



WOIC 2016

3RD ANNUAL
WORLD OPEN INNOVATION CONFERENCE

GARWOOD CENTER FOR CORPORATE INNOVATION
HAAS SCHOOL OF BUSINESS, UC BERKELEY

Conference Program Overview | December 15-16, 2016 | #WOIC2016

DAY 1: THURSDAY, DECEMBER 15, 2016	
8:00am	REGISTRATION: Location: ESADEFORUM Foyer , Barcelona-Pedralbes Campus Universitat Ramon Llull Av. de Pedralbes, 60-62 08034 Barcelona, Spain
Welcome & Special Welcome Address <i>Room: Platea 1 & 2 (Auditorium)</i>	
9:00am	Welcome: Henry Chesbrough, Faculty Director, Garwood Center for Corporate Innovation, Haas School of Business, UC Berkeley
9:15am	Special Welcome Address: Gerardo Pisarello Prados, Vice Mayor of Barcelona
Opening Plenary Session & Panel Discussion <i>Room: Platea 1 & 2 (Auditorium)</i>	
9:30-10:30am	Keynote Speaker: Ferran Adrià, Founder of El Bulli Foundation & Former Chef of El Bulli Restaurant, in conversation with Prof. Marcel Planellas, ESADE Topic: Scaling Creativity, Using Open Innovation
10:30-11:30am	Panel Discussion: Open Innovation in China Presenter: George Yip, Professor, Imperial College London, and CEIBS Presenter: Yan Xu, Associate Dean, HKUST Business School, Hong Kong University of Science & Technology Discussants: <ul style="list-style-type: none"> • Xiaolan Fu, Director of the Oxford Technology & Management Centre for Development, Oxford University • Max von Zedtwitz, Director, GLORAD
11:30am-12:00pm	Networking Break

12:00pm-1:30pm	Parallel and Plenary Sessions #1	
	Practitioner Experience – Open Innovation Challenges: 1) CERN; 2) EARTO; and 3) Nofima <u>Room: VIP Dining Room</u>	Plenary Academic Session 1: Open Innovation in the Digital Age Chair: Ellen Enkel <u>Room: Platea 1</u>
	<p>CERN: Cultural Challenge - The practice of Open Science and the institutions involved in it allow co-creation, sharing and diffusion of knowledge (value creation). Nevertheless, the same institutions do not necessarily assure the transformation of this value it into economic benefit (value capture). The paradigm of Open Innovation emerges as a potential solution in this direction towards connecting value creation with value capture. What novel practices and ecosystems are necessary to achieve this?</p> <p>EARTO: Business Model Challenge - How would you design the open innovation business model of a Research & Technology Organization (RTO) today, in a digital-first & globalized world moving rapidly towards open access to all scientific results, and how would such organization sustain itself economically?</p> <p>Nofima: R&D Challenge - How can an applied research institute in Norway that serves the food attract more value added research projects from industry to generate profitable partners through Open Innovation?</p> <p style="text-align: center;"><u>Time Allocation:</u></p> <p>A. Problem Statement Presentation by each organization - 10 min @ each table B. Table Discussions: Practitioners & Researchers Engage @ each table - 40 min C. Recap by Table Rep: Recommendations Generated at Each Table - 20 min D. Recap by Session Moderator - 15 min</p>	<p>Data-driven business models in the digital age: the impact of data in traditional businesses (<i>Laia Pujol Priego, David Osimo, Jonathan Wareham & Federica Porcu</i>)</p> <p>Crowdsourcing social innovation: Lessons on platform design (<i>Thomas Kohler & Henry Chesbrough</i>)</p> <p>Business models for the commercialization of digital technologies in established markets: 3D food-printing (<i>Serena Flammini, Gabriella Arcese, Maria Claudia Lucchetti, Tim Minshall & Letizia Mortara</i>)</p>
1:30-3:00pm	Networking Lunch	

