

Why is SFI innovation so hard?

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Why are we here?

“The overall goal of the SFI institute is to enhance the ability of the business sector to **innovate** and **create value** through a greater focus on long-term research.”



innovate

/ˈɪnəveɪt/

verb

gerund or present participle: **innovating**

make changes in something established, especially by introducing new methods, ideas, or products.
"the company's failure to diversify and innovate competitively"

- introduce (something new, especially a product).
"we continue to innovate new products"

Innovation has **always** been hard



It ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the **introduction of a new order of things.**

Niccolo Machiavelli, The Prince, 1513

SFI Innovation in theory



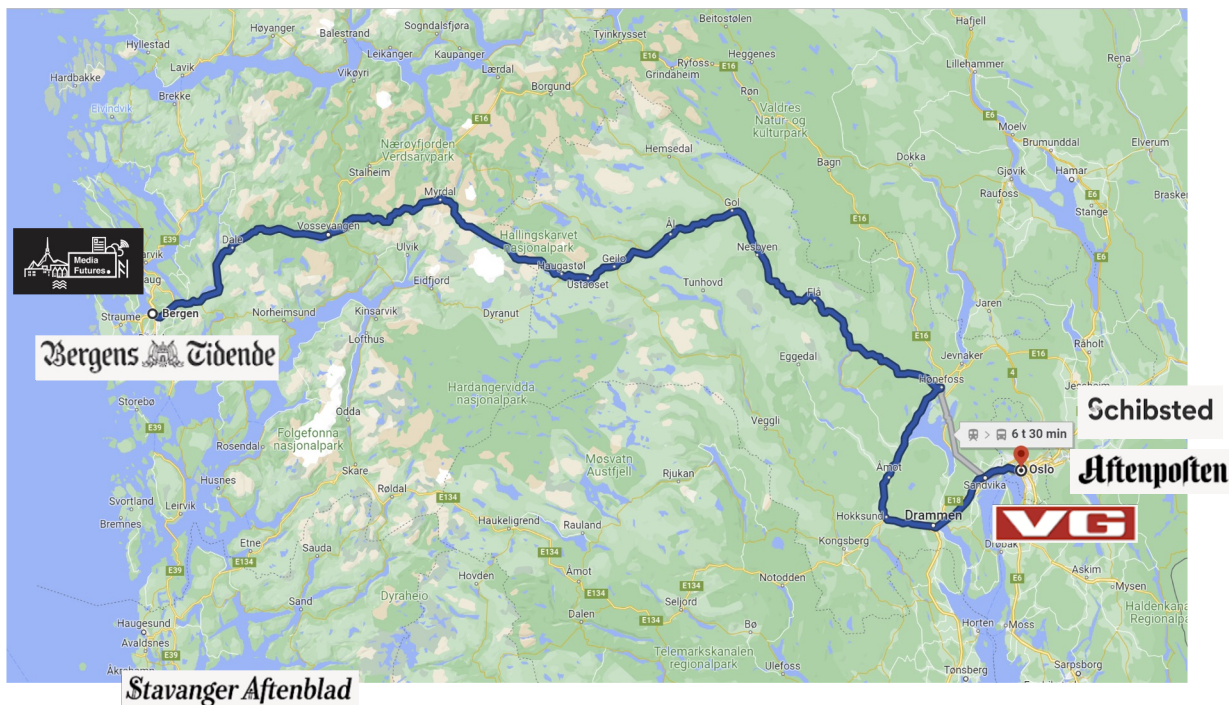
Image: <https://www.flickr.com/photos/1282312043891629/>

What often happens in practice



Image: https://upload.wikimedia.org/wikipedia/commons/3/3c/2000_Years_Ago_%2823120438729.jpg

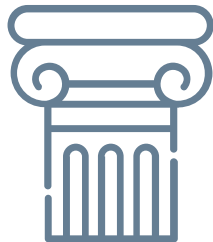
We are working in different organizations, in different locations ...



.. on different timescales ...



.. with very different values and incentives



Observed incentives in academia

- Publish or perish - publication is existential
- To be publishable, findings need to be new and unique
- Theory must be general, robust, enduring, timeless, and survive adversarial reading
- Knowledge is decomposed and highly detailed
- Need for depth - compartmentalization between disciplines



Values in (commercial) media

- Our goal is to deliver **value** to customers, shareholders and society.
- To deliver transparency and defend democracy we need profit
- ~~Publish or perish~~ What do readers / viewers want and need? Competing for readers hearts, minds and time
- Theory: ~~Robust, enduring, timeless truth~~: Good enough, local temporary, provisional, no need to be unique or new - but **must** help guide better product development
- ~~Atomic / decomposed / detailed knowledge~~: We need to act on the whole
- Media production is extremely deadline-driven - this rubs over to product development
- Tinker and adjust: Try something, fail, try again, fail again, fail better.

