

2019 Programme of Activities

- < DRIVING THE DIGITAL ENTREPRISE, Webinar, Tuesday 22 January 12.30-14.00, Alastair Orchard, VP Digital Enterprise, Siemens
- < GLOBAL COMPANIES AND NATIONAL PROTECTIONISM: WHAT ROLE FOR THE RESEARCH AND INNOVATION UNITS (REAL VS. FAKE CONTRIBUTION), Webinar, Tuesday 12 February 12.30-14.00, Alejandro Sanz, Innovation excellence strategist, Certified Management Consultant (CMC), EIRMA Programme Planning Committee member
- < HOW TO SUCCESSFULLY INCUBATE NEW BUSINESSES – A GUIDE FOR TRADITIONAL CORPORATIONS, Wednesday 13 March, Siemens HQ, Munich, Germany
- < REDUCING THE “BIG DATA” OGRE’S ENERGY APPETITE THANKS TO SPIN-ELECTRONICS, Webinar, Monday 18 March, 12.30 – 14.00, Bernard Dieny, Chief Scientist, SPINTEC (Univ. Grenoble Alpes/CNRS/CEA)
- < THE RESAVER PENSION FUND INFORMATION PACK, Webinar, 20 March, 12.30-14.00, Slaven Misljencevic, Policy Officer Open Science and ERA policy, European Commission
- < SPECIAL INTEREST GROUP ON INTELLECTUAL ASSET MANAGEMENT, Thursday 4 and Friday 5 April, Seville, Spain
- < R&D HAS TO THINK BUSINESS, Annual Conference, Thursday 16 & Friday 17 May 2019, Gothenburg, Sweden
- < SPECIAL INTEREST GROUP ON KNOWLEDGE MANAGEMENT, 23&24 May, Michelin Research Center, Clermont-Ferrand, France
- < ARTIFICIAL INTELLIGENCE AND R&D PRODUCTIVITY, Tuesday 18 June, AD Little, Amsterdam, the Netherlands
- < DIGITALISATION LITERACY, Thursday 26 September, Comap, Prague, Czech Republic
- < PRACTICAL IMPLICATIONS OF UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS FOR R&D (RESPONSIBLE INNOVATION) AND HOW TO IMPLEMENT THEM, Solvay HQ, Date tbc (2nd semester)
- < SPECIAL INTEREST GROUP ON KNOWLEDGE MANAGEMENT, September/October, Air Liquide Research Center, Paris, Saclay

- < 2019 CTO Forum, Thursday 24 October, DuPont, Geneva, Switzerland
- < THE FUTURE OF OPEN INNOVATION IN AN RESHAPING WORLD, Mid October/November Institute for Manufacturing, University of Cambridge, United Kingdom
- < SPECIAL INTEREST GROUP ON INTELLECTUAL ASSET MANAGEMENT, November, South of Europe

2019 PROGRAMME OF ACTIVITIES

DRIVING THE DIGITAL ENTREPRISE

Webinar,
22 January
12.30-14.00

Summary

One fact any industry needs to face: technology transforms business models. Change is inevitable: Digital Darwinism is a significant threat for the status quo in companies. More than 50% of the companies that attempt to move to a digital model fail. Why are these companies failing? We can claim several reasons:

- Digital is not central to their corporate strategy,
- They perceive digital only as a tool for back-office efficiency,
- Companies invest in the latest siloed digital technologies and fail to work horizontally (“Digitization” and not “Digitalization”),
- They do not drive the necessary cultural changes.

What is Siemens experience in driving the digital enterprise? Join us for our webinar on January 22 at 12.30 to learn more about it! (official outline coming soon)

Target Audience

Programme and R&D managers, Innovation managers, people responsible for creating new business within their company, R&D Strategists.

Speaker

Alastair Orchard, VP Digital Enterprise, Siemens

GLOBAL COMPANIES AND NATIONAL PROTECTIONISM: WHAT ROLE FOR THE RESEARCH AND INNOVATION UNITS (REAL VS. FAKE CONTRIBUTION)

Webinar,
12 February
12.30-14.00

Summary

Situation Analysis

- European companies global exporting champions.
- Vulnerabilities of the European model
- Globalization vs. Protectionism
- International practical cases

Actions and bridge-building

- Networks and visibility
- R&D and/or Technical/Engineering centers
- The mile-wide, inch-deep European model (pros and cons)
- The inch-wide, mile-deep US model (pros and cons)

Role of organizations

- coordinated-multilateral actions with governments and organizations
- Coordinated actions on standards
- IP protection bridges
- Increasing the number of variables in a negotiation

Target Audience

Programme and R&D managers, Innovation managers, R&D Strategists.

