

**PhD in Management Sciences Seminar
Open Innovation & Open Business Models**

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Haas School of Management - UC Berkeley & ESADE

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Hasselt U., ESADE & National U. of Singapore

We welcome you to what promises to be a most intensive, exciting intellectual experience. We have both written extensively on the topic of Open Innovation (which we will define carefully during the Course), but we believe that the best work in this area is yet to come! We have selected some readings and chapters to guide you in preparing for our two day Course. You will get much more out of the Course if you make the time to put more into it. Please read the assigned material carefully, and come prepared to share your questions, reflections and criticisms with us and your colleagues. Furthermore, upon registration participants should submit *an abstract* (1-2 pages) as well as bring a *poster* (A2 format) of their current or indented PhD research on open innovation to be discussed with faculty and Ph.D. candidates.

We have also incorporated reasonably long breaks and lunches, so we hope that you'll have time to get to know us and each other. While the Open Innovation research community is growing, it remains at an early stage of development. Your passion, commitment, energy and ideas are vitally needed. Once again, welcome!

**ESADE Business School
Barcelona, Sant Cugat Campus**

January 12-14, 2015

Time:

9:00 – 12:30 h.

14:00 – 20:00 h.

Language: English

Participants max: 30

Structure

Module1: Theory (Review Open Innovation)

Module2: Practical (Present research proposals)

Full fee: 750€

3rd day only fee: 150€

Registration:

<http://prodesade.esade.edu/gtae/public/adf.task-flow?adf.tfId=gtae-taskflow&adf.tfDoc=/WEB-INF/gtae-taskflow.xml&lang=en&pys=3104857>

Special fee for CEMS / EDAMBA

Enrolment deadline:

December 21 , 2014

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About ESADE PhD:

<http://www.esade.edu/research-programmes/eng/phd>

Day 1: Monday, January 12, 2015

Welcome by Henry Chesbrough and Wim Vanhaverbeke

Short introduction of each participant

9.00 AM -9:30 AM

Session 1: Exploring Open Innovation as a theoretical concept

9.30 AM -11:00 AM

Coordinated by Henry Chesbrough

Readings:

1. Chesbrough, H.W. and Bogers, M. (2014); "Chapter 1: Explicating Open Innovation: Clarifying an Emerging Paradigm for Understanding Innovation", In: Chesbrough, Vanhaverbeke and West (eds.), *New Frontiers in Open Innovation*, Oxford University Press)
2. *Open Innovation: Researching a New Paradigm* (Chesbrough, Vanhaverbeke and West, OUP, 2006): Chapter 1.

Assignment Questions:

1. What IS "open innovation"? What is its precise definition?
2. Has innovation always been open? Why or why not? What has changed in the past thirty years, if anything?
3. What is the trend of academic research in this topic area? What explains its rapid growth?
4. How does the definition of open innovation compare to open source software? What is the same, and what is different?
5. What role does the business model play in innovation? What is the definition of "business model"?
6. How could you test this theory?
7. What new areas of research could open innovation research address?

Session 2: Analyzing the research methodology two recent open innovation papers / articles

11.30 AM – 12.30 AM

Coordinated by Wim Vanhaverbeke

We pick 2 recent papers that cover quite different areas, and we will show how the research design was done, how open innovation was measured, and what the paper contributes to the literature. How the limitations of the articles can be tackled by future research.

Readings:

1. Laursen, K. and Salter, A. (2006), Open for innovation: The role of openness in explaining innovation performance among U.K. manufacturing firms. *Strategic management Journal*, 27, 131-150.
2. von Krogh, Georg, Wallin, Martin W. and Sieg, Jan Henrik (2012); A problem in becoming: How firms formulate sharable problems for innovation contests, Paper presented at the Conference at Imperial College.

Lunch: 12:30 AM -2:00 PM

Session 3: New Directions in Open Innovation Research

2.00 PM – 3.30 PM

Coordinated by Henry Chesbrough

Readings

1. Vanhaverbeke, Wim & Chesbrough H.W. (2014) "Chapter 3: A classification of open innovation and open business models". In: Chesbrough, Vanhaverbeke and West (eds.), *New Frontiers in Open Innovation*, Oxford University Press.

