approved by Communications and GS-I.

3.4 Budget

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General Budget planning for the Innovation Portfolio will be done within the OMV strategy and budgeting process. The allocation of budget to innovation activities will be guided by the Innovation Development Processes and adjusted, if necessary. The innovation budget is owned by GS-I.

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4 Further applicable documents

Removed by author.

Keywords (search criteria, search terms)

Innovation, process, research, development, projects

Amendments from previous versions

01.04.2011	1	First version

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Appendix B: Design Feedback Interviews

Summary of individual feedback interviews

Topic	Feedback E&P	Feedback G&P	Feedback R&M
Input to strategy process (Innovation Areas / Innovation Matrix)	Approach is OK. Input will be provided.	Approach is OK. Input will be provided. DIM should be involved in process	Already implemented and annually updated.
Innovation Management Process	Proposed solution OK.	Proposed solution OK.	Proposed solution OK.
Innovation Management in Divisions	Discipline Heads are experts for technology. Will be involved in decision process.	Discipline Heads are experts for technology. Will be involved in decision process.	Development Managers (or Project Managers) are experts for technology. Will be involved in decision process.
Portfolio Review	Decision Body: DIMs, BPSs, NBD, Finance Marketing from E&P perspective not required.	Decision Body: DIMs, BPSs, NBD Finance, Marketing (from R&M) should be optional.	Decision Body: DIMs, BPSs NBD, Finance, Marketing should be optional (if required).
Gate Meetings	Should be held per division (different schedule and scope). IC E&P: DIM and Discipline Heads Decision Bodies: Gate 1: IC E&P, GS-I Gate 2/3: IC E&P, GS-I, BPS E&P, DIM R&M, DIM G&P; NBD and Finance no required.	Should be held per division, on demand. IC G&P: DIM and Discipline Heads Decision Bodies: Gate 1: IC G&P, GS-I Gate 2/3: IC G&P, GS-I, BPS G&P, DIM R&M, DIM E&P, NBD; Finance, Marketing (from R&M) should be optional.	Should be held per division, on a regular basis (quarterly). IC R&M: DIMs and Development Managers Decision Bodies: Gate 1: IC R&M, GS-I Gate 2/3: IC R&M, GS-I, BPS R&M. DIM G&P, DIM E&P only optional. NBD, Finance, Marketing only optional.

| Other issues | Technology Development Committee will be dissolved.

IPM, external communication rules and project management standards acceptable. | In general, the decision process should be clarified. Who decides and how. What is the hierarchical order and the relations between the newly created functions?

Topics not covered by divisions shall be managed by GS-I.

IPM, external communication rules and project management standards acceptable. | Define criteria to assess projects.

IPM, external communication rules and project management standards already in use. |

Abbreviations:

IC … Innovation Committee
BPS … Business Partner Strategy
DIM … Division Innovation Manager
NBD … New Business Development
IPM … Intellectual Property Management

Appendix C: Empirical Analysis - Interview Preparation

SURVEY COVER LETTER

Topic: Implementation of new OMV Innovation Management

Purpose:

The focus of my Master Thesis lies on the following two research questions:

- What is the best way to manage innovation activities at OMV?

- How can this new innovation management process be implemented efficiently?

The interview focuses on how efficiently this change effort was carried out and if the solution is satisfactory for all stakeholders.

Benefits to your organization:

This questionnaire analyses the acceptance of new innovation management processes and the success of the change management during the implementation. The study will analyze in particular:

- Initial setup of the change process

- Communication activities and involvement of employees

- Effectiveness and acceptance of change efforts

The results of the Master Thesis shall help to improve change management capabilities of the organization and provide a feedback to the implemented innovation processes.

Interview details:

This survey will be conducted through a semi-structured interview with a duration of approx. 30 minutes. No preparation is necessary for the interviewee. Participation is voluntary.

Please note:

- According to academic standards, I have to record this interview (tape recorder) and transcribe it. If you do not want that the interview is recorded, please state this at the beginning of the interview.

- To be able to analyse the data, I need information on your role in the organization. Please also inform me at the beginning of the interview, which data you want to share (e.g. name, position, department)

- My Master Thesis will be locked for 2 years, meaning that nobody outside of your organization will have access to my work for this period of time, except for my academic supervisor for grading purposes.

- All source data (tape recordings) will remain confidential and with the author only.

Appendix D: Empirical Analysis - Interview Transcripts

Interview 1:   Head of Science & Innovation (Corporate Innovation Manager)

(Referred to in the text as *GS-I*)

1   I: So, vielen Dank dafür dass Sie Zeit für das Interview haben. Bitte können Sie sich kurz
2   vorstellen?

3   B: Ich bin seit 1991 bei der OMV. Angefangen habe ich in der Forschung in den Bereichen
4   Kraftstoffe, Schmierstoffe, Anwendungstechnik, sowie in der Produktentwicklung im
5   Schmierstoffbereich. Von 2003 bis 2010 war ich Leiter der Innovation, im Bereich Refining und
6   Marketing. Seit 2011 bin ich für Innovation in der gesamten OMV AG zuständig.

7   I: Gut. Wir reden heute über das neue Innovationsmanagement. Können Sie kurz sagen, wie
8   das Team ausschaut, das dieses neue Innovationsmanagement aufgebaut hat in der OMV?

9   B: Ja, in der OMV gab es mit 1. Jänner dieses Jahres eine Veränderung, die dadurch ausgelöst
10   wurde, dass sich das Management verändert hat, konkreter, Generaldirektor Ruttensdorfer ist in
11   den Ruhestand gegangen. Dr. Roiss, sein Nachfolger, wollte hier das Unternehmen neu
12   aufstellen. Wir hatten in den letzten Jahren im Zuge des Aufbaus der OMV in den Ländern sehr
13   Vieles dezentral, jetzt wird wieder versucht zu konsolidieren, mehr zu zentralisieren und die
14   Prozesse zentral zu steuern. Das betrifft auch die Innovation. Das heißt, früher hatte jede
15   Division ihr eigenes Innovationsmanagement und seit 1. Jänner gibt es in der Holding, also in
16   Corporate, ein OMV Innovationsmanagement, dessen Stelle ich inne habe und diese Stelle ist
17   verantwortlich für die Koordination der Aktivitäten innerhalb der gesamten OMV AG.

18   I: Mhm, ok. Das wäre im Prinzip auch Ihre Rolle in diesem Veränderungsprozess, so wie ich
19   das verstanden habe sind Sie dann also der Initiator dieses ganzen Prozesses mit Auftrag von
20   oben und leiten auch diese Implementierung?

21   B: Ich hatte voriges Jahr schon den Auftrag, mir im Rahmen der Zielvereinbarung mit dem
22   neuen Generaldirektor zu überlegen, wie das in diesem Jahr ausschauen soll. Wir hatten in
23   dem Bereich für Refining und Marketing schon eine Innovationsrichtlinie, wo die Spielregeln
24   festgeschrieben sind und die haben wir im Wesentlichen auf die anderen Bereiche
25   ausgeweitet..

26   I: Mhm. Wenn wir uns jetzt das alte Innovationsmanagement anschauen. Können Sie kurz aus
27   Ihrer Sicht die Vor- und Nachteile darstellen?