Speaker

Alejandro Sanz, Innovation excellence strategist, Certified Management Consultant (CMC), EIRMA Programme Planning Committee member

HOW TO SUCCESSFULLY INCUBATE NEW BUSINESSES – A GUIDE FOR TRADITIONAL CORPORATIONS

Workshop,
13 March,
Siemens HQ,
Munich, Germany

Summary

Incubating and scaling new businesses within large corporations has always been a significant challenge for innovation managers. There are few (if any) examples of significant new business segments that have been conceived, incubated and grown within one and the same company. Most new business within large corporations result from an acquisition and subsequent integration.

This may be perfectly in line with a company's strategy. Why worry about conceiving and growing home-made innovations when you can just let the eco-system do the work of seeding new start-ups, from which the most successful ones can later be acquired?

Most self-respecting companies, however, are not willing to entirely disregard their own innovation power. They are actively exploring ways to identify new business ideas, select the most promising ones, launch internal implementation projects and fund them until break-even is reached.

Since it typically takes at least 10 years to take an idea from incubation to break-even, such companies need not only a stable strategy, but also patience and endurance to protect such an investment against more urgent and short-term funding needs. This is especially true when adverse market environments translate into shrinking profits and budgetary pressure.

A second challenge is to find the right set-up for such an "internal start-up". Should it be set up within the relevant business units in order to benefit from immediate market experience, even at the risk of focus and attention getting lost in daily operations? Or is a dedicated setup at corporate level (i.e. outside the business units) the best setup in order to ensure the internal start-up's independence, even if this puts the internal startup into an ivory tower?

There are numerous other questions. For instance, what is a realistic target for internal incubation? And what role does venture capital funding play? Is it an effective way to engage early with a new startup company, with a perspective of acquiring it later on – thus avoiding the hassle of internal incubation? And to what extent does digitalization change the rules of the game?

Target Audience

Corporate Research Managers, Programme and R&D managers, Innovation managers, people responsible for creating new business within their company, Strategists, and anyone with operational responsibilities for innovation portfolio.

Chairman

Dr. Norbert Lütke-Entrup, Head of Technology and Innovation Management, Corporate Technology, Siemens

REDUCING THE “BIG DATA” OGRE’S ENERGY APPETITE THANKS TO SPIN-ELECTRONICS

Webinar,
18 March, 12.30-
14.00

Summary

Spinelectronics is a very rapidly growing area of R&D which merges magnetism and electronics.

Spinelectronics has found applications in hard disk drives (1998) and more recently in non-volatile magnetic memory (MRAM: Magnetic Random Access Memory).

A strong European industry on magnetic field sensors based on spintronic phenomena already exists with companies such as Infineon, NXP, Sensitec, Melexis, LEM, etc.

A consortium gathering 86 laboratories from 18 European countries called SpintronicFactory has been formed to coordinate this effort. Stronger support from Europe and tighter collaboration between research laboratories and European microelectronic industry is needed. SpintronicFactory target is to transform the European excellence in spintronics at fundamental research level into a direct benefit for European microelectronics industry.

Target Audience

Any researcher, R&D managers, Innovation Managers

Speaker

Bernard Dieny, Chief Scientist, SPINTEC (Université de Grenoble/Alpes/CNR/CEA), ERC Grantee

THE RESAVER PENSION FUND INFORMATION PACK

Webinar,
20 March, 12.30-
14.00

Summary

RESAVER is a multi-employer occupational pension solution for research organisations in Europe and their employees. It enables employees to stay with the same pension plan when moving between different countries or employers.

