

2012 Programme of Activities

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

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

Who can take part?

Events are intended to be of quite broad interest, but in some cases may be most relevant for people working in more junior or senior managerial positions. Real value comes from the **interaction** between people who have different perspectives and experiences as they are coming from various sectors and countries.

What are these activities?

We use several different formats targeted for different audiences:

- < Round Tables are one or two-day events for any person involved in R&D management;
- < Special Interest Group meetings are self-directed groups for those from a common professional community (more information on the last page of this programme);
- < Learning Groups and Management Study Groups are more directed towards people’s on-going learning and continued professional development.

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, let us know. We will always do our best to accommodate your needs and interests.

How to be informed about EIRMA activities?

Full details are posted two months ahead of the meeting date on our web site and communicated in our electronic Newsflash. Member companies’ Representatives and Alternates receive the information by mail as well.

When you participate in an EIRMA event, you are added to our e-mail list and automatically informed about all forthcoming events.

For any suggestions please contact the EIRMA Operations Team at info@eirma.asso.fr



2012 PROGRAMME OF ACTIVITIES

REPRESENTATIVES' ROUND TABLE "BACK TO THE FUTURE": STRUCTURING THE ORGANISATION TO DELIVER RESULTS

Round-Table
26-27 January
Mas d'Artigny
Near Nice,
France

Purpose:

Creating an agile R&D organisation that can balance internal and external resources is a challenge that all organisations are facing today.

This Representative's Round Table will discuss how R&D organizations deliver value across established and emerging business areas, and how they manage the innovation complexity.

Experiences on different models for structuring organisation will be shared.

Target Audience:

Senior R&D, Innovation, Technology Directors and Managers

This is an opportunity for senior R&D managers to bring young managers.

Issues addressed:

- < How to create new businesses and new business models which are innovative and profitable? How to get innovation right in the complexity?
- < What is the impact of de-centralized versus centralized approaches?
- < Experiences from different models applied to diverse industries (R&D into start-up forms, pharmaceutical industry, etc.) - How to go beyond silos; internal SMEs or SBUs?
- < Creating and sustaining competences in order to improve innovation capabilities
- < How to improve the various working aspects of environment for R&D people?
- < What is European approach to creativity reflected in R&D organisations?

Chairman:

Léopold Demiddeleer, EIRMA President, Senior Executive Vice President, General Manager Future Businesses, Solvay

EFFECTIVE GLOBAL R&D FOCUS GROUP: LEARNING EXPEDITION TO BRAZIL

Focus Group
6-10 February
Sao Paulo and
Rio de Janeiro,
Brazil

Purpose:

This learning expedition is part of the one-year Focus Group programme which started in June 2011.

The Focus Group aims to boost understanding of how to manage R&D and innovation as global, increasingly "Open" activities, specifically to address opportunities provided by an emerging economy like Brazil which is part of the group of BRIC countries (Brazil, Russia, India, China) enjoying significant economic growth rates. The objective is getting a better understanding of effective innovation practices in a changing world in which R&D is becoming more and more global and in which new and sizeable actors are emerging.

Target Audience:

There are currently 12 participants, mostly in their 30s – early 40s, working in the middle/top management levels of their companies as R&D directors and managers.

Issues addressed:

- < Identify the portfolio of instruments to shape, structure, steer and manage global R&D and innovation in use at companies who are active in business R&D in Brazil.
- < Explore the role of the Government and its initiatives and programmes to enhance technology & innovation and the business expenditure on R&D (0,5% of GDP in 2008) in Brazil will be part of the group's analysis.
- < Human resources in science and technology, diversity and gender issues and the global acquisition of top talents in research for the firms.

During the learning trip in Brazil, the Focus Group will visit 3 R&D centers of Multinational Companies, 4 Brazilian companies, 3 National Labs, one university and one Innovation Agency and communicate with people working onsite.

Chairman:

Dietmar Theis, formerly Siemens, honorary Professor at the Technical University of Munich.

FINDING THE PERFORMANCE INDICATORS IN KPIs

Round-Table
23 March
Zürich,
Switzerland

Purpose:

Demonstrating R&D effectiveness is an on-going and important issue as R&D will continue to be challenged to demonstrate its contributions to the company.

This Round-Table builds on previous discussion of the financial issues of R&D.

Target Audience:

R&D Managers, Product & Financial Managers, Sales Managers.

This is the third annual meeting focusing on R&D performance, inviting previous and new members to participate.

