

Vita

**HENRY W. CHESBROUGH**

Address:	<i>Business</i>	<i>Home</i>
	Haas School of Business	1125 Hilltop Drive
	Institute of Management, Innovation & Organization	Lafayette, CA 94549
	Faculty Wing, F402	925-299-1199 - phone
	University of California, Berkeley	925-299-1194 - fax
	Berkeley, CA 94720-1930	

**EDUCATION**

Ph.D. in Business Administration, Haas School of Business, University of California at Berkeley. Degree conferred May, 1997.

M.B.A., Stanford University Graduate School of Business. Arjay Miller scholar (top 10% of class). Degree received June, 1983.

B.A., Yale College, Yale University. Economics major, with distinction, Engineering minor. Elected to Phi Beta Kappa, and graduated *summa cum laude*, June, 1979.

**RESEARCH INTERESTS**

Models of Industrial Innovation. Organizing, structuring and managing internal and external research and development. Technology-based spinoffs, and corporate venture capital. Managing intellectual property. Comparative innovation in high technology industries between the US, Japan and Western Europe. Author of Open Innovation, HBS Press, 2003, which was awarded Best Business Book of 2003 by Strategy & Business Magazine, and Open Business Models, HBS Press 2006, awarded one of the ten best books on innovation by Businessweek Magazine..

**ACADEMIC WORK EXPERIENCE**

*Adjunct Professor, and Executive Director*, Center for Open Innovation, Haas School of Business, University of California, Berkeley, 2003-present.

- Teaching in the Management of Technology Program, a joint program between the Haas Business School and the Berkeley Graduate College of Engineering
- Directs the Center for Open Innovation, focused on research and teaching on the impact of globally distributed knowledge on growth, firm strategy and industrial innovation.
- Leads the Berkeley Innovation Forum, a consortium of 27 organizations devoted to advancing research and practice in innovation management
- Launched a new course on Innovation in Services and Business Models
- Appointed to full Adjunct Professor in 2005

*Assistant Professor*, Harvard Business School, 1997-2003. Joint appointment in the Technology and Operations Management area, and in Entrepreneurial Management. Responsible for second year elective course in Managing Innovation.

- Taught first year required course in Technology and Operations Management for two years.
- Taught Managing Innovation elective course for two years in MBA program
- Taught Building a Sustainably Successful Enterprise elective course with Prof. Clay Christensen.
- Faculty participant in numerous executive education programs at HBS.
- Appointed Class of 1961 Fellow in 1999.

*Research Associate*, UC-Berkeley School of Engineering, 1995-1996. Semiconductor Equipment Supplier Study of After-market Service and Support costs and strategies, with Engineering Professor Robert Leachman.

*Research Assistant*, 1993-1995. Technology Transfer Study of “dual track” projects from the National Laboratories to the private sector, with Haas Professor David Mowery.

*Graduate Student Instructor*, 1995. Assisted Professor Sara Beckman in the MBA required class, Manufacturing and Operations Strategy, in 3 sections totaling 180 students. Received award for Outstanding GSI, May, 1996.

## **INDUSTRY WORK EXPERIENCE**

*Chesbrough Associates, Inc.*, Menlo Park, CA and Berkeley, CA, 1990-1996. Principal in product definition and marketing consulting services for technology-based companies in the computer industry. Worked with startup, medium-size and Fortune 500 companies in four technology areas: mass storage; application software; networking and communications; and information services. Recent projects include after-sale service and support in copier industry, the impact of Internet upon the Insurance Industry, and a strategic alliance in the DSP marketplace.

*Quantum Corporation*, Milpitas, CA, 1983-1990. Held a variety of product management and marketing positions in this Fortune 500 Winchester disk drive company, culminating in Vice President of Marketing and Business Development for \$100 million subsidiary, Plus Development.