Target Audience

HR department, Any researcher, any manager

Speaker

Slaven Misljencevic, Policy Officer Open Science and ERA policy, European Commission

SPECIAL INTEREST GROUP ON INTELLECTUAL ASSET MANAGEMENT

IP DISPUTES & IP ENFORCEMENT ALONG THE TRADING ROUTES OF PIRATE PRODUCTS FROM ASIA TO EUROPE – HOW TO PREVENT THEM FROM ENTERING THE EUROPEAN MARKET

SIG IAM

4-5 April, Seville,
Spain

Purpose

Established in 1996 this group provides a platform for sharing of practices and experiences regarding companies' management of Intellectual Assets ("IA"), as for instance Intellectual Property Rights ("IPR") trade secrets and confidential know-how:

- < As essential part of the innovation processes of companies particularly in connection with open innovation processes and related business models related thereto
- < As valuable "currency" and strategic business tool for companies to strengthen their competitiveness and to develop sustainable businesses oriented at customer and societal needs

Examples of issues addressed

- < Global management of IA & IPR portfolios
- < Global contractual management of business models and IA & IPR in collaborations or other business relations with 3rd (external) parties of the private sector (companies, research institutes, individuals) and the public sector (universities, research organisations, state-owned companies)
- < Measures and processes for:

Stimulating the creation of IA & IPR, and for rewarding them appropriately

- < Creating, protecting, securing and exploiting IA & IPR; for
 - o Disseminating information about IA & IPR
 - o Creating awareness regarding IA & IPR in the company
- < Current developments on IP law and practice

Target Audience

R&D, innovation & intellectual asset managers and experts, IP and licensing managers, patent and trademark attorneys as well as business strategy, business development managers, marketing & product managers

Chairman

Werner Fröhling, Managing Director, Flooring Technologies Ltd. and Chief IP Counsel for the Swiss Krono Group

SPECIAL INTEREST GROUP ON KNOWLEDGE MANAGEMENT

How to help your teams to create, capture, capitalize and share Knowledge:
Best practices for and from the Industry People

SIG KM

23&24 May,
Michelin
Research Center,
Clermont-
Ferrand, France

Purpose

Companies have different ways to create, capture, capitalize and share knowledge: they can implement a new laboratory, work with start-ups, have deep interviews with customers, buy patents, use Artificial Intelligence (AI), etc. This knowledge though must be passed on to your teams, to each relevant individual.

The aim of our workshop is to highlight the best ways to reduce the time for you to create and transmit knowledge to your team and for them to capture, capitalize and share again this new knowledge. Some examples we can name already are design thinking, solution design, live capturing, browsing (instead of just searching), AI with deep learning and automation. What do you need to do for your people to learn quicker than your competitors? What are the optimal conditions you need to create to help them achieve this? What are the technical tools and methodologies you can use as well?

As a participant, you will have the opportunity to learn from experts and actively share your challenges, experiences and solutions in knowledge creating, capturing, capitalizing and sharing during our carousel discussions.

Issues addressed

- n How to reduce time for your team to acquire new knowledge?
- n How to use Artificial Intelligence with patents in a proper way to extract info?
- n How to transmit knowledge between two of your teams?
- n How can knowledge be brought to your team (instead of them looking for it)?
- n What are the maturity stage and how to improve your existing system?

Target Audience

Knowledge Manager in R&D, Operations or Business Units; Innovation Manager; Fellow or Expert in R&D; People leader involved in training and development

Chairman

Nicolas Dubuc, Chief Knowledge and Technology Intelligence Officer, Michelin - Research Center

R&D HAS TO THINK BUSINESS

Annual
Conference
16&17 May 2019
Gothenburg,
Sweden,

Summary

The EIRMA Annual Conference (AC) provides an unparalleled opportunity for networking and cross-fertilising ideas and experiences between different industrial sectors, which is what makes EIRMA unique.

Welcome to the new role of R&D managers! R&D has to think business! In order to create value, Researchers need to understand the new ecosystem: how can they create value outside of the traditional value streams they have worked in? This question is not new but the emergency is more pressing. Today, researchers are exposed to a lot of new scientific approaches: the opportunity to add value to organisations is growing fast.

This Annual conference will focus on the person and function of a R&D manager as well as the future of R&D management.

