

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

### ***Preliminary program overview***

#### ***Henry Chesbrough***

Haas School of Management - UC Berkeley & ESADE

#### ***Wim Vanhaverbeke***

Hasselt University and ESADE

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, 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 this 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 your colleagues and us. 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.

#### **Location:**

ESADE Business School  
Barcelona - Sant Cugat Campus

#### **Date:**

January 14-15, 2019

#### **Time**

9:00 – 12:30 h.  
14:00 – 19:00 h.

**Language:** English

**Participants:** min 10 & max 40

**Fee :** 495€\*

\* Reduced fee (50%) for  
members of CEMS / EDAMBA

#### **Enrolment deadline:**

December 20, 2018

#### **Applications to:**

<http://registration.esade.edu/phdseminaropeninnovation>

#### **Contact information:**

Ms.Pilar Gállego  
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#### **About ESADE PhD:**

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

## **Day 1: Monday, January 14, 2019**

**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. (forthcoming); "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.  
[http://media.wix.com/ugd/d6c2f0\\_a0df00c962dc43549bd8e5d05f6e15a8.pdf](http://media.wix.com/ugd/d6c2f0_a0df00c962dc43549bd8e5d05f6e15a8.pdf)
2. The Adoption of Open Innovation in Large Firms, Brunswicker and Chesbrough
3. Have also a look at the animated video link summarizing open innovation at DSM  
<https://www.youtube.com/watch?v=jNNz9poyKJs>.

*Assignment Questions:*

1. What IS "open innovation"? What is its precise definition?
2. What is the trend of academic research in this topic area? What explains its rapid growth?
3. How does the definition of open innovation compare to open source software? What is the same, and what is different?
4. What role does the business model play in innovation? What is the definition of "business model"?
5. How could you test this theory?
6. What percentage of large firms have adopted open innovation? What practices are most commonly used? Which ones are least used?

**Session 2: Analyzing the quantitative research methodology used in two open innovation articles**

11.30 AM – 12.30 PM

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. Du, Jingshu, Leten, Bart and Vanhaverbeke, Wim (2014), Managing Open Innovation Projects with Science-based and market-based partners, *Research Policy*, Special issue on Open Innovation, 43(5), 828-840

*Assignment Questions:*

1. What is the main purpose of the Laursen and Salter paper? How do they contribute to the literature?
2. What is the role of the two concepts search breadth and depth in the L&S paper?
3. How are the hypotheses about radical innovations tested?
4. What are the advantages / disadvantages of jumping from a firm level approach to a R&D project level approach as in de Du, Leten, Vanhaverbeke paper?
5. How do these authors build on / deviate from the L&S paper?
6. What is the role of project management in this paper?
7. What do you conclude about the effect of OI on innovation and financial performance of firms?

**Session 3: Recent Developments in Open Innovation Research**

12.30 PM – 1.30 PM

Coordinated by Henry Chesbrough

*Readings*

1. Hila Lifshitz-Assaf (2014). From Problem Solvers to Solution Seekers: Dismantling knowledge boundaries at NASA, Harvard Business School.  
[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2431717](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2431717)
2. David Tamoschus, Christoph Hienerth and Monika Lessl (2015), *Developing a Framework to manage a Pharmaceutical Innovation Ecosystem*. Best paper WOIC 2015.

*Assignment Questions*

1. How do the roles of internal R&D staff get affected by external R&D competitions?
2. Why do scientists and engineers join NASA? Why do they stay?
3. What is the logic behind and value of the 3step approach used in the Tamoschus et al (2015) paper?
4. What is the relevance of this paper for open innovation practitioners in large companies?
5. How does this paper help us understand innovation ecosystems better compared to prior literature?

**Lunch:** 1:30 PM -2:30 PM

**Session 4: Connecting open innovation to theories of the firm**

2.30 PM – 4.00 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.), *Open Innovation: New Frontiers and Applications*, Oxford University Press, 256-278.  
[http://media.wix.com/ugd/d6c2f0\\_aa729d1d331647568b11720c1b2d1d2a.pdf](http://media.wix.com/ugd/d6c2f0_aa729d1d331647568b11720c1b2d1d2a.pdf)
3. Appleyard, M. And Chesbrough, H. (2016). The Dynamics of Open Strategy: From Adoption to Reversion, *Long Range Planning*, 50(3), 310-321.