Issues addressed:

- < Explore the 'right' KPIs for the right environment, as well as looking at other practical tools for performance management of R&D (e.g. Understanding the value of balanced scorecards). Which KPIs should we not use in an organisation?
- < Testing R&D or technology KPIs within a wider organisation as a tool for continuity
- < How to measure more broadly than only R&D KPIs?
- < Explore specific metrics for Open Innovation, Product development and Talent evaluation in R&D
- < How to align strategy, available resources and execution to the innovation chain?

Chairman:

Lars-Gunnar Aufrecht, Controller, ABB Corporate Research

SPECIAL INTEREST GROUP ON KNOWLEDGE MANAGEMENT

SIG-III
29&30 March
Paris, France

Purpose:

This Group was established in 1999 from the merger of two popular Working Groups on Knowledge Management (KM) and Technology Monitoring (TM). The Group explores how to instil a climate of knowledge sharing, how to facilitate this sharing through the use of appropriate IT tools and by coaching; and how to function effectively at Corporate as well as at Business or Service unit level. Members focus explicitly on the human aspects of KM, recognising that sophisticated tools have no value unless people are ready to use them effectively.

Target Audience:

People from R&D Knowledge Management, Knowledge Management of Operations and Business Units as well as Managers and Team Leaders in a position to apply best knowledge management practices and initiatives in their organisations.

Issues addressed:

- < Empowerment, visibility: Definition of KM (Europe, USA, Rest of the world); Define the roles of KM versus IT; Building trust in virtual environment
- < Creating Value for the Users: Discrepancy between user groups; different mental models;
- < Time to market for internal solutions; How to deliver instantly: search corporate info, speed, response time, reliability, security;
- < Change the Silo mentality; Outsourcing of KM
- < Information Overload
- < To watch future trends in KM, such as Virtualisation, Big Data, Social Networks, Unified Communications, Energy Efficiency and Monitoring, as well as User behaviour

Chairman:

John Otten, Head Knowledge & Library Services Dep, Tata Steel Group

**FOCUSING ON TECHNOLOGY ASSESSMENT IN M&A, SPIN-OFFS
AND USING VENTURE CAPITALISM AS A TOOL**

Round-Table
13 April
Paris, France

Purpose:

Almost all established companies recognise the strategic importance of innovation, corporate venturing and the creation of new markets. This Round Table will be devoted to critical success factors in achieving innovation by external sourcing and acquisition of technology.

Target Audience:

Corporate M&A executives, Technology and Innovation Managers, Venturing and Business Development Heads, IP and Technology Managers.

Issues addressed:

- < Explore the latest concepts of entrepreneurship, M&A and corporate venturing focusing on new product/new market combinations including the finance, marketing, sales, technology and human capital frameworks
- < Look at how to apply corporate entrepreneurship to Open Innovation in developing new venture options
- < Learn how technology acquisition through M&A and corporate ventures helps in identifying synergies, including the probability of success, the timing of realisation and the cost to realise synergies
- < Discuss how gaining a "window" on new technologies is a prominent motive for corporate venture capital (CVC) investing
- < Discover how information gained through CVC-related activities can also improve the internal R&D productivity of established firms

Chairman:

Alejandro Sanz, Head of Group Technology Intelligence, SKF

“EU MEETS EIRMA”

Round-Table
17 April
Brussels,
Belgium

Purpose:

As a networking organisation and not a lobbying or official industrial representative body, EIRMA has an approach to outreach that concentrates on improving in-depth understanding of business sector R&D and innovation.

Public policies and regulation in response to issues like climate change and adaptation, food and energy security, population growth are going to be a key determinant in defining future markets. So the goals, policies and actions the EU sets for research are hugely important.

Target Audience:

We invite R&D managers, especially those who have experience of working on multi-organisational public funded projects to share their thoughts on how best to make a workable system that meets the political requirements of public accountability, satisfies the needs of researchers in public research organisations and universities, but allows large and small industry to make the most of Europe's research capability.

Different possible issues to be addressed:

- < “Innovation Strategy” using public procurement as a driver for innovation, Public Private Partnerships, etc.
- < Sustainable Innovation, resource-efficient Europe (People, Profit, Planet)
- < 2050 (interim 2030) Roadmaps
- < Administration of European Consortia projects: new landscape within the “Horizon 2020” plan
- < Risk-averse European society
- < Venture Capital issues in Europe and how to foster progress
- < Scientific education in Europe and migration policy for R&D people

Chairman:

Léopold Demiddeleer, EIRMA President, Senior Executive Vice President, General Manager Future Businesses, Solvay or **D. Michel Judkiewicz**, EIRMA Secretary General

2012 ANNUAL CONFERENCE

Annual
Conference
24&25 May
Istanbul,
Turkey

Purpose:

Construct a conversation between science, technology and civic society.

