Garwood Center for Corporate Innovation

BerkeleyHaas | LUISS

6th Annual World Open Innovation Conference

WOIC 2019

12 - 13 December, 2019 | Rome, Italy

6th Annual World Open Innovation Conference

Industry Challenges

Sponsors & Partners

enel Allergan HITACHI

salesforce SIEMENS SAP ERICSSON PNO

Day 1 - December 12, 2019

8:00 am – 8:45 am	**Registration** - Location: Sala Delle Colonne **Continental Breakfast** - Location: -2 Floor, Faculty Building
	Welcome Remarks & Keynotes | Location: Main Auditorium, -2 floor
8:45 am – 9:00 am	**Special Welcome Address** Andrea Prencipe, Rector & Full Professor, LUISS University
9:00 am – 9:45 am	**Welcome** Henry Chesbrough, Faculty Director, Garwood Center for Corporate Innovation, UC Berkeley
9:45 am – 10:45 am	**Keynote Speaker #1** Francesco Starace, CEO, Enel
10:45 am – 11:15 am	**Networking Break** Location: Sala Delle Colonne
11:15 am – 12:15 pm	**Panel Discussion:** Moderator: Stephen Comello, Director of Energy Business Innovations, Stanford Graduate School of Business Panelists: Ann-Kristin Zobel, Senior Researcher, ETH Zurich Florian Kolb, Managing Director, Innogy New Ventures Cameron Briggs, General Manager, Future Energy, Origin Energy Elke Kornalijnslijper Innovation Manager, Commercialization & Partnerships, CLP
12:15 pm – 1:30 pm	**Parallel Session #1** SAP Challenge (Location: Main Auditorium, -2 Floor) Academic Sessions (Location: Room 12, 10AB, 11AB, & 13, Ground Level)
1:30 pm – 2:30 pm	**Networking Lunch** Location: Sala Delle Colonne
2:30 pm – 3:45pm	**Parallel Session #2** Salesforce Challenge (Location: Main Auditorium, -2 Floor) Academic Sessions (Location: Room 12, 10AB, 11AB, & 13, Ground Level)
3:45 pm – 4:15 pm	**Networking Break** Location: Sala Delle Colonne
4:15 pm – 5:30pm	**Parallel Session #3** Siemens Challenge (Location: Main Auditorium, -2 Floor) Academic Sessions (Location: Room 12, 10AB, 11AB, & 13, Ground Level)
5:30 pm – 6:00 pm	**Closing Remarks**
6:00 pm – 7:30 pm	**Poster Session & Wine Reception**
7:30 pm – 9:30 pm	**WOIC Academic Award Presentations & Conference Dinner**

Day 2 - December 13, 2019

8:00 am – 8:45 am	**Registration -** Location: Sala Delle Colonne **Continental Breakfast -** Location: -2 Floor, Faculty Building
	Welcome Remarks & Keynotes | Location: Main Auditorium, 2nd floor
9:15 am – 9:30 am	**Welcome** Solomon Darwin,Executive Director, Garwood Center for Corporate Innovation, UC Berkeley
9:30 am – 10:15 am	**Keynote Speaker #2** Annabelle Gawer, Professor, University of Surrey
10:15 am – 11:00 am	**Keynote Speaker #3** Anita McGahan, Professor, University of Toronto
11:00 am – 11:30 am	**Networking Break** Location: Sala Delle Colonne
11:30 am – 12:45 pm	**Parallel Session #4** Ericsson Challenge (Location: Main Auditorium, -2 Floor) Academic Sessions (Location: Room 12, 10AB, 11AB, & 13, Ground Level)
12:45 am – 1:45 pm	**Networking Lunch** Location: Sala Delle Colonne
1:45 pm – 3:00 pm	**Parallel Session #5** PNO Challenge (Location: Main Auditorium, 2nd floor) Academic Sessions (Location: Room 12, 10AB, 11AB, & 13, Ground Level)
3:00 pm – 4:15pm	**Session #6** CMR Workshop (Location: Room 10AB Ground Level) Meet-the-Editor "Shark Tank" (Location: Room 11AB Ground Level) Teaching Open Innovation Workshop (Location: Room 12 Ground Level) Funding Workshop (Location: Room 13 Ground Level) OpenInnoTrain Workshop (Location: Room 14 Ground Level)
4:15 pm – 4:45 pm	**Networking Break** Location: Sala Delle Colonne
4:45 pm – 5:15pm	**Industry Recognition** Location: Main Auditorium, - 2 Floor
5:15 pm – 5:45 pm	**Closing Remarks** Location: Main Auditorium, - 2 Floor
5:45 pm – 7:00 pm	**Closing Reception** Location: Sala Delle Colonne