2. Chesbrough, H.W. and Chen, E.L. (2013): Recovering abandoned compounds through expanded external IP licensing, *California Management Review*, 55(4), 83-101.

Assignment Questions

1. How does open innovation interact with business model innovation?
2. Can you be open in the innovation process, and closed with your business model? What about vice versa?
3. Which of the six modes of innovation/business model configuration are most prevalent? Which are most studied academically?
4. What insights come from connecting open innovation to the construction of platforms?
5. What inhibits the ability of the pharmaceutical industry to explore alternative business models for new drugs?

Session 4: Connecting open innovation to theories of the firm

3.30 PM – 5.00 PM

Coordinated by Henry Chesbrough and Wim Vanhaverbeke

Readings

1. Open Innovation: Researching a New Paradigm (Chesbrough, Vanhaverbeke and West, OUP, 2006): Chapters 1 and 2
2. Vanhaverbeke, W. and Cloudt, M. (2014) "Chapter 14: Theories of the firm and Open Innovation". In Chesbrough, Vanhaverbeke and West (eds.), *New Frontiers in Open Innovation*, Oxford University Press. (This chapter can be read in combination with Vanhaverbeke, W., Van de Vrande, V. and Chesbrough, H. (2007), Understanding the Advantages of open innovation practices in corporate venturing in terms of real options, *Creativity and Innovation Management*, 17(4), 251-258.)

Assignment Questions

1. What is new about open innovation compared to existing theories explaining inter-organizational collaboration in R&D? What does it contribute to the literature?
2. Take one theoretical approach explained in Vanhaverbeke and Cloudt (forthcoming) and check whether you can further strengthen or criticize the arguments? Which theories of the firm have not received enough attention in your opinion?
3. In *Chapter 2* of Chesbrough, Vanhaverbeke, West, (eds.) (2006), Chesbrough details five themes for connecting the chapters he previews to the larger literature on business:
 - a. The business model
 - b. Using external technology
 - c. Managing knowledge
 - d. The role of startups and new entrants
 - e. Intellectual property
 - f. What would you add to this list?

Session 5: Explanation of the group work assignment

5.30 PM -6.00 PM

Coordinated by Henry Chesbrough and Wim Vanhaverbeke

Each participant has submitted an overview of his/her PhD proposal when he / she registered for the course. These one-page leaflets, which are exposed in the room, should give the participants an accurate picture of the ongoing PhD work in Europe. Can we find commonalities? Can you position your research in one of the cells mentioned in the figure of Vanhaverbeke and Chesbrough (Ch 3, forthcoming).

We suggest forming groups of 5 or 6 participants. "The future of open innovation research" is the general theme for the groupworks, but we want to ensure that each group works on a particular topic that is more or less in line with the research of the group members. Each group will present its conclusions in session 4 of day 2.

Group work

6.00 PM – 8.00 PM

Coaching by Henry Chesbrough, Wim Vanhaverbeke and Ayeh Solouki

Dinner: 8.00 PM – 10.00 PM

Day 2: Tuesday, January 13, 2015

Session 1: Critical views on and limits of open innovation

09.00 AM -10.30 AM

Coordinated by Henry Chesbrough

Readings

1. Paul Trott & Dap Hartmann (2009); Why 'Open Innovation' is old wine in new bottles, *International Journal of Innovation Management*, 3 (4), 715-736.
2. Dahlander, L. and Gann, D.M. (2010), How open is innovation, *Research Policy*, 39, 699-709.

Assignment Questions:

1. Could you add anything really new about open innovation, or not?
2. Reread your notes from yesterday's discussions, in light of the Trott-Hartmann critique. Do you see any ways to reconcile that critique with what you've learned about open innovation?
3. In the first reading for the first session yesterday, Chesbrough and Bogers respond to Trott-Hartmann. What is your evaluation of their response?
4. What are the limits of open innovation? When might it fail, and why?

Session 2: Recent Research (especially empirical research) in the area of open innovation

11.00 AM – 12.30 AM

Coordinated by Wim Vanhaverbeke

Chesbrough, H.W. and Bogers, M. ("Chapter 1: Explicating Open Innovation: Clarifying an Emerging Paradigm for Understanding Innovation", by (forthcoming in Chesbrough, Vanhaverbeke and West (eds.), *Open Innovation: New Frontiers and Applications*, Oxford University Press)) identify the 20 most cited papers. Read 3 of these papers (you choose them according to your own interest) and identify the research method and the unit of analysis of each of the chosen publications. Read the following assignment questions in order to prepare for the classroom discussion.

