

PhD in Management Sciences Seminar Open Innovation & Open Business Models

Program overview

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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!

Day 1: Monday, January 9, 2011

Welcome by Jonathan Wareham

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) Open Innovation: Researching a New Paradigm (Chesbrough, Vanhaverbeke and West, OUP, 2006): Chapters 1,2
- 2) Joel West and Marcel Bogers (2010), *An Integrated View of Creating and Commercializing Innovation: A Distributed Perspective*, unpublished paper.

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 role does the business model play in innovation? What is the definition of “business model”?
- 4) What evidence supports the emergence of open innovation? How convincing is this evidence to you?
- 5) In Chapter 5, West and Bogers discuss open source software? Is open source an example of open innovation? Why or why not?
- 6) How could you test this theory?
- 7) How to extend open innovation into new application areas?

Session 2: Analyzing the research methodology two recent open innovation papers / 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) Lichtenthaler, U. and Lichtenthaler (2009); A Capability-Based Framework for Open Innovation: Complementing Absorptive Capacity, *Journal of Management Studies*, 46(8), 1315-1338.

Session 3: Connecting open innovation to theories of the firm

2.00 PM – 3.30 PM

Coordinated by Henry Chesbrough

Readings

- 1) Open Innovation: Researching a New Paradigm (Chesbrough, Vanhaverbeke and West, OUP, 2006): Chapters 1,2,3, and 5
- 2) Vanhaverbeke, W. Roijakkers, N. and Cloudt, M. (2011); *Linking open innovation to different theories of the firm*, unpublished paper. (this paper 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) According to Chesbrough’s argument in Chapter 1, what is new about open innovation? What does it contribute to the literature?
- 2) J.F. Christensen’s chapter (chapter 3) situates open innovation in the prior literature on the firm, how the firm appropriates a return on its innovation investments, and business strategy. What is your evaluation of his argument?
- 3) In the same chapter, Christensen refers to open innovation as an organizational innovation. Do you agree? Why or why not?
- 4) Take one theoretical approach explained in Vanhaverbeke, Roijakkers & Cloudt and check whether you can further strengthen or criticize the arguments? Which theories of the firm have not received enough attention in your opinion?

- 5) In Chapter 2, Chesbrough details five themes for connecting the chapters he previews to the larger literature on business:
- The business model
 - Using external technology
 - Managing knowledge
 - The role of startups and new entrants
 - Intellectual property
- What would you add to this list?

Session 4: Explanation of the groups work

4.00 PM -5.00 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 we group participants in groups of 5 or 6. "The future of open innovation research" is the general theme for the group works, but we want to ensure that each group works on a particular topic that is more or less in line with their own research. Each group will present its conclusions in session 4 of day 2.

Group work

5.00 PM – 8.00 PM

Coaching by Henry Chesbrough, Esteve Almirall, Alberto Di Minin, Tuba Bakici, and Wim Vanhaverbeke

Dinner: 8.00 PM – 10.00 PM

Day 2: Tuesday, January 10, 2011

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) Elmquist M., Fredberg T. and Ollila S., (2009): Exploring the field of open innovation, *European Journal of Innovation Management*, 12(3):326-345.
- 3) Dahlander, L. and Gann, D.M. (2010), How open is innovation, *Research Policy*, 39, 699-709.
- 4) Open Innovation: Researching a New Paradigm, chapter 1 (this was assigned yesterday as well. Read it this time for the antecedents Chesbrough, Vanhaverbeke and West cite, and what they argue is new).

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) 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

Have a look at the abstracts of the burgeoning number of academic articles about open innovation (you can use Google Scholar or surf to Exnovate (www.exnovate.org) :

- First author's name [A-I](#)
- First author's name [J-R](#)
- First author's name [S-Z](#)

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 with two 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 11, 2011

NEW: 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 23, 2011**. 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), Bruno Cassiman (IESE, Barcelona), Alberto Di Minin (Scuola Superiore Sant'Anna, Pisa) and Wim Vanhaverbeke (UHasselt & ESADE).

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.

Farewell lunch:

1.00 PM – 2.00 PM.

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 Vlerick Leuven Gent Management School and ESADE Business School. He has published in numerous international journals and is co-editor with Henry Chesbrough and Joel West of "Open Innovation: Researching a New Paradigm", a book about the research challenges related to Open Innovation. He edited [a special issue on open innovation in IJTM](#) with Vareska Van de Vrande and Oliver Gassmann. He is extending research about Open Innovation and open business models by setting up Exnovate and by doing joint research with different universities around the globe.

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