WOIC 2019 Speakers & Industry Challenges

Industry Chair

Solomon Darwin

Executive Director,
Garwood Center for Corporate Innovation

In this rapidly changing business landscape, our carefully selected industry challenges bring us together to find rich solutions vetted by Open Innovation thought leaders in academia and industry. The challenges provide a unique opportunity to engage respected executives and academics on new concepts in business model innovation. Business executives interact with each other and with scholars to develop an in-depth understanding that allows them to rapidly adapt to market and technological changes. We are pleased to engage you in the following five industry challenges:

- **SAP**: Conducting "Horizon 3" transformational experiments through learn fast/fail fast approaches
- **Salesforce**: Expanding through ecosystem creation in new unchartered markets
- **Siemens**: Managing transformation at the intersection between Energy, Sustainability & IoT
- **Ericsson**: Creating new business opportunities leveraging emerging 5G technologies
- **PNO**: Overcoming bottlenecks that block the successful use of open innovation within organizations

Opening Speaker:

Henry Chesbrough

Father of Open Innovation,
Haas School of Business, UC Berkeley

Topic: "Open Innovation Results: Going Beyond the Hype and Getting Down to Business"

Keynote Speaker #1:

Francesco Starace

CEO, ENEL

Topic: "The Future that Awaits: Exploring Energy Solutions of The Future"

Energy Panel:

Topic: "Free Electron: Co-creating the Future of the Energy Sector"

Stephen Comello
Director of Energy Business Innovations, Stanford Graduate School of Business (Moderator)W

Ann-Kristin Zobel
Senior Researcher, ETH Zurich (Panelist)

Cameron Briggs
General Manager, Future Energy, Origin Energy (Panelist)

Florian Kolb
Managing Director, Innogy New Ventures (Panelist)

Elke Kornalijnslijper
Innovation Manager, Commercialization & Partnerships, CLP (Panelist)

Keynote Speaker #2:

Annabelle Gawer

Professor and Chair in Digital Economy Co-Director, Centre for Digital Economy, University of Surrey

Topic: "Platform Leadership and Innovation Ecosystems that will Shape the Digital Economy of the Future"

Keynote Speaker #3

Anita McGahan

Professor, University of Toronto
& Munk School of Global Affairs

Topic: "Importance of Global Health and Diffusion of Knowledge Across International Boundaries"

Claus von Riegen

Head of Business Model Innovation, SAP

About

Mr. Claus von Riegen chairs the Business Model Innovation Service Center that shapes the design, incubation and scaling of new business models across broad areas. In this role, he acts as a transformation agent and helps SAP pursue new business models in an agile way – managing the trade-offs with the corporate immune system that focuses on optimizing SAP's current business model. Previously, Claus held various management positions in product development where he most recently was responsible for SAP's industry standards and open-source strategy, and drove a number of industry alliances, partner programs and developer network initiatives. He began his career at SAP in 1994 as a developer designing information models and application integration scenarios.

Introduction

At SAP, transformative innovation experiments (Horizon 3), are pursued by entrepreneurial teams in a learn fast, fail fast approach. This requires new resources and capabilities, as well as the creation of new business models to take advantage of or respond to disruptive opportunities to counter disruption. SAP is trying to combine the best of two worlds by leveraging a lean start-up approach in a VC set-up and by leveraging our advantage with regards to our large installed customer base. Because of the high degree of uncertainty and the experiments-based approach, however, we see challenges.