Issues addressed

- n The renaissance of R&D managers – What is their new role?
- n Future of R&D management and new role of digitalisation – How do you use marketing analytics to guide R&D strategy?
- n The difference between manufacturing and digital companies
- n How to engrain business modelling capability into R&D processes
- n What does the culture evolution in managing R&D mean for your R&D leaders?
- n What leadership approaches can help your teams in disruptive and break through environments?
- n What are the future challenges in running an R&D organisation?
- n How to find, recruit and keep talent able to tackle those challenges?
- n How do we manage the different expectations of entrepreneurial employees and generation Y and Z?
- n What are the new ways to “capture innovation” and how do they impact R&D management? How to embrace the new ways to unlock the potential of innovation?
- n What are the impacts of social media on your relationships with your customers and your staff?

Target Audience

EIRMA Representatives, senior industrial leaders in Research & Innovation, people working at senior and middle levels of management, within corporate and business functions that are responsible for R&D and innovation, technology or product development.

We also encourage senior delegates to come along with high-potential R&D talents and to spread the word among non-member companies that you would consider as potential candidates for EIRMA membership. This would enable them to experience the benefits and networking opportunities that they could gain by joining the Association

Chairman

Ernst Lutz, EIRMA President, Group Executive Vice President, Business Development, Grundfos

ARTIFICIAL INTELLIGENCE AND R&D PRODUCTIVITY

Workshop,
18 June
AD Little,
Amsterdam, the
Netherlands

Purpose

The EIRMA 2017 Annual Conference was about digitalisation from different angles:

- A vision of the future,
- How the future is actually today,
- The European context for digitalisation,
- Digitalisation in action,
- GE, Rolls Royce, Mastercard and DSM experience.

In the big picture of digitalisation, there is another fascinating topic: Artificial Intelligence. Nobody doubts that it will revolutionize our society in general and R&D management in particular.

This workshop will be tackle two different parts:

- The technological sensor aspects (how to collect data?)
- The Artificial Intelligence aspects (how to valorise your data).

How can they both support and enhance R&D productivity?

Issues addressed

- n What is the current state of the art for AI?
- n Automation, sensor use, data use: what's their effect on R&D management?
- n What do Automated Lab and Internet of Things mean for Innovation?
- n What type of technologies can we use to collect, manage and make data valuable?
- n What are the limits of data analytics and AI?
- n What is the impact of Artificial Intelligence on R&D management?
- n How can R&D use AI to improve itself?
- n What AI responsible boundaries should we consider?

Target Audience

Research strategy leaders, R&D managers, Business Development, Innovation Managers, people responsible for creating new business in their company, R&D programme leaders

Chairman

Michaël Kolk, Partner, Arthur D. Little

DIGITALISATION LITERACY

Workshop,
26 September,
Comap, Prague,
Czech Republic

Summary

This workshop will aim to describe how a traditional company can move to become a digital one, on the operational level. Three operational pillars will be tackled:

- Digitalisation of your portfolio,
- Digitalisation of your offering,
- How to use digitalisation according to the field of RD you work in

The amount of information in the world is growing exponentially, some data are structured, and some are not. In the big data world, the quality of your data is essential. Navigating through this new economy is not easy, especially for smaller companies. Artificial Intelligence can be of help to get rid of the areas of non-interest and help you focus on the hot spots. It can help you accelerate your work processes. That being said, the reliability of your AI system is key: the way the system is learning by itself is key. Where and how do you train your managers to handle this new way of working?

Your department activities and your company size influence as well the degree of digitalization you can use.

Issues Addressed

- n What's the impact of digitalisation on R&D personnel?
- n How do you get the team you need?
- n How is the profession of technology innovation management impacted by digitalisation?
- n What areas in R&D process can really find value in AI?
- n How can you deal with the growing amount of information in an automatic way?
- n How do you automate your business of exploring the outside world?
- n Does AI have a negative impact on creativity?
- n How do you use the tool in an effective and smart way?
- n How to use digitalisation in the RD word?
- n Are Digital Twins usable in any sectors?

Target Audience

Corporate Research Managers, Programme and R&D managers, Innovation managers, people responsible for creating new business within their company, Strategists, and anyone with operational responsibilities for innovation portfolio.

Chairman

Petr Krupansky, Chief Innovations Manager, ComAp a.s.

