

**Global Advanced Management Program**  
**Disruptive Innovation & Open Business Models**  
*in*  
**The Changing Global Landscape**  
July 6 – 12, 2014

Program Director  
**Professor Solomon Darwin**  
University of California, Berkeley



**Program Topics**

- **Global Economic Trends**
- **Open Innovation in the Changing Landscape**
- **Business Model Innovation**
- **Sustainability Management in the New Landscape**

## Benefits and Program Description

Today's Executives are facing increasing pressure to achieve profitable growth resulting from rapid changes in economic landscape, geopolitical shifts, new technologies, shortened product life cycles, cross-cultural communications, global competition and changing consumer behavior. All of these variables present new challenges as well as a unique set of opportunities. The Global Advanced Management Program will help in part to address some of these emerging issues and provide tools to better navigate their companies.

The program specifically addresses economic and business trends in global markets and high-growth economies. You will discover insights into the latest models and frameworks for understanding business problems and specific strategies for identifying new opportunities and capitalizing on them. The program offers you the chance to rethink your business models and management approaches as a global leader and focus on specific business challenges faced by your company. Professor Darwin will guide in-depth discussions and provide highly informed views.

### Program Objectives:

1. Identify opportunities for profitable growth.
2. Respond and adapt to the challenges in the changing landscape due to rapid global economic trends.
3. Examine the latest concepts, ideas and tools to help them align their business practices with global economic developments and conditions.
4. Learn to build sustainable and innovative business models.

### Program Modules:

1. Global Economic Trends
2. Open Innovation in the Changing Landscape
3. Business Model Innovation
4. Sustainability Management in the New Era

## Faculty Director

Solomon N. Darwin  
Executive Director, Center for Corporate Innovation  
Haas School of Business  
University of California, Berkeley



Solomon comes with broad Leadership Experience in Corporate Management & Academia. He is an international speaker at many business conferences and has been recognized by his peers and students with numerous awards for his innovative leadership, teaching and curriculum development. At UC Berkeley, he teaches courses in Business Innovation and Business Models. As one of Haas directors, he moderates key annual International Conferences, Innovation Forums, and the Dean's Chief Innovation Officer Round Tables. His teaching experience spans over 16 years. Prior to joining UC Berkeley in 2005, he was an Associate Professor for 9 years at USC's Marshall School of Business.

During his spare time, Solomon also consults and trains senior executives. The list includes: Google, Genentech, Hewlett Packard, HealthNet, UCSF Medical Center and several other Silicon Valley companies and startups. He is a frequent keynote speaker at innovation conferences. His recent itinerary includes: Russia, UK, Germany, Switzerland, Mexico, Korea, Columbia, France, and China.

Solomon actively teaches in Executive Programs as a Visiting Professor during his summers at some of the most prominent universities that include:

- ⊙ Shanghai Jiao Tong University, China
- ⊙ University of Zurich, School of Entrepreneurship, Switzerland
- ⊙ Lancaster University, School of Management, United Kingdom
- ⊙ Korean University, Graduate School of Management, Seoul, South Korea
- ⊙ International University of Business & Economics, Beijing, China
- ⊙ Fraunhofer Institute, Germany
- ⊙ East China Normal University, China
- ⊙ Euro-med School of Management, France
- ⊙ EM Lyon School of Management, France
- ⊙ Wuhan University, China
- ⊙ Stanford University, Palo Alto, CA
- ⊙ Peter Drucker School of Management, Claremont, CA

His progressive corporate leadership experience covers a span of 14 years as a Senior Finance Officer at Bank of America; Director of Finance at First Interstate Bank; Corporate Controller at Glendale Federal Bank and Senior Financial Analysts at Motorola.

Solomon is passionate about helping the poor to have access to good education. He founded a school and a hospital for the poor in India in 1986 and 2004 respectively.

## Module 1

### Global Economic Trends

This section of the program will cover short-run developments in the global business cycle. Particular attention will be given to the understanding of economic trends during the past several years and what can be expected over the near future in the developed and developing economies.

We will explore the prospects for future growth in the emerging economies. What does this mean to your businesses?

