

Open Innovation and Business Models in India

UGBA 193I -Travel Study Program 3 Units

Spring 2014 (Travel Module: Jan 3-12 in India)

Instructor:	Solomon Darwin
Class Logistics:	MW 3:30pm -5:00pm; Location: The I-Lab; Office Hours: by appointment
E-mail Address:	darwin@haas.berkeley.edu
Prerequisites:	None
Research Advisors:	Henry Chesbrough and Navi Radjou
Textbooks:	Open Business Models: How to Thrive in the New Innovation Landscape Henry Chesbrough Jugaad Innovation Navi Radjou

Course Description:

Students research and study “Open Innovation Business Models” that focus on Frugal Innovations (Jugaad Innovations). These are products and services that are offered at low cost /high quality creating “Value for Many” vs. “Value for Money”, models that are more relevant to majority of the world’s consumers of today and tomorrow. The Jugaad models being innovated in India have the potential to disrupt the high margin business models in the developed world. In addition, they promote greener and more sustainable approaches to preserve our planet in addressing some of the grand challenges.

Many innovations in health care services, telemedicine, medical equipment, solar energy, battery technology, refrigeration, cookery and prosthetics etc. fall into this category. Students will be exposed to models that originate in the emerging economies with a global appeal and eventually impact business models of the developed world.

Why Bangalore?

Bangalore is India’s Silicon Valley, a vibrant innovative hub for all IT/electronics related developments. It attracts a rich pool of professionals, top research centers, and clinical partners. It is also in close proximity to access rural regions where to study several frugal innovations at work in Indian villages.

Student Projects: Business Model Solutions to Emerging Economies.

Hosting companies in Bangalore plan on presenting a business model challenge to Haas Students. This will become the 3 unit project that the students will undertake to earn their credit. Students are free to pick challenges that will interest them during their visit and will work in teams of four. The final project will be presented to a select group of Silicon Valley Executives during the last week of 3rd week of April (date TBD). Last year’s class syllabus is attached for assessment.

Grading:

Class Attendance	250
Class Participation	250
Peer Evaluation	100
Final Project ***	400
Total Points	= 1,000

Important Policies that will affect your participation grade:

- Attendance and being on time
- Not allowed: Use of cell phone, laptop & texting during sessions
- Following instructions during travel.

***50 points credit will be issued per group for generating ideas for other groups that will be utilized in their proposed models. 10 point/idea (5 ideas/group)

Company Visits and Learning Objectives

- 1) IDIOM in Bangalore (<http://www.idiom.co.in/>): to discover how crowdsourcing can be used to speed up market research and accelerate innovation. Better understand how an open-source platform called DREAM:IN (<http://www.dreamin.in>) developed by IDIOM is being used to encourage the youth in India, Brazil, China, USA to collaboratively find solutions to socio-problems facing their societies
- 2) SELCO in Bangalore (<http://www.selco-india.com>): to discover how SELCO, a solar energy system provider, is using an open innovation model to distribute and maintain its solar lanterns to 200,000 rural households in the remotest villages of India -- by leveraging a grassroots network of "micro-entrepreneurs"
- 3) GE Healthcare in Bangalore: to discover how a multinational is leveraging open innovation partnerships with entrepreneurs and midsize companies to bring quality healthcare (especially cancer treatment) at affordable prices to more Indians. MIT-SMR article: <http://sloanreview.mit.edu/article/mobilizing-for-growth-in-emerging-markets/>
- 4) Xerox's R&D Lab in Bangalore: to learn how a multinational has built strong ties with local universities (IITs) and startups in India to co-create innovative solutions for India and global markets. HBR case study on Xerox-India (attached)
- 5) The Philips innovation campus in Bangalore: to learn how Philip leverages local talent and the surrounding ecosystem. <http://www.research.philips.com/locations/bangalore.html>
- 6) IBM Research in Bangalore: to study IBM has come up with an impressive list of achievements, including innovations in service delivery such as customer analytics, workforce management and global delivery management and solving unique challenges in emerging markets such as spoken web, cleansing of noisy data, and scalable analytics platforms for the telecom industry. <http://www.research.ibm.com/labs/india/index.shtml>
- 7) SAP Labs Bangalore: to learn how an MNE like SAP India is empowered to be a strong proponent of Sustainability and Social Responsibility. Project Lakshya which aims to educate 100,000 children from underprivileged background in 2011 through 35 computer labs spread across the country is already underway. Another project by SAP Labs volunteers, in collaboration with the Autism Society of India, is to train autistic children using iPad applications. A team of four employees from SAP Labs India has won the HANA Olympics, a competition to develop the best applications on HANA, from amongst 623 teams participating worldwide, on May 2011 at SAPPHERE Now, a premier technology event organized by SAP, testifying to the innovation culture at Labs India. <http://global12.sap.com/india/about-sap/index.epx>
- 8) Apollo Hospitals: to learn how telemedicine works in rural outreach. Students travel to Chittoor - a tribal area to study traditional medical care solutions in villages and the impact of telemedicine. <http://www.apollohospitalsbangalore.com/>
- 9) Understanding the Resource Constraints in Emerging Economies: This is a mutual learning exercise about identifying and working around constraints. "Taking Ideas to Market in an Emerging Economy" Haas Students will engage with selected entrepreneurial high school students in a Business Model Workshop.

