

CHINA AND EUROPE: LANGUAGES AND CULTURE OF INNOVATION AND R&D MANAGEMENT

CO-CHAIRD BY

PROF ALBERTO DI MININ (SCUOLA SUPERIORE SANT'ANNA)

AND

DR SIMONE CORSI (LANCASTER UNIVERSITY)

SUPPORTED BY



佛罗伦萨大学孔子学院
Istituto Confucio presso
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R&D

Management
Conference 2015

Pisa, 23-26 June

(Fast?) Connecting R&D

INSTITUTE
OF MANAGEMENT

Scuola Superiore
Sant'Anna

RADM
RESEARCH AND DEVELOPMENT MANAGEMENT

AGENDA

9:30 – 9:45

GREETINGS FROM SUPPORTING CONFUCIUS INSTITUTES

ALBERTO DI MININ (SCUOLA SUPERIORE SANT'ANNA)

MARCO BELLANDI (UNIVERSITY OF FLORENCE)

SARAH ZHANG (LANCASTER UNIVERSITY)

9:45 – 10:00

THE SHIFTING ROLE OF CHINA: FROM MANUFACTURING TO INNOVATION SUPERPOWER

*SIMONE CORSI (LANCASTER UNIVERSITY) & ALBERTO DI MININ (SCUOLA SUPERIORE
SANT'ANNA)*

10:00 – 10:20

THE ROLE OF INDUSTRIAL GATEKEEPERS IN EMERGING INDUSTRIAL INNOVATION UNDER INDUSTRY CONVERGENCE: AN EXPLANATORY CASE STUDY FROM THE CHINESE EV INDUSTRY

WEI LIU (CHONGQING UNIVERSITY)

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10:20 – 10:40

**LEARNING, CATCHING-UP STRATEGIES OF LATER-COMERS AND THE BUILDING OF
INNOVATION CAPABILITIES: PRACTICE RESEARCH FROM CHINA**

YONG DAI (SOUTH CHINA UNIVERSITY OF TECHNOLOGY)

10:40-11:00

**OPEN BUSINESS MODEL INNOVATION AND MANUFACTURING FIRMS' SERVITIZATION
IN CHINA**

JIHAI JIANG (CHONGQING UNIVERSITY)

11:00 – 11:20

**COOPERATIVE R&D WITH CHINESE ORGANIZATIONS: THE EXPERIENCE OF
LANCASTER CHINA CATALYST PROGRAMME**

SIMONE CORSI (LANCASTER UNIVERSITY)

11:20 – 11:30

DISCUSSION & CONCLUSIONS

ALBERTO DI MININ (SCUOLA SUPERIORE SANT'ANNA)

THE SHIFTING ROLE OF CHINA: FROM MANUFACTURING TO INNOVATION SUPERPOWER

[Alberto Di Minin](#) (Scuola Superiore
Sant'Anna)



[Simone Corsi](#) (Lancaster University)



The status of China as a fast growing economy has been widely recognized. During the last 35 years, several sets of wise policies promoted by the Chinese Government have encouraged economic growth in different ways and through a diversity of actions. Most recently, it has become evident how China is not only prominent for its economic development but also as an innovation hub driven by growing localized clusters of science and technology and by an 'upgraded' wave of FDI which localizes in China R&D facilities to better serve the local market or to tap into local pockets of knowledge.

This session will explore innovation dynamics that are typical of the Chinese industry. Speakers will provide an interpretation of how China is developing its own indigenous technological capability and of how Chinese companies are contributing to this, upgrading their business model and innovation potential in order to compete on international markets.