- Corporate Officer and member of Plus’ Executive Staff. Reported to Plus’ CEO. Managed \$8 million budget, and staff of 22 people. Responsible for product requirements, product management, product marketing, corporate communications and customer service and support.
- Launched 15 new products into the end user mass storage market in over 15 countries around the world, yielding cumulative product revenues of over \$500 million. Products included PC storage upgrades, removable storage devices, and modular network storage servers.

*Bain and Company*, Boston, MA, 1979-1981. Associate Consultant in business strategy consulting firm. Team member on projects in ophthalmic goods, agricultural chemicals, and nylon intermediates industries.

**REFEREED RESEARCH ARTICLES**

- "The Differing Organizational Impact of Technological Change: A Comparative Theory of National Institutional Factors", Industrial and Corporate Change, vol. 8:3: 447-485, 1999
- "Arrested Development: The Experience of European Hard Disk Drive Firms in Comparison to US and Japanese Firms", Journal of Evolutionary Economics, special issue editor, Steven Klepper, volume 9, #3: 287-330, 1999
- "Environmental Influences upon Firm Entry into New Sub-Markets: Evidence from the Worldwide Hard Disk Drive Industry", Research Policy, vol.32 (4), 2003: 659-678
- "Designing Corporate Ventures in the Shadow of Private Venture Capital", California Management Review, volume 42, #3 (Spring): 31-49. 2000; reprinted in Corporate Entrepreneurship edited by Shaker A Zahra, (London: Elgar Publishing), 2005
- "Commercializing New Ventures from Bell Labs Technology: The Design and Experience of Lucent's New Ventures Group", with Stephen Socolof, Research-Technology Management, vol. 43, (March): 1-11, 2000.
- "Graceful Exits and Foregone Opportunities: Xerox's Management of its Technology Spinoff Organizations", Business History Review, vol. 76 (4) winter, 2002:803-838
- "The Role of the Business Model in Capturing Value from Innovation: Evidence from Xerox Corporation's Technology Spinoff Companies", with Richard Rosenbloom, Industrial and Corporate Change, 2002, vol. 11 (3): 529-555.
- "The Governance and Performance of Xerox's Technology Spinoff Companies", Research Policy, vol.32 (3), (2003): 403-421
- Review of Markets for Technology: The Economics of Innovation and Corporate Strategy, by A. Arora, A. Fosfuri, and A. Gambardella, Journal of Economic Literature, vol. XL, #4, (December, 2002) : 1275-6.
- "The Era of Open Innovation", Sloan Management Review, vol. 44, #3 (Spring) 2003:35-41; reprinted in D. Mayle, Managing Innovation and Change (Open University: Milton Keynes), 2006
- "The Logic of Open Innovation: Managing Intellectual Property", California Management Review, vol. 45 (3) 2003: 33-58
- "Managing Open Innovation: Chess and Poker", Research-Technology Management, vol. 47 (Jan.-Feb.) 2004:13-16, reprinted in IEEE Engineering Management Review, vol. 32(2), 2004: 52-56
- "The Sustainability of Technology Markets", Journal of Management and Governance, vol.

8, 2004: 17-20

“Business Models for Technology in the Developing World: The Role of Non-Governmental Organizations”, California Management Review, 2006 vol. 46 (1): 48-61. With Shane Ahern, Megan Finn, Stephane Guerraz

“Beyond High Tech: Open Innovation in More Traditional Industries”, R&D Management, 2006, vol. 36 (3): 229-236. with Adrienne Crowther

“A Research Manifesto for Services Science”, Communications of the Association of Computing Machinery, 2006 (July), vol. 49: 35-41. with James Spohrer

“Introduction to the 20<sup>th</sup> Anniversary Special Issue of the Publication of ‘Profiting from Innovation’ by David Teece,” Research Policy, 2006 vol. 35 (8): 1091-1099. with Julian Birkinshaw and Morris Teubal.

Edited Special Issue of Research Policy, on the 20<sup>th</sup> Anniversary of David Teece’s article, “Profiting from Innovation”, 2006 vol. 35 (8). With Julian Birkinshaw and Morris Teubal.

