

## 5th Annual World Open Innovation Conference

# WOIC 2018

December 13 - 14, 2018 | San Francisco, CA

Conference Theme:

“DIGITAL TRANSFORMATION FOR SUSTAINABILITY”

Location: San Francisco Airport Marriott Waterfront, 1800 Old Bayshore Highway, Burlingame, CA 94010 – 2nd Floor

### PRE-CONFERENCE EVENTS: WEDNESDAY, DECEMBER 12, 2018

10:00am VISIT TO FACEBOOK



**Presenter:** Bill Fusz, Head of Global Developer Operations, Facebook

3:00pm VISIT TO PLUG & PLAY - “OPEN INNOVATION FOR ALL!”



**Presenters:**

Saeed Amidi, CEO, Plug & Play  
Will Decker, VP of Innovation, Plug & Play

**Selected Start-ups in the field of:**

1. Enterprise 2.0 & Talent Migration, Repurpose Talent
2. Cost & Time Saving Technologies
3. Risk-sharing Technologies (i.e. Cyber Security)
4. Technologies for Underserved Markets (i.e. automotive/ mobility)

### DAY 1: THURSDAY, DECEMBER 13, 2018

7:30am REGISTRATION & BREAKFAST: 2ND FLOOR, SAN FRANCISCO AIRPORT MARRIOTT WATERFRONT

WELCOME REMARKS & KEYNOTES ————— ROOM: SALON E

8:30am WELCOME



#### HENRY CHESBROUGH

Faculty Director, Garwood Center for Corporate Innovation, UC Berkeley



When Dr. Henry Chesbrough coined the term Open Innovation in the early 2000s, he defined an approach that companies around the globe now use to innovate. Chesbrough works directly with companies through Garwood’s programs to apply the principles of Open Innovation, and he continues to refine our understanding of Open Innovation through his research and books.

9:00am KEYNOTE SPEAKER #1: “DISRUPTIVE DIGITAL BUSINESS MODELS FOR EMERGING MARKETS”



#### BAOQIU CUI

VP of AI and Cloud Platform, Xiaomi Inc.



Baoqiu is the VP of AI and Cloud Platform at Xiaomi Inc. Cui has worked as a senior engineer and senior R&D manager—he was the chief engineer officer of Yahoo Search Technology and principal engineer at LinkedIn. Xiaomi is the fastest growing disruptive business. Xiaomi’s expansion is rapidly gaining market shape around the world; It is the world’s fourth-largest smartphone manufacturer, leading in both the largest market in China, and the second-largest market, India.

10:00am NETWORKING BREAK

# Parallel Sessions #1

(MODERATED BY SOLOMON DARWIN)

PRACTITIONER EXPERIENCE | COMPANY: WIPRO

ROOM: SALON E

10:15am

## CREATING NEW MARKETS THROUGH DIGITAL TOOLS



**HARIHARA NATARAJAN**

Chief Architect  
BlockChain Initiatives



**NITIN NARKHEDE**

General Manager, Emerging  
Technologies and Innovation



### Challenge:

What business models can Wipro experiment with as it is getting ready to deploy its newly developed digital technology (AR/VR/AI) "do-your-own repairs tool" that will help people repair their white goods in their homes?

### Deliverables:

1. How can Wipro leverage its B2B ecosystems to deliver the value to individual families?
2. What would the partnership agreements with various ecosystem participants look like?
3. What models may work to scale this service globally across national and cultural boundaries?
4. How can Wipro encourage entrepreneurship in rural areas for economic development?
5. What possible challenges will Wipro face and how could they be addressed?
6. What kind of metrics would define and measure success of such transformation initiative?
7. What would be the best way to demonstrate the ROI?