28   B: Früher hat jede Division, also der Upstream-, der Downstream- und der Gas & Power
29   Bereich, das gemacht hat, was für die Division gut ist und das auch nach außen kommuniziert.
30   In Zukunft machen wir nur das, was für die gesamte OMV gut ist, da die Interessen einzelner
31   Gesellschaften natürlich manchmal von den Gesamtinteressen der OMV abweichen können.
32   Deswegen war es notwendig das Innovationsmanagement zu zentralisieren. Das heißt, hier
33   wird es natürlich in der strategischen Ausrichtung gewisse Änderungen geben. Mit welchen
34   Themen beschäftigen wir uns, welche Themen sind für die OMV wichtig, welche langfristigen
35   Ziele hat die OMV . Früher hat sich das jeweilige Geschäft, an kurzfristigeren Zielen orientiert.
36   Durch geschäftsbedingte unterschiedliche Zielsetzungen kann das manchmal dazu führen,
37   dass ein Geschäft das andere Geschäft „kannibalisiert".

38   I: Mhm.

39   B: So etwas sollte in der neuen Organisation nicht mehr vorkommen.

40   I: Mhm. Und jetzt bei der neuen Organisation ist eben alles zentral gesteuert. Welche
41   Konsequenzen hat das dann noch, vor allem für die Divisions? Was hat sich für die Divisions
42   geändert?

43   B: Die großen Projekte und die Budgets werden zentral gesteuert und nicht mehr von der
44   jeweiligen Division. Mit der Budgetsteuerung ändert sich natürlich auch die Ausrichtung, das
45   heißt, der Inhalt der Projekte.

46 I: Jetzt von dieser, Sie haben ja im Prinzip das neue Innovationsmanagement ausgearbeitet,
47 also das neue Konzept. Sehen Sie noch weitere Verbesserungsmöglichkeiten?

48 B: Das Konzept ist eine Sache, das tägliche Leben ist eine andere. Die Innovationsrichtlinie ist
49 nicht in Stein gemeißelt. Sie muss erst einmal gelebt werden. Dann wird sich zeigen, ob die
50 eine oder andere Änderung notwendig ist, ob z.B Abläufe verbesserungswürdig sind oder ob
51 etwas gar nicht funktioniert. Alle notwendigen Änderungen werden natürlich gemacht.

52 I: Gut. Ich möchte noch einmal bitte zurückkommen auf diesen Veränderungsprozess. Wer war
53 eigentlich der Initiator von diesem Prozess und können Sie mir kurz erzählen wie das alles
54 begonnen hat?

55 B: Jeder Generaldirektorenwechsel bedingt Veränderungsprozesse

56 I: Tschuldigung, war das schon vorhersehbar, dass dieser Wechsel kommt oder?

57 B: Im April 2010 hat der Aufsichtsrat, Herrn Dr. Roiss als neuen Generaldirektor bestätigt.
58 Damals wurde ein Reorganisationsprojekt eingeleitet. Die Idee bzw Vision hinter dem
59 Reorganisationsprojekt war „Eine OMV". Alle Konzernfunktionen sollten auf zu Corporate Level
60 zentralisiert werden und keine Konzernfunktion auf Divisionsebene belassen werden. Das heißt,
61 ob das Kommunikation, Einkauf, IT oder Innovation ist, alle Entscheidungen werden zentral
62 getroffen und zentral koordiniert. Sonst entscheiden jeden Tag drei Divisions und deren zehn
63 bis hundert Subfirmen. In diesem Reorganisationsprojekt sind 2010 die Prozesse und
64 Strukturen entwickelt worden. Die neue Organisationsstruktur trat mit Jänner 2011 in Kraft.

65 I: Also wenn ich jetzt so richtig verstehe, eben 2010 wurde alles geplant und implementiert dann
66 ab Jänner 2011.

67 B: Ja.

68 I: Ok. Mhm. Wie wurde das kommuniziert? War das eher ein, haben davon nur bestimmte Leute
69 gewusst oder wurde das sofort nach außen kommuniziert oder?

70 B: Das Projekt wurde intern sofort kommuniziert. Es gab auch eine eigene Homepage im OMV-
71 Intranet, wo immer der aktuelle Stand abgebildet war. Im Juli wurden schon die wichtigsten
72 neuen Strukturen veröffentlich, der Feinschliff kam dann drei Monate später. Mit 1. Jänner 2011
73 wurde mit der physischen Umsetzung begonnen. Das hatte zum Beispiel zur Folge, dass hier in
74 der Zentrale 1400 von 1700 Mitarbeitern umgesiedelt werden mussten, weil sich die
75 Zuordnungen zu den einzelnen Bereichen sehr stark verändert haben. HSE zum Beispiel, das
76 früher sehr dezentral war, ist komplett zentralisiert worden. Auf einmal wurden 100 HSE
77 Mitarbeiter, die früher über Europa verstreut waren, zusammengefasst. Ebenso wurde Legal,
78 das früher in den Geschäften angesiedelt war, zentralisiert.

79 I: Mhm. Also die sitzen jetzt auch hier?

80 B: Die sitzen hier, ja.

81 I: Mhm, ok. Wenn man jetzt schaut, diesen Prozess, war das schon alles fix geplant oder hatten
82 Sie auch Gestaltungsmöglichkeiten?

83 B: Nein, die Dinge wurden im Rahmen des Projektes diskutiert. Im Steering Committee und
84 durch die Vorstände wurde die neue Organisation beschlossen. Für den Bereich Innovation gab
85 es einige Diskussionsrunden, auch direkt mit dem Vorstand. Zum Beispiel wurde im Vorfeld
86 besprochen und in Richtlinien festgehalten, wie die Budgetprozesse oder die funktionalen
87 Verantwortungen gegenüber der Linienverantwortung sein sollten.

88 I: Mhm. Gab es die Kommunikation nur auf formaler Ebene oder auch auf informeller Ebene?

89 B: Ja.

90 I: Oder beides?

91 B: Das ist wie bei allen Dingen im Leben. Wenn man sie in die richtige Richtung lenken will,

92   muss man alle Hebel in Bewegung setzen.

93   I: Mhm. Und Sie haben ja auch im Prinzip dann mit den Leuten aus den Divisions reden
94   müssen oder? Und das haben Sie dann´

95   B: Ja natürlich. Ich wusste schon sehr lange, in welche Richtung es geht, weil solche Prozesse
96   meistens top-down kommuniziert und durchgeführt werden. Deswegen habe ich auch schon
97   sehr früh mit den Verantwortlichen für Forschung, Innovation und Technologie in den Bereichen
98   Kontakt aufgenommen und sie darüber informiert, in welche Richtung sich der Bereich
99   Innovation entwickeln wird, damit sie es nicht aus der Zeitung erfahren. Sie sollten informell
100   eingebunden werden und ihre Anmerkungen, Bedenken, Hinweise etc. äußern können bevor
101   alles formal festgelegt wird.

102   I: Mhm, sehr gut. Wenn wir jetzt an diese, also es wurde im Prinzip dann das neue
103   Innovationsmanagement geplant, dann implementiert, im Zuge dieser Implementierung gab es
104   da auch Feedbackrunden mit den Leuten?

