Why Living Labs?

esteve.almirall@esade.edu
Open Innovation Clusters & Lead Markets

Why Living Labs?
“Innovation isn’t what innovators do. It’s what customers adopt!”

Michael Schrage, MIT
The World Is Flat
productivity  innovation
Wiki

Un o una wiki (del hawaia wiki wiki, “ràpid”) és un lloc web col·laboratiu, que pots aprofitar com a lloc web personal pels usuaris. Els usuaris d'una wiki poden d'aquesta manera crear, modificar, enllaçar i estrenyir continguts dins el web, de forma interactiva, fàcil i ràpida. Una de les joves més conegudes és la Wikipedia.

Les característiques de les wikis, les converteixen en una eina electrònica molt útil per a la gent que vol compartir el coneixement. Molt projectes són oberts al públic en general, accessibles per a tothom per a aprofitar la web a la màxima capacitat.

Ward Cunningham va crear, el 25 de març del 1995, el primer lloc web de la història que es coneix com a WikiWeb (el nom prové del “wiki wiki bus”, la technologia d'una aeroposta d'Honolulú) i la descrivé en “El mig de la revolució”. Es fa servir per a aprofitar la web a la màxima capacitat.

Confiança en els continguts

Els enfrontaments dels sistemes wiki oberts sostenen que aquests sistemes es poden manipular fàcilment, mentres els defensors sostenen que la comunitat d'usuaris pot detectar el contingut falsatge i correccionar-lo. L'禺s Axelson, un especialista de sistemes, resumeix la controvèrsia de la següent manera:

Confiança en els continguts

- Moltes persones, quan primer s'acaben de trobar en una wiki, penen que un lloc web que pot ser editat per qualsevol és com una perimètrica virtual dels usuaris. Es deixa dos possibles de desperar prop de una paret grisa. L'any resultat probable serien grans canvis de marcar més, però és el que fan. Els persones semblen que funciona molt bé.

Referències

1. 1.0.1 “wik”, Encyclopaedia Britannica
2. Ward Cunningham’s original description
3. Richard Heig, Markus Glaser, Anja Bannen

Vegeu també
Ward Cunningham a Wikimania 2006
who created the blogsphere?
who made the wikipedia?
who built Internet?
Sources of New Ideas and Innovation

**External**
- Business partners
- Customers
- Consultants
- Competitors
- Associations, trade groups, conference boards
- Academia

**Internal**
- Employees (general population)
- Sales or service units
- R&D (internal)
- Other
- Think tanks
- Internet, blogs, bulletin boards

IBM Global Benchmarking Program | IBM 2006
Samsung's Mobile WiMax MITs devices go live in S.Korea

As if you weren't already feeling cheated by your data plan, Samsung comes along and shows you what real mobile data rates should be. The company's Mobile WiMax MITs (Mobile Intelligent Terminal) devices in S.Korea, their SPH-M8100 cellphone and SPH-P9000 (pictured) all-out convergence thingamajig. That's right, 12M Mbps when traveling up 120-KPH (75-MPH). While the Mobile WiMax (or WiBro as it's not a Korean home) service isn't country-wide yet, Korea Telecom's offering does cover the greater Seoul area, scooting about Seoul and its southern suburbs including 17 universities and 4 subway stations. S.Korea pulled a 19 ranking on the technology superpower list still has us scratching our heads.

Tags: korea, mts, mobile wimax, MobileWimax, samsung, sph-m8100, sph-p9000, wimax

South Korea set to build "Robot Land"

South Korea already has a pretty decent claim on being the land of robots, but it looks like the country is now trying to make it official, with a soon to be

South Korea doubles up, now getting two robot theme parks

Thrill seekers and robot admirers alike can mark South Korea down as a must-see destination in the coming years, as it will be home to not one, but two robot theme parks. Yeah, we already knew that one of these fantastical places were on the planning block, but just today the Commerce Ministry "announced a proposal to build two parks by 2013 for $1.6 billion." Reportedly, each park will mesh culture and entertainment with robot technology, and while one will be built in Incheon, the other will be erected some 242 miles south of Seoul in the port city of Masan. A feasibility study slated for next year is apparently the only piece of red tape still holding this project back, but if the bigwigs in South Korea shut the whole thing down, we'll gladly take 'em here on this side of the lake.
Sure, it's not quite 100Mbps, but hey, the folks in Massachusetts and Rhode Island will probably take what they can get. Verizon has just announced that Massachusetts and Rhode Island have now joined New York, Connecticut and New Jersey as states where Verizon "has increased the maximum connection speed of both its mid-tier and top-tier FiOS Internet services." Previously, their mid-range connection topped out at 15Mbps downstream and a paltry 2Mbps upstream, while the high-end package offered just 30Mbps up and 5Mbps down. Basically no other details were given, but Verizon did state that it planned on bringing similar speed boosts to "11 other states where the service is available" during the course of this year, but didn't mention any type of price decreases from the admittedly lofty monthly charges top-tier customers currently pay. Now, how about we get FiOS to more homes before giving all the lucky ones even more bandwidth to play with next time you get the itch to upgrade, okay Verizon?

[Via GigaOM]

**Tags:** 50mbps, 50mbps, business, Cablevision, ces2007, fiber, fios, industry, internet, Massachusetts, rhode island, RhodeIsland, speed, verizon
Living Labs are about ....