“The Market for Innovation: Implications for Corporate Strategy”, California Management Review, 2007 vol. 49 (3): 45-66

“The Case for Open Business Models,” Sloan Management Review, 2007, vol. 48 (2): 22-28

“Innovating Business Models with Co-Development Partnerships”, Research-Technology Management, 2007 (Jan.-Feb.): 55-59. with Kevin Schwartz

“Open Innovation and Strategy”, California Management Review, 2007 vol. 50 (1): 57-76. With Melissa Appleyard.

Chesbrough, Henry and Andrea Prencipe (2008), "[Networks of innovation and modularity: a dynamic perspective](#)", *International Journal of Technology Management*, 2008, Vol. 42 Issue 4, p414-425, 12p; DOI: [10.1504/IJTM.2008.019383](https://doi.org/10.1504/IJTM.2008.019383)

“Open Innovation and Patterns of R&D Competition”, *International Journal of Technology Management*, (2008). With Kwanghui Lim and Annie Ruan.

“Understanding the Advantages of Open Innovation Practices in Corporate Venturing in Terms of Real Options”, *Creativity and Innovation Management*, vol. 17, #4: 251-258 (2008), with Wim Vanhaverbeke and Vareska Van de Vrande

"[Open R&D and open innovation: exploring the phenomenon](#)", *R&D Management*; Sep2009, Vol. 39 Issue 4, p311-316, with Oliver Gassmann and Ellen Enkel

“Hierarchical Segmentation of R&D Process and Intellectual Property Protection: Evidence from Multinational R&D Laboratories in China”, IEE Transactions on Engineering Management, vol. 57, #1: 9-21 (2010), with Xiaohong Quan

## OTHER RESEARCH CONTRIBUTIONS

- “When is Virtual Virtuous: Organizing for Innovation”, with David Teece, Harvard Business Review, Jan.-Feb. 1996: 65-73; reprinted in John Seely Brown’s Seeing Differently, Harvard Business School Press, 1998; selected and reprinted as one of HBR’s “Best of Innovation” articles in August 2002.
- “Networked Incubators: Hothouses of the New Economy”, with Morten Hansen, Nitin Nohria, and Donald Sull, Harvard Business Review, Sept./Oct. 2000, vol. 78(5): 74-84
- “Making Sense of Corporate Venture Capital”, Harvard Business Review, vol. 80(3), March, 2002: pp. 90-99
- “Open Innovation: How Companies Actually Do It,” Harvard Business Review, vol. 81 (7), July, 2003: pp.12-14
- “Toward a Science of Services”, in Breakthrough Ideas for 2005, Harvard Business Review, vol. 83 (February): p.16-17
- “Dynamic Coordination and Creative Destruction: A Comparative Analysis of Incumbent Success and Failure in the Worldwide Hard Disk Drive Industry”, unpublished dissertation, 1997. David Teece, committee chair, with David Mowery and Bronwyn Hall.
- "Outsourcing Strategies for Innovators: Opportunities & Limits", with David Teece, in David Teece, Managing Intellectual Capital: Organizational, Strategic, & Policy Dimensions, Oxford University Press, 1999
- “Assembling the Elephant: A Review of Empirical Studies on the Impact of Technical Change upon Incumbent Firms”, in Research on Technological Innovation, Management, and Policy, vol. 7, JAI Press, 2001, R. Burgelman and H. Chesbrough, editors; pages 1-36
- “Introduction to Comparative Studies of Technological Evolution”, with R. Burgelman, in Research on Technological Innovation, Management, and Policy, vol. 7, JAI Press, 2001, R. Burgelman and H. Chesbrough, editors; pages ix-xvi
- “The Dual-Edged Role of the Business Model in Leveraging Corporate Technology Investments,” with Richard Rosenbloom, in NIST Report GCR 00-787, Managing Technical Risk – Understanding Private Sector Decision Making on Early Stage Technology-based Projects, Lewis Branscomb, principal investigator, 2000.
- "The Modularity Trap: Innovation, Technology Phase-Shifts and the Resulting Limits of Virtual Organizations", with Ken Kusunoki, in Ikujiro Nonaka and David Teece, Managing Industrial Knowledge, Sage Publications, 2001