10:15am

## ACADEMIC SESSIONS

SESSION 1A: HUMAN SIDE OF OPEN INNOVATION I

ROOM: SALON A & B

CHAIR/DISCUSSANT: MARCEL BOGERS

Crowd/Community	Crowdsourcing Ideas	Disengagement in OI
Value Capture in Open Innovation: The Perspective of Solvers in Crowdsourcing of Technical Problems (Frank Piller, Kathleen Diener, Deborah Roberts, Dirk Lüttgens and Susanne Ollila)	Eyes on the Prize: Effects of Prize Structure on Idea Creativity in Crowdsourcing Contests (Johanna Slot, Raji Srinivasan and Stefan Wuyts) — <i>Finalist for Best Emerging Scholar Paper Award</i>	What lies beneath? Exploring the cognitive processes of (dis)engagement in open innovation (Hardik Bhimani, Anne-Laure Mention and Dimitrios Salampasis) — <i>Finalist for Best Student Paper Award</i>

SESSION 1B: LOCAL ECOSYSTEMS I

ROOM: SALON C & D

CHAIR/DISCUSSANT: EKATERINA ALBATS

Platforms/Ecosystem	Crowdsourcing Ideas	Platforms/Ecosystem
Open Innovation and Digital Infrastructure for Growth: Evidence from the Local Enterprise Partnerships in the UK (Aineias Gkikas)	How do Collaborative Innovation Practices Emerge in Coworking Spaces? Evidence from Fintech Start-ups (Ghassan Yacoub and Stefan Haefliger)	Ecosystem development through value creation and capturing processes (Agnieszka Radziwon)

SESSION 1C: OPEN INNOVATION AND STRATEGY

ROOM: SALON G & H

CHAIR/DISCUSSANT: HENRY CHESBROUGH

OI between Competitors	New Venture	Ecosystem
Managing Open Innovation projects between competitors: Evidence from the space industry (Audrey Rouyre and Anne-Sophie Fernandez) <i>Finalist for Best Student Paper Award</i>	Embracing entrepreneurship in extreme uncertainty: Startup orientation as an emerging strategic posture (Oguzhan Aygoren and Alptegin Albayraktaroglu)	Integrating the Depth and Breadth of Ecosystem Research (Marcel Bogers, Jonathan Sims and Joel West)

**11:45am** ————— **ACCELERATING INNOVATION IN UNCHARTED TERRITORIES** —————



**SHÉHÉRAZADE BENZERGA**  
Digital Transformation Manager, Daimler



**Challenge:**  
How can a mobility services firm accelerate internal innovation against uncharted territories in the uncertain times of digital transformation?

**Deliverables:**

1. What possible processes, platforms, networks, ecosystems and social capital are needed to accelerate the process of innovation within the industry through collaboration and cooperation?
2. How can open innovation be used to accelerate innovation in highly regulated and compliance driven market, such as autonomous driving?

**11:45am** **ACADEMIC SESSIONS**

**SESSION 2A: DIGITAL TRANSFORMATION I** ————— **ROOM: SALON A & B**

**CHAIR/DISCUSSANT: JOEL WEST**

Blockchain	Digital Transformation	Artificial Intelligence
Blockchain-enabled value creation between multiple parties. A transaction cost perspective ( <b>Jessica Schmeiss</b> , Jonas Kahlert and Robin Tech)	The Impact of Openness on Entrepreneurship in Times of Digital Transformation – Empirical Evidence from Micro-Enterprises in Rural India ( <b>Jonas Soluk</b> , <b>Nadine Kammerlander</b> and Solomon Darwin)	Loyal or Non-loyal? Using Machine Learning to Understand Customer Behavior in the Platform Economy ( <b>Anssi Smedlund</b> , Byron Graham and Mikko Hänninen)

**SESSION 2B: MANAGING OPEN INNOVATION & PARTNERSHIPS I** ————— **ROOM: SALON C & D**

**CHAIR/DISCUSSANT: JOHN HAGEDOORN**

R&D Alliance Success Factors	Use of Contract	Value Appropriation of OI
One Size Fits All? Innovation, Partner Configuration and Partner Adaptation in R&D Alliances ( <b>Mathias Beck</b> and Cindy Lopes-Bento)	It takes two to swing: A case study on inter-firm contracting for agile open innovation projects ( <b>Mehmet Kerem Kiziltunc</b> and <b>Mehmet Gençer</b> )	Appropriation of Open Process Innovation ( <b>Rafael Lorenz</b> , Mathias Beck, Marcel Bogers, Martin Woerter and Torbjørn Netland)

