<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00am</td>
<td>REGISTRATION: Location: ESADEFORUM Foyer, Barcelona-Pedralbes Campus Universitat Ramon Llull Av. de Pedralbes, 60-62 08034 Barcelona, Spain</td>
</tr>
<tr>
<td>9:00am</td>
<td>Welcome: Henry Chesbrough, Faculty Director, Garwood Center for Corporate Innovation, Haas School of Business, UC Berkeley</td>
</tr>
<tr>
<td>9:15am</td>
<td>Special Welcome Address: Gerardo Pisarello Prados, Vice Mayor of Barcelona</td>
</tr>
</tbody>
</table>
| 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:  
| Xiaolan Fu, Director of the Oxford Technology & Management Centre for Development, Oxford University  
<p>| Max von Zedtwitz, Director, GLORAD |
| 11:30am-12:00pm | Networking Break |</p>
<table>
<thead>
<tr>
<th>12:00pm-1:30pm</th>
<th><strong>Parallel and Plenary Sessions #1</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Practitioner Experience – Open Innovation Challenges:</strong></td>
<td><strong>Plenary Academic Session 1: Open Innovation in the Digital Age</strong></td>
</tr>
<tr>
<td>1) CERN; 2) Earto; and 3) Nofima</td>
<td>Chair: Ellen Enkel</td>
</tr>
<tr>
<td><em>Room: VIP Dining Room</em></td>
<td><em>Room: Platea 1</em></td>
</tr>
<tr>
<td><strong>CERN: Cultural Challenge</strong> - 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 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?</td>
<td>Re-use and patterns of digital innovation in open crowds (<em>Sabine Brunswicker &amp; Michael Prietula</em>)</td>
</tr>
<tr>
<td><strong>EARTO: Business Model Challenge</strong> - How would you design the open innovation business model of a Research &amp; Technology Organization (RTO) today, in a digital-first &amp; globalized world moving rapidly towards open access to all scientific results, and how would such organization sustain itself economically?</td>
<td>Data-driven business models in the digital age: the impact of data in traditional businesses (<em>Laia Pujol Priego, David Osimo, Jonathan Wareham &amp; Federica Porcu</em>)</td>
</tr>
<tr>
<td><strong>Nofima: R&amp;D Challenge</strong> - 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?</td>
<td>Crowdsourcing social innovation: Lessons on platform design (<em>Thomas Kohler &amp; Henry Chesbrough</em>)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Time Allocation:</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Problem Statement Presentation by each organization - 10 min @ each table</td>
<td></td>
</tr>
<tr>
<td>B. Table Discussions: Practitioners &amp; Researchers Engage @ each table - 40 min</td>
<td></td>
</tr>
<tr>
<td>C. Recap by Table Rep: Recommendations Generated at Each Table - 20 min</td>
<td></td>
</tr>
<tr>
<td>D. Recap by Session Moderator - 15 min</td>
<td></td>
</tr>
</tbody>
</table>

<p>| 1:30pm-3:00pm | <strong>Networking Lunch</strong> |</p>
<table>
<thead>
<tr>
<th>Time</th>
<th>Parallel Sessions #2</th>
</tr>
</thead>
</table>
| 3:00-4:30pm| Practitioner Experience: IP Administration (Company: Nestlé)  
  Room VIP Dining Room |
|            | Session 2A: OI in the Digital Age II - Business Models  
  Chair: Kathleen Diener (Special Track)  
  Room: Platea 1 |
|            | Session 2B: Co-Creation of Knowledge  
  Chair: Hila Lifshitz-Assaf  
  Room: Platea 2 |
|            | Session 2C: OI Adoption  
  Chair: Bernadette Baumstark  
  Room: Amphitheatre |
|            | Session 2D: OI & Entrepreneurship  
  Chair: Kaja Rangus  
  Room 15, Floor 1 |

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.

**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?

**Time Allocation:**
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

4:30-5:00pm | Networking Break
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.

**Challenge**: Identify Open Innovation practices and processes for Enel to use open innovation to meet its strategic goal of enhanced sustainability.