105   B: Zum heutigen Zeitpunkt sieht es so aus, dass wir zwar den Entwurf der neuen Richtlinie
106   haben, der aber noch nicht unterschrieben und damit auch noch nicht wirklich umgesetzt ist.
107   Die Richtlinie wird meines Erachtens frühestens im Laufe des zweiten Halbjahres implementiert
108   und erst im nächsten Jahr wirklich umgesetzt. Das hat auch formale Hintergründe, weil die
109   Budgets für nächstes Jahr heuer gemacht werden und die Budgets für dieses Jahr schon Mitte
110   letzten Jahres fixiert wurden. Das heißt, die Umsetzung braucht ihre Zeit, weil hier noch andere
111   Prozesse parallel laufen. Das fängt beim Strategieprozess an, weil Innovation ein Teil der
112   Strategie ist und unsere Projekte strategische Projekte sind. Deswegen müssen die Projekte die
113   wir in Zukunft machen auch im Strategieprozess abgebildet sein und letztendlich vom
114   Management genehmigt werden. Die dahinter stehenden Budgets müssen genehmigt werden
115   und in die operative Planung für die nächsten Jahre einfließen.

116   I: Mhm. Und die Erarbeitung der neuen Direktive? Wie wurde das koordiniert mit den Divisions?

117   B: Die Verantwortlichen in den Bereichen mussten identifiziert werden. Die neue Direktive
118   basiert im Wesentlichen auf der Direktive, die wir für den Bereich Refining und Marketing
119   hatten. Die Richtlinie wurde entsprechend umgearbeitet, damit sie für die gesamte OMV und
120   für alle Bereiche passt, da Innovation in den Bereichen sehr unterschiedlich ist. Auch die
121   Budgets und die Menschen dahinter unterscheiden sich sehr. Der größte Bereich ist der
122   Bereich Refining und Marketing, wo die meisten Budgets ausgegeben werden, der zweitgrößte
123   E&P. Gas & Power hat keinen eigenen Forschung- und Innovationsbereich. Dort werden
124   Forschungsthemen von Business Development mit betreut. G&P ist halt bei manchen Projekten
125   Partner, um Know how aufzubauen, aber im Vergleich zu den anderen Bereichen sehr klein.

126   Heuer wird im Strategieprozess festgelegt, was OMV in den Bereichen machen wird. Die
127   Umsetzung erfolgt nächstes Jahr.

128   I: Mhm. Aber gab es da spezielle Meetings und Feedbackmöglichkeiten für die Divisions?

129   B: Ja da gab es Meetings. Die Entwürfe wurden ausgesandt, wurden besprochen, es wurde
130   Rückmeldung gegeben. Betreut wurde das von einem Herrn, der uns hier im Rahmen seiner
131   Master-Thesis unterstützt hat und hier auch Interviews, Feedbackrunden gemacht hat, in denen
132   die Leute in den Divisions ihre Anregungen, Wünsche und Beschwerden deponieren konnten.
133   Und das wurde dann auch mit ihnen und auch mit mir diskutiert. Manche Dinge wurden noch
134   klarstellt, andere Dinge eingearbeitet und übernommen.

135   I: Mhm. Und wenn es jetzt dann, ich habe schon kurz in die Zukunft geschaut, dass es wenn als
136   Nächstes hier implementiert wird, wo sehen Sie jetzt die kritischen Faktoren in den nächsten
137   Monaten oder die halt den Erfolg dieser Umsetzung beeinflussen könnten?

138   B: Für mich ist das auf Schiene. Natürlich gibt es einiges zu tun. Die Budgets hängen
139   letztendlich von der Strategie ab. Es gilt festzulegen, mit welchen Themen wir uns beschäftigen
140   wollen. Was verstehen wir eigentlich unter dem Bereich Innovation. Ist es nur der klassische

141 Bereich Forschung oder umfasst es auch das thematisch, was neu ist, neu für die OMV, neu für
142 die Divisions oder grundsätzlich neu? Das müssen wir für uns erst wirklich selbst festlegen.
143 Über die Divisions hinweg. Wir hatten in der Vergangenheit in manchen Bereichen unter
144 Innovation nur den klassischen Research-Teil, aber Innovation ist ja grundsätzlich der Prozess
145 von der ersten Idee bis zur erfolgreichen Umsetzung am Markt. Die Frage ist dann, wann
146 steigen wir in diesen Prozess ein. Das kann ganz am Anfang sein, das kann in der Mitte sein,
147 das kann bei der Marktumsetzung sein und je nachdem ist es dann für die OMV eine
148 Innovation. Aber das transparent und klar zu machen, wird noch einiges an Zeit und Arbeit
149 bedürfen.

150 I: Mhm. Also so wie Sie den Prozess jetzt implementiert haben, rechnen Sie mit Widerständen
151 bei den Mitarbeitern, Führungskräften oder wie sehen Sie das?

152 B: Also (...) Ressentiments gegen Veränderungen und Neues gibt es immer. Das ist völlig klar
153 und deswegen rechne ich hier mit manchen Stimmen, die positiv sind, aber natürlich auch mit
154 manchen Stimmen, die negativ sind. Wenn man jemandem sein Baby, das er seit Jahren
155 gepflegt hat, wegnimmt, weil es für die OMV nicht gut war, für die Division vielleicht noch
156 halbwegs ok war und für den einzelnen Mitarbeiter optimal war, dann gibt es Widerstände. Das
157 ist völlig klar. Aber letztendlich haben wir die Verantwortung, das Geld der OMV dort
158 einzusetzen, wo es der OMV am meisten bringt und diese Verantwortung müssen wir
159 wahrnehmen, auch dann, wenn es Widerstände gibt. Aber im Großen und Ganzen sehe ich
160 keine großen Hürden in der Umsetzung.

161 I: Ok, mhm. Ja, aus Ihrer Sicht, war die Umsetzung so wie Sie sich das gewünscht haben oder
162 was hätten Sie anders gemacht?

163 B: Natürlich ist es nicht so wie ich es mir gewünscht habe. Ich wünsche mir immer, dass Dinge
164 viel rascher gehen, aber ich habe auch in den letzten 20 Jahren lernen müssen, dass man nicht
165 alle zum eigenen Tempo bringt, sondern dass man sich manchmal dem Tempo einer großen
166 Organisation, so schwer es auch fällt, anpassen muss. Und große Organisationen haben ein
167 anderes Tempo als ein kleines Startup Unternehmen und das muss man wissen, dann kann
168 man es auch akzeptieren. Man muss nicht glücklich damit sein, es ist so.

169 I: Wie ist das in der OMV mit Unterschied dem Management von inkrementeller Innovation und
170 radikaler Innovation? Und gibt es Beispiele dafür? Nur ganz kurz.