3:00-4:30pm	Parallel Sessions #2			
<p align="center">Practitioner Experience: IP Administration (Company: Nestlé) <i>Room VIP Dining Room</i></p>	<p align="center">Session 2A: OI in the Digital Age II - Business Models Chair: Kathleen Diener (Special Track) <i>Room: Platea 1</i></p>	<p align="center">Session 2B: Co-Creation of Knowledge Chair: Hila Lifshitz-Assaf <i>Room: Platea 2</i></p>	<p align="center">Session 2C: OI Adoption Chair: Bernadette Baumstark <i>Room: Amphitheatre</i></p>	<p align="center">Session 2D : OI & Entrepreneurship Chair: Kaja Rangus <i>Room 15, Floor 1</i></p>
<p>Nestlé’s objectives are to expand external collaborations to synergize our internal R&D efforts and through meaningful external collaborations to: a) generates useful intellectual property, product points of differentiation and ultimately increases revenues and organic growth contribution; b) advances nutrition, health and wellness; c) drive sustainability and generates cost savings; and d) delight consumers. The firm manages collaborations from start to finish through identification of unmet needs, scouting, due diligence, negotiations, implementation and alliance management.</p> <p>Challenge: What is the optimal way to structure our team to encourage and drive external collaboration and open innovation? How can Nestle evolve its existing structure to drive efficiencies and enable the firm to achieve its mission and objectives with ease?</p> <p align="center">Time Allocation:</p> <p>A. Problem Statement Presentation by each organization - 10 min @ each table</p> <p>B. Table Discussions: Practitioners & Researchers Engage @ each table - 40 min</p> <p>C. Recap by Table Rep: Recommendations Generated at Each Table - 20 min</p> <p>D. Recap by Session Moderator - 15 min</p>	<p>Internal open innovation: A valuable alternative for MNCs (Thomas Moellers & Camillo Visini)</p> <p>Locating open innovation in the collaboration landscape – Evidence from academic and practical practice (Kathleen Diener, Dirk Luettgens & Frank Piller)</p> <p>Online intermediaries and service co-creation capabilities: An exploratory case study of client engagement for open innovation* (Krithika Randhawa & Ralf Wilden)</p>	<p>When open innovation between competitors generates 100 billion dollars: A case study of co-competition in the pharmaceutical industry between Sanofi and BMS (Sea Matilda Bez, Frédéric Le Roy, Devi Gnyawali & Stéphanie Dameron)</p> <p>Efficient Exploitation of Open Innovation: A Challenge of Opposing Logics (Astrid Heidemann Lassen)</p> <p>Turbulent stability of emergent roles: The dualistic nature of self-organizing knowledge co-production (Ofer Arazy, Johannes Daxenberger, Hila Lifshitz-Assaf, Oded Nov & Iryna Gurevych)</p>	<p>Inbound or outbound open innovation? Or both? Adoption patterns and concept perception (Roman Teplov, Daria Podmetina, Ekaterina Albats & Justyna Dabrowska)</p> <p>Evolving physical infrastructure to support open innovation in the digital age: case studies from the UK (Tim Minshall & Letizia Mortara)</p> <p>Barriers in profiting from inbound open innovation: A contingency approach of organizational design* (Bernadette Baumstark)</p>	<p>The dynamics of openness and appropriability in services start-ups (Ghassan Yacoub)</p> <p>Open entrepreneurial orientation – The influence of entrepreneurial orientation on open innovation activities in SME (Marcel Drescher, Oliver Mauroner & Reinhold Pabst)</p> <p>The role of open innovation mindset in entrepreneur’s alertness and firm's financial performance** (Kaja Rangus & Alenka Slavec)</p>
4:30-5:00pm	Networking Break			