**SESSION 2C: OPEN INNOVATION AND PERFORMANCE** ————— **ROOM: SALON G & H**

**CHAIR/DISCUSSANT: KRITHIKA RANDHAWA**

Specialization Strategies	Idea Management	New Venture
Value Creation Openness: A knowledge-based resource dependency perspective ( <b>Christian Burmeister</b> , Dirk Lüttgens and Frank T. Piller) — <i>Finalist for Best Student Paper Award</i>	Catch me while you can: The interplay between idea management practices, firm's openness and innovativeness ( <b>Stefano Denicolai</b> and <b>Federico Moretti</b> )	Spiders spinning their webs - Implications of social network constellations for early-stage venture valuation ( <b>Marc Felske</b> , Nils Foege and Tim Minshall)

**1:15pm** **NETWORKING LUNCH** ————— **ROOM: SALON F**

**2:20pm** **SPECIAL REMARKS BY SOLOMON DARWIN - INTRODUCING JOHN CHAMBERS**



**SOLOMON DARWIN**  
Executive Director, Garwood Center for Corporate Innovation, UC Berkeley



Solomon Darwin is the Executive Director, Garwood Center for Corporate Innovation and former Executive Director of Financial Reporting and Management, at the Haas School of Business. Prior to joining UC Berkeley he was an Associate Professor at the University of Southern California from 1996 – 2005. Solomon Darwin has over 13 years of Industry experience at Bank of America and Motorola.

2:30pm

KEYNOTE SPEAKER #2: "CONNECTING THE DOTS FROM THE PAST TO THE PRESENT & INTO THE FUTURE"



### JOHN T. CHAMBERS

Founder and CEO, JC2 Ventures Former Chairman & CEO, Cisco



John Chambers is the founder and CEO of JC2 Ventures. In his role, Chambers focuses on helping disruptive startups from around the world build and scale, while also promoting the broader development of startup nations and a startup world. He invests in companies across categories and geographies that are leading market transitions, such as Aspire Food Group, Balbix, Bloom Energy, DEDrone, IoTium, OpenGov, Pindrop, Privoro, Rubrik, SparkCognition, Sprinklr, and Uniphore. He also serves on the Board of Directors for Bloom Energy, OpenGov, Pindrop, and Sprinklr.

3:30pm

NETWORKING BREAK

## Parallel Sessions #3

(MODERATED BY HENRY CHESBROUGH)

PRACTITIONER EXPERIENCE | COMPANY: KANEKA ROOM: SALON E

4:00pm

### ACCELERATING THE INTERNAL INNOVATION PROCESS



### ALAN WALKER

Vice President, Marketing & Development

**Challenge:**

How can Kaneka accelerate internal innovation utilizing a two-sided digital ideation/challenge platform through which it can address its internal and external challenges?

**Deliverables:**

1. What design features would create traction and stickiness for Kaneka's customers, ecosystem partners, academics and government entities?
2. How can the digitalized OI platform (interface, functions, etc.) be made easier to collect ideas to resolve challenges quickly?
3. What issues do you see, as a user of an OI platform from different perspectives in order to effectively use such OI platform? How could the issues be overcome?

4:00pm

## ACADEMIC SESSIONS

SESSION 3A: GRAND CHALLENGES I ROOM: SALON A & B

### CHAIR/DISCUSSANT: IVANKA VISNJIC

#### OI in Public Sector

The search for serendipity: Adaptive management as method to (non)manage open innovation in the public sector (Ghita Lauritzen, Nils Foege and Stina Teilmann-Lock)

#### Crowdsourcing

Leveraging Open Service Innovation and Crowdsourcing in Open Healthcare Innovation (Krithika Randhawa, Joel West, Ralf Wilden)

SESSION 3B: LEVERAGING COMMUNITIES ROOM: SALON C & D

### CHAIR/DISCUSSANT: LETIZIA MORTARA

#### Crowd / Community

Two types of openness to leverage user communities in the video game industry: Community sensing and product openness (Peter Ek) — *Finalist for Best Student Paper Award*

#### Cross Sector Partnerships

Open Innovation in cross-sector partnerships: a malnutrition project (Sudhir Rama Murthy and Colin Mayer Cbe)

SESSION 3C: TRIGGERS OF OPEN INNOVATION I ROOM: SALON G & H

### CHAIR/DISCUSSANT: MARCUS HOLGERSSON

#### Problem Solving

Solving complex problems using open innovation: A knowledge divergence perspective (Yeolan Lee, Eric Fong, Jay Barney and Ashton Hawk) — *Finalist for Best Emerging Scholar Paper Award*