## Module 2

### Open Innovation

Open Innovation is increasingly being embraced by new industries and existing business as a key tool to navigate, sustain and grow an enterprise in the changing landscape. Innovations stimulate growth and result in prosperity but most fail but yet companies that don't innovate die on the vine.

This part of the program focuses on open innovation concepts, theory and practice. Managing innovation pertains equally to both manufacturing and services and translates directly into growth in new businesses, and better profits in existing businesses.

Key topics include:

1. Open innovation concepts, theory and practice
2. The changing context of industrial innovation
3. Moving innovation from outside into the company
4. Some challenges in implementing Open Innovation in China
5. Open Services Innovation in a global setting
6. Corporate Venturing: Issues and Opportunities
7. Strategies in acquiring and integrating of external knowledge
8. Industry-Academia and partnerships
9. Open Innovation, Collaboration and Globalization
10. Implementing Open Innovation for sustainability

## Module 3

### Business Model Innovation

All businesses place a high priority on innovation because new ideas, products and processes can translate directly to higher profits and corporate growth. Many innovations and best products fail without the right business model. The session discusses the increasing role of innovation in business models and why some business models fail and some succeed.

1. What are seven building blocks of an Innovative Business Model?
2. Impact of the Changing Landscape on Business Models – What can be done?
3. Historical Perspective on Business Models Innovation Strategies.
4. How can you strengthen your balance sheet?
5. How can Open Balance Sheet Strategies improve your business?
6. What have been some of the successful business models?
7. What lessons can be learned from the failed business models?
8. Future Challenges for Business Models

The presentation will be followed by a panel discussion consisting of two Executives who will discuss their innovative business models. One Executive will be from a Silicon Valley Start-up and another from a mature company. Professor Darwin will serve as the panel moderator.

## Module 4

### Sustainability Management in the New Era

Sustainability Management can be defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs. It is recognizing that the needs of natural, economic, and social systems are so interdependent that they need to be considered in an integrated way. In this session, you will learn how Executives can integrate corporate sustainability as a business strategy, leading to financial and social- environmental return. You will learn about what has worked in some of the more successful companies, along with a practical understanding of sustainability as a value driver.

- Learn applied theories and cases that Executives must use to evaluate and implement socially and environmentally responsible strategies that maintain or maximize financial returns.
- International business cases allow executives to decide on critical endeavors where Corporate Sustainability and Corporate Social Responsibility are integrated and aligned along the business strategy.
- The module also covers the development of communications strategy to build brand, successfully address international concerns on Asian companies and get the maximum value out of sustainable management.

## Visits to 5 Silicon Valley Companies With Professor Solomon Darwin

Several companies will be selected based on the composition of the industries represented by the program participants. The companies will be carefully selected as program gets filled and top Silicon Valley Companies will be chosen to enhance the richness of our curriculum.

The purpose of the visiting program is to learn about the innovation and business model strategies.

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**Draft Programme Schedule**

<b>Date</b>	<b>Time</b>	<b>Meeting / Visit</b>	<b>Location</b>
Sun, July 06	06.00pm - 07.00pm	<b>Ice Breaking Session</b>	<b>TiE Silicon Valley</b>
	07.00pm - 07.10pm	<b>Group Photograph</b>	TiE Silicon Valley 2903 Bunker Hill Lane Suite 150 Santa Clara, CA - 95054
	07.10pm - 07.15pm	<i>Welcome Address</i> <b>Rekha Sethi</b> Director General, AIMA	
	07.15pm - 07.20pm	<i>Opening remarks</i> <b>PK Agarwal</b> Chief Executive Officer, <i>TiE Global</i>	
	07.20pm - 07.35pm	<i>Programme Overview</i> <b>Solomon Darwin</b> Programme Director and Associate Director, Institute for Business Innovation, Haas School of Business University of California, Berkeley	
	07.35pm - 07.55pm	<i>Keynote Address</i> <b>Kanwal Rekhi</b> Managing Director, Inventus Capital Partners	
	07.55pm - 08.15pm	<i>Inaugural Address</i> <b>N Parthasarathi</b> Consul General of India, San Francisco	
	08.15pm – 08.20	Vote of thanks	
	08.20pm onwards	Welcome dinner	

