Digital Transformation for Sustainability

This year's WOIC will be hosted December 13-14, 2018, in San Francisco, CA. The conference theme, “Digital Transformation for Sustainability”, aims at creating a more inclusive and collaborative approach to understand and cope with the underlying uncertainty of sustainability problems and what the possible solutions may be. Topics of this year's conference will include: Open Innovation behavior & cognition; Open Innovation communities and users; open policy & governance. We are also proud to welcome our featured speakers: Cui Baoqui, Melissa Schilling and Scott Stern.

Early bird registration for the conference ends October 15, 2018.

Visit our conference website to register today! https://woic.corporateinnovation.berkeley.edu/

Featured Keynote Speakers:

Cui Baoqui, Chief Innovation Officer, XiaoMi
Cui Baoqui is the Chief Innovation Officer of XiaoMi, and is responsible for XiaoMi Cloud Platform. Baoqui 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.

Melissa Schilling, Professor, Management & Organization, NYU Stern
Schilling's research focuses on innovation and strategy in high technology industries such as smartphones, video games, pharmaceuticals, biotechnology, electric vehicles, and renewable energies.

Scott Stern, Professor, MIT Sloan School of Management
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.
The Spring 2018 BIF was hosted at PayPal. Our hosts opened the forum by highlighting their innovation lab and their new Open Innovation platform designed to access global markets. A central theme of the Spring 2018 BIF focused on data as a competitive advantage. We heard from Berkeley Haas Professor Thomas Lee who spoke on demystifying AI by highlighting the importance of organizing data around business problems to help identify solutions with data. Participants were encouraged to approach data organization, management, and measurement in new ways through an AI solution-based lens. Other topics focused on AI in marketing and the future of innovation in AI. Through interactive workshops, members explored how AI might help their organizations transform, and how AI could be the solution to their current corporate challenges.

During the post-event, BIF members visited Google X where they learned about current Moonshot technologies. The forum concluded with a CIO Roundtable at NVIDIA headquarters with an informative follow up on AI Platform Management. Participants were given a tour of the facility and the opportunity to see ongoing and new AI development. Including technologies implemented across industries pioneered by NVIDIA—from VR & AR in Gaming and Entertainment to AI in Self-Driving Cars to Special Effects and Simulations in Movies.

The Fall 2018 Berkeley Innovation Forum will tackle issues that involve “Creating Business Value from Open Innovation.” Two member companies, Coca-Cola and Avery Dennison, will present internal business challenges that address issues focused on personalizing product offerings while at the same time maintaining manufacturing scale and efficiency. How do corporate champions overcome internal barriers to incorporate emerging technology? And how do they develop sustainable product solutions in the wake of demanding environmental considerations? In addition, our guest speakers will provide insight on institutionalizing innovation within a company. They will share how people, organizational structures, and leadership styles contribute to their growing digital economy.
This year, our very own Professor Henry Chesbrough has been recognized among the top 1.6% most influential authors in strategy textbooks.

The article published in Academy of Management Learning and Education, entitled, “A Pluralist Conceptualization of Scholarly Impact in Management Education: Students as Stakeholders”, deems Chesbrough as one of the top 100, most cited authors in strategic management textbooks. The article addresses an expanded conceptualization and measurement of scholarly impact by investigating knowledge transfer to students. The study proves that students are exposed to knowledge and content that originates in both academic and non-academic outlets and provides insight regarding the knowledge that academics create and disseminate.

The Academy of Management (AOM), the biggest conference in the field, took place in Chicago in August 2018, and gathered more than 10,000 researchers. This year, the AOM theme was “Improving Lives.” The Open Innovation community answered this call by highlighting that it is possible to address the Sustainable Development Goals (SDG) by organizing Innovation efforts through Open Innovation.

Carlsberg (a Danish beer brewing company) was particularly interested in the reduction of energy and carbon emissions, to which packaging contributes the most environmental impact. Therefore, Carlsberg came up with the idea of making bottles out of bio-materials, in essence, a paper bottle – a breakthrough innovation project which was never done before.