Mandatory Daily Briefing Meetings with Prof. Darwin during Travel Days Jan 3rd – 12th

- 7:00am- 8am: Team Debriefing Sessions during breakfast at the Hotel
- 7pm - 8:30pm: Reflections and learning session with Prof. Darwin following dinner at the Hotel unless traveling remotely.

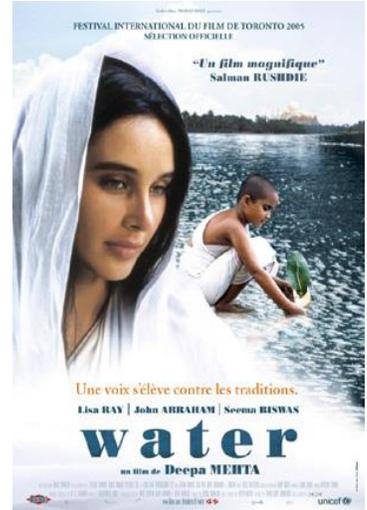
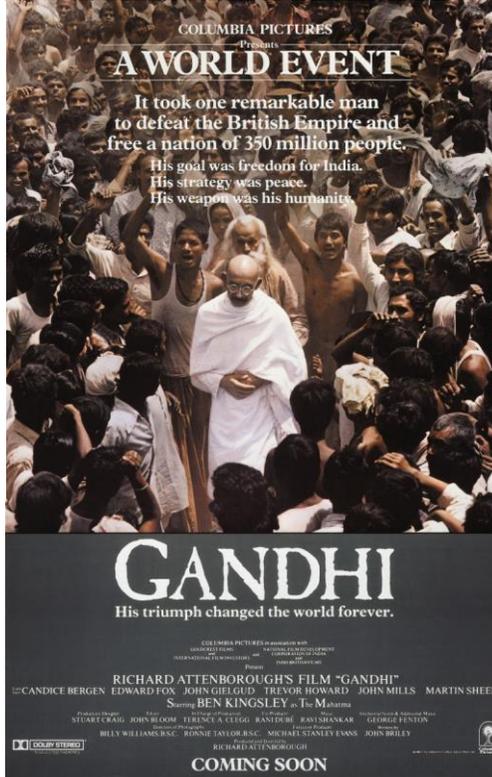
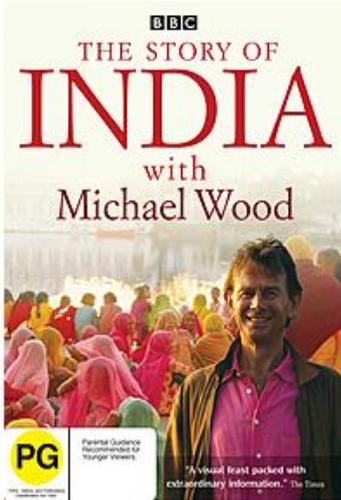
TENTATIVE SCHEDULE

UC Berkeley: Open Innovation Business Models in Emerging Economies- Travel Study Program to India