“Open Platform Innovation: Creating Value from Internal and External Innovation”, Intel Technical Journal, vol. 7 #3 (August), 2003. Online at:  
[http://www.intel.com/technology/itj/2003/volume07issue03/art01\\_open/p01\\_abstract.htm](http://www.intel.com/technology/itj/2003/volume07issue03/art01_open/p01_abstract.htm)

“Towards a Dynamics of Modularity: A Cyclical Model of Technical Advance”, in Prencipe, A., Davies, A., and Hobday, H., eds., The Business of Systems Integration, Oxford University Press, 2003

“The Open Innovation Model: Implications for Japan”, chapter in R. Cole and D.H. Whittaker, Recovering from Success: Innovation and Technology Management in Japan, 2006, Oxford University Press

“Why Bad Things Happen to Good Technology”, Wall Street Journal, April 28, 2007, p. D1

“Open Innovation: A New Approach for Japan to Consider”, Nikkei Business Weekly, August 25, 2008, p. 34 (in Japanese)

Chesbrough, Henry (2008), "[Managing False Negatives](#)", *Harvard Management Update*, May2008, Vol. 13 Issue 5, preceding p4-5.

Chesbrough, Henry, "[Introduction to Special Issue](#)", *California Management Review*, Spring2008, Vol. 50 Issue 3, p6-11

“How Open Innovation Can Help You Cope in Lean Times”, Harvard Business Review, December, 2009, with Andrew Garman

“Constructing and Managing Innovation in Business Networks”, in Business Network Transformation, Jeffrey Word, ed., Jossey-Bass (San Francisco, CA), 2009

## **BOOK LENGTH PUBLICATIONS**

Open Business Models: How to Thrive in the New Innovation Landscape, (Harvard Business School Press: Boston, MA, December, 2006). A sequel to *Open Innovation*, this book moves beyond R&D to innovation of the business model itself. There is a taxonomy of business model innovation, an extended treatment of intellectual property management, and a discussion of innovation intermediary firms who can help companies open up their business models. The book has now been translated into Japanese, Chinese, Korean, and Italian. It was named one of the ten best books on innovation in 2006 by *Businessweek Magazine*.

Open Innovation: Researching a New Paradigm, (Oxford University Press, August, 2006), (with Joel West and Wim Vanhaverbeke). An edited volume of research contributions, all

informed by the Open Innovation perspective. This volume explicitly framed the Open Innovation model into a series of research questions for academic scholars, and linked the Open Innovation model to prior academic research.

Open Innovation: The new imperative for creating and profiting from technology, (Harvard Business School Press: Boston, MA), 2003

This book introduces a new paradigm, “open innovation”. Built upon extensive field research, Open Innovation outlines a new environment for R&D. It demonstrates that this new environment replaces the logic of an earlier era, where innovation was inwardly-focused, and closed off from outside ideas and technologies. It proclaims a new logic for the innovation process, one that requires technical managers to become conversant with business models, to seek new avenues to access external knowledge, and new structures for taking technology to market. And it requires senior managers in the firm to change the charter of their R&D organization, to turn it into an effective generator, user, and integrator of knowledge, adept at utilizing both internal and external ideas. Includes a Foreword by John Seely Brown.; published in Japanese by Sanno Daigaku in October, 2004; published in Chinese by Tsinghua University Press, December, 2004. The book also has now been translated into Polish, Korean, and Italian.