Carlsberg knew that an open approach with multiple partners was key in developing this product. The idea was not new to Carlsberg: the brewer had originally explored it in 2009, but had not pursued it past the conceptual stage because Carlsberg didn’t have the necessary technology. In 2014, Carlsberg joined a strategic partnership with the Danish startup ecoXpac, which had already independently advanced a technology for a Green Fiber Bottle in collaboration with two Danish universities. At the Davos World Economic Forum in 2015, the Chairman of the Carlsberg Foundation, Flemming Besenbacher, had in his hand a prototype for a beer bottle that would represent incremental changes to Carlsberg’s existing packaging and could potentially attract partners and turn that prototype into reality.

Carlsberg’s journey in expanding the Green Fiber Bottle collaboration shows how Open Innovation can impact innovation development. To date, the sustainable Green Fiber Bottle is in its final phases and the official launch is planned for early 2019 in selected test markets. For this product development project, sustainability goals motivated the pursuit of the goal and Open Innovation was the primary method for achieving it. According to Besenbacher, “We could not have done this alone, that’s absolutely for sure. Open innovation is crucial to this project.”

The Smart Village pilot in Mori, a project developed by the UC Berkeley Garwood Center for Corporate Innovation, in close collaboration with the Government of Andhra Pradesh, India, proved there is willingness from corporations to innovate in a rural setting, and help villagers adopt technology in their day-to-day lives.

Under the guidance of Shreya Evani, Smart Villages director, Werner Fischer, research director, and Judah Nalli, director for corporate communication. The Smart Village Project extension from one village to 472 villages held new challenges. The B-Case explains the learnings from these three key individuals and provides insight into how innovation works within the government, the private sector and the rural population. Moreover, it reflects how Open Innovation works in the rural setting and explains the many successes this initiative achieved.

The results of the second phase were broadly consistent with those in the first phase and showed that Mori was not unique, but reproducible in many villages. It offered the community access to key equalizers and empowering agents, which became a focal part of the village life for a socio-economic, sustainable development. This initiative eventually can push more villages in emerging economies to move towards becoming a Smart Village.

"People approach me almost every day with individual ideas for improving life in India. Truly scalable, shared value ecosystem ideas like the Smart Villages initiative are very rare."

— The Hon. Ambassador Venkatesan Ashok, Consul General Of India – San Francisco
**FINLAND** MAY 2018

Professor Solomon Darwin attended the Innofrugal Conference in Helsinki, Finland. He spoke about furthering the cause of frugal innovation by using Open Innovation methodology.

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**HM TREASURY** MAY 2018

Her Majesty's Treasury Open Innovation Group invited Prof. Darwin to speak on the topic: “What the Kingdom can learn from a village in India.” Pictured Above: Prof. Darwin in Sir Winston Churchill's office, Her Majesty’s Treasury.

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**NORWAY** JUNE 2018

T:Lab and the Steinkjer Forum, invited Professor Henry Chesbrough to an exclusive round table innovation workshop with selected leaders from large public enterprises.

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**INTERNATIONAL COMPANIES VISITED**

- Autodesk
- Ford
- IBM
- Fujitsu
- Apple
- BYTON
- ESADE
- ISB
- Tech Mahindra
- Whirlpool
- INNOFRUGAL
- HP
- Google verily
- UCL
- TEDx
- INNOFUGAL
- WHU
- Rolls Royce
- Microsoft
- NASA
- Intel
- Ericsson
- Oxford
- MIT
- Cisco
- Gilead
- PwC
- University of Cambridge
- University of Oxford
- GE

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**CHINA** APRIL 2018

Chinese executives attended a seminar with Professor Solomon Darwin and post-doc Sea Matilda Bez to learn more about Open Innovation and Coopetition.

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**NORWAY** MAY 2018

Leaders from Norwegian companies participated in a seminar with Professor Solomon Darwin to understand how Open Innovation can be strategically applied within their company.

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**GERMANY** JULY 2018

Jonas Soluk, PhD Candidate from WHU Otto Beisheim School of Management contributed to Garwood Center's research in the area of Emerging Economies Leveraging Open Innovation.
Innovation

JAPAN JULY 2018

Professor Henry Chesbrough participated in the Fujitsu Forum in Tokyo, alongside Mohi Ahmed, Sr. Director, Open Innovation Gateway, Fujitsu & Emeritus Professor Ikujiro Nonaka, Hitotsubashi University.