#### Business Model & SME

Open Innovation in SMEs: a Process View towards Opening-up a Business Model (Ekaterina Albats, Wim Vanhaverbeke and Daria Podmetina) — *Finalist for Best Emerging Scholar Paper Award*

#### Divestitures and Spin-Offs

Divestiture governance modes and innovativeness of divested units (Sandra Corredor)

5:30pm CLOSING REMARKS: HENRY CHESBROUGH & MARCEL BOGERS ROOM: SALON E

6:00pm POSTER SESSION OVERVIEW WITH MARCUS HOLGERSSON & SERENA FLAMMINI (BRIEF OVERVIEW BY POSTER PRESENTERS) ROOM: SALON E

6:15pm POSTER SESSIONS & WINE RECEPTION ROOM: 2ND FLOOR FOYER

POSTER ISLAND I: DIGITAL TRANSFORMATION I

Online Communities	Digital Tools in Oil & Gas Industry	Blockchain	Digital Transformation
A Wittgensteinian approach to online rule emergence (Paolo Vincenzo Leone and Wadih Renno)	Using digitally enabled open innovation to meet operational challenges and help achieve sustainability goals within the UK oil and gas sector (David Wilson, Sara Husk and Chris Docherty)	Blockchain Technology: A Sustainable Platform to Facilitate Open Innovation? (Helen Yu)	Digital Transformation's Impact on Open Innovation Challenges: A case study of Alice Waters' Open Innovation Ecosystem (Kirsten Van Fossen, Martin Geissdoerfer, Soh Kim and Steve Evans)

POSTER ISLAND II: DIGITAL TRANSFORMATION II

Blockchain	Platforms / Ecosystems	Digital Technologies	Design Thinking in Automotive Industry
Blocked and Chained? An approach to enable open innovation through tokenization (Riccardo Bonazzi and Gianluigi Viscusi)	Getting the Most from Your Innovation Outpost: How Companies are Creating Value by Connecting with the World's Most Vibrant Innovation Ecosystems (Benoit Decreton, Jean-Marc Frangos, Lisa Friedman and Felipe Monteiro)	Digital technologies and open innovation as key/ cornerstone for supporting NGO's in achieving SDGs – The ONE case study (Shéhérazade Benzerga)	Implementing Design Thinking for digital innovation in the German automotive industry (Daniela Marzavan)

POSTER ISLAND III: MANAGING OPEN INNOVATION PARTNERSHIPS

OI Success Factors	OI Between Competitors	Networking	Conditions for Cooperation
Enabling innovation in the European Construction Sector: A Case Study in Open Innovation (Barbara Rovere, Michael David Burnard, Andreja Kutnar and Eric Neal Hansen)	The Role of Organizational Culture on R&D Cooperation: An Empirical Study in the Automotive Industry (Corrina Schaffer)	Open innovation strategies of suppliers in the manufacturing industry: an analysis from a strategic networking perspective (Donghyuk Choi)	Conditions of Cooperation: When is Openness Normal Rather than Exceptional? (Joel West and Paul Oik)

POSTER ISLAND IV: OPEN INNOVATION & SMEs

OI in SMEs	Makerspaces/ 3D Printing	OI in SMEs
Open innovation in SMEs: a systematic review of the literature (Carène Tchuinou Tchouwo and Diane Poulin)	Innovation for the Rest of Us: The Impact of 3D Printing on Entrepreneurship (Thierry Rayna and Ludmila Striukova)	Are SMEs bluffing on Open Innovation? Suggestions for Targeted Policies (Chiara Eleonora De Marco, Irene Martelli and Alberto Di Minin)

POSTER ISLAND V: OPEN INNOVATION DYNAMICS

Platforms / Ecosystem	Network Effects Supply Chain Innovation	Agility in Organizations	Chinese Characteristics
What Role Does Openness Play in The Value Creation Process? Innovation Development vs Commercialisation of emergent technologies (Serena Flammini and Letizia Mortara)	Legacy Network Effects and Supply Chain Innovation (John Ettl, Cynthia Flynn and Tingting Yan)	Why Agile Is Key To The Success Of Open Innovation and Environmental Sustainability (Stephen Denning)	Open Innovation with Chinese Characteristics: A Dynamic Capabilities Perspective (Henry Chesbrough, Sohvi Heaton and Liang Mei)

