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 SAPPHIRE 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 Chitoor a tribal area to study traditional medical care solutions in villages and the impact of telemedicine. http://www.apollohospitalsbangalore.com/
- 9) Understanding the Resource Constrains 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.

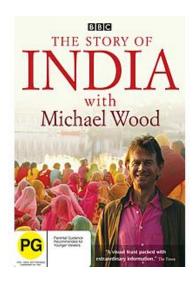
TENTATIVE SCHEDULE

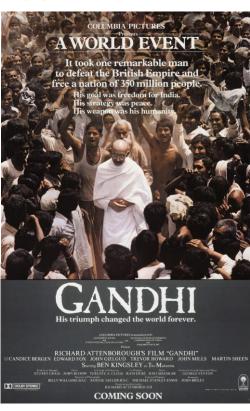
UC Berkeley: Open Innovation Business Models in Emerging Economies-Travel Study Program to India

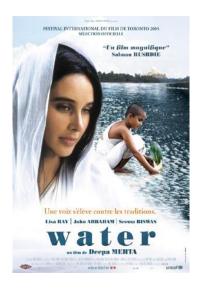
National Concrete innovative solutions for India and global markets. HBR case study on Xerox India (attached)	Day	<u>Date</u>		Activity	<u>Objective</u>
Welcome by Hasa Alum Bongolore, India. Startly how a multinational has built strang ties with local universities (IITs) and stortups in India to co-create innovative solutions for India and global markets. HBR case study on Xeros India (India) and provided in the India to co-create innovative solutions for India and global markets. HBR case study on Xeros India (India) and India) and India) and India (India) and India) and India) and India (India) and India) and India) and India (India) and India) an	1	Thur	2-Jan	Team Arrives in Bangalore	Hotel LaLiT Ashok Check-in: http://www.thelalit.com/the-lalit-ashok-bangalore/
Xarox's R&D Lab India to co-create innovative solutions for India and global markets. H&R case study on Xeros India (attachea)	2	Fri	3-Jan		
Part				· ·	To study how a multinational has built strong ties with local universities (IITs) and startups in
DREAM:IN http://www.dreamin.in exercise about identifying and working around constraints. 3 Set 4-Jan 7am - 2pm Village Medical Camp Freyet to Chitoor - a tribal area to study traditional medical care solutions in villages and the impact of tele-medicine. 4 Jan - 2pm Village Medical Camp Visit to a remote rural village (Kolar) to study how SELCO, a solar energy system provider, is suggin and posi nonevotion model to distribute and maintain its solar lanterns to 200,000 rural into the impact of tele-medicine. 5 Jan 9am - 12pm Briefing Session by SELCO's executives about their business model followed by Q&A 2pm - 5pm Lecture presentation: Open Innovation in India 5 Mon 6-Jan 9am - 12pm Apollo Hospitals Introducing an business of their business model followed by Q&A 1 Jan 9am - 12pm To study the quality of medical care, methods and instrumentation in a corporate hespital are its relevance to the underserved. 5 Introducing the state of the state of the underserved of the province of the inderserved of the inderserved. 6 Tue 7-Jan 9am - 12pm SAP Labs - business solution to low margin businesses SAP Labs solution (Intro //www.dreamin.in) developed by IDIOM is being used to ancourage the youth in India, Brazil, Chino, USA to callaboratively find solutions to socio-problems facing their societies 7 Wed 8-Jan 9am - 12pm Berkeley Students conduct Business Model Warkshop for India High School Students. Locatio TBD Business Model Presentations 8 Thur 9-Jan 9am - 12pm CE Healthcare philaps Innovation Campus 1pm - 5pm: Deam-In Business Model Presentations 9 Fil 10-Jan 9am - 12pm OPEN OPEN OPEN OPEN OPEN OPEN 10 Sat 11-Jan 1-Jan Program Ends - Leave India 10 Sat 11-Jan 1-Jan				Xerox's R&D Lab	India to co-create innovative solutions for India and global markets. HBR case study on Xerox- India (attached)
Sat A-Jan 7am - 2pm Travel to Chitoor - a tribal area to study traditional medical care solutions in villages and the impact of tell-medical area in study traditional medical care solutions in villages and the village Medical Camp Travel to Chitoor - a tribal area to study traditional medical care solutions in villages and the village (Kolar) to study how SELCO, a solar energy system provider, is self-using an open innovation model to distribute and maintain its solar lanterns to 200,000 rural http://www.selco-india.com households in the remotest villages of India - by leveraging a grassroots network of "micro-entrepreneurs" Briefing Session by SELCO's executives about their business model followed by Q&A					
3 Sat 4-Jan 7am - 2pm 7rovel to Chitoor - a tribol area to study traditional medical care solutions in villages and the Village Medical Camp 4pm - 8pm Visit to a remote rural village (Kolar) to study how SELCO, a solar energy system provider, is SELCO http://www.selco-india.com households in the remotest villages of India - by leveraging a grassroots network of "micro-entrepreneurs" 4 Sun 5-Jan 9am - 12pm Briefing Session by SELCO's executives about their business model followed by Q&A 2pm - 5pm Sonia Manchanda IDIOM Part 12pm 17 or study the quality of medical care, methods and instrumentation in a corporate hospital and its relevance to the underserved. Part 12pm 12pm 12pm 12pm 12pm 12pm 12pm 12pm					
Village Medical Camp				Tittp.// www.dreamin.iii	exercise about identifying and working around constraints.