PRACTICAL IMPLICATIONS OF UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS FOR R&D (RESPONSIBLE INNOVATION) AND CIRCULAR ECONOMY - HOW TO IMPLEMENT THEM

Workshop,
Solvay HQ
date tbd
(2nd
semester)

Purpose

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. Industry is concerned as well, through sustainable R&D, sustainable finances, circular economy and responsible innovation, amongst others. Investors today are also involved and ask big companies what they plan to do about climate change and the environment in general. With the certification we have today, anyone can also trace companies activities.

Issues addressed

- n How to develop sustainable products in industrial R&D management?
- n How do we address the moral and ethical challenges embodied in the legislation of innovation in Europe?
- n Does Europe differentiate itself from the rest of the world (US, China, Korea, etc)?
- n How are companies introducing these goals in their RD processes?
- n How do we decide to do the right thing?

Target Audience

People engaged with sustainability in R&D operations and innovation

Chairman

Monica Schofield, Director International Cooperation & EU Office, TuTech Innovation GmbH and convenor of EIRMA Task Force on Responsible Innovation (tbc)

SPECIAL INTEREST GROUP ON KNOWLEDGE MANAGEMENT

SIG KM

September/October,

Air Liquide
Paris

Innovation
Campus,
Paris, Saclay,
France

Purpose

- n This Special Interest Group provides a platform for sharing best practices, experiences and trends among peers of KM community.
- n Knowledge Management is considered in a holistic way, based on three main elements: **people** (behaviour and cultural impact, organisation forms), **knowledge content** (internal/external knowledge collection, creation of intangible assets for the company, knowledge value stream) and **systems** (IT solutions for the knowledge cycle).
- n These three elements are crucial to drive the **cycle of knowledge**:
- n Create → Identify → Apply/Use → Validate → Capture → Share/Transfer
- n Within the framework of an annual theme, this group meets twice a year to discuss around the three elements of KM linked to the steps of the knowledge cycle.
- n This Group has been bringing together KM practitioners since 1999. It has enabled valuable knowledge accumulation over the years and discusses the new challenges faced by Knowledge Managers and technology practitioners.

Issues addressed

- n Communities of practice / expert networks: sharing, collaboration and beyond
- n Cultural behaviour: impact and benefits of social networks, collaborative methods
- n KM as an asset for innovation and productivity performance
- n Small data / Big data: technology scouting and creation of value propositions
- n Value creation of KM, different indicators, intangible assets

Target Audience

- n Knowledge Manager in R&D, Operations or Business Units
- n Innovation Manager
- n Fellow or Expert in R&D
- n People leader involved in training and development

Chairman

Nicolas Dubuc, Chief Knowledge and Technology Intelligence Officer, Michelin - Research Center

2019 CTO FORUM

CTO Forum
October (exact date tbd) ,
Geneva,
Switzerland

Purpose

The purpose of this meeting is to discuss strategic key issues for R&D at the facilities of a member company.

The CTO Forum in October 2019 will provide a high level view of the implications for management on setting future strategies and changing/adopting new technologies.

Target Audience

Chief Technology Officers or equivalent level.
This meeting is limited to 30 people.

Chairman

Ernst Lutz, EIRMA President, Group Executive Vice President, Business Development, Grundfos

THE FUTURE OF OPEN INNOVATION IN A RESHAPING WORLD

Workshop,
Mid October/
November,
Institute for
Manufacturing,
University of
Cambridge,
United Kingdom

Purpose

The world we live in is constantly evolving. Ten years ago, the motto was “go out and connect”. We have seen some changes in the past years. We still live in an open world but the challenges and boundaries have changed. People are less disposed to share. How can industrial R&D adapt to that? Our world became multipolar (instead of multilateral) and the balance between forces and big actors has changed. How does it affect the way we can do R&D, even inside the company? The balance between sharing and confidentiality appears to have moved towards protection (for trade secrets for instance). The legislative and political changes we are facing imply new constraints and perspectives, on the world scene but also inside companies. Open Innovation has to adapt to these.

During our workshop, three main aspects will developed:

1. New ways of working with University
2. Geopolitical consequences of the new unstable world,
3. Improvements in public engagement in innovation and government framework for collaboration.

Issues addressed

- n How do you navigate the waters of collaborative innovation in these conditions?
- n How to work with universities and make sure they engage for the industry needs?