INDIA AUGUST 2018

Professor Solomon Darwin was invited by TEDx Bandra to share his story and vision behind the Smart Village project and the evolution of the Smart Village Movement.

INTERNATIONAL CORPORATE VISITORS TO GARWOOD

T:Lab and the Steinkjer Forum, invited Professor Henry Chesbrough to an exclusive round table innovation workshop with selected leaders from large public enterprises.

Jonas Soluk, PhD Candidate from, WHU Otto Beisheim School of Management contributed to Garwood Center’s research in the area of Emerging Economies Leveraging Open Innovation.

Professor Henry Chesbrough and Ernesto Ciorra, Chief Innovability Officer at Enel met to discuss how Open Innovation can be applied to the area of sustainability.

The 3rd US-India Conference was held at Berkeley Haas. Executives and UC Berkeley faculty shared their views on “Transforming India: Tapping Growth Opportunities.” The event gathered over 250 attendees.
Chiara Eleonora De Marco completed her PhD on “The Challenges of Implementing Open Innovation” at Sant’Anna School of Advanced Studies. Chiara E. De Marco began her postdoctoral research at UC Berkeley on high-skilled workers mobility as Open Innovation enablers and the related innovation policy.

Her goal is to explore the micro-foundation of Open Innovation and the role of mobility in high-skilled employees for knowledge transfer in the era of digital transformation. She aims at understanding how the public sector facilitates these mobility flows and which are the instruments that policy-makers and companies can deploy to attract and retain high-skilled workers. To address these research topics, she will analyze Europe and California based companies, and both EU and US innovation policies on individual mobility.

**Corporate Business Model Innovation**

Executive Education Program with Henry Chesbrough

Professor Henry Chesbrough and Andre Marquis held a three-day course on Corporate Business Model Innovation at UC Berkeley’s Executive Education Program. Over 20 international managers from both large and small corporations attended with eagerness to understand how a business model can be transformed into something effective within their organization.

The business model is a core element of the Open Innovation paradigm, and is needed to create and capture value in a sustainable innovation process.

Participants received deep insights into Open Innovation, Business Model Innovation, Lean Startup Theory, Customer Development, Business Model Canvas, Power & Politics Inside the Corporation.

**Key Takeaways**

- Companies need a business model innovation to survive.
- Play poker: You can’t pick winners, but you can implement an efficient process to test several ideas and quickly pivot the projects to respond to real customer needs.
- A solid Business Model begins by identifying a market segment and a value proposition. Validate your business by talking to your customers in the early stage.
- Go for a Minimum Viable Product (MVP) and start testing immediately.
- Open Innovation can be a good approach to reach this MVP.
- Challenge your business model, but not your boss! Secure top management support within your company.
- Open Innovation can reduce the number of asks to your top management for support.

**Inspiring Stories of Entrepreneurship, Education & Equal Opportunity**

In a recent interview with Krysten Crawford from the Haas School of Business, Professor Darwin shared his vision behind the Smart Village Movement:

“Smart Villages are not about building infrastructure, roads, buildings, water tanks, and public toilets. Rather, they are about empowering people with digital technologies so they can access global markets.

Professor Solomon Darwin’s first book “Smart Villages of Tomorrow” is a case study about the modernization efforts underway in his hometown of Mori, a village of 8,000 people in southeastern India; the second, “The Untouchables” is a memoir of how three generations of his family overcame their status as members of India’s lowest caste.”

Open Innovation in Sports

Professor Henry Chesbrough participated in an innovation forum organized by the Barça Innovation Hub (BIHUB), held at Levi’s Stadium, as part of FC Barcelona’s U.S. tour. BIHUB hosted the event in collaboration with the San Francisco 49ers to address current issues in innovation and sports, bringing together industry leaders and academics in sport innovation. Chesbrough participated in a panel titled “Implementing Innovation in Sports,” where he discussed the implementation of innovation strategies in the sector alongside Brano Perkovich, Chief Investment Officer of the San Francisco 49ers; George Foster, Director of the Sports Management Initiative at Stanford; and Albert Mundet, Head of Knowledge at the Barça Innovation Hub. The panel addressed the challenges that uniquely impact the sports industry such as the disruption of innovation due to organizational turnover and the evolution of the ways in which fans consume content. Jordi Cardoner, FC Barcelona’s first Vice President, led the event.