1) **Experimentation** & capturing **User Contributions** in real-life environments
2nd why>
computer experts in the 60’s universities
computer experts in the 70's companies
computer experts now
integrated innovation (closed)

Source: Chesbrough, 2003
Open Innovation

Bron: Chesbrough, 2003
## Open Innovation

<table>
<thead>
<tr>
<th>Closed innovation principles</th>
<th>Open innovation principles</th>
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<tr>
<td>The smart people in the field work for us.</td>
<td>Not all the smart people in the field work for us. We need to work with smart people inside and outside the company.</td>
</tr>
<tr>
<td>To profit from R&amp;D, we must discover it, develop it, and ship it ourselves.</td>
<td>External R&amp;D can create significant value: internal R&amp;D is needed to claim some portion of that value.</td>
</tr>
<tr>
<td>If we discover it ourselves, we will get it to the market first.</td>
<td>We don't have to originate the research to profit from it.</td>
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<tr>
<td>The company that gets an innovation to the market first will win.</td>
<td>Building a better business model is better than getting to the market first.</td>
</tr>
<tr>
<td>If we create the most and the best ideas in the industry, we will win.</td>
<td>If we make the best use of internal and external ideas, we will win.</td>
</tr>
<tr>
<td>We should control our IP, so that our competitors don't profit from our ideas.</td>
<td>We should profit from others' use of our IP, and we should buy others' IP whenever it advances our business model.</td>
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<tr>
<td>Exploration objectives</td>
<td>Integrated Innovation</td>
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<td>------------------------</td>
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<tr>
<td>Incorporate technologies (absorptive capacity)</td>
<td></td>
</tr>
<tr>
<td><strong>Type of agreements</strong></td>
<td>Non-disclosure Merges &amp; Acquisitions</td>
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<td><strong>Coordination mechanisms</strong></td>
<td>Hierarchical</td>
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<td><strong>Type of product/service</strong></td>
<td>Traditional products and services</td>
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Living Labs are about ....

1) **Experimentation** & capturing **User Contributions** in **real-life environments**

2) Creating Opportunities for **Collaboration** & Matchmaking
clusters

- Seattle: Aircraft equipment and design, Boat and ship building, Metal fabrication
- Oregon: Electrical measuring equipment, Woodworking equipment, Logging and lumber supplies
- Boise: Sawmills, Farm machinery
- Las Vegas: Amusements and casinos, Small airlines
- Phoenix: Helicopters, Semiconductors, Electronic testing labs, Optics
- Carlsbad: Golf equipment
- Los Angeles area: Defense and aerospace, Entertainment
- Silicon Valley: Microelectronics, Biotechnology, Venture capital
- Colorado: Computer-integrated systems and programming, Engineering services, Mining and oil and gas exploration
- Wisconsin/Iowa/Illinois: Agricultural equipment
- Minneapolis: Cardiovascular equipment, services
- Omaha: Telemarketing, Hotel reservations, Credit card processing
- Wichita: Light aircraft, Farm equipment
- Warsaw, Indiana: Orthopedic devices
- Cleveland/Louisville: Paints and coatings
- Nashville/Louisville: Hospital management
- Dalton, Georgia: Carpets
- Pittsburgh: Advanced materials, Energy
- Baton Rouge/New Orleans: Specialty foods
- Southeastern Texas/Louisiana: Chemicals
- Boston: Mutual funds, Biotechnology, Software and networking, Venture capital
- Providence: Jewelry, Marine equipment
- Rochester: Imaging equipment
- Hartford: Insurance
- New York City: Financial services, Advertising, Publishing, Multimedia
- Pennsylvania/New Jersey: Pharmaceuticals
- North Carolina: Household furniture, Synthetic fibers, Hosiery
- Southern Florida: Health technology, Computers

M.E. Porter, HBS 1998
What is a Cluster?

Clusters are geographic concentrations of interconnected companies and institutions in a particular field. Clusters encompass an array of linked industries and other entities important to competition. They include, for example, suppliers of specialized inputs such as components, machinery, and services, and providers of specialized infrastructure. Clusters also often extend downstream to channels and customers and laterally to manufacturers of complementary products and to companies in industries related by skills, technologies, or common inputs. Finally, many clusters include governments and other institutions — such as universities, standards-setting agencies, think tanks, vocational training providers, and trade associations — that provide specialized training, education, information, research, and technical support.
Clusters & Competition

✓ Increasing the **productivity**
✓ Drive the direction and pace of **innovation**
✓ Stimulate the formation of **new business**
Clusters & Productivity

- Better access to Employees and Suppliers
- Access to specialized Information
- Complementarities
- Access to Institutions and Public Goods
- Better Motivation and Measurement
Clusters & Innovation

- Sophisticated demand
  - Sophisticated Users & Clients.
- Networking
  - Business opportunities
  - Increase in the learning process
- Make opportunities for innovation more visible
- Provide the capacity and the flexibility to act fast
- Experimentation at a lower cost
  - Because of complementary companies
  - Culture in the Cluster.
- High competition inside the cluster
  (sheer & peer pressure and constant comparison)
Clusters & New Business Formation

- Evidence of a higher number of start-ups
- Attraction for entrepreneurs
- Easier to perceive gaps in products & services
- Lower entry barriers
- Availability of assets
  - Talent
  - Services
  - ...
- Venture Capital who know and believe in the cluster
- Significant local market
Living Labs are about ....

1) **Experimentation** & capturing **User Contributions** in real-life environments
2) Creating Opportunities for **Collaboration** & Matchmaking
3) **Regional Advantage**
The World Is Flat
Open Innovations Systems – User-centric Innovation Systems
## Supporting Policies

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Living Labs

Service Providers
(experimental platforms – joint discovery process)

Policy
(promoting lines of research)

Intermediaries
(activating projects – creating connections)

ESADE Business School
Thank you!!

esteve almirall
esteve.almirall@esade.edu