Comparative Studies of Technological Evolution, an edited volume, with R. Burgelman, volume #7 in the series, Research on Technological Innovation, Management, and Policy, vol. 7, JAI Press, 2001

## **WORKING PAPERS**

“Hierarchical modular R&D structure and intellectual property protection: Evidence from Multinational R&D labs in China”, under second review at Journal of International Business Studies. With Xiaohong Quan

“Technology Markets, Technology Organization, and Appropriating the Returns from Research”, with Clay Christensen, mimeo, July 2001

## CASES and TEACHING MATERIALS

Apple Computer in the Portable Computer Market (A), Stanford Business School, S-SM-1  
 Apple Computer in the Portable Computer Market (B): Building the PowerBook 100,  
 Stanford Business School, S-SM-2  
 PlaceWare: Issues in Structuring a Xerox Technology Spinout, HBS case # 9-699-001  
 Inxight: Incubating a Xerox Technology Spinout, HBS case #9-699-019  
 Intel Labs (A): Photolithography Strategy in Crisis HBS case #9-600-032  
 Intel Labs (B): A New Business Model for Commercializing Research in Photolithography  
 HBS case #9-600-033  
 Intel Capital: The Berkeley Networks Investment HBS case #9-600-069  
 alphaWorks: IBM's Technology Talent Agents HBS case #9-601-001  
 Managing IBM Research in Internet Time HBS case #9-601-058  
 Fsas: Fujitsu Support and Service, Inc. HBS case #9-601-003  
 The Patent & License Exchange: Enabling a Global IP Marketplace HBS case #1-601-019  
 Lucent Technologies: The Future of the New Ventures Group, HBS case # 9-601-102  
 National Innovation Systems and Comparative Industry Evolution HBS case #9-601-049  
 Hotbank: Softbank's New Business Model for Early Stage Venture Incubation HBS case #9-  
 600-100  
 Structuring and Managing BizDev on the Net, A Note, HBS case #9-601-183  
 Rafael Development Corp.: Converting Military Technology to Civilian Technology in  
 Israel, HBS case #9-602-011  
 Milcom: An External Partnership to Commercialize Military Technologies, HBS case # 9-  
 602-006  
 Centagenetix (A): Building a Business Model for Genetic Longevity, HBS case # 9-602-087  
 Centagenetix (B): Staking a Claim to IP, HBS case # 9-602-088  
 Skolar: Commercializing a University Spin-off Technology, HBS case #9-601-162  
 Genzyme: Engineering the Market for Orphan Drugs, HBS case #9-602-147  
 Inhale Therapeutics: Breathing Life into the Business Model, HBS case #9-602-132  
 NeuroTherapy Ventures: Catalyzing Neurologic Innovations, HBS case #9-602-124  
 IMEC (A): Creating Value through a New Approach to IPR Management, 308-225-1  
 IMEC (B): Creating Value through a New Approach to IPR Management, 308-226-1

## TEACHING NOTES

PlaceWare: Issues in Structuring a Xerox Technology Spinout, Teaching Note 5-601-118  
 Inxight: Incubating a Xerox Technology Spinout, Teaching Note 5-601-119  
 Intel Labs (A): Photolithography Strategy in Crisis, Teaching Note 5-601-120  
 Managing IBM Research in Internet Time, Teaching Note 5-601-122  
 Intel Capital: The Berkeley Networks Investment, Teaching Note 5-601-121  
 Fsas: Fujitsu Support and Service, Inc., Teaching Note 5-601-123  
 The Patent & License Exchange: Enabling a Global IP Marketplace, Teaching Note 5-601-  
 124  
 Hotbank: Softbank's New Business Model for Early Stage Venture Incubation, Teaching  
 Note 5-601-125

Building and Managing the Company Innovation System, Module Teaching Note 5-601-133

Non-Harvard Business School Cases

IMEC: Creating Value through a New Approach to IPR Management Teaching note, 308-225-8

The Evolution of Sun Microsystems Innovation Strategy

The Energy Biosciences Institute: A Model for Industry-University Collaboration?

## TEACHING ASSIGNMENTS

### *Haas Business School, Management of Technology Program*

Managing Innovation (MBA290.I). Taught second year elective course to graduate business and engineering students. Median Instructor rating of 7 on 1-7 scale.

Introduction to Management of Technology (MBA 290.A). Taught first year introductory course to graduate business and engineering students. Median Instructor rating 7 on 1-7 scale.