Challenge

"Conducting Horizon 3 Transformative Experiments within a Firm Through Learn Fast/Fail Fast Approaches"

1. How can open innovation help in formulating an ongoing strategy that combines the interests of the customer and incentives of the sales organization?

2. Customers are not used to running experiments but rather expect SAP us to focus on continuous and adjacent innovation – Horizons 1 and 2.

3. SAP's sales organization is neither skilled nor incentivized to position such experiments (hard to explain a very new value proposition & lack of interest because of typically small deal sizes).

Deliverables

1. What are your recommendations to ensure the best of both worlds can be combined?
2. Which customers should SAP focus on for these new business models in Horizon 3?
3. What distribution channel(s) should SAP prioritize for Horizon 3 experiments?

Please define your proposed:

a) Process to do this;
b) Mechanisms and resources needed;
c) Partnerships and alliances needed to counter or create the disruption to establish new markets, customer segments, products and services.

Charlie Isaacs

CTO, Salesforce, Customer Connections

About

Mr. Isaacs, is responsible for helping companies connect with their customers, products and services to consumers and businesses to optimize market expansion. During the last five years Isaacs has been evangelizing the Internet of Things for Salesforce and has helped incubate customers into the world of the Internet of Things.

Introduction

Salesforce has a rapidly growing base of customers who have successfully connected their products and devices to Salesforce, the business engine that drives IoT. Salesforce is now rapidly expanding in Southeast Asia and is looking for new models and ecosystems approaches to create and capture value. However, Southeast Asia is a very different market, however, from North American and Europe, where Salesforce has been strong.

Challenge

"Creating New Ecosystems to Expand Markets"

1. How can Salesforce develop a dynamic Innovative Business Ecosystem utilizing an open innovation platform to expand markets?
2. What differences must Salesforce address in Southeast Asia?
3. How can Salesforce accelerate expansion utilizing a two-sided platform through which it can address its internal and external challenges to enhance customer experience? What data should Salesforce offer to share with its ecosystem? What data should it reserve to itself?

Deliverables

1. What design features would create traction and stickiness for Salesforce customers, ecosystem partners, academics and government entities in Southeast Asia? Who else has done this well?
2. How can the digitalized OI platform (interface, functions, etc.) make it easier to collect ideas to resolve challenges quickly? Who owns the data on the customer?
3. What issues do you see, as a user of an OI platform from different perspectives in order to effectively use such a platform? How could the issues be overcome?

Stefan Kneip

Vice President Energy & Digitalization

Siemens IoT Consulting

SIEMENS

About

Dr. Kneip is heading Energy & Digitalization efforts at Siemens IoT Services, one of the leading strategy & digitalization consultancies. In his role, he helps Siemens companies and other external customers to unlock their value through organizational transformations and digital innovations. With strong foundations in physics, computation and data analytics, Dr. Kneip has guided numerous international clients on their journey towards strategic and digital excellence.

Introduction

Siemens IoT Consulting is a global management consultancy focused on providing Siemens and numerous other clients in the technology sector with consulting services, ranging from strategy through to implementation.

Siemens IoT Consulting is working closely together with Siemens Energy, one of the world's leading suppliers for a wide range of products, solutions and services in the field of energy technology. Playing an active role in the decarbonization of the energy system, Siemens Energy is the leading player, who covers the whole energy value chain from end-to-end, offering the complete portfolio from highly efficient fossil "grey", to nextGen "green" technology – all enabled by a digital and connected portfolio.

Challenge

"Managing transformation at the intersection between Energy, Sustainability & IoT"

1. What type of innovations & business models do utilities need to develop in order to manage the challenge of digitalization, decarbonization & cost efficiency?
   a. How can utilities upgrade existing products by using digitalization?
   b. Which new products like Hardware-as-a-Service can be developed due to new digital possibilities?
   c. What type of new customers can be addressed by digital that could not have been targeted before?