**Time Allocation**:
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

<table>
<thead>
<tr>
<th>Session 3A: OI in the Digital Age III – Ecosystems &amp; Platforms</th>
<th>Session 3B: OI and Identity</th>
<th>Session 3C: Capabilities for OI</th>
<th>Session 3D: OI in a Regional or Industrial Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: Marika Iivari (Special Track)</td>
<td>Chair: Susanne Ollila</td>
<td>Chair: Krithika Randhawa</td>
<td>Chair: Xiaolan Fu</td>
</tr>
<tr>
<td>Room: Platea 1</td>
<td>Room: Platea 2</td>
<td>Room: Amphitheatre</td>
<td>Room 15, Floor 1</td>
</tr>
</tbody>
</table>

Framework for firm strategies in open internet of things ecosystems *(Anssi Smedlund, Heini Ikävalko, Petra Turkama & Pentti Launonen)*

The impact of openness in big science: A blessing or a curse? *(Jonathan Wareham & Laia Pujol Priego)*

Open innovation ecosystem orchestration – Comparative case study on spatial planning *(Marika Iivari, Pia Hurmelinna-Laukkonen & Sari Horvonen-Kantola)*

Why open innovation is easier said than done: An organizational identity perspective* *(Maral Mahdad, Andrea Piccaluga & Alberto Di Minin)*

Does social inducement lead to higher open innovation investment? An experimental study** *(Shuanping Dai & Guanzhong Yang)*

To be or not to be? Identity work in collaborative innovation *(Susanne Ollila)*

Open innovation adoption from strategy to practice: Implications from organizational ambidexterity and dynamic capabilities *(Lu Huang, Beverly Wagner & Nusa Fain)*

Cooperation capabilities: An explorative study of R&D cooperation in the automotive industry *(Corrina Schaffer)*

Open innovation with suppliers at Unilever and Novozymes: Juxtaposing strategic top-down and operational bottom-up approaches *(Linda Nhu Laursen, Henry Chesbrough & Graham Cross)*

Online intermediaries and service co-creation capabilities: An exploratory case study of client engagement for open innovation* *(Krithika Randhawa & Ralf Wilden)*

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 *(Joanna Robaczewska, Wim Vanhaverbeke & Nadine Roijakkers)*

How do low and medium technology firms implement open innovation practices? An empirical analysis of Spanish firms *(Maria Luisa Flor, Jose A. Alfaro & Maria José Oltra)*

Medical Innovation on the death bed Open Innovation as a remedy *(Georg Gassner & Katja Hutter)*

Innovation under resources, capabilities and institutional constraints: The role of open innovation in Ghana *(Xiaolan Fu, Giacomo Zanello & Carmen Contreras)*
### Closing Remarks
**Henry Chesbrough & Marcel Bogers**  
*Room: Platea 1 & 2 (Auditorium)*

### Poster Session Overview by Marcel Bogers, Ann-Kristin Zobel & Jonathan Sims  
*Room: Platea 1 & 2 (Auditorium)*

Brief overview by Poster Presenters

### Poster Sessions & Wine Reception  
**Marcel Bogers, Ann-Kristin Zobel & Jonathan Sims**  
*Location: ESADEFORUM Foyer*

<table>
<thead>
<tr>
<th>Cluster I: OI in the Digital Age</th>
<th>Cluster II: OI Communities and Crowds</th>
<th>Cluster III: OI and Product Development</th>
<th>Cluster IV: OI in Complex and Systemic Settings</th>
</tr>
</thead>
<tbody>
<tr>
<td>If it looks like a paradox, and walks like a paradox: an attempt to disentangle appropriability-openness tensions in the digital age (<em>Ioana Stefan</em>)</td>
<td>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 (<em>Riccardo Bonazzi &amp; Gianluigi Viscusi</em>)</td>
<td>External knowledge sourcing and new product development: Evidence from the Italian food and beverage industry (<em>Gabriele Santoro</em>)</td>
<td>The Role of Transformational Leaders in Promoting Open Innovation: The Case of NASA Space Apps (<em>Vasiliki Baka &amp; Marcel Bogers</em>)</td>
</tr>
<tr>
<td>Open Innovation of services in knowledge ecosystems – Knowledge product perspectives of the digital economy (<em>Mathias Aaen Thuesen</em>)</td>
<td></td>
<td></td>
<td>Case for Building a Climate of Innovation in a Complex Company System (<em>Emir Dzanic, Darko Kantoci &amp; Jasmina Ranilovic</em>)</td>
</tr>
</tbody>
</table>