Apm - 8pm 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 molintain its solar lanterns to 200,000 miles of households in the remotest villages of India — by leveraging a grassroots network of "micro-entrepreneurs"	3	Sat	4-Jan	· ·	,
SELCO Selection Selectio				-	
http://www.selco-india.com households in the remotest villages of India by leveraging a grassroots network of "micro-entrepreneurs" 4 Sun 5-Jan 9am - 12pm				· · · · ·	
Sun S-Jan Sam - 12pm Briefing Session by SELCO's executives about their business model followed by Q&A					,
2pm - 5pm Lecture presentation: Open Innovation in India Sonia Manchanda IDIOM Sonia Manchanda IDIOM Apollo Hospitals To study the quality of medical care, methods and instrumentation in a corporate hospital or Apollo Hospitals 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 India, Brazil, China, USA to collaboratively find solutions to socio-problems facing their societies SAP Labs					
Sonia Manchanda IDIOM	4	Sun	5-Jan	9am - 12pm	Briefing Session by SELCO's executives about their business model followed by Q&A
Sonia Manchanda IDIOM					
DIOM S-Jan 3pm - 12pm To study the quality of medical care, methods and instrumentation in a corporate hospital and Apollo Hospitals Its relevance to the underserved.					Lecture presentation: Open Innovation in India
Apollo Hospitals 1pm - 3pm: 1pm - 3pm: 1pliOM http://www.idiom.co.in http://www.idiom.co.i					
1pm-3pm:	5	Mon	6-Jan	9am - 12pm	To study the quality of medical care, methods and instrumentation in a corporate hospital and
IDIOM http://www.idiom.co.in 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				· · · · · · · · · · · · · · · · · · ·	
http://www.idiom.co.in http://www.idiom.co.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 SAP Labs					
Brazil, China, USA to collaboratively find solutions to socio-problems facing their societies					
SAP Labs 1pm - 5pm: Dream-In Business Model Presentations 7 Wed 8-Jan 9am - 12pm Dream-In Business Model Presentations 8 Thur 9-Jan 9am - 12pm OPEN OPEN OPEN OPEN 9 Fri 10-Jan 9am - 12pm OPEN Dream-In Business Model Presentations Final Presentations beridge the final presentations by Indian High School Students resulting from the three workshops - Location: TBD 1 Dream-In Business Model Presentations 8 Thur 9-Jan 9am - 12pm OPEN OPEN OPEN 9 Fri 10-Jan 9am - 12pm Dream-In Business Model DPES Final Presentations by Indian High School Students resulting from the three workshops - Location: TBD 10 Sat 11-Jan OPEN OPEN OPEN OPEN 11 Sun 12-Jan Program Ends - Leave India					
SAP Labs 1pm - 5pm: Dream-In Business Model Presentations 7 Wed 8-Jan 9am - 12pm Dream-In Business Model Presentations 8 Thur 9-Jan 9am - 12pm GE Healthcare http://www.ge.com/in/ DPEN 9 Fri 10-Jan 9am - 12pm OPEN OPEN 9 Fri 10-Jan 9am - 12pm Dream-In Business Model Presentations 8 Thur 9-Jan 9am - 12pm OPEN OPEN 9 Fri 10-Jan 9am - 12pm Dream-In Business Model DPESHOULD A STAN STAN STAN STAN STAN STAN STAN ST					
1pm - 5pm: Dream-In Business Model Presentations 7 Wed 8-Jan Philips Innovation Campus 1pm - 5pm: Dream-In Business Model Presentations 7 To study emerging medical technology to the underserved people. Philips Innovation Campus 1pm - 5pm: Dream-In Business Model Presentations 8 Thur 9-Jan 9am - 12pm GE Healthcare http://www.ge.com/in/ pam - 12pm OPEN 9 Fri 10-Jan 9am - 12pm OPEN 9 Fri 10-Jan 9am - 12pm Dream-In Business Model Presentations Persentations	6	Tue	7-Jan	·	SAP Labs - business solution to low margin businesses
Dream-In Business Model Presentations 7 Wed S-Jan 9am - 12pm Philips Innovation Campus 1pm - 5pm: Dream-In Business Model Presentations 8 Thur 9-Jan GE Healthcare http://www.ge.com/in/ PEN 9 Fri 10-Jan 9am - 12pm OPEN 9 Fri 10-Jan 9am - 12pm Dream-In Business Model Presentations 1					
Business Model Presentations 7 Wed 8-Jan 9am - 12pm Philips Innovation Campus 1pm - 5pm: Dream-In Business Model Presentations 8 Thur 9-Jan 9am - 12pm GE Healthcare http://www.ge.com/in/ 9am - 12pm OPEN 9 Fri 10-Jan 9am - 12pm ID-Jan 9am - 12pm DPEN 10 Sat 11-Jan OPEN Business Model Presentations 7 To study emerging medical technology to the underserved people. Berkeley Students conduct Business Model Workshop for India High School Students. Location TBD To study how a multinational is leveraging open innovation partnerships with entrepreneurs and midsize companies to bring quality healthcare (especially cancer treatment) at affordably prices to more Indians. MIT-SMR article: http://sloanreview.mit.edu/article/mobilizing-for-growth-in-emerging-markets/ OPEN 9 Fri 10-Jan 9am - 12pm IBM Innovation Center Ipm - 5pm: Dream-In Business Model OPEN OPEN 10 Sat 11-Jan OPEN OPEN OPEN					Berkeley Students conduct Business Model Workshop for India High School Students. Location:
Presentations 7 Wed 8-Jan 9am - 12pm					TBD
To study emerging medical technology to the underserved people.					