Innovation in Services and Business Models (MBA 290.T). A new elective course focused on innovation in services, and the emerging field of services science, management, and engineering (SSME). Median Instructor rating of 6.5 on 1-7 scale.

### *Haas Executive Education*

Have taught in Open Enrollment programs on Innovation, Business Models, and Technology Management. Have taught in custom programs for BT, Hitachi, Intel, Statoil, and the CIO Institute.

Launching an Open Enrollment program in Feb. 2008 on Open Innovation and Corporate Entrepreneurship, with Jerry Engel of Haas School of Business' Lester Center for Entrepreneurship.

### *Harvard MBA*

Technology and Operations Management. Harvard Business School, first-year MBA required course. Taught for two years, taught two sections of 80 students in second of those years.

Managing Innovation. Harvard Business School, second-year elective course. Taught for two years.

Building a Sustainably Successful Enterprise. Harvard Business School, second year elective, taught for two years with Professor Clay Christensen.

### *Harvard Executive Education*

Leading Product Development in Internet Time. One week open enrollment executive education program. First executive program HBS conducted in California. Participated with Kim Clark, Steve Wheelwright, Mike Tushman, and Clay Christensen.

Program for Management Development. 12 week mid-level management open enrollment executive education program. Taught 3 session elective course on Managing Innovation for three consecutive years.

Disruptive Technologies Consortium. Custom executive program at Harvard Business School. Taught in every program held at HBS, 7 programs in all.

AEA/Harvard CEO Leadership Forum. 12-week custom executive education program. Taught with Ed Zschau, coordinated with the American Electronics Association, and facilitated discussion among small group study teams.

Designed and delivered onsite custom education programs at Intel (3 years), Lucent, Xerox, GE, Johnson and Johnson (2 years), Novartis-CibaVision, Oy Yritysvalmennus Group Ltd (3 years), Center for Executive Development.

### *Other Executive Education*

Designed and delivered custom program for Philips, in the Netherlands, on Open Innovation and Entrepreneurship. This program has been delivered 3 times.

Designed and delivered custom program for Air Products in Lancaster, PA on Open Innovation and Open Business Models, with Roger Nagel of Lehigh University

Participant in Fujitsu's Global Knowledge University, for the past four years  
Facilitated Leadership Meetings of the American Chemicals Society for the past four years

## ACADEMIC AWARDS

Awarded one of Top Ten Books on Innovation for 2006 by Businessweek Magazine (for Open Business Models).  
Named as one of the Scientific American 50 for 2003, for leadership in technology and business, by *Scientific American* magazine, in recognition of his research on industrial innovation  
Awarded Best Business Book of 2003, by Strategy & Business Magazine (for Open Innovation); Awarded Best Business Book on Innovation, by European Association for Creativity and Innovation, September, 2005.  
Received IBM Faculty Grant Award for the study of Innovation in Services, May, 2004, May 2005, and October 2005  
Appointed Visiting International Fellow by the Australian Industry Group, November, 2004  
Received Dell, Inc. Gift for the study of innovation in standards-based industries, June, 2004  
Received Alfred P. Sloan Foundation Grant Award of \$225,000 for the follow on study of Globalization of R&D in the Semiconductor Industry (with David Teece and David Mowery), May, 2006  
Received Alfred P. Sloan Foundation Grant Award of \$150,000 for the Study of Globalization of R&D in the Semiconductor Industry (with David Teece and David Mowery), April, 2004  
Received NEDO/METI scholarship for research on spin-offs, March, 2003; renewed June, 2004  
Appointed Sasakawa Foundation Research Fellow, Haas School of Business, January, 2002  
Appointed Class of 1961 Fellow, Harvard Business School, 1999.  
Awarded Robert Noyce Memorial Fellowship in Industrial Competitiveness from the Intel Foundation, 1995-1997.  
Awarded Outstanding Graduate Student Instructor at UC-Berkeley, May, 1996.  
Awarded Olin Foundation Fellowship in Law and Economics, Spring 1995.  
Received Distinction on Field Examination in Business and Public Policy, June 1994.