171 B: Die OMV ist im Wesentlichen ein Mineralölunternehmen, Erdölförderung, -verarbeitung, -
172 verkauf, detto bei Gas. Unsere Produkte werden in Systemen verwendet, die nicht von uns
173 gesteuert sind, zum Beispiel in Autos. Deswegen ist es in unserem Bereich mit radikalen
174 Innovationen nicht so einfach, weil wir nur Teil des System sind. Das heißt, wenn wir einen
175 Kraftstoff auf den Markt bringen, für den es keine Anwendung gibt, dann werden wir nicht sehr
176 erfolgreich sein. Und dann stellt sich noch immer die Frage, ist das eine radikale Innovation?
177 Weil ich bewege mich dann mit diesem Kraftstoff auch nur von A nach B. Deswegen machen
178 wir alle Entwicklungen gemeinsam, also alle Innovationsprojekte immer gemeinsam mit
179 Partnern, weil wir ja nur ein Teil des Systems sind. Eine radikale Innovation wäre, wenn man
180 nicht mehr mit Kohlenwasserstoffen seine Fahrzeuge betreibt, sondern nur mehr mit
181 Wasserstoff. Das wäre eine dramatische Veränderung. Andererseits für uns vielleicht nicht ganz
182 so dramatisch, weil wir ja mit Kohlenstoff und Wasserstoff relativ gut umgehen können. Wir
183 müssten den Kohlenstoff vom Wasserstoff trennen und der Rest in der der Kette wäre in etwa
184 vergleichbar mit unserer Gas- bzw. auch mit der Kraftstoff-Logistik. Auch für den Konsumenten
185 an der Tankstelle würde sich nichts Dramatisches ändern. Aber es wäre eine radikale
186 Innovation im Mobilitätssystem, weil das bedingt, dass ich sehr hohe Aufwendungen in der
187 Infrastruktur habe, sei es bei der Tankstelle aber auch bedingt durch den Austausch des
188 gesamten Fuhrparks. Solche Innovationen können wir nicht anstoßen, sondern nur mit
189 begleiten und unseren Beitrag dazu leisten. Wir sind im Commodity-Geschäft, das heißt, wir
190 liefern ein Produkt, das austauschbar ist, und wenn ich ein anderes Produkt habe, dann passt
191 es nicht hinein. Wir machen natürlich andere Produkte, ob das Biokraftstoffe, oder was auch

192 immer, sind, aber die ergänzen unsere Produkte sehr gut. Ich kann nur ein Produkt in Verkehr
193 bringen, für das es einen Markt gibt. Das System ist träge, weil ein Auto ein Investitionsgut mit
194 einer Lebensdauer von 15 Jahren ist. Das ist keine Konsumgüterindustrie sondern eher
195 investitionsgetrieben. Damit sind die Zyklen und damit die Produkte anders.

196 I: Mhm. Und der neue Innovationsprozess wurde in diese Richtung auch entwickelt und
197 angepasst?

198 B: Ja, natürlich wollen wir die Mittel- und Langfristthemen einmal herausfiltern und dann die
199 sogenannten Innovationsfelder. Was sind die Innovationsfelder der OMV? Was sind die Treiber
200 dahinter und davon abgeleitet, womit wollen wir uns wirklich beschäftigen? Wo können wir
201 einen Beitrag leisten? Daraus resultiert dann die Innovationsmatrix. Ist es etwas, wo wir ein
202 gewisses Know-how haben, müssen wir Know-how aufbauen. Ist es etwas, was andere heute
203 schon können oder aufgrund ihrer Struktur oder Geschichte besser können, das ist es halt die
204 Analyse. Dabei werden wir uns natürlich auf diese Bereiche konzentrieren, wo wir Stärken
205 haben. Sei es, dass es kapitalintensiv ist, weil unser Geschäft bisher sehr kapitalintensiv ist.
206 Wenn es in Zukunft etwas gibt, wo eine unserer Stärken liegt, dann passt es gut zu uns. Ist es
207 z.B. etwas, das von der Logistik her gut zu uns passt, was wir gut beherrschen, dann machen
208 wir das. Diese Dinge müssen wir uns eben anschauen und dann die Projekte in diesen
209 Bereichen initiieren. Was wir sicher nicht machen ist, dass wir Schokolade produzieren #mhm#
210 und uns völlig von unserem Geschäft wegentwickeln, weil dann haben wir keine Vorteile
211 gegenüber anderen. Das können heute andere gut und sicher besser als wir morgen.

212 I: Mhm. Und für Ihre Entwicklungen haben Sie strategische Partnerschaften? Ist das korrekt?

213 B: Bei diesen Dingen gehen wir überall Partnerschaften ein. Zum Beispiel bei H_2 Mobility, das
214 sind Partnerschaften mit der Automobilindustrie aber auch mit anderen, mit Mitbewerbern,
215 sprich anderen Ölfirmen. Weil große Veränderungen geschehen nicht dadurch, dass sie einer
216 alleine macht, sondern das geht nur, wenn die verschiedenen Beteiligten das ähnlich sehen und
217 in die gleiche Richtung marschieren.

218 I: Mhm. Gut ja. Ok, dann möchte ich mich bedanken.

Interview 2:   Head of Technology Development and Application

OMV Exploration & Production (Division Innovation Manager E&P)

(Referred to in the text as *E&P*)

1 I: Ok. So, dann möchte ich mich bedanken, dass wir hier sind beim Interview. Darf ich Sie bitten
2 sich einmal kurz vorzustellen, Ihre Funktion ´?

3 B: Ich bin in meiner gegenwärtigen Funktion in OMV E&P Head of Technology Development
4 and Application und meine Firmenvergangenheit umfasst 28 Jahre innerhalb der OMV in
5 verschiedenen Positionen, in Research und Development, in Facility Engineering, in
6 Technologieentwicklung, in verschiedensten Bereichen im Inland und im Ausland.

7 I: Mhm, gut. Wie Sie wahrscheinlich wissen, es geht hier um die Einführung des neuen
8 Innovationsmanagements in der OMV. Am Anfang wollte ich gleich einmal fragen, ist Ihnen klar,
9 wer da eigentlich die treibenden Kräfte dahinter sind, wer dieses Team ist, dass das
10 implementiert und was halten Sie von diesem Team?

11 B: Aus meiner Sicht ist das Team richtig aufgestellt, nachdem es alle Geschäftsbereiche
12 umfasst und auch Corporate Strategy. Es wird immer Themen geben, die von strategischer
13 Bedeutung sind und die von Corporate zu steuern sind. Es wird andererseits dann auch
14 gewisse Themen geben, die nur für einen spezifischen Geschäftsbereich interessant sind, wo
15 es insbesondere um die Implementierung von Technologien in einem bestimmten
16 Geschäftsbereich geht und diese Projekte werden dann sowieso auch nach dem neuen
17 Innovationsschema vom Geschäftsbereich selbst getrieben. A:ber, strategische Projekte
18 müssen durchaus von Corporate getrieben werden um Parallelentwicklungen in den einzelnen
19 Geschäftsbereichen zu vermeiden. Das Ding ist aus meiner Sicht ok.

20 I: Mhm. Wie ist Ihr Bezug zu diesem Change Prozess? Wie ist Ihre Rolle da drin?

21 B: Ich konnte meinen Input liefern, ich konnte in dem Change Prozess mitwirken, ich konnte
22 diesen Change Prozess mitgestalten. Dieser Change Prozess ist aus meiner Sicht sehr gut
23 gelaufen und das Ziel ist der neuen Innovationsrichtlinie Parallelitäten zu vermeiden,
24 Parallelentwicklungen zu vermeiden, Duplication zu vermeiden und ein konsistentes Innovation
25 Management über den gesamten Konzern zu erzielen, aus meiner Sicht ein durchaus
26 erstrebenswertes Ziel. Hat viele Vorteile und mein Involvement war, dass ich beitragen durfte,
27 welche Arten von Projekten, welche Arten von Innovationen in E&P laufen, welche Arten von
28 E&P in erster Linie getrieben werden und welche Arten von Innovationen, von Corporate zu
29 treiben sind, wo E&P mitzuwirken hat.