Barça Innovation Hub is the platform that brings together all of the research, innovation and training projects at FC Barcelona. Recognizing that innovation is at the core of promoting an open, collaborative, and successful business model, the Club intends to be the backbone and main proponent of the knowledge industry in the sports sector in Europe and the world. Specifically, it aspires to convert Barcelona into the Silicon Valley of the sports industry and the BIHUB into the world’s number one knowledge and innovation center. As a result of this initiative, Professor Henry Chesbrough and Albert Mundet are working on a case study of Barça.

Expanding Markets through Open Innovation

Professor Darwin was invited by universities in the UK, Norway, Sweden, Germany, Finland and the Netherlands during the summer of 2018 to give seminars on Building Smart Villages: Expanding Markets through Open Innovation. Darwin shared his unique definition of Smart Villages as a “community empowered by digital technologies & Open Innovation platforms to access global markets.” Additionally, he discussed his continued efforts with the Indian government to prototype Smart Villages and his development of new business models to expand markets, in which both global brands and village industries can form strong ecosystems.

Open Innovation for Sustainability

Enel invited Professor Henry Chesbrough as a keynote speaker to discuss “Open Innovability for a Better World.” The concept of Innovability is used by Enel with the idea that we need to merge innovation and sustainability. The assumption is that “we must innovate to be sustainable.” However, in order to innovate we need to attract the most brilliant talent from the outside.

In order to do that, we need to have a genuinely sustainable goal, as these talented people don’t make decisions on where to work based on money, but rather based on what they can contribute to the greater good of improving the planet. The main challenge of Innovability is to be in contact with talented external problem solvers, and for this purpose Enel implements Open Innovation. More precisely, they implement one specific form of Open Innovation that is to crowdsource some of their practical challenges through a digital platform. Through this digital platform, Enel develops innovative solutions.

AIMS 2018 | Montpellier, France

The 18th annual AIMS conference, an annual meeting of Francophone strategy scholars hosted Professor Henry Chesbrough as a keynote speaker. Henry Chesbrough was the first international speaker in a conference usually dominated by French scholars. During his opening talk, he spoke about the origins and subsequent research on Open Innovation.

Chesbrough gave practical insight into an outside-in approach of Open Innovation:

1. Open up internally, before you open up externally.
2. Know what you’re looking for, before you start looking.
4. Develop and deploy T-shaped technical staff.
5. Be clear on who owns what — before, during and after the relationship.
We invite you to participate in the World Open Innovation Conference by submitting a challenge on managing Open Innovation in your organization. We will evaluate each challenge based on the applicant’s ability to articulate an important Open Innovation challenge that other organizations are also likely to experience; with a more specific description of challenges preferred over more vague descriptions. We invite submissions of challenges of managing Open Innovation in a corporate, public agency, or non-profit setting.

We developed a new type of network by breaking out from our current network silos to give you access to:

- **A Global Network**: Connect with Industry practitioners from around the globe.
- **Research**: Interact with academics who are experts in your specific challenge.
- **Validation**: Engage with Henry Chesbrough, Father of Open Innovation.
- **Concierge Service**: One-on-one think-through meetings between the practitioner and academic researchers.

**Send us your corporate challenge in:**

1. Organizational Culture
2. Business Model
3. Policy
4. R&D Issues

Challenge Submission Deadline: Oct. 15, 2018
woic@haas.berkeley.edu

Register Here for WOIC 2018!

1. Download QR code reader app on your mobile device
2. Scan the QR code to register for WOIC 2018.

Berkeley Haas MBA students join the Garwood Center as Open Innovation Fellows to put their passion to work and solve corporate challenges and engage with senior executives.

Senior corporate executives from global brands can expand their horizons by working with students from diverse international backgrounds and disciplines; Leverage Berkeley’s ecosystem and receive input on Open Innovation & Business Model strategies.