## ACADEMIC SERVICE

Research Policy – member of Editorial Board  
California Management Review – member of Editorial Board  
Executive Committee member, Technology and Innovation Management, Academy of Management, 1999-2002.  
Academy of Management - BPS, OMT, TIM Divisions  
Industrial and Corporate Change – ad hoc reviewer  
Journal of Economic Behavior and Organization – ad hoc reviewer  
Journal of Engineering and Technology Management – Board member

- Council on Cooperation and Competitiveness (CCC)'s 12<sup>th</sup> Annual Doctoral Student Consortium. Conference Organizer for Spring 2005 meeting at UC Berkeley Haas School of Business. Also co-sponsored the funding of the conference.
- Research Policy Special Issue Conference in honor of the 20<sup>th</sup> Anniversary of David Teece's article, Profiting from Innovation, October, 2006. Conference organizer. Recruited all speakers, hosted entire event.
- Berkeley Conference on Services Science, April 2007. Conference organizer of the first conference on services innovation at UC Berkeley. Recruited sponsorships from Tekes in Finland, CITRIS at UC Berkeley, and the California Management Review.

## INVITED PRESENTATIONS

- 40<sup>th</sup> Anniversary of Lustrum Symposium, University of Twente, Netherlands, November 22, 2008. Invited Keynote speaker on "Open Innovation and Open Business Models".
- International Symposium on Service Innovation, Graduate School of Management, Kyoto University, Japan, November 14, 2008. Invited Keynote speaker on "Open Services: Innovating Value in the 21<sup>st</sup> Century".
- National Summit on American Competitiveness, September 2007. Invited Presenter to Inaugural Conference hosted by Secretary of Commerce Carlos Gutierrez. The panel chair was John Marburger, Science and Technology Advisor to President Bush. Co-panelists were Craig Barrett, chairman of Intel, Arden Bement, head of National Science Foundation, and Patrick Lo, CEO of Netgear.
- Dutch Ministry of Economic Affairs (The Netherlands), December 2006. "Open Innovation: New Horizons for Public Policy Towards Innovation"
- Flanders Regional Development Organization, Belgium, November, 2006. World Creativity Forum. "Open Innovation"
- Oxford University, Templeton School of Management, June, 2006. "Services Science: A Research Manifesto"
- Fairleigh Dickenson University, June 2006. "Open Innovation: A New Paradigm for Industrial Research and Development"
- Beijing University, September, 2006. "Services Science: A Research Agenda".
- London Business School, June, 2005. "Open Innovation and Intellectual Property: The Emergence of Secondary Markets"
- Palo Alto Research Center, December, 2004. "Why Innovators Need to Manage Intellectual Property (not the Lawyers)", invited PARC Forum Address
- National Press Club of Australia, November, 2004. "Open Innovation: Implications for Innovation and for the Australian Economy" (televised live on ABC in Australia)
- Senior Leadership Forum, VIA Group, Helsinki, Finland, October 2004. "Open Innovation: A New Paradigm for Industrial Innovation", invited address
- Innovation Convergence, September, 2004. "Open Innovation: A New Approach to Innovation", invited keynote address, Minneapolis, MN
- Intel Capital CEO Summit, July, 2003. "The Open Innovation Model: A New Pathway for Startups and Corporations to Engage", invited speaker to annual meeting, Monterey, CA
- Industrial Research Institute, May, 2003. "Open Innovation and the Business Model: A New Mindset for Industrial R&D," invited speaker to the annual meeting, Colorado Springs, CO

Xerox Palo Alto Research Center, April, 2003. “Open Innovation and the Future of Innovation”, invited PARC Forum Address

Churchill Club, Palo Alto, CA, April, 2003. Keynote Speaker on Open Innovation panel, with Scott Cook of Intuit, Arati Prabhakar of US Venture Partners, and Curt Carlson of SRI.