7:45pm  
**Guests Board Bus to Sant Pau Art Nouveau Site for Gala Dinner**

8:15pm  
**Tour of Sant Pau Art Nouveau**
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
</table>
| 8:45-10:45pm | **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                                           |
| 8:30am       | REGISTRATION Location: ESADEFORUM Foyer                                                                                   |
| 9:00-9:15am  | **Special Welcome Address:** Eugenia Bieto, Director General of ESADE                                                      |
| 9:15-9:45am  | **Keynote Speaker #1:** Carlos Moedas, EU Commissioner for Research, Science and Innovation  
**Topic:** Open Science, Open Innovation and Open to the World                                                     |
| 9:45-10:05am | **Keynote Speaker #2:** 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:**  
- 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                                                         |
<p>| 11:00 -11:30am| <strong>Networking Break</strong>                                                                                                        |</p>
<table>
<thead>
<tr>
<th>11:30am-1:00pm</th>
<th>Parallel Sessions #4</th>
</tr>
</thead>
</table>
| **Practitioner Experience: Business Model Challenge**  
(Company: Paradigm Maturity, Inc.)  
*Room: VIP Dining Room* | **Session 4A:**  
OI in the Digital Age IV – Levels of Analysis  
Chair: John Ettlie (Special Track)  
*Room: Platea 1* |
| **Session 4B:**  
OI Ecosystem Orchestration  
Chair: Joon Mo Ahn  
*Room: Platea 2* | **Session 4C:**  
OI & Human Resources  
Chair: Klas Eric Soderquist  
*Room: Amphitheatre* |
| **Session 4D:**  
OI Communities  
Chair: Oguzhan Aygoren  
*Room 15, Floor 1* |  |

Paradigm Maturity, Inc. operates a collaborative platform to manage smart city infrastructure.

**Challenge:** How can open innovation drive a world-class smart city technology development while leveraging partnerships with corporations through universities?

**Time Allocation:**

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

| Open innovation and digital natives in the automotive industry: the case of Fiat Chrysler Automobiles (Mario Sorrentino, Elena Candelo & Diego Matricano)  
Cooperative platforms of digital open standards and industrial community dynamics of open innovation: the OASIS consortium model (Laurent Adatto)  
External networks and targeted competition: resolving boundary issues in open innovation (John Ettlie & Peter Gianiodis) | Orchestrating innovation ecosystems in nanoelectronics: Internal preparation and external governance (Pegah Yaghmaie, Nadine Roijakkers & Wim Vanhaverbeke)  
Open innovation in nascent ecosystems - The influence of system bottlenecks on firms' patterns of collaboration (Ann-Kristin Zobel, Jörn Hoppmann & Alejandro Nuñez Jiménez)  
When technology platform meets out-bound open innovation: A dynamic establishment of business ecosystem (Joon Mo Ahn & Chung-Lin Tsai) |
| The role of human capital in open innovation: evidence from the European companies (Ekaterina Albats, Justyna Dabrowsak, Daria Podmetina & Roman Teplov)  
The integration of diverse technologies: How CEOs influence their firms' integration process and its innovation performance (Nino Van de Wal, Victor Gilsing & Christophe Boone)  
Employee engagement practices in support of open innovation (Klas Eric Soderquist, Lia Tirabeni & Paola Pisano) | Norms regulating commercialization behaviours in open innovation contexts: The case of the RepRap community (Thierry Rayna, Emmanuelle Fauchart & Ludmila Striukova)  
Performances in the selling of an innovation platform (Jane Webb)  
Community engagement or funding: how does crowdfunding contribute to the market success of video games? (Oguzhan Aygoren & Stefan Koch) |

1:00-2:30pm  
*Networking Lunch*
<table>
<thead>
<tr>
<th>Time</th>
<th>Session 5A: OI in the Digital Age V – Organizing for OI</th>
<th>Session 5B: Outcomes of OI</th>
<th>Session 5C: Managerial Challenges of OI</th>
<th>Session 5D: OI in SMEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2:30-4:00pm</td>
<td>Practitioner Experience: Culture and Organizational Structure (Company: Kaneka) Room VIP Dining Room</td>
<td>The role of entrepreneur in organizing and managing open innovation in SMEs (Muhammad Usman &amp; Wim Vanhaverbeke)</td>
<td>The antecedents and outcomes of inbound open innovation in manufacturing firms in the UK (Mohammed Alarefi, Hanna Bahemia &amp; Malgorzata Ciesielska)</td>
<td>Shifting to a value creating rationale in innovation intermediaries: A study of managerial challenges and implications (Kamilla John Radberg &amp; Anna Yström)</td>
</tr>
<tr>
<td>4:00-4:30pm</td>
<td>Networking Break</td>
<td>External cooperation for startup survival and innovation (Elena Gimenez Fernandez)</td>
<td>The challenges of implementing open innovation: a systematic literature review (Chiara E. De Marco, Cristina Marullo, Alberto Di Minin &amp; Andrea Piccaluga)</td>
<td>Antecedents of openness in SMEs – A systematic literature review (Katie Hyslop)</td>
</tr>
</tbody>
</table>