So: What is to be done?

Pain

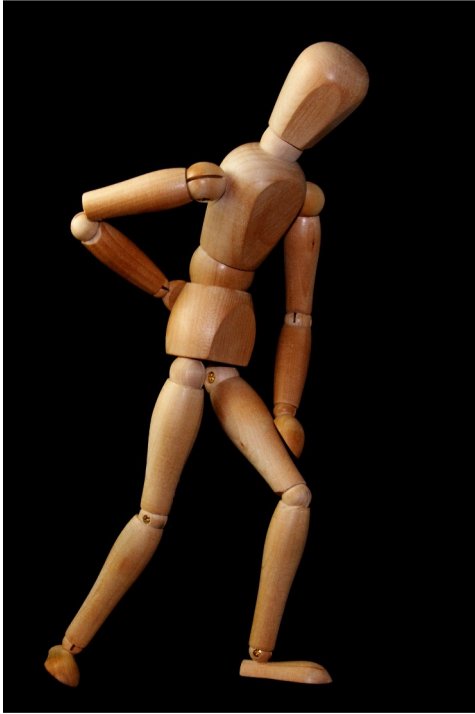


Image by [Wolfgang Claussen](#) from [Pixabay](#)

Opportunity



Image by [Michail Nowa](#) from [Pixabay](#)

What those of us in industry can do

- Open up our offices and cafeterias for visits and meetings
- Help academic partners distinguish which of our problems that are essential and enduring and which are temporary headaches
- Take the time to describe the essential problems and issues in depth, explain context & details
- Help make suitable datasets available
- Be curious about solutions and opportunities - spend time understanding new ideas in depth so we can evaluate whether it is practical to use them
- Look for ways to link ongoing innovation with relevant research: Test concepts and ideas, try them with our data, experiment and take ownership