5:00-6:30pm	Parallel Sessions #3			
Practitioner Experience: Open Innovation & Sustainability (Company: Enel) <u>Room VIP Dining Room</u>	Session 3A: OI in the Digital Age III – Ecosystems & Platforms Chair: Marika Iivari (Special Track) <u>Room: Platea 1</u>	Session 3B: OI and Identity Chair: Susanne Ollila <u>Room: Platea 2</u>	Session 3C: Capabilities for OI Chair: Krithika Randhawa <u>Room: Amphitheatre</u>	Session 3D: OI in a Regional or Industrial Context Chair: Xiaolan Fu <u>Room 15, Floor 1</u>
<p>Enel is committed to leading the “energy transition”, based on renewables and grid digitization. Technologically, the company is already investing heavily in solar PV, hydro, geothermal, and other renewable sources, as well as digitizing the grid. However, to achieve its vision, the company will need to apply open innovation, specifically with regard to: a) new relations with consumers, who might generate electricity and sell back to the grid, b) new partnerships with NGOs, who monitor sustainability issues and c) social entrepreneurs, to bring renewable energy to the developing world.</p> <p>Challenge: Identify Open Innovation practices and processes for Enel to use open innovation to meet its strategic goal of enhanced sustainability.</p> <p style="text-align: center;"><u>Time Allocation:</u></p> <p>A. Problem Statement Presentation by each organization - 10 min @ each table</p> <p>B. Table Discussions: Practitioners & Researchers Engage @ each table - 40 min</p> <p>C. Recap by Table Rep: Recommendations Generated at Each Table - 20 min</p> <p>D. Recap by Session Moderator - 15 min</p>	<p>Framework for firm strategies in open internet of things ecosystems <i>(Anssi Smedlund, Heini Ikävalko, Petra Turkama & Pentti Launonen)</i></p> <p>The impact of openness in big science: A blessing or a curse? <i>(Laia Pujol Priego & Jonathan Wareham)</i></p> <p>Open innovation ecosystem orchestration – Comparative case study on spatial planning <i>(Marika Iivari, Pia Hurmelinna-Laukkanen & Sari Horvonen-Kantola)</i></p>	<p>Why open innovation is easier said than done: An organizational identity perspective* <i>(Maral Mahdad, Andrea Piccaluga & Alberto Di Minin)</i></p> <p>Does social inducement lead to higher open innovation investment? An experimental study** <i>(Shuanping Dai & Guanzhong Yang)</i></p> <p>To be or not to be? Identity work in collaborative innovation <i>(Susanne Ollila)</i></p>	<p>Open innovation adoption from strategy to practice: Implications from organizational ambidexterity and dynamic capabilities <i>(Lu Huang, Beverly Wagner & Nusa Fain)</i></p> <p>Coopetition capabilities: An explorative study of R&D coopetition in the automotive industry <i>(Corrina Schaffer)</i></p> <p>Open innovation with suppliers at Unilever and Novozymes: Juxtaposing strategic top-down and operational bottom-up approaches <i>(Linda Nhu Laursen, Henry Chesbrough & Graham Hutter)</i></p>	<p>Strategic embeddedness in a regional innovation ecosystem as a model to expand the framework for studying open innovation: The case of a multinational pharmaceutical company <i>(Joanna Robaczewska, Wim Vanhaverbeke, Nadine Roijackers & Annika Lorenz)</i></p> <p>How do low and medium technology firms implement open innovation practices? An empirical analysis of Spanish firms <i>(Maria Luisa Flor, Jose A. Alfaro, María José Oltra & Elena Sanjurjo)</i></p> <p>Medical Innovation on the death bed Open Innovation as a remedy <i>(Georg Gassner & Katja Hutter)</i></p> <p>Innovation under resources, capabilities and institutional constraints: The role of open innovation in Ghana <i>(Xiaolan Fu, Giacomo Zanella & Carmen Contreras)</i></p>

