

## PREFACE

Telecommunication markets are experiencing fundamental changes. Political, technological, business and societal conditions are changing and breaking up traditional, historically grown structures and markets. Examples are plentiful and include the deregulation of telecommunication markets, the convergence of telecommunication, media and internet industries, the growing importance of software-defined networking and rapidly changing customer behavior. Competition between telecommunication companies increases and leads to new value chains, business models and products.

Rising to these challenges, telecommunication companies increasingly focus on cooperations in the area of research and development. Especially cooperations with partners, that possess complementary skills, play an important role. On an operational level, these cooperations are traditionally implemented in the form of technology partnerships or joint ventures. In recent years the concept of open innovation has gained importance in this area as well. A close cooperation with partners, suppliers and customers is regarded as a promising approach. Nevertheless, in practice open innovation is still at an early stage and the actual success of open innovation projects varies greatly.

If the innovative capacity of a single company or a single industry sector is not sufficient, cross-industry cooperations offer a promising option. In cross-industry cooperations companies from different industry sectors jointly carry out innovation activities. Even though in practice the potential of cross-industry cooperation has been recognized, there are still only a handful of successful examples. This is especially true within the high-tech and telecommunication industry.

It is therefore very commendable, that this book specifically focuses on describing cross-industry innovation projects between telecommunication companies and companies outside the ICT sector. The insights are extremely valuable from a practical industry as well as from a scientific perspective. They offer deep and detailed information about successful innovation processes and provide practical advice and recommendations for innovation managers.

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