30 I: Mhm. Und wenn Sie jetzt reflektieren wie es früher war, das alte Innovationsmanagement´

31 B: Also das alte Innovationsmanagement hat einen riesen Nachteil gehabt, man hat sich um
32 Innovationen in den anderen Geschäftsbereichen überhaupt nicht gekümmert. Man hat isoliert
33 auf einer Insel gearbeitet, Dinge die bereichsübergreifend gewesen sind hat man auf einem
34 informellen Weg geregelt, wenn man seinen Partner im anderen Geschäftsbereich gekannt hat,
35 wenn man seinen Partner im anderen Geschäftsbereich nicht gekannt hat wurden sie
36 überhaupt nicht geregelt. Also es war in keiner Art und Weise geschäftsbereichübergreifend.
37 Und das ist bei großen Innovationen, bei großen neuen Innovationen eigentlich nicht der
38 richtige Weg. Man sollte schauen, dass die einzelnen Geschäftsbereiche involviert sind und
39 man gemeinsam das Beste erzielt.

40 I: Hat sich das jetzt auch durch die Änderung der Anforderungen ergeben oder?

41 B: Ist mit Sicherheit durch die Änderung der Anforderungen auch gekommen, aber meiner
42 Meinung nach hat man früher auch einiges an Chancen einfach vergeben. Einfach nicht genützt
43 ja. Ich brauche nur an so Themenbereiche denken wie Carbon Capture and Storage, das ist

44 sicher nicht nur ein E&P Thema sondern sicher auch ein Thema für Refining und Marketing und
45 für Gas & Power, ja. Also wenn E&P hier eine Eigenentwicklung betreibt, die mit den anderen
46 Entwicklungen nicht harmoniert, dann werden wir im Endeffekt ein Puzzle bekommen wo
47 einzelne Teile fehlen und einzelne Teile einfach doppelt vorhanden sind und im Endeffekt
48 werden wir das Bild nicht zusammenbringen. Also so gesehen sind die Anforderungen natürlich
49 breiter geworden, die OMV ist ein integrierter Öl- und Gaskonzern, wir haben die
50 Geschäftsbereiche, die drei großen Geschäftsbereiche und diese drei großen
51 Geschäftsbereiche sollen auch im Thema Innovation zusammenarbeiten, aus meiner Sicht,
52 durchaus positiv ja. Es hat sich früher vielleicht noch machen lassen, dass einzelne
53 Geschäftsbereiche einzelne Dinge entwickelt haben. Es wird ja auch jetzt nicht gänzlich
54 unterbunden, wenn es um eine E&P-spezifische Technologie geht, dann wird die natürlich in die
55 E&P implementiert, das ist ja klar. Eigentlich leben wir jetzt, wenn wir den Innovationsprozeß so
56 leben the best of both worlds, eigentlich funktioniert es jetzt dann mit ziemlicher Sicherheit
57 besser.

58 I: Mhm. Und wenn wir jetzt wieder beim neuen Prozess sind, also die Vorteile haben Sie schon
59 erwähnt, Nachteile, gibt es Nachteile und sehen Sie auch noch weitere Verbesserungen, die
60 man machen könnte?

61 B: Man wird den Prozess jetzt einmal einen gewissen Zeitraum leben müssen und man wird
62 einmal schauen müssen wie der funktioniert, wie sich die einzelnen Elemente dann
63 zusammenfügen in dem Prozess. Solche Dinge kann man eigentlich nur in der Praxis
64 implementieren, ausprobieren, leben und schauen wo es noch Verbesserungspotenziale gibt.
65 #Mhm# Das ist der einzige Weg wie das wirklich funktionieren kann. Ich kann einen Prozess am
66 Reißbrett designen, er wird nicht hundertprozentig funktionieren am Anfang, aber genauso wie
67 man in der Autoindustrie einen Prototypen braucht, wird man auch da einen Prototypen
68 brauchen und im Endeffekt dann in Serie gehen (lacht). #Ja, ok# Ist vielleicht der beste
69 Vergleich, ja, der mir einfällt.

70 I: Ok. Ähm, wenn man sich jetzt diese Implementierung des Prozesses anschaut, wann wurden
71 Sie eigentlich zuerst informiert, dass so was Neues kommen soll?

72 B: Das war bereits voriges Jahr, das war bereits im Laufe des vorigen Jahres habe ich mit dem
73 damaligen Head of Innovation von Refining & Marketing, also mit meinem Pendant in der
74 Raffinerie ein Gespräch geführt, wobei wir uns schon zusammengesetzt haben und diskutiert
75 haben, wie wir die Innovation gemeinsam durchführen können. #Mhm# Also das war sehr
76 zeitlich, da war eigentlich das Konzept noch nicht am Tisch, am Konzept habe ich bereits
77 mitarbeiten können.

78 I: Ok. Und war Ihnen zu dieser Zeit schon klar, dass diese Veränderung notwendig ist?

79 B: Heartily welcome, ich kann nur sagen heartily welcome schlicht und einfach, weil dadurch
80 strategische Themen auf einen anderen Level gehoben werden und nicht unbedingt mehr im
81 Tagesgeschäft des jeweiligen Geschäftsbereiches untergehen. #Mhm# Ja, die werden
82 rausgehoben aus dem Ganzen.

83 I: Mhm. Und, die Kommunikation, wie ist das generell passiert und finden Sie dass Sie immer
84 ausreichend informiert worden sind?

85 B: Kommunikation, wir haben sehr intensiv kommuniziert bei der Erstellung dieses Prozesses,
86 es hat dann einen Entwurf gegeben, den jeder von uns kommentieren konnte, wo jeder von uns
87 involviert war. Es hat dann auch ein gemeinsames Meeting gegeben wo wir uns abgestimmt
88 haben über diesen Entwurf, wie der im Endeffekt ausschauen soll. Also aus meiner Sicht ist die
89 Kommunikation mustergültig verlaufen, hat es kein Problem gegeben.

90 I: War das dann jetzt nur auf formaler Ebene oder auch informell?

91 B: Formaler und informeller Ebene, beide Ebenen wurden benutzt. Beide Ebenen wurden
92 benutzt, es wurde informell diskutiert, es wurde aber auch formal dann diskutiert und
93 abgesegnet via Email, also durchaus in Ordnung, durchaus ok.

94 I: Mhm, ok. Und, also Sie sind zufrieden mit den Möglichkeiten, dass Sie Ihren Input haben
95 liefern können?

96 B: Auf alle Fälle, auf alle Fälle, das hat wunderbar funktioniert. Der Input wurde auch
97 aufgenommen, E&P ist gegenüber den anderen beiden Geschäftsbereichen sehr stark sub-
98 surface-lastig, wir haben also sehr viele Projekte im sub-surface Bereich, der in den anderen
99 Geschäftsbereichen nicht existiert. Diese Individualität wurde durchaus auch in Betracht
100 gezogen, also da hats durchaus auch, gibt es da Dinge, die man eben berücksichtigen musste
101 und die auch berücksichtigt worden sind, kein Problem.

102 I: Gut. Ähm, wenn wir jetzt schauen, also Sie haben gesagt Sie wurden informiert, Sie hatten
103 die Möglichkeit Inputs zu liefern, am Ende wurde eine konsolidierte Version geliefert, was
104 können Sie dazu sagen?

105 B: Also aus meiner gegenwärtigen Sicht ist diese Lösung ok, man wird sie wie vorher schon
106 gesagt leben müssen und wird dann im Leben, wenn so ein Prozess wirklich abläuft, wird man
107 dann sehen, wie geht man damit um, welche Vorteile gibt es, welche Dinge würden noch einer
108 Änderung bedürfen, aber das kann man alles erst in der Praxis, wenn man den Prozess lebt
109 sehen. Aus gegenwärtigem Wissensstand ist der Prozess richtig designed ja, aber es wird uns
110 nicht erspart bleiben, dass wir nachträglich an dem Prozess auch noch Veränderungen
111 vornehmen, das ist bei jedem Prozess den ich bis jetzt erlebt habe passiert, dass man nachher
112 nachjustiert ja #mhm# und nicht unbedingt in einem riesen Wurf das optimale Ergebnis hat.
113 Man muss dann einfach nachjustieren, wenn Dinge aufkommen die einer Änderung bedürfen.