6:30-6:35pm	Closing Remarks Henry Chesbrough & Marcel Bogers <i>Room: Platea 1 & 2 (Auditorium)</i>			
6:35-6:45pm	Poster Session Overview by Marcel Bogers, Ann-Kristin Zobel & Jonathan Sims Room: Platea 1 & 2 (Auditorium) Brief overview by Poster Presenters			
6:45-7:45pm	Poster Sessions & Wine Reception Marcel Bogers, Ann-Kristin Zobel & Jonathan Sims <i>Location: ESADEFORUM Foyer</i>			
	Cluster I: OI in the Digital Age	Cluster II: OI Communities and Crowds	Cluster III: OI and Product Development	Cluster IV: OI in Complex and Systemic Settings
	<p>If it looks like a paradox, and walks like a paradox: an attempt to disentangle appropriability- openness tensions in the digital age (<i>Ioana Stefan</i>)</p> <p>Impact of Contextual Factors on Open Innovation Activities in the Digital Age (<i>Birgit von See & Wolfgang Kersten</i>)</p> <p>Robot Returns: The Impact of Open Innovation on Turnover from Automation (<i>Petra Nylund, Xavier Ferràs & Alexander Brem</i>)</p> <p>Open Innovation of services in knowledge ecosystems – Knowledge product perspectives of the digital economy (<i>Mathias Aaen Thuesen</i>)</p>	<p>Mirror, mirror on the wall who is the fairest of them all? Harnessing the intersection between the crowd and experts' knowledge through the notion of prism (<i>Riccardo Bonazzi & Gianluigi Viscusi</i>)</p> <p>Placing Value on Community Co-creations: A Study of a Video Game 'Modding' Community (<i>Lev Poretski & Ofer Arazy</i>)</p> <p>The Role of Bloggers in Business Ecosystems - Investigation of Open Innovation Processes in the Fashion Industry (<i>Monika Hauck, Christoph Hienerth & Sebastian Scheffels</i>)</p>	<p>External knowledge sourcing and new product development: Evidence from the Italian food and beverage industry (<i>Gabriele Santoro</i>)</p> <p>Open innovation, co-creation and closed product development in the Norwegian cereal industry (<i>Sveinung Grimsby, Magnus Gulbrandsen, Cathrine Finne Kure & Einar Risvik</i>)</p> <p>Open Innovation in Blockbuster Industries: Cooperative Value Creation in Pharmaceutical Consortia (<i>Joel West & Paul Olk</i>)</p>	<p>The Role of Transformational Leaders in Promoting Open Innovation: The Case of NASA Space Apps (<i>Vasiliki Baka & Marcel Bogers</i>)</p> <p>Open innovation in smart cities (<i>Esteve Almirall, Melissa Lee & Jonathan Wareham</i>)</p> <p>A Delphi approach to boost an open innovation policy (<i>Antonio Santos & Sandro Mendonca</i>)</p> <p>Case for Building a Climate of Innovation in a Complex Company System (<i>Emir Dzanic, Darko Kantoci & Jasmina Ranilovic</i>)</p> <p>On Intellectual Property Solutions in Online Open Innovation by Means of Blockchain and Subcontracts (<i>Josep Lluís de la Rosa, Denisa Gibovic, Victor Torres, Lutz Maicher, Francesc Miralles & Andres el-Fakdi</i>)</p>
7:45pm	Guests Board Bus to Sant Pau Art Nouveau Site for Gala Dinner			
8:15pm	Tour of Sant Pau Art Nouveau			

	Gala Dinner: Sant Pau (Hypostyle Hall), Carrer de Sant Quinti, 89, 08026 Barcelona, Spain <i>Introductions by:</i> Henry Chesbrough
8:45-10:45pm	<ul style="list-style-type: none"> • Welcome Address #1: Jonathan Wareham, Dean of Faculty & Research, ESADE • Welcome Address #2: Ellen Enkel, Professor for Innovation & Management at Zeppelin University • Conference Gala Dinner: Sant Pau Art Nouveau Site • WOIC Academic Awards Presentations (Marcel Bogers, Ann-Kristin Zobel & Jonathan Sims): Best PhD Student Paper & Best Emerging Scholar Paper
10:45pm	Guests board bus for return to ESADE, AC Hotel Victoria Suites & Atiram Arenas Hotel
DAY 2: FRIDAY, DECEMBER 16, 2016	
8:30am	REGISTRATION Location: ESADEFORUM Foyer
Welcome, Keynote Address & Panel Discussion <u>Room: Platea 1 & 2 (Auditorium)</u>	
9:30-9:45am	Welcome: Wim Vanhaverbeke, Professor of Innovation Management Strategy, Hasselt University
9:45-10:05am	Keynote Speaker #1: Alberto Prado, Vice President, Head of Digital Accelerator, Royal Philips Topic: Utilizing Digital Platforms to Advance Open Innovation
10:05-11:00am	Panel Discussion: Barça's Playbook: An Open Innovation Ecosystem Presenter: Ivan Bofarull, Innovation Catalyst & Head of Global Intelligence, ESADE Discussants: <ul style="list-style-type: none"> • Keegan Pierce, Global Sports Consultant & Lecturer in Sports Mgmt., ESADE • Jorge Juan Fernández García, Director of E-Health, Hospital Sant Joan de Déu Barcelona • Pere Obrador, Open Innovation Program Lead, Telefonica R&D
11:00-11:30am	Networking Break