1pm - 5pm: Berkeley Students conduct Business Model Workshop for India High School Students. Location TBD	7	Wed	8-Jan		To study emerging medical technology to the underserved people.
Dream-In Business Model Presentations 8 Thur 9-Jan GE Healthcare http://www.ge.com/in/ 9am - 12pm OPEN 9 Fri 10-Jan Business Model Presentations 7				Philips Innovation Campus	
Dream-In Business Model Presentations 8 Thur 9-Jan GE Healthcare http://www.ge.com/in/ 9am - 12pm OPEN 9 Fri 10-Jan Business Model Presentations 7				1pm - 5pm:	Berkeley Students conduct Business Model Workshop for India High School Students. Location:
Presentations 8 Thur 9-Jan 9am - 12pm GE Healthcare http://www.ge.com/in/ Fri 10-Jan Personal Islam Personal I					
8 Thur 9-Jan 9-Jan 9-Jan GE Healthcare http://www.ge.com/in/					
GE Healthcare http://www.ge.com/in/ and midsize companies to bring quality healthcare (especially cancer treatment) at affordably prices to more Indians. MIT-SMR article: http://sloanreview.mit.edu/article/mobilizing-for-growth-in-emerging-markets/ 9 am - 12pm OPEN 9 Fri 10-Jan 9am - 12pm Learn about efforts being made in India of Creating a Smarter Planet IBM Innovation Center 1pm - 5pm: Final Presentations by Indian High School Students resulting from the three workshops - Location: TBD 10 Sat 11-Jan OPEN OPEN 11 Sun 12-Jan Program Ends - Leave India	Q	Thur	Q-lan		To study how a multipational is leveraging open innovation partnerships with entreprepairs
http://www.ge.com/in/ prices to more Indians. MIT-SMR article: http://sloanreview.mit.edu/article/mobilizing-for-growth-in-emerging-markets/ 9 am - 12pm OPEN 9 Fri 10-Jan 9am - 12pm Learn about efforts being made in India of Creating a Smarter Planet IBM Innovation Center 1pm - 5pm: Final Presentations by Indian High School Students resulting from the three workshops - Location: TBD 10 Sat 11-Jan OPEN OPEN 11 Sun 12-Jan Program Ends - Leave India	J	mui	Jan	·	and midsize companies to bring quality healthcare (especially cancer treatment) at affordable
9 Fri 10-Jan Program Ends - Leave India P				http://www.ge.com/in/	
9 Fri 10-Jan 9am - 12pm Learn about efforts being made in India of Creating a Smarter Planet 1pm - 5pm: Final Presentations by Indian High School Students resulting from the three workshops - Dream-In Business Model 10 Sat 11-Jan OPEN OPEN 11 Sun 12-Jan Program Ends - Leave India					growth-in-emerging-markets/
9 Fri 10-Jan 9am - 12pm Learn about efforts being made in India of Creating a Smarter Planet IBM Innovation Center 1pm - 5pm: Final Presentations by Indian High School Students resulting from the three workshops - Location: TBD Business Model 10 Sat 11-Jan OPEN OPEN OPEN 11 Sun 12-Jan Program Ends - Leave India 12 Sun 12-Jan Program Ends - Leave India 13 Sun 14 Sun 15 Sun 16 Sun 17 Sun 18 Sun				9am - 12pm	OPEN
IBM Innovation Center 1pm - 5pm: Dream-In Business Model 10 Sat 11-Jan OPEN Program Ends - Leave India				OPEN	
1pm - 5pm: Final Presentations by Indian High School Students resulting from the three workshops - Location: TBD Business Model 10 Sat 11-Jan OPEN OPEN 11 Sun 12-Jan Program Ends - Leave India	9	Fri	10-Jan	9am - 12pm	Learn about efforts being made in India of Creating a Smarter Planet
Dream-In Business Model 10 Sat 11-Jan OPEN 11 Sun 12-Jan Program Ends - Leave India					
Business Model 10 Sat 11-Jan OPEN 11 Sun 12-Jan Program Ends - Leave India				· ·	
10 Sat 11-Jan OPEN OPEN 11 Sun 12-Jan Program Ends - Leave India					Location: 160
	10	Sat	11-Jan		OPEN
	11	Sun	12-Jan	Program Ends - Leave India	
				_	

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?
- Buderi, 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