Deliverables

1. Creative ideas & business models on how utilities could disrupt their current markets/ expand into new markets, focusing on:
   a. What is the value proposition?
   b. Which customer segments shall be addressed?
   c. Which obstacles need to be overcome; what resources are needed?
   d. What type of partner ecosystem is needed?

Mallik Tatipamula

CTO, Ericsson, Silicon Valley

ERICSSON

About

Dr. Mallik Tatipamula, has many years of experience as CTO in leading innovation and thought leadership, defining vision, strategy, execution of new product development and business model innovation. He is the author of more than a hundred publications and two books, and is credited with several patents.

He is currently focused on the architectural transformation and cross-technology intersection of 5G, IOT, Cloud, Data Analytics, AI/Machine Learning, Blockchain and SDN/NFV technologies.

Introduction

The telecom industry is going through massive transformation with the adoption of 5G technology. 5G offers an enhanced mobile broadband experience to consumers as an extension to 4G/LTE, while offering new use cases, such as industrial IoT, manufacturing, health care, automobile, smart cities/villages applications. Because of 5G's ultra-low latency and massive connectivity and bandwidth it offers new opportunities. While 5G is much faster, its signal dissipates faster as well, necessitating more cell towers to deliver the full 5G experience, relative to towers for 4G.

Telecom operators seek to increase its market share by stimulating faster adoption of 5G, and also by developing new services and business models enabled by the technology. Many 4G leaders, by contrast, want to milk their existing infrastructure longer and delay 5Gs rollout.

Challenge

"Creating New Business Opportunities Leveraging Emerging 5G Technologies"

Given the emergence of 5G technology that requires new infrastructure and layout:

1. What new services and markets can telecom operators create within the existing market as well as new customer segments?
2. How can telecos operators stimulate more rapid adoption of 5G by their traditional customers?
3. How can Telcos test new service offerings enabled by 5G?
4. Given the many more cell towers required by 5G, are there innovative ways Ericsson can respond (such as opening these towers to other 5G operators) to reduce the total number of new towers needed?

Deliverables

Please define your proposed:

a) Customer segments
b) Value proposition to the customers
c) Revenu- generation mechanisms
d) New resources needed to create the value
e) Partnerships and alliances needed to accelerate the market expansion

Ron Weerdmeester

Leader in Strategic Innovation Services at PNO

Presenters:
Marco Romeo, PNO Country Manager for Italy and Spain
Chiara De Marco, PNO Innovation Consultant

Introduction

PNO is a medium-sized innovation consultancy (+400 employees), headquartered in The Netherlands, and operating across seven EU countries (BE, DE, ES, FR, IT, NL, UK), as well as in Israel. With more than 30 years of experience in innovation and public funding, PNO has a strong track record in: innovation management, project development & partner search, project financing, intelligence, communication, and application. PNO offers these services to a range of clients, from SMEs to multinational companies, non-profit organizations, technological platforms, multi-stakeholder partnerships, universities, and governments. The company sees the need and the opportunity to become a leading Open Innovation consultancy, with €13 billion in funds for OI research and development in the upcoming Horizon Europe program.

Challenge

"Overcoming Bottlenecks that Block the Successful Use of Open Innovation within Organizations"

1. What are the key bottlenecks and solutions for industry to engage in OI, identify relevant external knowledge and technologies, and collaborate with other stakeholders from the private sector (large enterprises and SMEs), public sector (governments, public authorities), and research sector (academia, research institutions)?
2. How can PNO boost OI for industrial clients by overcoming their key bottlenecks?

Deliverables

1. What are the bottlenecks for industries towards OI and what is hindering OI among different stakeholders segments (i.e. LEs, SMEs, public bodies, and the research sector)?
2. What potential solutions could PNO develop to overcome these bottlenecks and fuel OI collaboration among these stakeholders?
    a. Tools/Instruments
    b. Processes
    c. Capabilities/Expertise
    d. KPIs

WOIC 2019

6TH ANNUAL WORLD OPEN INNOVATION CONFERENCE

DECEMBER 12-13, 2019

Luiss University — Rome, Italy

Open Innovation Ecosystem