7:15pm WOIC ACADEMIC AWARDS (IVANKA VISNJIC, AGNIESZKA RADZIOW & KRITHIKA RANDHAWA): BEST PHD STUDENT PAPER & KAJA RANGUS EMERGING SCHOLAR PAPER AWARD — ROOM: SALON E

7:45pm CONFERENCE NETWORKING DINNER — ROOM: SALON F

**DAY 2: FRIDAY, DECEMBER 14, 2018**

8:30am REGISTRATION & BREAKFAST: 2ND FLOOR, SAN FRANCISCO AIRPORT MARRIOTT WATERFRONT

**WELCOME & KEYNOTES — ROOM: SALON E**

9:00am WELCOME BY SOLOMON DARWIN

9:15am KEYNOTE #3: "DIGITAL TRANSFORMATION"



**MELISSA SCHILLING**  
Professor of Management & Organization, NYU Stern



Melissa A. Schilling is the Herzog Family Professor of Management at New York University Stern School of Business. She received her Bachelor of Science in business administration from the University of Colorado at Boulder. She received her Doctor of Philosophy in strategic management from the University of Washington. Professor Schilling's research focuses on innovation and strategy in high technology industries such as smartphones, video games, pharmaceuticals, biotechnology, electric vehicles, and renewable energies.

10:00am KEYNOTE #4: "OPEN INNOVATION FOR ORGANIZATIONAL DESIGN"



**SCOTT STERN**  
Professor, MIT Sloan School of Management



Scott Stern explores how innovation—the production and distribution of "ideas"—differs from more traditional economic goods, and the implications of these differences for entrepreneurship, business strategy, and public policy. His research in the economics of innovation and entrepreneurship focuses on the drivers of commercialization strategy for technology entrepreneurs, the determinants of R&D productivity in both the public and private sector, and the role of incentives and organizational design on the process of innovation.

10:45am NETWORKING BREAK

**Parallel Sessions #4**  
(MODERATED BY HENRY CHESBROUGH)

**PRACTITIONER EXPERIENCE | COMPANY: ALLERGAN — ROOM: SALON E**

11:15am IDENTIFYING CUSTOMER'S PAIN POINTS IN REAL TIME



**LINDSEY KARBERG**  
VP of IT Digital Immersion



**Challenge:**  
What innovative digitally driven design would you suggest for supporting busy physicians and/or patients, to get them relevant, accurate, reliable and real-time information and analysis quickly?

**Deliverables:**

1. What does the operating model look like and what digital ecosystem is needed to support the design that may result in time save, cost reduction, revenue generation and customer experience?
2. How could architecture of the design be made adaptable as the landscape changes?
3. What are your thoughts and suggestions on scaling the digital ecosystem globally across national and cultural boundaries?

11:15am

**ACADEMIC SESSIONS**

**SESSION 4A: DIGITAL TRANSFORMATION II**

**ROOM: SALON A & B**

**CHAIR/DISCUSSANT: THIERRY RAYNA**

Digital Transformation	Digital Transformation	Platforms
Information Management and Open Innovation Practices in the context of Digital Transformation (Ana Clara Cândido and Cristina Sousa)	A Configurational Approach to the Role of Open Innovation in the Digital Transition of Manufacturing SMEs (René Chester Goduscheit)	The dialectics of opening-up drug discovery: Open Targets platform (Laia Pujol Priego and Jonathan Wareham)

**SESSION 4B: LOCAL ECOSYSTEMS II**

**ROOM: SALON C & D**

**CHAIR/DISCUSSANT: JONATHAN SIMS**

Platforms/Ecosystem	Startup Engagement	Intellectual Property
Recipes for Success: Conditions for knowledge transfer across open innovation ecosystems (Emily Bacon, Mike Williams and Gareth Davies)	Start-up Engagement: A Realistic Evaluation (Alireza Talebi)	Finding your peers - towards the comparison of European knowledge transfer organisations (Laura Kreiling)