11:30am-1:00pm	Parallel Sessions #4			
<p>Practitioner Experience: Business Model Challenge (Company: Paradigm Mtuity, Inc.) <i>Room: VIP Dining Room</i></p>	<p>Session 4A: OI in the Digital Age IV – Levels of Analysis Chair: John Ettlíe (Special Track) <i>Room: Platea 1</i></p>	<p>Session 4B: OI Ecosystem Orchestration Chair: Joon Mo Ahn <i>Room: Platea 2</i></p>	<p>Session 4C: OI & Human Resources Chair: Klas Eric Soderquist <i>Room: Amphitheatre</i></p>	<p>Session 4D: OI Communities Chair: Oguzhan Aygoren <i>Room 15, Floor 1</i></p>
<p><i>Paradigm Mtuity, Inc. operates a collaborative platform to manage smart city infrastructure.</i></p> <p>Challenge: <i>How can open innovation drive a world-class smart city technology development while leveraging partnerships with corporations through universities?</i></p> <p style="text-align: center;"><u>Time Allocation:</u></p> <p>A. Problem Statement Presentation by each organization - 10 min @ each table</p> <p>B. Table Discussions: Practitioners & Researchers Engage @ each table - 40 min</p> <p>C. Recap by Table Rep: Recommendations Generated at Each Table - 20 min</p> <p>D. Recap by Session Moderator - 15 min</p>	<p>Open innovation and digital natives in the automotive industry: the case of Fiat Chrysler Automobiles (<i>Elena Candelo, Diego Matricano & Mario Sorrentino</i>)</p> <p>Cooperative platforms of digital open standards and industrial community dynamics of open innovation: the OASIS consortium model (<i>Laurent Adatto</i>)</p> <p>External networks and targeted competition: resolving boundary issues in open innovation (<i>John Ettlíe & Peter Gianiodis</i>)</p>	<p>Orchestrating innovation ecosystems in nano-electronics: Internal preparation and external governance (<i>Pegah Yaghmaie, Nadine Roijackers & Wim Vanhaverbeke</i>)</p> <p>Open innovation in nascent ecosystems - The influence of system bottlenecks on firms' patterns of collaboration (<i>Ann-Kristin Zobel, Jörn Hoppmann & Alejandro Núñez Jiménez</i>)</p> <p>When technology platform meets out-bound open innovation: A dynamic establishment of business ecosystem (<i>Joon Mo Ahn & Chung-Lin Tsai</i>)</p>	<p>The role of human capital in open innovation: evidence from the European companies (<i>Ekaterina Albats, Justyna Dabrowsak, Daria Podmetina & Roman Teplov</i>)</p> <p>The integration of diverse technologies: How CEOs influence their firms' integration process and its innovation performance (<i>Nino Van de Wal, Victor Gilsing & Christophe Boone</i>)</p> <p>Employee engagement practices in support of open innovation (<i>Klas Eric Soderquist, Lia Tirabeni & Paola Pisano</i>)</p>	<p>Norms regulating commercialization behaviours in open innovation contexts: The case of the RepRap community (<i>Thierry Rayna, Emmanuelle Fauchart & Ludmila Striukova</i>)</p> <p>Performances in the selling of an innovation platform (<i>Jane Webb</i>)</p> <p>Community engagement or funding: how does crowdfunding contribute to the market success of video games? (<i>Oguzhan Aygoren & Stefan Koch</i>)</p>
1:00-2:30pm	Networking Lunch			