Day	Date	Activity	Objective
1	Thur	2-Jan	Team Arrives in Bangalore <i>Hotel LaLiT Ashok Check-in: http://www.thelalit.com/the-lalit-ashok-bangalore/</i>
2	Fri	3-Jan	9am - 10am: Welcome by Haas Alum <i>To establish, expand and develop an ongoing relationship with the Haas family network in Bangalore, India.</i>
			11am - 1pm Xerox's R&D Lab <i>To study how a multinational has built strong ties with local universities (IITs) and startups in India to co-create innovative solutions for India and global markets. HBR case study on Xerox-India (attached)</i>
			2pm- 5pm: DREAM:IN http://www.dreamin.in <i>"Taking Ideas to Market in an Emerging Economy" Haas Students engage with selected entrepreneurial high school students in a Business Model Workshop. This is a mutual learning exercise about identifying and working around constraints.</i>
3	Sat	4-Jan	7am - 2pm Village Medical Camp <i>Travel to Chitoor - a tribal area to study traditional medical care solutions in villages and the impact of tele-medicine.</i>
			4pm - 8pm SELCO http://www.selco-india.com <i>Visit to a remote rural village (Kolar) to study how SELCO, a solar energy system provider, is using an open innovation model to distribute and maintain its solar lanterns to 200,000 rural households in the remotest villages of India -- by leveraging a grassroots network of "micro-entrepreneurs"</i>
4	Sun	5-Jan	9am - 12pm <i>Briefing Session by SELCO's executives about their business model followed by Q&A</i>
			2pm - 5pm Sonia Manchanda IDIOM <i>Lecture presentation: Open Innovation in India</i>
5	Mon	6-Jan	9am - 12pm Apollo Hospitals <i>To study the quality of medical care, methods and instrumentation in a corporate hospital and its relevance to the underserved.</i>
			1pm- 3pm: IDIOM http://www.idiom.co.in <i>To study how crowdsourcing can be used to speed up market research and accelerate innovation. Better understand how an open-source platform called DREAM:IN (http://www.dreamin.in) developed by IDIOM is being used to encourage the youth in India, Brazil, China, USA to collaboratively find solutions to socio-problems facing their societies</i>
6	Tue	7-Jan	9am - 12pm SAP Labs <i>SAP Labs - business solution to low margin businesses</i>
			1pm - 5pm: Dream-In Business Model Presentations <i>Berkeley Students conduct Business Model Workshop for India High School Students. Location: TBD</i>
7	Wed	8-Jan	9am - 12pm Philips Innovation Campus <i>To study emerging medical technology to the underserved people.</i>
			1pm - 5pm: Dream-In Business Model Presentations <i>Berkeley Students conduct Business Model Workshop for India High School Students. Location: TBD</i>
8	Thur	9-Jan	9am - 12pm GE Healthcare http://www.ge.com/in/ <i>To study how a multinational is leveraging open innovation partnerships with entrepreneurs and midsize companies to bring quality healthcare (especially cancer treatment) at affordable prices to more Indians. MIT-SMR article: http://sloanreview.mit.edu/article/mobilizing-for-growth-in-emerging-markets/</i>
			9am - 12pm OPEN <i>OPEN</i>
9	Fri	10-Jan	9am - 12pm IBM Innovation Center <i>Learn about efforts being made in India of Creating a Smarter Planet</i>
			1pm - 5pm: Dream-In Business Model <i>Final Presentations by Indian High School Students resulting from the three workshops - Location: TBD</i>
10	Sat	11-Jan	OPEN <i>OPEN</i>
11	Sun	12-Jan	Program Ends - Leave India
12	Mon	13-Jan	Back in the US

Enhance your experience – do this before you travel

Suggested Movies



Suggested Reading:

- Henry Chesbrough: Open Innovation
- Navi Radjou: JUGAAD INNOVATION and FROM SMART TO WISE”
- Articles relating to: Open Cities, Open Government, Open Science, Open Business Model and Open Communities.
- Spence, Jonathan, *The Search for Modern China* (1st or 2nd Ed.)
- Blankert, Jan, *China Rising: Will the West be Able to Cope?*
- Buderer, Robert, (The Art of Relationships); Microsoft, China, and Bill Gates’s Plan to Win the Road Ahead
- Chang, Leslie, *Factory Girls: From Village to City in a Changing China*
- Fung, Fung, & Wind, *Competing in a Flat World: Building Enterprises for a Borderless World*
- Gifford, Rob, *China Road: A Journey into the Future of a Rising Power*
- Landes, David *The Wealth and Poverty of Nations*
- McGregor, James *One Billion Customers*
- Popkin, James, & Iyengar, Partha, *IT and the East*
- Sachs, Jeffrey, *The End of Poverty*
- Bagla, Gunjan, *Doing Business in 21st Century India: How to Profit Today in Tomorrow’s Most Exciting Market*
- Cappelli, Singh, *The India Way: How India’s Top Business Leaders are Revolutionizing Management*
- Popkin, James, & Iyengar, Partha, *IT and the East*
- Kolanad, Gitanjali, *CultureShock! India: A Survival Guide to Customs and Etiquette*
- Kumar & Sethi, *Doing Business in India*
- Macdonald, Sarah, *Holy Cow: An Indian Adventure*
- Makar, Eugene, *An American’s Guide to Doing Business in India*
- Swaminathan, Jayashankar, *Indian Economic Superpower: Fiction or Future*