

Collaborative innovation, the case of open innovation for changing business model

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Since its foundation, Fujifilm Group has accumulated versatile fundamental technologies related to organic/inorganic materials chemistry, imaging, optics and analysis via our experience in the photosensitive material and xerography areas. Through combination of these assets and proprietary core technologies which lead to outstandingly competitive cost and quality, we provide a variety of excellent products and services. We also keep creating new businesses to contribute to a better future.

Digitalization had an enormous impact on the business of the silver halide photography. Its global sales decreased significantly from the end of the last century to 2010s, however, silver halide photography left us great assets related to opt and color described above. On the basis of these assets, Fujifilm group has escaped from the greatest risk unexperienced until then.

Our current six business fields, imaging systems, optical devices, graphic systems, highly functional materials, health care and document business, are strongly supported by both core and fundamental technologies.

Twelve core technologies currently owned by FUJIFILM. [1] They consist of (1) Grain formation, (2) Redox control, (3) Nano Dispersion, (4) Functional polymer, (5) Functional molecules, (6) Film formation, (7) High precision coating, (8) MEMS, (9) System design, (10) Imaging, (11) High precision forming, and (12) Bioengineering. These core technologies are based on fundamental technologies such as material chemistry, imaging, optics, analysis, biochemistry, mechanical design, production system, software and electronics. Fundamental technologies are the basis of our business activities to satisfy our customers' needs. Core technologies, which make Fujifilm competitive in the production of incomparable products, play a central role in our activities to create new values together with customers. To keep offering long-lasting values, we are always refining our fundamental technologies and expanding our core technologies.

How to utilize our technologies to new customers is a crucial point. To solve this issue, we established a new field "open innovation hub Tokyo" in 2014, where customers learn Fujifilm profiles, touch products/technologies and discuss for collaboration with us. [2] Over 600 customers have visited our hub and about 10% of new business opportunities have been obtained. Currently FUJIFILM has two additional open innovation hubs in US and EU. Our activity through open innovation hub is expanding to the world.

In this presentation the risk FUJIFILM experienced through digitalization and how to overcome it will be introduced, followed by showing examples of changing business model, open innovation of FUJIFILM style, management of open innovation hubs and some new topics.

1. <http://www.fujifilm.com/about/research/technologies/>

2. <http://www.fujifilm.com/innovation/open-innovation/>