114 I: Mhm. Und, den Prozess wie er umgesetzt wurde, generell, also mit Start im letzten Jahr bis
115 Durchführung heuer im Frühling das war ok?

116 B: Ist ok, ist ein vernünftiger Zeitraum, es hat genügend Zeit zur Diskussion gegeben und man
117 hat es aber auf der anderen Seite auch nicht verschleppt, ja. Man kann jedes Ding zu Tode
118 diskutieren oder zu Tode engineeren, die Möglichkeit besteht, das ist da Gott sei Dank nicht
119 passiert (beide lachen).

120 I: Und, wenn Sie jetzt schauen, der Prozess ist glaube ich gerade in der Begutachtung beim
121 Vorstand, sehen Sie irgendwelche Konflikte in der nahen Zukunft oder wie sehen Sie die
122 Implementierung auch seitens der Mitarbeiter, die Akzeptanz?

123 B: Die Akzeptanz wird sicher gegeben sein, schlicht und einfach deswegen weil es Sinn macht,
124 diese Dinge einer Strategie unterzuordnen. Ein Mitarbeiter hat nur dann ein Problem mit einem
125 Prozess, wenn er die Ziele nicht kennt, meiner Erfahrung nach ja. Ich habe immer wieder nur
126 dann Schwierigkeiten gehabt meinen Mitarbeitern Dinge zu kommunizieren, wenn ich die Ziele
127 selbst nicht kannte. Wenn ich die Ziele von einem Prozess selber kenne, dann kann ich das
128 auch kommunizieren, da gibt es eine klare Linie und diese Linie kann man dann folgen ja. Am
129 schwierigsten sind Dinge die irgendwo im nebulosen Grau verschwinden #mhm# , ja. Der
130 Mitarbeiter hat, ich möchte einen Vergleich bringen. Der Mitarbeiter hat das Board-Radar nicht,
131 das Board-Radar steht dem Piloten zur Verfügung und der soll es gefälligst nutzen und sollte
132 den anderen sagen wo es hingeht (lacht).

133 I: (...) ja.

134 B: Das ist wahrscheinlich der beste Vergleich ja, ein Mitarbeiter folgt Ihnen dann wenn Sie ihm
135 klare Ziele vorgeben und genauso ist bei einem Innovationsprozess, wenn Sie in einem
136 Innovationsprozess klar sagen, das oder jenes ist ein strategisches Projekt, weil das kann die
137 OMV verändern, na dann wird das auch einem Mitarbeiter klar kommunizierbar sein, dass das
138 ein strategisches Projekt ist und die OMV verändern kann #mhm#, ja, das kann man ja
139 argumentieren. Da gibt es ja Argumente dafür. Da gibt es ja sogar objektive Tatsachen dafür,

140 wie weit ändert der Prozess unser Geschäft, ja. Gibt es irgendwelche Themenbereiche die dazu
141 führen, dass sich das gesamte Geschäft der OMV in den nächsten Jahren verändert #mhm#.
142 Diese Dinge sind eindeutig strategisch.

143 I: Ja. Da sind wir ja auch bei dem Thema radikale Innovation im Gegensatz zur inkrementellen
144 Innovation, also wie ist das bei Ihnen in E&P? Es gibt wahrscheinlich´

145 B: Wir hatten Fälle von radikaler Innovation durchaus ja. Ich kann Ihnen ein Beispiel bringen
146 aus den vergangenen Jahren. Wir haben unsere komplette Aufbereitung von Flutwasser im
147 Wiener Becken umgestellt auf biologische Klärung, war ein riesen Schritt und konnten damit die
148 Kosten der Flutwasseraufbereitung um ein Drittel senken. #Mhm# Ja, das war ein radikaler
149 Schritt, war eine komplette Systemumstellung. Radikale Innovationen gibt es innerhalb vom
150 Geschäftsbereich, radikale Innovationen wird es aber auch geben (...) Geschäftsbereich
151 übergreifend, durchaus ja. Also es gibt durchaus dann Felder wo man zu einem radikalen
152 Schritt bereit sein muss und den auch gehen muss, das nennt man im Englischen Game
153 Changer #mhm# und diese Arten der Innovationen die gibt es ja. Es gibt die inkrementelle
154 Innovation und es gibt aber auch den Game Changer durchaus. Wenn es Zeit ist für einen
155 Schritt und wenn man sagt so und jetzt ändert man die Spielregeln, dann muss man das auch
156 machen ja, diese Prozesse gibt es, diese Innovationen gibt es, es gibt durchaus Game Changer
157 Innovations.

158 I: Mhm. Und den neuen Innovationsprozess, also Sie haben keine Bedenken? Oder haben Sie
159 Bedenken dass´?

160 B: Nein, der ermöglicht das auch, der ermöglicht das auch, der ermöglicht sogar eine radikale
161 Innovation wie auch eine inkrementelle Innovation. Eine radikale Innovation wird in vielen Fällen
162 eine strategische Innovation sein, das ist richtig, es wird aber auch Fälle geben, wo eine
163 radikale Innovation einen einzelnen Geschäftsbereich betrifft und dann muss man
164 dementsprechend damit umgehen, ganz, ganz offen. Ja, ich glaube nicht, dass das
165 Flutwasseraufbereitungsthema irgendwen in der Raffinerie interessiert hätte #ja# (beide
166 lachen). Kann ich mir nicht vorstellen, das war ein E&P-spezifisches sub-surface Thema, weil
167 wir waren von sub-surface Seite her gezwungen diesen radikalen Schritt zu gehen und den sind
168 wir gegangen, aber es gibt dann natürlich Innovationen die mehr als einen Geschäftsbereich
169 betreffen. Wenn OMV heute massiv in die Gasversorgung weiter einsteigen wird, dann wird das
170 zumindest der Geschäftsbereiche Gas & Power auf der einen Seite und die E&P auf der
171 anderen Seite betreffen und wenn wir da in ein innovatives Projekt hineingehen, dann sind
172 mindestens zwei Geschäftsbereiche involviert. Ganz klar, das gibt es immer wieder.

173 I: Und dafür ist eben der neue Prozess (...)?

174 B: Dafür ist der neue Prozess sicher besser als wir in der Vergangenheit gearbeitet haben.

175 I: Mhm, ok. Ja gut also, im Prinzip von meiner Seite ist alles´

176 B: Sehr gut, ok alles klar, ich danke.

177 I: Ich danke fürs Interview.

Interview 3: Head of Business Development

OMV Gas & Power (Division Innovation Manager G&P)

(Referred to in the text as *G&P*)

1 I: Hallo, ich möchte mich bedanken, dass Sie Zeit haben fürs Interview. Können Sie sich bitte
2 kurz vorstellen mit Ihrer Funktion und wie lange Sie schon in der OMV sind.

3 B: Mhm. Ich bin Head of Business Development in OMV Gas & Power, gleichzeitig Business
4 Partner Corporate Development und bin seit Jänner 2010 in der Firma.