“THE ROLE OF INDUSTRIAL GATEKEEPERS IN EMERGING INDUSTRIAL INNOVATION UNDER INDUSTRY CONVERGENCE: AN EXPLANATORY CASE STUDY FROM THE CHINESE EV INDUSTRY”

PROF WEI LIU, CHONGQING UNIVERSITY

ABSTRACT

The technological gatekeeper provides insights to the information interaction in industrial innovation. However, the emerging industrial innovation with convergence involves different forms of interaction not just information interaction. Hence, the purpose of this paper is to provide new light on the role of gatekeeper and increase the understanding of the significant development of the gatekeeper theory in the industrial convergence context. Based on an exploratory interpretive case study from Chinese electric vehicle industry, our analysis discovers other important aspects of gatekeeper's function both at the technology development level and at the industrialization level. By using cross-case analyses, a conceptual framework of industrial gatekeeper for extending the gatekeeper theory is presented. These industrial gatekeeper's functions include information gatekeeping function, providing platform and capabilities enhancement function at the technology development level and benefit gatekeeping function at the industrialization level. The results suggest industrial managers that they need to pay attention to two interactive activities and consciously create conditions suitable for keeping these interactive activities running smoothly.



“LEARNING, CATCHING-UP STRATEGIES OF LATER-COMERS AND THE BUILDING OF INNOVATION CAPABILITIES: PRACTICE RESEARCH FROM CHINA”

Prof Yong Dai, SOUTH CHINA UNIVERSITY OF TECHNOLOGY

ABSTRACT

China's economy is climbing up the value curve, transitioning from the low-cost manufacturing of basic products to the assembly of high-tech products, and more recently to innovation-led growth. On this background, this study analyzes the learning and catching-up strategies of Late-comer Chinese firms in several typical industries from a sectoral systems of innovation perspective including industrial structure, industrial technology and knowledge base, technology characteristics, market demand characteristics, institutional setting and role of the governments. Then this study will examine how these factors affected the different strategies of domestic firms in China in their effort to learn and catch up. The finding shows the strategies adopted include: cost reduction, accelerated product development and upgrading, combining vertical hierarchy with horizontal flexibility, differentiating products by taking advantage of local specificities, networked production, finding partners quickly to fill gaps through international technology transfer or M&As, etc. Also, this study demonstrates the pivotal role of government in the case of a latecomer country like China in supporting indigenous firms as well as imposing restriction on foreign companies in some specific stage.



“OPEN BUSINESS MODEL INNOVATION AND MANUFACTURING FIRMS’ SERVICITIZATION IN CHINA”

PROF JIHAI JIANG, CHONGQING UNIVERSITY

ABSTRACT

The presentation aims to introduce the challenges facing Chinese manufacturers, bring forward several paths of business model innovation, and share several typical cases in China. First, it illustrates the context or the driven factors of business model innovation. Many challenges, such as increased user requirements, increased operation costs, intense market competition, squeezed profit margin, enable Chinese Manufactures to transform and upgrade their business model. Second, it shows several paths for transformation and upgrading of Manufacturers in China. Third, it brings about the process of open and service business model innovation of manufacturers in China. Lastly, it introduces the difference of business model innovation between several typical cases in Europe and those in China. That is, IKEA VS Shangpinzhaipai, Zara VS Red Collar. Shangpinzhaipai is a company of customized design and manufacturing of furniture, and Red Collar is a company of customized men’s suit through mass production.

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RESEARCH AND DEVELOPMENT MANA**“COOPERATIVE R&D WITH CHINESE ORGANIZATIONS: THE EXPERIENCE OF LANCASTER CHINA CATALYST PROGRAMME”***[DR SIMONE CORSI](#), LANCASTER UNIVERSITY***ABSTRACT**

With teams in both the UK and China (Guangzhou) the Lancaster China Catalyst Programme aims to support the creation and development of R&D partnerships between UK companies and Chinese organizations in China (Guangdong Province). Currently finalizing partnership agreements for the first cohort of UK companies and recruiting for the 2nd cycle of the Programme, Simone will share his experience in helping UK companies during their internationalization process in China with an R&D perspective. He will discuss what are the main challenges and opportunities for foreign companies while tackling such an opportunity, what are the essential things a business should consider before embarking on a cooperative R&D project with a Chinese partner and what universities can do to help their business communities.