Assignment Questions:

1. How open innovation can be empirically tested? What are the different possible quantitative and qualitative methods?
2. Can you explain why some of these methods are scarce? Are there any possibilities to circumvent or remove these obstacles?
3. Given the different empirical research methods, what are the major opportunities for PhD students to develop brand new research in the open innovation area? How would you start this research?

Session 3: The future of Open Innovation research?

2.00 PM – 6.30 PM

Coordinated by Henry Chesbrough & Wim Vanhaverbeke

Students present the research theme they have been preparing during the two days. We organize sessions in groups. Each group has 25 minutes to present, followed by 10 minutes discussion by the other group. Finally, we have 10 minutes a general Q&A per group.

Group 1: 2.00 PM – 2.45 PM

Group 2: 2.45 PM – 3.30 PM

Break : 3.30 PM – 3.45 PM

Group 3: 3.45 PM – 4.30 PM

Group 4: 4.30 PM – 5.15 PM

Break : 5.15 PM – 5.30 PM

Summary of the “future of open innovation research” by the group mentors:

5.30 PM – 6.15 PM

Wrap up & general discussion of the 2 days:

6.15 PM – 6.45 PM

Farewell Dinner:

8.30 PM - ...

Day 3: Wednesday, January 14, 2015

During the third day we offer participants who are writing (papers for) their PhD-thesis, the opportunity to present a research paper. All submissions should be sent to wim.vanhaverbeke@esade.edu before **December 22, 2014**. You can only send a full version of the paper. Extended abstracts will not be accepted.

We will group similar presentations into panels of 3 students, with one discussant. Each student presents for 15 minutes, the discussant presents for 10 minutes, and then general Q&A. Other participants who have not yet finalized papers for their PhD-thesis can attend these sessions and learn valuable lessons about research paper writing. Students that present can save their Powerpoint Presentation on a USB stick. A computer is available in the classroom.

Papers will be discussed by Henry Chesbrough (UC-Berkeley & ESADE), Wim Vanhaverbeke (UHasselt & ESADE) and a few other leading OI scholars.

Session 1: Paper discussions (round 1)*

9.00 AM -10.30 AM

Break : 10.30-11.00

Session 2: Paper discussions (round 2)*

11.00 AM -12.30 AM

Note: * The schedule may be adapted depending on the number of submissions.

Wrap up session:

12:30AM – 1.00 PM

General conclusions, summarizing action points, suggestions for next year’s seminar.

Lunch at ESADE:

1.00PM – 2.00PM.

About the organizers:

Prof. Dr. Henry Chesbrough is Executive Director of the Center for Open Innovation at UC Berkeley's Haas School of Business. He is also Professor of Information Systems at ESADE Business School. He is the author of *Open Innovation* (HBS Press, 2003), *Open Business Models* (also HBS Press, 2006), *Open Innovation: Researching a New Paradigm* (Oxford, 2006) and *Open Services: Rethinking Your Business to Grow and Compete in a New Era* (Jossey Bass, 2011). He was previously Assistant Professor and 1961 Fellow at Harvard Business School. He holds a Ph.D. from U.C. Berkeley in Business and Public Policy, an MBA from Stanford, and a BA from Yale.

Prof Dr. Wim Vanhaverbeke is professor at the University of Hasselt. He is also visiting professor at ESADE Business School and the National university of Singapore. He published in several international journals and was co-editor with Henry Chesbrough and Joel West of the book "*Open Innovation: Researching a New Paradigm*" (OUP, 2006). His current research is focusing on open innovation in SMEs, innovation ecosystems and on the implementation of open innovation practices. He established the European Innovation Forum with Henry Chesbrough in 2012. He is a frequently asked speaker at leading international conferences and an adviser for several globally operating companies. He was recently recognized by the International Association of Management of Technology (IAMOT) as one of the top 50 authors of technology and innovation management over the last 5 years (2008-2012).

Both organizers have published in 2014, together with Joel West, a new volume entitled "*New Frontiers in Open Innovation*", Oxford University Press