How to build bridges between these different stakeholders? How to shape a framework for multi-stakeholders approach? How to engage in a constructive dialogue?

Target Audience:

The Annual Conference is intended for people working at senior and middle levels of management, within corporate and business functions that are responsible for R&D, Innovation, Technology, Finance and Product Development.

We also encourage senior delegates to attend with talented junior managers who would benefit from exposure to this unique opportunity.

Chairman:

Léopold Demiddeleer, President of EIRMA and Senior Executive Vice President, General Manager Future Businesses, Solvay

2012 MANAGEMENT STUDY GROUP

MSG

5 to 8 June

Near Paris,
France

Purpose:

Provide an introduction and training in R&D management in areas such as organisation, strategy, resources and sustainability, portfolio management, open innovation, performance, creativity.

Based on exchange of and mutual learning from practical experience of participants the MSG provides a unique opportunity to meet peers with complementary backgrounds in different businesses. It will help the participants to build a network of young professionals in R&D and there will be possibilities to discuss openly with experts in R&D management on how they have tackled professional challenges.

Target Audience:

“High Potential Manager aiming at corporate growth” with a major promotion into positions that carry substantial responsibilities.

Participants should have already completed an in-house or external general management course.

As this is a 4-day event which requires specific preparation we invite members to nominate suitable young candidates in advance and inform us as soon as possible.

Issues addressed:

The MSG concentrates in a pragmatic way on problem solving:

- < Explore the organisation of R&D work within and outside the wider organisation and its role in the enterprise

- < Learn about managing R&D people: the importance of human resource aspect

Identify how to achieve an innovative R&D climate through innovative and engaging learning methods:

- < A business game drawn from an actual situation to force team problem solving

- < “Managers Maze” proposes an animated debate in progressing an R&D project

- < In-depth debate on good practices based on participants’ experiments and contributions

- < Exciting team building activities based on real cases

Group Leaders:

Ton Broekhuis, Professor, University of Groningen (previously Shell)

Phil Gamlen, Senior Fellow in Executive Education, Manchester Business School (previously ICI)

SPECIAL INTEREST GROUP ON INTELLECTUAL ASSET MANAGEMENT

SIG-II

14&15 June

Vienna,
Austria

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 (“IP”), trade secrets and confidential know-how:

- < as essential part of the innovation processes of companies and

- < as valuable “currency” and strategic business tool for companies to strengthen their competitiveness and to develop sustainable businesses oriented at customer and societal needs

Target Audience:

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

Issues addressed:

- < IA & IP and their use in the innovation processes of companies, particularly in connection with open innovation processes and business models related thereto
- < IA & IP and their use as “currency” or tools to support the companies’ core & new businesses
- < Global contractual management of business models and IA & IP 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)
- < Global management of IA & IP portfolios
- < Measures and processes for creating, protecting, securing and exploiting IA & IP
- < Measures and processes for stimulating the creation of IA & IP and for rewarding them appropriately
- < Measures and processes for:
 - o disseminating information about IA & IP
 - o educating non-specialist personnel in matters related to IA & IP
 - o controlling proper use of and access to IA & IP within companies and in contacts with 3rd (external) parties

Chairman:

Werner Fröhling, IP Manager, Flooring Technologies Ltd

2012 LEARNING GROUP: LEAN DEVELOPMENT

Learning Group
10&11 Sept.
Paris, France

Purpose:

Learn about practically introducing and using Lean Development in R&D.

Ever since Toyota's first lean approaches, companies have been looking at the value of introducing lean principles in R&D. "Lean" is not about cost cutting but about intelligent product development and thus enhancing productivity. This is achieved by reducing waste, streamlining engineering, creating an end-to-end customer and business perspective, and thus ensuring customer perspective with each step of R&D.

"Lean" is not trivial, and many companies struggle and fail to achieve tangible results. Nevertheless it is an important success factor in today's economic climate: Knowing what matters and doing it.

This Learning Group will address Lean Development principles and their implementation, such as focus on the value stream, using the market perspective, thinking long-term, and working in teams. It will provide many hands-on examples how companies address it to optimize their R&D. We will in a workshop format look how to practically implement “Lean” and how to mitigate the risks in such a change process.

Target Audience:

R&D Managers, Product Managers or Advanced Development Managers who are interested in better integrating “lean” principles in their organisation.

Issues addressed:

The Learning Group will focus on "lean" principles and practical insights from R&D in different industries, show participants' experiences and strategies in implementing lean development, and have practical case studies.