*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?
4. What are the main benefits to connect open innovation to strategy in a proper way? Why companies shift between open and closed innovation?

**Session 5: Explanation of the group work assignment**

4.30 PM -5.30 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 posters, which are exposed in the room, should give the participants an accurate picture of the ongoing PhD work in Europe. Can we find commonalities?

Participants are furthermore expected to submit an abstract of 1-2 pages to

[wim.vanhaverbeke@uhasselt.be](mailto:wim.vanhaverbeke@uhasselt.be) before December 15, 2017. The abstracts will be uploaded on

Dropbox and participants are encouraged to form groups of 3-4 persons with similar / common

interests. You can explain the “common theme together during a 5 minute presentation to start-off

the discussion. ***“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 the last day.

**Group work**

5.30 PM – 8.00 PM

Coaching by Henry Chesbrough, Wim Vanhaverbeke

**Dinner:** 8.00 PM – 10.00 PM

## **Day 2: Tuesday, January 15, 2019**

### **Session 1: Critical views on and limitations 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.
3. 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, 256-278.  
[http://media.wix.com/ugd/d6c2f0\\_aa729d1d331647568b11720c1b2d1d2a.pdf](http://media.wix.com/ugd/d6c2f0_aa729d1d331647568b11720c1b2d1d2a.pdf)

#### *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?
5. What is new about open innovation compared to existing theories explaining inter-organizational collaboration in R&D? What does it contribute to the literature?
6. Take one theoretical approach explained in Vanhaverbeke and Cloudt (2014) and check whether you can further strengthen or criticize the arguments? Which theories of the firm have not received enough attention in your opinion?
7. What are the critiques you can formulate on traditional strategy theories (e.g. Porter, Prahalad and Hamel, etc.) when you intend to connect the open innovation phenomenon to strategy theories?

### **Session 2: Today's Cutting Edge in open innovation research**

11.00 AM – 12.30 AM

Coordinated by Henry Chesbrough. There was a recent invitation-only conference at Berkeley hosted by a new academic journal called Strategy Management Review (SMR). They are planning a special issue on open innovation, and this session features two essays presented in that conference.

#### *Readings*

1. A Theory-based view of Open and Closed Innovation  
Todd Zenger, University of Utah  
Teppo Felin, University of Oxford
2. What Open Innovation Can Learn from Lean Startup, and Vice-Versa  
Henry Chesbrough, UC Berkeley  
Christopher Tucci, EPFL

*Assignment Questions:*

1. How do organizations choose whether and when to employ open innovation, vs. pursuing the innovation with internal resources only?
2. What does open innovation offer to Lean Startup?
3. What does Lean Startup offer to open innovation? How do these papers contribute to the theory of open innovation?
4. Do these papers contribute to the practice of open innovation, in your view?

**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

## **About the organizers:**

**Prof. Dr. Henry Chesbrough** is known as “the father of Open Innovation”, based on a best-selling book by the same name. He teaches at the Haas School of Business at the University of California-Berkeley, where he is Meyer Family Fellow and Faculty Director of the Garwood Center for Corporate Innovation, and also at Esade Business School at Ramon Llull University in Barcelona. Previously, he was an assistant professor of business administration, and the Class of 1961 Fellow at the Harvard Business School. He holds a Ph.D. in Business Administration from the University of California-Berkeley, an MBA from Stanford University, and a BA from Yale University.

**Prof Dr. Wim Vanhaverbeke** is professor at the University of Hasselt and visiting professor at ESADE Business School and the National university of Singapore. He published in several international journals. He was co-editor with Henry Chesbrough and Joel West of the books “Open Innovation: Researching a New Paradigm” (OUP, 2006) and “New frontiers in open innovation” (OUP, 2014) and he published recently “Open innovation in SMEs” (CUP 2017) and researching Open innovation in SMEs (World Scientific 2018). He is a dedicated open innovation researcher collaborating with different partners in universities and companies around the globe. His current research is focusing on open innovation in SMEs, digital technologies and innovation ecosystems. He is a frequently asked speaker at leading international conferences and an adviser for several globally operating companies. He consults and organizes workshops for multinationals and technology 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 during the period 2008-2012.