2:30-3:00pm	Keynote Speaker #2: Carlos Moedas, EU Commissioner for Research, Science and Innovation Topic: Open Science, Open Innovation and Open to the World			
3:00-4:30pm	Parallel Sessions #5			
Practitioner Experience: Culture and Organizational Structure (Company: Kaneka) <u>Room VIP Dining Room</u>	Session 5A: OI in the Digital Age V – Organizing for OI Chair: Andrea Urbinati (Special Track) <u>Room: Platea 1</u>	Session 5B: Outcomes of OI Chair: Carsten Schultz <u>Room: Platea 2</u>	Session 5C: Managerial Challenges of OI Chair: Mette Praest Knudsen <u>Room: Amphitheatre</u>	Session 5D: OI in SMEs Chair: Freek Meulman <u>Room 15, Floor 1</u>
<p><i>Kaneka is a large Japanese Multinational firm that recently established a Center of Excellence for Business Development & Open Innovation.</i></p> <p>Challenge: <i>How can Kaneka drive internal traffic to our already existing Ideation?</i></p> <p style="text-align: center;"><u>Time Allocation:</u></p> <p>A. Problem Statement Presentation by each organization - 10 min @ each table</p> <p>B. Table Discussions: Practitioners & Researchers Engage @ each table - 40 min</p> <p>C. Recap by Table Rep: Recommendations Generated at Each Table - 20 min</p> <p>D. Recap by Session Moderator - 15 min</p>	<p>The role of entrepreneur in organizing and managing open innovation in SMEs (Muhammad Usman & Wim Vanhaverbeke)</p> <p>Open innovation in the digital age: using crowdsourcing to co-design meaningful social change (Nunzia Coco)</p> <p>The use of digital technologies to manage open innovation processes: An exploratory analysis (Andrea Urbinati, Davide Chiaroni, Vittorio Chiesa & Federico Frattini)</p>	<p>The antecedents and outcomes of inbound open innovation in manufacturing firms in the UK (Mohammed Alarefi, Hanna Bahemia & Malgorzata Ciesielska)</p> <p>External cooperation for startup survival and innovation (Elena Gimenez Fernandez & Francesco Sandulli)</p> <p>“Ready for take-off” How Open Innovation influences startup success (Cristina Marullo, Elena Casprini, Alberto Di Minin & Andrea Piccaluga)</p> <p>Effects of University-Industry collaboration on firm value (Alexander Wirsich, Alexander Kock, Christoph Strumann & Carsten Schultz)</p>	<p>Shifting to a value creating rationale in innovation intermediaries: A study of managerial challenges and implications (Anna Yström & Kamilla Kohn Radberg)</p> <p>The challenges of implementing open innovation: a systematic literature review (Chiara E. De Marco, Cristina Marullo, Alberto Di Minin & Andrea Piccaluga)</p> <p>Business model innovation following a disruption: Reactions of pharmaceutical incumbents to the biotech revolution (Ivanka Visnjic, Patricia Klarner & Julian Birkinshaw)</p> <p>The managerial challenges in organizing internal crowdsourcing of ideas (Mette Praest Knudsen, Marianne Harbo Frederiksen, Jennie Björk & Mats Magnusson)</p>	<p>Antecedents of openness in SMEs – A systematic literature review (Katie Hyslop)</p> <p>Collaborative Innovation: the role of cluster governance for dynamising SME’s openness (Anne Berthinier-Poncet, Luciana Castro Goncalves & Liliانا Mitkova)</p> <p>Demystifying the 4Ps in Singapore SMEs: Does the government hold the key to open innovation? (Azad Bali, Peter McKiernan, & Christopher Vas & Peter Waring)</p> <p>Defending SMEs from sharks: a resource dependence lens on evaluating alliance opportunities (Freek Meulman, Ksenia Podoyntsyna, Isabelle Reyman & Georges Romme)</p>