**SESSION 4C: TRIGGERS OF OPEN INNOVATION II**

**ROOM: SALON G & H**

**CHAIR/DISCUSSANT: JOHN ETTLIE**

Collaborative Innovation	Drone Industry	OI Success Factors
Little Experience is Not a Weakness: A Collaborative Innovation Project by a Professional User (Masaya Onuma)	Bottlenecks, Experimentation, and Growth: Lessons from the Nascent Civilian Drone Industry (Robert Bremner and Kathleen Eisenhardt)	Exploring the components of a better internal R&D strategy for open innovation: an analytical literature review (Chris Nengzhi Yao, Christos Tsinopoulos and Ji Karena Yan)

12:45pm

**NETWORKING LUNCH**

**ROOM: SALON F**

**Parallel Sessions #5**

(MODERATED BY SOLOMON DARWIN)

**PRACTITIONER EXPERIENCE | COMPANY: APPLIED MATERIALS**

**ROOM: SALON E**

2:15pm

**CREATING VALUE FROM TACIT KNOWLEDGE**



**RUCHIKA MEHTA**

Growth Accelerator Lead, Office of the CTO, Applied Materials

**Challenge:**

How can AMAT leverage its materials engineering capabilities to enter “New” markets with platform extensions powered by collaborations with external ecosystem partners (e.g. Start-Ups, Government, Universities, Peers)?

1. How can AMAT address innovation challenges both internally and externally to enter new markets?
2. How can AMAT operate in markets that are not completely developed or are in nascent stages ( Additive Manufacturing, Personalized Meds)
3. What business model innovations could attract partners/vendors/customers who are not yet with AMAT?
4. How should AMAT strategically market/communicate its appetite and capabilities to enter new markets?

**Deliverables:**

1. Process: Describe a process that is needed to identify the programs that fuel growth in new markets.  
Be specific: Provide a case study example that has worked for your team/company in areas outside of core markets
2. Platforms: How should the platform be designed and structured to protect the Core Proprietary IP
3. Ecosystems: Recommend ways AMAT could build sustainable and expansive ecosystems
4. Business Models: What new business models does your group suggest that can keep up with lucrative partnerships, while also being relevant to ecosystem partners?

2:15pm

**ACADEMIC SESSIONS**

**SESSION 5A: HUMAN SIDE OF OPEN INNOVATION II** ————— **ROOM: SALON A & B**

**CHAIR/DISCUSSANT: FRANK PILLER**

High Performance Teamwork	Human Side of OI	Makerspaces / 3D Printing
Internal and External Learning: A Pathway to Performance in Innovation Project Teams (Jean-Francois Harvey, Johnathan Cromwell, Kevin Johnson and Amy Edmondson)	The Human Side of Open Innovation: Innovative Behaviors in University Labs (Karla Rocha Liboreiro and Shizza Fatima)	Makerspaces as Sources for Open Innovation – A Typology of Makers (David Zakothe, Oliver Mauroner, Jutta Emes and Marcel Drescher)

**SESSION 5B: MANAGING OPEN INNOVATION PARTNERSHIPS II** ————— **ROOM: SALON C & D**

**CHAIR/DISCUSSANT: RENÉ GODUSCHEIT**

OI in Large Firms	University-Industry Collaboration	Makerspaces / 3D Printing
Open Innovation enactment: The roles of change agents in large Firms (Björn Remneland Wikhamn)	Developing and implementing open strategy at the university: a response to the institutional pluralism of increased university-industry collaborations (Gergana Romanova)	Open Social Innovation Dynamics and Impact: Exploratory Study of a Fab Lab Network (Ludmila Striukova and Thierry Rayna)

**SESSION 5C: INNOVATION SUPPORT TOOLS** ————— **ROOM: SALON G & H**

**CHAIR/DISCUSSANT: AGNIESZKA RADZWION**

User - Toolkits	Software	OI Management
The Value of User Toolkits for Innovation: Examining the benefits of toolkits for different user groups (Thomas Schaeper and Johann Nils Foege)	OSSMMOs, an Open Innovation Maturity Model oriented to Open Source Software Adoption (Lucia Mendez, Lidia Lopez, Juan P. Carvallo, Claudia P. Ayala and Catalina Peña)	Maturing in Open Innovation: Capability Maturity Model from the Firm Perspective (Daria Podmetina, Monika Petraite and Max von Zedtwitz)

3:45pm

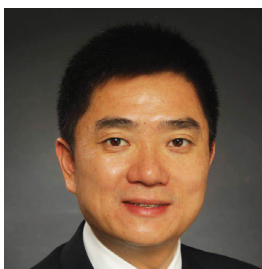
**NETWORKING BREAK**

**Parallel Sessions #6**  
(MODERATED BY SOLOMON DARWIN)

**PRACTITIONER EXPERIENCE | COMPANY: XIAOMI, INC.** ————— **ROOM: SALON E**

4:15pm

**EXPANDING MARKETS THROUGH OPEN INNOVATION IN EMERGING ECONOMIES**



**PAUL (PING) LIN**

Vice President of Global Business Development & IP Strategy, Xiaomi Inc.