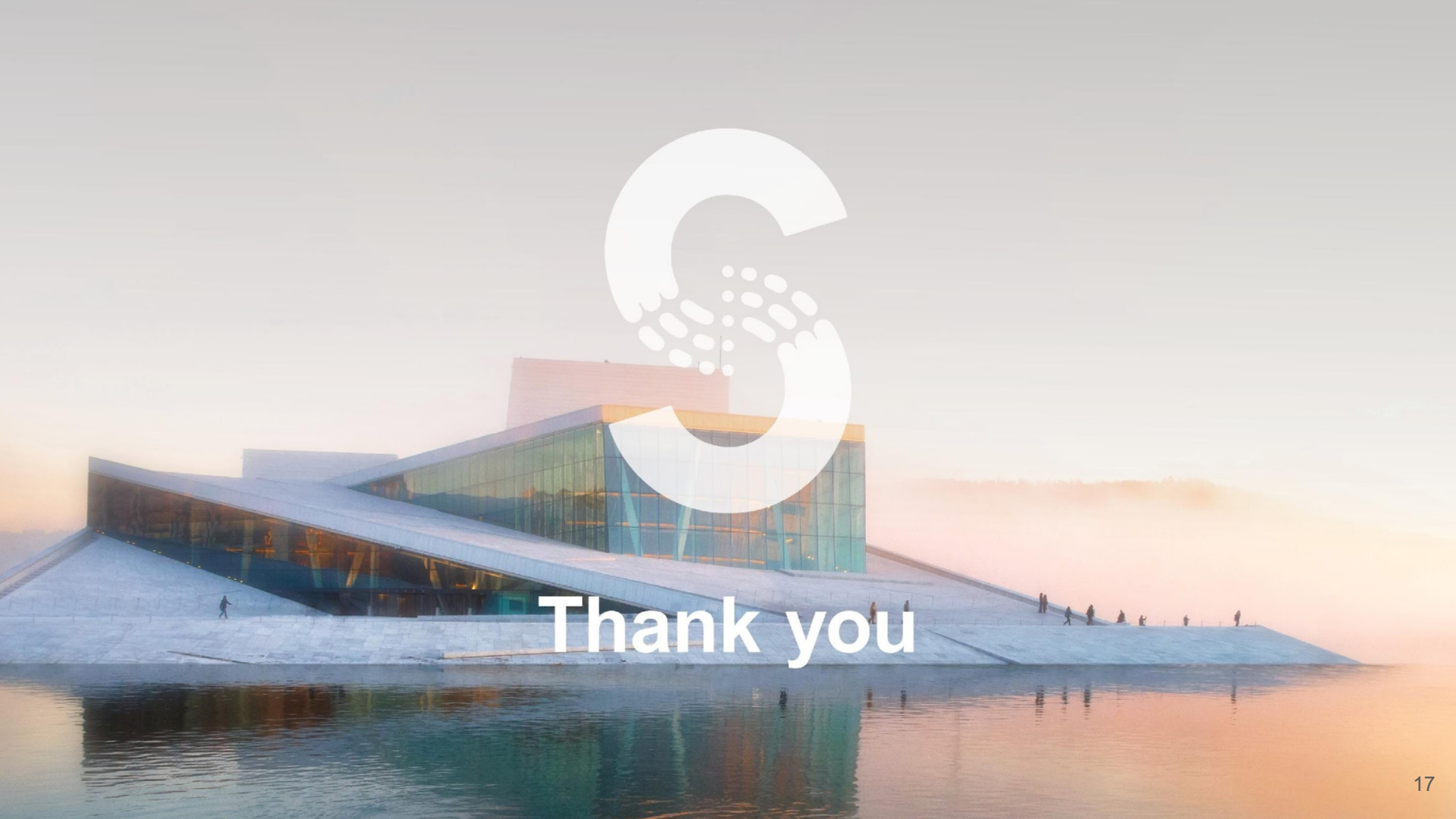
What those of us in academia can do

- Be curious and learn about industry problems and challenges
- Think about which problems your work can be relevant to - “Solution Selling”
- Be concrete about what you ask for and what we’ll get back - how much time and effort is needed? What can be gained?
- Make demos! They help people understand in new ways and help bridge the gap from abstraction to application

What we can all do:

- connect
- network
- share





Thank you

Following: Leftover / draft slides

Media Futures goals

To generate ***substantial innovation and value creation*** for the Norwegian news media and media-tech industry and to empower them to ***solve profound global, industrial, and democratic challenges*** through long-term research into responsible media technologies.

1. Create an **accessible** physical and highly **innovative** research centre in the heart of Norway's premier media cluster, Media City Bergen, for collaboration at a global level.
2. Turn **coherent research** on societal changes, user behaviour, and language technology **into new products**, services, and businesses not only addressing markets in Norway, but also globally.
3. Maintain regular **communication and knowledge sharing** by both industry and academic partners in order to ensure an easy path from basic research to final products.



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The University of Bergen (UiB) is an internationally recognised research university. Academic diversity and high quality are fundamental for us. UiB is the most cited university in Norway.

There are seven faculties at UiB and there are close to 20 000 students at the university. We employ more than 4 200 faculty and staff. PhD candidates are paid employees, making the doctoral degree at UiB particularly attractive for rising talent. About half of graduating doctors are from outside Norway.

Our **Overarching Goals** set the standard for substance and scale, and define our stakeholders



Schibsted is committed to creating value at multiple levels and for all our stakeholders. This is not a balancing act, but a **positive spiral** where creating value for consumers leads to increased use of services that benefit society, which is attractive to people we want to work with, and increases the value of our business. Each Schibsted business contributes in its own way and according to its goals. As a family, we see the proof of this logic at work when we see these levers go up in unison.

Value to consumers and customers

We are consistently reaching and growing a wide audience of users and customers, providing world class services that are enjoyably useful, that people trust and are willing to pay for.

Value to employees and partners

Schibsted is a diverse and meaningful home for brave and adventurous employees and business partners looking to have their impact amplified, as individuals and businesses, through the scale and culture Schibsted represents.

Value to society and the planet

We make sure that growing our business and having a positive impact on society and the environment are one and the same.

Value to owners

We are trusted to disrupt – rethinking existing services and growing new ones in ways that demonstrate solid return on investment.

SFIs are funded to “**to enhance the ability of the business sector to innovate and create value** through a greater focus on long-term research.”

Drive cooperation between academia and industry

Facilitate **active, long-term cooperation** between innovation-oriented, R&D-performing companies and prominent research groups.

Promote research clusters

Promote the development of outstanding **industry-oriented research clusters** that are an integral part of dynamic international networks and that enhance the internationalisation of the Norwegian business sector.

Knowledge transfer for value creation

Encourage and enhance researcher training and the **transfer of knowledge and technology** in areas with **major potential for future value creation.**