**Kaneka is a large Japanese Multinational firm that recently established a Center of Excellence for Business Development & Open Innovation.**

**Challenge:** How can Kaneka drive internal traffic to our already existing Ideation?

**Time Allocation:**
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

- The role of entrepreneur in organizing and managing open innovation in SMEs (Muhammad Usman & Wim Vanhaverbeke)
- Open innovation in the digital age: using crowdsourcing to co-design meaningful social change (Nunzia Coco)
- The use of digital technologies to manage open innovation processes: An exploratory analysis (Andrea Urbinati, Davide Chiaroni, Vittorio Chiesa & Federico Frattini)
- "Ready for take-off” How Open Innovation influences startup success (Cristina Marullo, Elena Casprini, Alberto Di Minin & Andrea Piccaluga)
- Effects of University-Industry collaboration on firm value (Alexander Wirsich, Alexander Kock, Christoph Strumann & Carsten Schultz)
- Business model innovation following a disruption: Reactions of pharmaceutical incumbents to the biotech revolution (Ivanka Visnjic, Patricia Klarner & Julian Birkinshaw)
- The managerial challenges in organizing internal crowdsourcing of ideas (Mette Praest Knudsen, Marianne Harbo Frederiksen, Jennie Björk & Mats Magnusson)
- Demystifying the 4Ps in Singapore SMEs: Does the government hold the key to open innovation? (Azad Bali, Peter McKiernan, & Christopher Vas & Peter Waring)
- Defending SMEs from sharks: a resource dependence lens on evaluating alliance opportunities (Freek Meulman, Ksenia Podoynitsyna, Isabelle Reymen & Georges Romme)
### Practitioner Experience: Organizational Structure  
*(Company: BBVA)*  
*Room VIP Dining Room*

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.

**Challenge:** 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?

**Time Allocation:**
- 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

#### Session 6A: OI in the Digital Age VI – Knowledge Integration
*Chair: Harris Kyriakou (Special Track)  
Room: Platea 1*

Crowdsourcing for innovation: from knowledge capture to knowledge integration, the key role of absorptive capacities *(Emilie Ruiz, Sebastien Brion & Guy Parmentier)*

The integration of R&D and marketing for successful innovative automation solutions: An open innovation approach *(Mohammad Shahabeddini Parizi & Mohammad Sadegh Saremi)*

Digital innovation in 3D printing: Remixing as a form of search *(Harris Kyriakou)*

Leading the crowd in business model innovation - An SME manager’s perspective *(Robert Anderson, Nuran Acur & Jonathan Corney)*

The role of search distance, identity, and status in attracting submissions in crowdsourcing contests *(Patrick Pollak, Dirk Lüttgens & Frank Piller)*

Platform openness in the mobile ecosystem – implications for adoption and appropriation conditions *(Hanne Kristine Hallingby)*

“Caught in a strange loop”: A relational view on joint value capture in collaborative platforms *(Anna Yström & Susanne Ollila)*

#### Session 6B: OI Crowds & Platforms
*Chair: Anna Yström  
Room: Platea 2*

Organizational capabilities – the truth about open innovation adopters and non-adopters *(Justyna Dabrowska, Henry Lopez-Vega, Daria Podmetina, Ekaterina Albits & Roman Teplov)*

An exploration of open innovation strategies at business groups: Evidence from Turkey *(Mahmut N. Özdemir & Pinar Ozcan)*

#### Session 6C: Internal OI
*Chair: Alberto Ferraris  
Room: Amphitheatre*

“Internal” open innovation: The role of openness and internal embeddedness in subsidiaries’ innovation and financial performance *(Alberto Ferraris, Marcel Bogers & Stefano Bresciani)*

---

### 6:00pm  
**WOIC Industry Award Presentations:** Solomon Darwin, Executive Director, Garwood Center for Corporate Innovation UC Berkeley  
*Room: Platea 1 & 2 (Auditorium)*  
- a) Start-Up Disruption Award and b) Business Model Transformation Award

### 6:30pm  
**Closing Remarks:** Henry Chesbrough

### 6:45pm  
**Closing Reception Introduction:** Esteve Almirall, Director, Center for Innovation in Cities & Professor of Innovation, Smart Cities & Data Science, ESADE  
**Closing Reception:** Sponsored by ESADE, FoodInno-Stanford, Reimagine Food
**Post-Conference Event:** Saturday, December 17, 2016  
**Location:** Platea 1 & 2 (Auditorium)

**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, Stanford University and Reimagine Food team up to run “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](http://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.