



Centennial Conference Series

Mandarin Oriental Hotel, Miami

Customer-Centric Innovation

January 11

- 6:30PM-7:30PM Cocktail Reception
- 8:00PM Dinner and Welcome Remarks
Hosts: Dean Dipak C. Jain & Mr. Pete Pizarro '94, *CEO eLandia International*

January 12

- 8:00AM – 8:45AM Continental Breakfast
- 9:00AM – 10:00AM Keynote Address
Technology-Enabled Collaboration as an Engine for Innovation
Carlos Dominguez, Sr. Vice President, Office of the Chairman and CEO, Cisco Systems, Inc.
- 10:00AM-10:30AM Morning Break
- 10:30AM-12:00PM Panel Discussion
Customers as Partners in Innovation: Lessons from the Field
Kellogg Faculty Facilitator: Professor James Conley '92, *Clinical Professor of Technology*
- Customers can be a key source for ideas, insights and even new products. Leading firms are turning to innovative customers for co-creation of intellectual property. What are the opportunities for co-creation? How can companies solicit ideas from the best customers? How can intellectual property rights be managed? This panel will feature leading practitioners who will share their experiences and what they have learned about collaborating with customers to innovate.
- Panelists:
- J. Duncan Berry, Ph.D., *Principal, Applied Iconology, Inc*
 - Rafal Ohme, *Founder, LABORatory & Co.*
 - Thomas Stat, Associate Partner & Senior Client Liaison, *IDEO*
- 12:00PM-1:30PM Lunch
- 1:30PM-3:00PM Concurrent Sessions

Creating and Managing Eco-Systems for Innovation

Professor Shane Greenstein, *Elinor and H. Wendell Hobbs Professor of Management and Strategy*

Standardization of new technologies creates value for mass market users, but no firm seeks to turn itself into an undifferentiated commodity. What do the Apple iPod and iPhone, Windows95, Wi-Fi, and Blu-Ray have in common? Their sponsors executed on a strategy for building relationships in anticipation of building mass markets. Building the eco-system of relationships contributed to both user satisfaction and sponsor profitability.

In this talk we will review the classic paradigm for establishing relationships among firms in mass market ecosystems, such as implemented in the Apple iPod. How did Apple develop a standardized mass market without giving away the ability to capture value? We then move to recent events, such as the emergence of Wi-Fi. A deeper look reveals that this platform evolved into a fight to sponsor the direction of innovation. We will touch on a range of other examples. We stress new lessons for harnessing routines and standards for competitive advantage in mass markets.



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The Future of Innovation in a Connected World

Professor Mohanbir Sawhney, *McCormick Tribune Professor of Technology and Director of the Center for Research in Technology and Innovation*

In an increasingly competitive world, companies are realizing that they cannot sustain the pace of innovation that their stakeholders demand, if they try to go it alone. Spurred on by the success of companies like P&G and IBM, companies are looking outside their boundaries for innovative ideas, products and technologies. They are embracing the concept of "open innovation" or "connected innovation" – an approach to innovation that relies on harnessing the creativity and expertise of external actors to improve innovation outcomes. However, there are many ways to build an externally-focused innovation ecosystem. And few companies have figured out how to actually embark on a connected innovation strategy. In this talk, I will present the logic for pursuing connected innovation. Based on my recent book called *The Global Brain*, I will outline different models for connected innovation, and the steps in implementing a connected innovation strategy. I will use case studies from a wide range of companies and industries to illustrate the emerging approaches for connected innovation.

Intrapreneurship: Enhancing Innovation in Established Organizations

Professor Scott Stern, *Associate Professor of Management and Strategy*

Though innovation has become an increasingly crucial driver of competitive advantage, established companies often cannot overcome the myriad organizational and competitive challenges posed by new technologies. This lecture focuses on the strategic role of intrapreneurship, and how established companies can take advantage of the innovation process. Effective intrapreneurship requires the simultaneous use of multiple organizational approaches to the innovation process, ranging from internally focused product development efforts to highly collaborative relationships with customers, partners, and even potential competitors. By adopting a portfolio approach to innovation, a single company can manage different types of innovation with a unified strategy.

Professor Stern has worked widely with both companies and governments in understanding the drivers and consequences of innovation and entrepreneurship. In 2005, Stern was awarded the Kauffman Prize Medal for Distinguished Research in Entrepreneurship. Prior to arriving to Kellogg in 2001, Stern taught at the Sloan School at MIT and has served as a Senior Fellow at the Brookings Institution. Stern holds degrees from NYU and Stanford University, and is a Research Associate of the National Bureau of Economic Research.

3:00PM-3:30PM

Afternoon Break

3:30PM-5:00PM

Keynote Address

The Future of Marketing

Dipak C. Jain, *Dean, Kellogg School of Management*