- n Who's in control of OI? Who takes responsibilities?
- n How to build trust in internal and external Open collaborations?

Target Audience:

R&D managers, Business Development Executives, Knowledge Managers, Innovation Managers, Research Strategy Leaders, R&D programme leaders, IP managers

SPECIAL INTEREST GROUP ON INTELLECTUAL ASSET MANAGEMENT

SIG IAM
November,
South of
Europe

Purpose

Established in 1996 this group provides a platform for sharing of practices and experiences regarding companies' management of Intellectual Assets ("IA"), as for instance Intellectual Property Rights ("IPR") trade secrets and confidential know-how:

- < As essential part of the innovation processes of companies particularly in connection with open innovation processes and related business models related thereto
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- < Measures and processes for:
 - Stimulating the creation of IA & IPR, and for rewarding them appropriately
- < Creating, protecting, securing and exploiting IA & IPR; for
 - o Disseminating information about IA & IPR
 - o Creating awareness regarding IA & IPR in the company

< Current developments on IP law and practice

Target Audience

R&D, innovation & intellectual asset managers and experts, IP and licensing managers, patent and trademark attorneys as well as business strategy, business development managers, marketing & product managers

Chairman

Werner Fröhling, Managing Director, Flooring Technologies Ltd. and Chief IP Counsel for the Swiss Krono Group

This programme has been established with the support of the members of the Programme Planning Committee (PPC).

PPC is chaired by **Chris Shilling** (Innovation Agent, NewHowKnowHow, formerly Pfizer and Novartis, EIRMA Individual Member).

It is composed of managers from various EIRMA member companies: **Anne Goldberg** (New Innovation Platform Director, Solvay Campus); **Nicolas Dubuc** (Chief Knowledge and Technology Intelligence Officer, Michelin - Research Center); **Werner Fröhling** (Managing Director, Flooring Technologies Ltd. and Chief IP Counsel for the Swiss Krono Group); **Bernd Korves** (Head of Visioning and Scouting, Siemens); **Michael Kröll** (Vice President Portfolio Development, Evonik Creavis GmbH); **Mark Lostak** (Deputy Vice-President Group R&D, Air Liquide); **Norbert Luetke-Entrup** (Head of Technology and Innovation Management, Corporate Technology, Siemens); **Paul Perdang** (R&D CFO, Intellectual Property, Joint-Ventures, ArcelorMittal); **José Enrique Roman** (Managing Director, Boeing Research & Technology Europe); **Alejandro Sanz**, (Innovation excellence strategist, Certified Management Consultant, -CMC- EIRMA Individual Member), **Monica Schofield** (Director, International Cooperation & EU Office, TuTech Innovation GmbH)

The EIRMA programme of events explores the **effective management of R&D and innovation** in increasingly connected “open” and global business environments.

EIRMA is a **peer-to-peer organisation** run by those managing industrial R&D for those running industrial R&D.

Topics are therefore selected by members and developed by a **Programme Planning Committee** to address a balance of current priorities and evergreen issues. These topics fall broadly within the **five key themes** illustrated below.

Who can take part?

Events are available to all employees of member companies. It is designed to be relevant to people at **all levels of seniority**, in particular for the young professionals in your organization.

Real value comes from the **interaction** between practising industrial R&D managers who share and profit from the experience of peers across different industrial sectors and countries.

What are these activities?

Several formats are targeted for different audiences:

- **Annual Conference**, for every EIRMA member;
- **Workshop and Round Tables**: one to two-day events for any person involved in R&D management;
- **Special Interest Groups**: self-directed meetings for practitioners of a common professional community such as Intellectual Asset Management or Knowledge Management;
- **CTO Forum**: exclusively dedicated for Chief Technology Officers and

Chief Scientists. It is hosted by a member company.

While this programme aims to address as broad as possible cross-section of your requirements, if there are **other subjects** you feel we should concentrate on, please let us know. We will always do our best to accommodate your needs and interests, as long as the number of interested members is sufficient.

How to be informed about EIRMA activities?

Full details are posted two months ahead of the meeting date on our website and communicated in our electronic Newsflash.

Participants to an EIRMA event are automatically added to our e-mail list and informed about all forthcoming events.

For any suggestions please contact the EIRMA Operations Team at info@irma.org