4:30-4:45pm	Networking Break		
4:45-6:15pm	Parallel Sessions #6		
<p style="text-align: center;">Practitioner Experience: Organizational Structure (Company: BBVA) <i>Room VIP Dining Room</i></p>	<p style="text-align: center;">Session 6A: OI in the Digital Age VI – Knowledge Integration (Special Track) Chair: Harris Kyriakou <i>Room: Platea 1</i></p>	<p style="text-align: center;">Session 6B: OI Crowds & Platforms Chair: Anna Yström <i>Room: Platea 2</i></p>	<p style="text-align: center;">Session 6C: Internal OI Chair: Alberto Ferraris <i>Room: Amphitheatre</i></p>
<p><i>BBVA is a multinational financial services firm that strives to stay ahead of digital disruption within the industry. The firm is seeking to enhance its current model to explore new open innovation methods, processes, approaches and organizational structure.</i></p> <p>Challenge: <i>How does a large multinational financial services organization engage with start-ups, multinationals, universities and governments to capture knowledge flows and technologies under development to create value to the entire financial services ecosystem?</i></p> <p style="text-align: center;">Time Allocation:</p> <p>A. Problem Statement Presentation by each organization - 10 min @ each table</p> <p>B. Table Discussions: Practitioners & Researchers Engage @ each table - 40 min</p> <p>C. Recap by Table Rep: Recommendations Generated at Each Table - 20 min</p> <p>D. Recap by Session Moderator - 15 min</p>	<p>Crowdsourcing for innovation: from knowledge capture to knowledge integration, the key role of absorptive capacities (Emilie Ruiz, Sebastien Brion & Guy Parmentier)</p> <p>The integration of R&D and marketing for successful innovative automation solutions: An open innovation approach (Mohammad Shahabeddini Parizi & Mohammad Sadegh Saremi)</p> <p>Digital innovation in 3D printing: Remixing as a form of search (Harris Kyriakou)</p>	<p>Leading the crowd in business model innovation - An SME manager's perspective (Robert Anderson, Nuran Acur & Jonathan Corney)</p> <p>The role of search distance, identity, and status in attracting submissions in crowdsourcing contests (Patrick Pollok, Dirk Lüttgens & Frank Piller)</p> <p>Platform openness in the mobile ecosystem – implications for adoption and appropriation conditions (Hanne Kristine Hallingby)</p> <p>“Caught in a strange loop”: A relational view on joint value capture in collaborative platforms (Susanne Ollila & Anna Yström)</p>	<p>Organizational capabilities – the truth about open innovation adopters and non-adopters (Justyna Dabrowska, Roman Teplov, Ekaterina Albats, Daria Podmetina & Henry Lopez-Vega)</p> <p>An exploration of open innovation strategies at business groups: Evidence from Turkey (Mahmut N. Özdemir & Pinar Ozcan)</p> <p>“Internal” open innovation: The role of openness and internal embeddedness in subsidiaries’ innovation and financial performance (Alberto Ferraris, Marcel Bogers & Stefano Bresciani)</p>
6:15pm	<p>WOIC Industry Award Presentations: Solomon Darwin, Executive Director, Garwood Center for Corporate Innovation, UC Berkeley <i>Room: Platea 1 & 2 (Auditorium)</i></p> <p>a) Start-Up Disruption Award; b) Business Model Transformation Award; and c) Distinguished Contribution for Leadership in Global Innovation</p>		
7:00pm	<p>Closing Remarks: Henry Chesbrough</p>		
7:15pm	<p>Closing Reception Introduction: Esteve Almirall, Director, Center for Innovation in Cities & Professor of Innovation, Smart Cities & Data Science, ESADE</p>		

7:30pm	Closing Reception: Sponsored by ESADE and FoodInno-Stanford
Post-Conference Event: Saturday, December 17, 2016 <i>Location: Platea 1 & 2 (Auditorium)</i>	
Food Hackathon 10:00AM - 5:00PM Food hackathon is a one-day idea building competition that connects the most passionate millennials, foodies, entrepreneurs and developers with one goal in mind: “Design the Experience of Future Food”. ESADE and Stanford University, team up to run a “Food Hackathon”, offering an exciting experience of design thinking process. The participants will work on a team with various talents, have valuable networking opportunities, and potentially win a cash prize of 2000 Euro! The hackathon sponsor will provide the food challenge, fuel free drinks and food all day long as well as prizes. Please register at www.foodinno.org	

***Finalist Student Paper Award**

****Finalist Emerging Scholar Award**

This is the final program. Any additional changes will be announced during the conference.