Mon, July 07	<b>The coach will leave from Hotel at 08.30am</b>		
	09.30am – 11.00am	Lecture + Case Discussions Module 1 <b>Solomon Darwin</b>	UC Berkeley Campus Haas School of Business 2220 Piedmont Ave, Berkeley, CA 94720
	11.00am – 11.30am	Tea / Coffee Break	
	11.30am – 12.30pm	Session with <b>Arun Sarin</b> Former CEO, Vodafone Group plc	UC Berkeley Campus Haas School of Business 2220 Piedmont Ave, Berkeley, CA 94720
	12.30pm - 01.30pm	Lunch	Berkeley Freehouse

	01.30pm - 02.30pm	Berkeley Campus Tour <b>Solomon Darwin</b>	UC Berkeley Campus Haas School of Business 2220 Piedmont Ave, Berkeley, CA 94720
	03.00pm - 05.00pm	Lecture + Case Discussions Module 2 <b>Solomon Darwin</b>	UC Berkeley Campus Haas School of Business 2220 Piedmont Ave, Berkeley, CA 94720
	Evening	Dinner	Fisherman's Wharf

Tue, July 08			
	09.00am - 10.30am	Lecture + Case Discussions Module 3 <b>Solomon Darwin</b>	TiE Silicon Valley 2903 Bunker Hill Lane Suite 150 Santa Clara, CA - 95054
	10.30am - 11.00am	Tea / Coffee	
	11.00am - 12.30pm	Lecture + Case Discussions Module 3 <b>Solomon Darwin</b>	
	12.30pm - 01.30pm	Lunch	
	01.30pm - 02.30pm	<b>Vivek Wadwa</b> Vice President of Innovation and Research, Singularity University	
	2.30pm - 05.00pm	Lecture + Case Discussions Module 4 <b>Solomon Darwin</b>	
	07.30pm - 08.30pm	<b>Panel of Young Start-up</b> <ul style="list-style-type: none"> <li>• Rocket Space / Techshop</li> <li>• Zazzle.com</li> </ul> Followed by Dinner	

Wed, July 09			
<b>Visits to and interaction with Top Management teams of :</b>			
Site Visits		<b>SAP</b>	3410 Hillview Ave, Palo Alto, CA 94304
		<b>Standard Chartered</b>	50 Fremont St #2210, San Francisco, CA 94105
		Lunch	
		<b>Gilead Sciences, Inc.</b>	333 Lakeside Drive, Foster City, CA 94404
		<b>VISA Corporation</b>	900 Metro Center Blvd. Foster City, CA 94404
	Evening	Dinner	TiE Silicon Valley

Thu, July 10			
<b>Visits to and interaction with Top Management teams of :</b>			
		<b>Seagate</b>	10200 S De Anza Blvd, Cupertino, CA 95014
		<b>Oracle</b>	350 Oracle Parkway, Redwood Shores, CA 94065
		Lunch	Stanford Medical Centre
		<b>Stanford Medical Centre</b>	1451 California Avenue, Palo Alto, CA 94304
		Dinner	Stanford Mall



Fri, July 11	<b>Visits to and interaction with Top Management teams of :</b>		
Site Visits		<b>Cisco</b>	300 East Tasman Drive, Building 10, San Jose, California 95134
		<b>IBM Research Centre</b>	Almaden, 650 Harry Road, San Jose, California 95120
		Lunch	
		<b>Johnson &amp; Johnson</b>	Johnson & Johnson Innovation Center, 99 El Camino Real, Menlo Park, CA 94025
		Dinner and teamwork	TiE Silicon Valley

Sat, July 12	08.30am - 10.00am	Team reports regarding lessons learned	TiE Silicon Valley 2903 Bunker Hill Lane Suite 150 Santa Clara, CA - 95054
	10.00am - 11.30am	Recap and wrap-up by <b>Solomon Darwin</b>	
	11.00am	Lunch	