IBM Almaden Labs Distinguished Speaker Series, April, 2003. “Open Innovation”.

American Chemicals Society – Presidential Symposium Keynote Address, March 2003. “Open Innovation and the Future of Industrial R&D”

OECD– Rapporteur for Workshop on “Changing Business Strategies for R&D, and Their Implications for Science and Technology Policy”, French Ministry for Research, Paris, France, October, 2001

Bay Area Research Directors, August, 2001. “Open Innovation: A New Paradigm for Managing Industrial Research”, Dinner speaker, Palo Alto, CA

Hewlett-Packard Laboratories, August 2000. “Chasing Economies of Scope: Xerox’s Management of its Technology Spin-off Organizations”, Palo Alto, CA

Xerox Palo Alto Research Center Forum, June 2000. “Lessons from Xerox’s History with Technology Spin-off Companies”, PARC Forum Address, Palo Alto, CA

Industrial Research Institute, May 1999. “Emerging Models for Commercializing Research out of the Lab”. Invited speaker to annual meeting of the IRI, Williamsburg, VA.

Association of American Publishers, May 1996. “Organizing for Innovation in the Publishing Industry”, plenary address (with David Teece).

US Government Accounting Office, September, 1995. “The Continuing Competitiveness of the US Hard Disk Drive Industry”.

Dataquest Annual Storage Conference, June 1993. “Standards and Inertia in the Floppy Disk Drive market: 1975-1992”.

In addition to the above, invited presentations on Open Innovation have been delivered at Visa (August, 2007), SC Johnson (August 2007), AT&T (July 2007), Kemet (July, 2007), Dupont (May 2007), GE Aircraft Engines (September, 2006) Motorola (August, 2006), NEC (July, 2006) and 3M (June, 2006)

## **OTHER PROFESSIONAL ACTIVITIES**

Invited Columnist, Businessweek.com

Columns include:

“Microsoft Should Welcome Piracy in China and India” at

[http://www.businessweek.com/innovate/content/jul2007/id20070725\\_504325.htm?chan=innovation\\_innovation+%2B+design\\_top+stories](http://www.businessweek.com/innovate/content/jul2007/id20070725_504325.htm?chan=innovation_innovation+%2B+design_top+stories)

Invited Columnist, MIT Technology Review. “Rethinking Corporate Research”.

Columns include:

“Is the Central R&D Model Obsolete?”, at

<http://www.technologyreview.com/web/chesbrough/chesbrough042401.asp>,

“Old Dogs *Can* Learn New Tricks: The Transformation of IBM Research”, at

<http://www.technologyreview.com/web/chesbrough/chesbrough071801.asp>, and “Intel’s Outsourced R&D Strategy”, at

<http://www.technologyreview.com/web/chesbrough/chesbrough100901.asp>

Executive Board Member, Epilepsy.com, a patient-oriented website dedicated to patients and their families who seek information to help them live with epilepsy

Member of Board of Directors, The Epilepsy Project, a public charitable research fund seeking to catalyze more rapid commercialization of promising research in epilepsy and related neurological areas

Advisor to New Venture Partners, LLC. NVP is a leading venture capital firm that specializes in partnering with corporate R&D laboratories to spin out new ventures that are not accepted within the main business of the corporation. NVP has relationships with Lucent, British Telecom, and Philips

Advisor to InnoCentive. InnoCentive is a leading open innovation company that specializes in helping clients access a worldwide network of problem solvers to propose solutions to clients' problems, in return for prize awards. InnoCentive has recently extended its model to the social sector through a partnership with the Rockefeller Foundation.

Advisor to Accelovation. Accelovation is a second generation open innovation company, with an advanced semantic web search capability that enables clients to uncover market opportunities. Accelovation has announced agreements with Procter & Gamble and Pepsi, among others.

Strategic Advisor to Utek. Utek is a publicly traded company (UTEKCORP-ASE) that specializes in connecting industry needs to university research. The company also has a suite of tools that help clients identify technology gaps, and underutilized internal technologies.

January, 2008