5 I: Mhm. Wir reden heute über die Implementierung des neuen Innovationsmanagements in der
6 OMV, kennen Sie das Team, das für die Implementierung verantwortlich ist?

7 B: Ä:hm, ich kenne drei Mitarbeiter.

8 I: Mhm. Und die wären?

9 B: Naja der Head of Corporate Innovation, seine Assistentin und Sie (lächelt).

10 I: Mhm. Ich bin kein Mitarbeiter.

11 B: Ahso, ich hätte Sie dazugezählt ja.

12 I: Und, sind Sie der Meinung das reicht, also dass diese Leute das machen oder hätten Sie das
13 irgendwie anders zusammengestellt das Team?

14 B: So wie der Prozess abgelaufen ist war es ja so, dass sich quasi diese drei, ich will mal sagen
15 diese drei Mitarbeiter drum gekümmert haben und haben das ja so (...) mit den einzelnen
16 Bereichen abgestimmt. Das heißt, es macht schon Sinn, wenn ein kleines Team was sehr
17 Gutes erarbeitet und das halt dann in der Größe und in den einzelnen Bereichen vorher
18 abstimmt, das hat durchaus gepasst.

19 I: Mhm, gut. Und wie ist dann Ihre Involvierung in diesem Prozess? Sie vertreten im Prinzip´?

20 B: Ja also in dem Punkt Gas & Power, den Bereich Gas & Power, wir waren eingebunden in die
21 Erstellung und haben dazu auch im Rahmen dessen, weil wir wissen wie unser Daily Business
22 läuft, versucht unseren Input zu geben und auch kritisch anzumerken wo könnte es
23 Schwierigkeiten geben, wo könnte es kritische Punkte geben, welche Probleme sind jetzt schon
24 ersichtlich und diese könnte man im Vorfeld bei Erstellung dieses neuen Innovation
25 Management klären.

26 I: Mhm, gut. Wenn Sie jetzt das alte Innovationsmanagement wie es früher war zum Neuen
27 vergleichen, was können Sie darüber sagen? Vorteile/Nachteile, früher/jetzt?

28 B: Ich glaube es ist jetzt irgendwie ein größerer Schwerpunkt darauf gesetzt worden, kommt mir
29 irgendwie vor, und dadurch alles was neu überarbeitet wird, kommt wieder mehr in das
30 Bewusstsein.

31 I: Mhm. Wie sehen Sie das, früher war ja alles dezentralisiert, das heißt, die Divisions haben
32 selbst entschieden was sie mit dem Forschungsbudget machen #ja, ja#, jetzt ist es mehr zentral
33 gesteuert, ist das´?

34 B: Naja das ist im Zuge des gesamten Reshaping Prozess in der OMV derzeit so, dass alles
35 wieder zentralisiert wird, das heißt, es werden Effizienzen genützt und man hat ja aufgrund der
36 beteiligten Divisons sowieso die Möglichkeit in den Steering Committess oder Gates, oder wie
37 die heißen, die Möglichkeit sich zu positionieren und zu argumentieren warum man welches
38 Projekt gerne durchgeführt hätte.

39　I: Mhm, ok ja. Jetzt im Bereich Innovation, da gibt es ja die inkrementelle Innovation und die
40　radikale Innovation. Wie wird das bei Ihnen gelebt?

41　B: Naja, also prinzipiell der Gas & Power Bereich ist ein sehr junger Bereich, es wurde schon
42　vor einigen Jahren begonnen sich damit auseinanderzusetzen wie sich der Energiemarkt
43　ändert, nicht in Österreich, europaweit sondern auch weltweit und versucht dahingehend auch
44　innovativ zu sein und Ideen zu schaffen und=und, wie soll ich sagen, Entwicklungen
45　aufzugreifen und zu, schauen wie sich da der Gasbereich positionieren kann. Ob es eine
46　Möglichkeit des Positionierens gibt und wenn ja wie und auf welche Art und Weise. Und das
47　war glaube ich gerade im Gas & Power Bereich in den letzten drei, vier Jahren sehr stark der
48　Fall.

49　I: Mhm. Und der neue Prozess den wir erarbeitet haben ist, glauben Sie also das ist ein gutes
50　Werkzeug, dass man diese Ziele erreichen kann?

51　B: Ähm, das kommt drauf an, die Prozesse sind sehr gut wie sie definiert sind, es kommt immer
52　drauf an wie die Menschen die drin arbeiten das auslegen #mhm# und im Daily Business auch
53　handhaben

54　I: Mhm, ok ja. Also, Sie können es jetzt auch noch nicht so beurteilen wenn ich das richtig
55　verstehe und man muss halt einmal´?

56　B: Rein von der Theorie schaut es gut aus, die Praxis ist halt immer ein riesen Unterschied von
57　der Theorie und man muss sehn wie es in der Praxis tatsächlich ist.

58　I: Ok, mhm.

59　B: Also wenn menschliche Befindlichkeiten dazu kommen oder Sonstiges, rein theoretisch
60　macht es sicher Sinn ja.

61　I: Ok. Wenn wir jetzt ein bissl auf den Change Prozess eingehen, wann haben Sie das erste
62　Mal erfahren, dass dieser Prozess, also das Innovationsmanagement, geändert wird?

63　B: Na im Zuge des Reshaping, als alles irgendwie neu überdacht wurde sind wir auch einfach
64　informiert worden darüber.

65　I: Wann war das? War das schon´?

66　B: Das war 2010.

67　I: War schon 2010, mhm.

68　B: Ja.

69　I: Aha. Und war Ihnen da schon bewusst, dass das sinnvoll ist oder mussten Sie erst überzeugt
70　werden? Also, haben Sie damals schon gewusst, das ist eine gute Idee oder wurde Ihnen das
71　erst während des Prozesses klar?

72　B: Also prinzipiell, so lange man in einem gewissen Umfeld steht und man keine Probleme
73　sieht, ist einem nicht bewusst, dass man was verbessern kann. Und natürlich muss man erst
74　davon überzeugt werden dass es Sinn macht, klar.

75　I: Mhm, ok, gut. Wie haben Sie die Kommunikation gesehen? Haben Sie sich gut informiert
76　gefühlt oder was kann noch verbessert werden?

77　B: Naja sagen wir so, also es gibt schon Projekte, bzw. es gab Projekte da läuft die
78　Kommunikation intensiver ab (beide lächeln). Also ich finde immer mehr Kommunikation ist
79　besser, ähm, in dem Bereich glaube ich hätte die Kommunikation noch ein bissl vertieft werden
80　können.

81　I: Mhm, ok ja. Und wie haben Sie das innerhalb von Ihrem Team kommuniziert?

82 B: Ähm, innerhalb unseres Teams, ja im Zusammenhang mit den Kollegen die mit dabei waren
83 quasi und sich den Entwurf auch kritisch angesehen haben und gesagt haben wo kanns
84 Probleme geben und zwar innerhalb unseres Jour-Fix, ja.

85 I: Mhm, ok ja. Wir haben ja bereits gesagt, dass sozusagen die drei Personen, nennen wir es
86 das Core Team, haben einen Entwurf gemacht und Sie hatten die Möglichkeit Inputs zu liefern.
87 War das Ihrer Meinung nach ausreichend, war der Ansatz ok?