Questions addressed will include: Is “Lean” applicable to all industries? How to translate “Lean” principles to a specific environment? How robust is this in a time of crisis? How does a company like Toyota approach crises? What are the implications for your customers? How to manage the culture change when moving to “Lean”?

Group Leader:

Christof Ebert, Managing Director at Vector Consulting Services, formerly global Director R&D at Alcatel and Member of the Alcatel Technical Academy.

He has worked on lean topics with different European companies such as Thales and Siemens and is guest editor of a special issue on “Lean Development” at IEEE.

SPECIAL INTEREST GROUP ON HUMAN (F)ACTOR IN INNOVATION

SIG-V

27 Sept.

(tbc)

Paris, France

Purpose:

This Special Interest Group (SIG-V) is dedicated to exploring the human (f)actor in innovation.

Despite the development of ever more refined management processes, many organisations find it extremely difficult to make a significant change in their innovation capability. Where in the organisation are the bottlenecks and barriers that hinder innovation from happening? Do they come from our management of People rather than our Processes? What opportunities might this present?

Could this be improved with a better understanding and application of the human behavioural and social sciences - the so-called ‘soft’ sciences?

Do managers know the best approaches to harness the personal experiences, beliefs and values of their employees in a way that builds an innovative organisation?

Target Audience:

R&D and Innovation experts, managers and directors who wish to share their experiences of these challenges and develop a common understanding of the potential value of ‘soft’ sciences for them as managers of innovation.

Issues addressed:

- < Scope out how existing knowledge of human and organisational psychologies could be applied to innovation management
- < Identify the emotional and behavioural elements that are critical for successful innovation in organisations and locate the best tools for their assessment
- < Explore the issues of passion, power, and motivation (including cross-cultural issues)
- < Discuss how to fuse organisational and individual values, beliefs, and models to contribute to an enhancement of innovation
- < Debate how to manage a “real” behaviour change in the organisation
- < Build a portfolio of new tools for innovation managers that address the human (f)actors

Chairman:

Phil Gamlen, Senior Fellow in Executive Education, Manchester Business School (previously ICI)

CTO FORUM

CTO Forum

23 October

(place tbd)

Purpose:

Discuss strategic key issues for R&D.

Target Audience:

Chief Technology Officers or equivalent level, by invitation only.

This meeting is limited to 30 people.

Chairman:

Léopold Demiddeleer, President of EIRMA and Senior Executive Vice President, General Manager Future Businesses, Solvay

IS R&D HR FUTURE READY?

Round Table
9 November
Brussels,
Belgium

Purpose:

This Round Table will focus on the contextual environment (boundaries) which plays a crucial role in creating the right organisation for the future.

Where will R&D staff and talent come from and how will they be retained in the future?

How to make industrial R&D attractive for careers in the future? How is HR in R&D going to change in the future?

Target Audience:

HR Managers, R&D Managers, Strategic Managers, External Relations Managers, Public Affairs Managers

Issues addressed:

- < How to ensure the continued supply of competent people in science?
- < When we find properly skilled people, how can we best integrate them into the workplace?
- < How do qualifications provided by the education system match industrial needs?
- < Generational different attitudes to work: how does an organisation need to adapt? What can we learn from intergenerational partnering schemes?
- < How can European R&D find a way to reduce the exodus of key skills?
- < How to attract and keep people from different parts of the world? (integration of the family; ability to accommodate people from different cultures)
- < Women in science-based industries and promoting women into R&D management

Chairman:

Francis Bird, Global Vice President HR R&D, Unilever

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SPECIAL INTEREST GROUP ON KNOWLEDGE MANAGEMENT

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(South
Europe)

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Chairman:

John Otten, Head Knowledge & Library Services Dep, Tata Steel Group

* The EIRMA Operations Team is thanking the chairman and members of the Programme Planning Committee (PPC) for their valuable contribution to the 2012 programme.

The PPC is chaired by **Chris Shilling**, Innovation Agent, NewHowKnowHow and is composed by managers from different EIRMA member companies, representing different industrial sectors:

Hans-Christian Dibbern (General Manager, Haldor Topsøe), **Erik Drop** (Strategy & Planning, TNO), **Anne Goldberg** (Project Manager & Material Science Community, Solvay), **Kim Lansford** (Manager Sustainable Development and Mobility, Renault), **Julio Danin Lobo** (Group Leader, ABB), **Philippe Queille** (R&D Deputy Director, Air Liquide), **Alejandro Sanz** (Head of Group Technology Intelligence, SKF) and **Monica Schofield** (Director International Cooperation & EU Office, TuTech Innovation GmbH).