**Challenge:** Xiaomi offers High-Value/Low-Cost/Low-Margin products to all customers segments in emerging markets. This demands severe cost curtailment strategies in manufacturing, operation, advertisement, sales, distribution and servicing of its products. Xiaomi cannot deliver this value alone without an ecosystem to sustain and scale the business. How can the government, corporates and other institutions help in creating a win-win for all. Secondly, the rural communities lack the infrastructure (reliable connectivity, power, healthcare, clean water, accessible roads). What must Xiaomi do to serve and expand the market when this infrastructure is lacking?

**Deliverables:**

1. How should Xiaomi work with state and local governments to address rural challenges?
2. Who would be good local partners for Xiaomi in rural markets? Why?
3. What digital transformation opportunities that Xiaomi does not see yet? Provide a list of product enhancements or list of services that may be needed to capture a wider market. How can Xiaomi utilize AI technologies and internet services, which come with Mi smartphones in conjunction with IoT devices, to help rural areas?
4. Will a platform approach be helpful to accelerate the expansion in rural markets? How should the platform and network effect look like?
5. What business models and ecosystems may be relevant to expand the markets under these circumstances?



4:15pm

**ACADEMIC SESSIONS**

**SESSION 6A: GRAND CHALLENGES II**

**ROOM: SALON A & B**

**CHAIR/DISCUSSANT: SERENA FLAMMINI**

Social Business Models	Crowds / Grand Challenges	Living Labs
Co-creation of Social Business Models: Lessons from 'Opening Up' Business Models in the BoP context (Thomas Möllers and Mirella Haldimann)	Using crowds to deal with emerging grand challenges: coordination mechanisms for multidisciplinary open science programme (Olga Kokshagina)	The Five Ps for Co-creation Facilitation in Living Labs (Katharina Greve)

**SESSION 6B: CORPORATE-STARTUP COLLABORATION**

**ROOM: SALON C & D**

**CHAIR/DISCUSSANT: TIM MINSHALL**

OI with Competitors	Large-Small Collaboration	Large-Small Collaboration
Implementing Open Innovation via Open Coopetition: A novel additional mode to engage with startups (Sea Bez and Henry Chesbrough)	Ambidextrous organizations: Eight operational models and a strategic framework for large-small firm collaboration (Annika Steiber and Sverker Alange)	Corporate-startup collaboration: Evidences from open innovation practices in Europe (Alberto Onetti and Alessia Pisoni)

**SESSION 6C: CMR WORKSHOP**

**ROOM: SALON G & H**

David Vogel, Editor of California Management Review (CMR) will give a short overview of the journal and offer advice on how to increase the chances of getting published. The session will be followed by Q&A from audience. Articles that are shortlisted for the CMR Special Section on Open Innovation will also be discussed. The CMR workshop is meant to help authors improve their submitted papers but other participants are welcome to attend.

5:45pm

**WOIC INDUSTRY AWARD PRESENTATIONS: SOLOMON DARWIN**

**ROOM: SALON E**

a) Start-Up Disruption Award, b) Business Model Transformation Award, and c) Distinguished Contribution to Leadership in Open Innovation

The Garwood Center for Corporate Innovation is proud to announce the Industry Awards presented to: Start-ups that are not yet well known, but have the potential of becoming big disruptive players in the market; Established companies who have disrupted themselves to drastically restructure their model and expanded into new markets with open innovation collaboration; and to a Distinguished Leader for their contribution to Open Innovation.

6:00pm

**AWARD ACCEPTANCE SPEECHES**

6:15pm

**CLOSING REMARKS: HENRY CHESBROUGH**

6:45pm

**CLOSING RECEPTION**

**2ND FLOOR FOYER**

**Thank you Sponsors & Industry Partners!**