88 B: Nein, es hätte schon noch mehr diskutiert werden können #mhm#. Weil wir haben zwar
89 unsere Inputs geliefert, aber haben meistens eine (atmet aus), eine eher wie soll man sagen,
90 eine Antwort zurückbekommen die im Endeffekt nicht immer eine Antwort wirklich war auf
91 unsere Anliegen sondern quasi gemeint hat, ja das wird schon passen.

92 I: Mhm, ok.

93 B: Also man hätte da schon noch mehr diskutieren können, aber wie gesagt, das liegt immer an
94 den beteiligten Personen, liegt immer daran, hat man eine Kultur des Diskutierens und des
95 Verhandelns und des miteinander Kommunizierens oder halt einfach eine andere Art der
96 Kommunikation.

97 I: Mhm, ok, ja. Und, da sind wir jetzt eh schon bei der Konsolidierung des Ganzen, der Initiative.
98 Ähm, sind Sie im Großen und Ganzen zufrieden?

99 B: Mit dem Prozess oder jetzt mit dem´?

100 I: Im Prinzip mit dem Prozess und mit dem Management, also die Innovationsdirektive ist ja im
101 Prinzip das Dokument, dass das neue Innovationsmanagement zusammenfasst.

102 B: Ähm, naja, ich hätte mir im Prozess schon noch vorgestellt mehr zu kommunizieren und
103 mehr gemeinsame Meetings zu haben, wo man die einzelnen Punkte wirklich durch diskutieren
104 kann und auch darlegen kann warum man was kritisiert und warum der Andere das nicht
105 kritisiert. Weil es ist anders ob man bilateral, trilateral in der Gruppe diskutiert oder ob man
106 einfach was per Email schreibt. Und alles was per Email geschrieben wird kommt nicht so rüber
107 wie wenn an es miteinander ausspricht. #Ja# Und im Zuge dessen hätte man auch vielleicht die
108 persönlichen Kontakte intensivieren können. Was ja dann auch nicht schlecht wäre, wenn man
109 dann tatsächlich einmal eine Innovation hat die man dann quasi herantragen möchte in diesem
110 Prozess.

111 I: Ok ja. Ähm, sehen Sie noch andere Sachen die adaptiert gehören oder muss man jetzt
112 einmal abwarten, wie sehen Sie das?

113 B: In der Richtlinie?

114 I: Ja.

115 B: Ähm, naja die Punkte die wir kritisch angemerkt haben sehe ich eigentlich immer noch, (.) da
116 wurde aber darauf hingewiesen dass man eben einmal die Praxis abwarten soll und dass das
117 dann eh kein Problem sein wird #mhm#, wir sehen das ein bissl distanzierter, weil es durchaus
118 zu Problemen kommen kann, aber dann wird man es eh sehen.

119 I: Mhm, mhm. Ok.

120 B: Aber tatsächlich abgeschlossen ist sie noch nicht und kommunizieren oder?

121 I: Sie liegt zur Unterschrift vor, aber ist noch nicht unterschrieben.

122 B: Ok.

123 I: Und ähm, ja also Sie sehen da ein mögliches Konfliktpotenzial in der Zukunft, eventuell?

124 B: Mhm, ja.

125 I: Mhm. Und die Notwendigkeit, dass man dann vielleicht noch einmal den Iterationsschritt
126 macht?

127   B: Ja.

128   I: Ja?

129   B: Je nachdem oder man kann es dann eh wieder auf menschlicher Ebene lösen. #Mhm# Das
130   funktioniert ja auch wenn man dann zusammensitzt und sagt, so jetzt haben wir quasi diese
131   Idee und jetzt haben wir da zwei nicht ganz zusammenpassende Auffassungen, wie gehen wir
132   jetzt weiter vor. #Mhm# Also entweder man löst ein Problem in der Praxis beim Erarbeiten
133   sobald es auftritt oder halt im Vorfeld indem man schon die Vorgaben ändert, es sind beides
134   mögliche Schritte, wird man halt dann sehen in der Praxis wie es gelöst werden wird ja.

135   I: Ok. Haben Sie irgendwelche Bedenken wegen Widerstand von Mitarbeitern?

136   B: Nein, das glaube ich nicht.

137   I: Gibt es nicht. Also die Idee ist klar?

138   B: Man muss einfach erklären, man muss schon mit den Slides die sie auch uns gezeigt haben
139   wirklich zu den Mitarbeitern gehen und sagen, schaut einmal, so läuft das jetzt ab, das sind die
140   einzelnen Funktionen, das sind eure Tools, so und so sind die Schritte und auch klar erklären
141   warum das so ist. Wenn man das einfach nur so hinknallt wird es keiner verstehen und keiner
142   unterstützen. Aber man muss es halt einfach erklären und darlegen und dann macht es Sinn.
143   Also auch hier wieder Kommunikation.

144   I: Ok ja, gut. Also im Großen und Ganzen wie sehen Sie diese Initiative dann im Prinzip als
145   erfolgreich oder erfolgreich mit kleinen Einschränkungen?

146   B: Erfolgreich mit kleinen Einschränkungen #ok ja#, ja, ja.

147   I: Ich hoffe?. (lächelt)

148   B: Ich meine allgemein kann man sich schon noch die Frage stellen, aber das ist eine Frage die
149   sich ein Konzern stellt, wie möchte ich meine Innovation haben. Möchte ich meine Innovation
150   quasi gesteuert haben so wie hier oder hat man so viele Ressourcen und so viel menschliche
151   Ressourcen und andererseits auch Kapital zu sagen, wir gliedern jetzt einen Teil einer
152   Abteilung aus und diese Abteilung ist vollkommen frei von irgendwelchen Zwängen, man kann
153   einfach einmal denken und sich neue Innovationen überlegen und Ideen haben, und auch
154   wirklich ganz abgehobene Ideen haben und dann vorbereitet und recherchiert, ohne schon
155   vorab durch Schranken eingeschränkt zu sein sozusagen, aber da ist ein anderes Konzept
156   dahinter. Das glaube ich haben große internationale Konzerne, kostet auch jede Menge, aber
157   da sind halt dann wirklich so Brains die da drinnen sitzen und wirkliche Ideen haben #ja#, aber
158   das ist ein anderes Konzept.

159   I: Mhm. Aber das wäre halt zum Beispiel eine Idee für die Zukunft?

160   B: Wenn man ausreichend Ressourcen hat dafür und das auch möchte, durchaus ja.

161   I: Ok ja. Na gut, haben Sie sonst noch irgendwelche Kommentare zum Prozess?

162   B: Ja. Und zwar, wenn es dann tatsächlich unterzeichnet ist, dass man das so kommuniziert,
163   dass man das nicht nur per Email kriegt und da drinnen steht, wir haben einen neue Richtlinie,
164   jeder denkt sich was heißt das (...) und man legt es ab, sondern dass man irgendwie, dass es
165   vielleicht eine Präsentation gibt, dass man eine Präsentation in der Kantine oder wo auch
166   immer, ist egal, in einen Raum oder was auch immer, das einmal kurz darstellt, so richtig
167   plastisch darstellt, wie es de facto ausschauen soll. Das macht nämlich für den Mitarbeiter mehr
168   Sinn und kommt mehr an als wenn man einfach nur eine Email rausschickt an alle.

169   I: Mhm, ok, ja.

170   B: Das wäre der Ansatz.

171   I: Ja ok, danke vielmals ja.

172 B: Gerne.

173 I: Dann möchte ich mich sehr herzlich bedanken fürs Interview.

174 B: Ja, sehr gerne.

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