

EIRMA Annual Conference 2013

Multilateral Innovation: How to Benefit Effectively from Globally Distributed Innovation?



Conference Announcement

Hotel InterContinental
Warsaw, Poland
6-7 June 2013

By 2013 more than half of all companies in developed countries will face foreign competitors as their most significant challenge.

At the Representatives Round Table earlier in the year, EIRMA discussed the specificities of establishing and managing a global R&D organisation. This annual conference will go further in understanding how European R&D companies are rethinking the role of R&D operations in other geographies and how they are introducing innovation from emerging markets to mature markets e.g. transferring technologies, in-sourcing the knowledge of internal R&D colleagues from other locations and from external partners.

An emerging concept in this arena is the practice of **Frugal Innovation** - driving innovation with less or very limited resources, and using adaptive approaches with existing technologies to create an improved product or service. At the same time, **Reverse Innovation** provides an opportunity to originate and develop innovations in lower-income, emerging markets, taking the needs of local consumers as a starting point, and then transferring, adapting, applying and distributing them in developed markets (this is a well-known approach from India, "necessity being the mother of invention"). Such concepts may require a change in mindset for a mature industry, not just adapting to innovations but potentially disrupting the whole supply chain.

At the same time, as socio-economic and demographic conditions in Europe and other mature markets change, and products resulting from reverse innovation may find a wider audience among the population. How can R&D companies based in these markets be part of the imported innovation supply chain? Will this require a shift to a different paradigm and what impact does that have on the established industrial approach to R&D?

This 2013 Annual Conference will discuss the need for companies to proactively generate innovative business models to respond to new Developing World competitors.

Member company and external speakers, together with participants, will share the impact that Frugal and Reverse Innovation have in companies based in established (i.e. traditionally industrialised) markets, and consider the impact that the change of socio-economic conditions has in these markets.

We will hear from practical examples of innovators in Poland and other emerging countries that could be acting as game changers in the near future for OECD countries.

Issues Addressed

During the course of the conference a number of issues will be presented and discussed:

- < What is the definition of the value and mission of 'local' internal R&D centres?
- < How to sustain this value in time?
- < New individual roles and behaviours required to succeed in this alternative approach to innovation
- < What specific impacts does reverse innovation have on European innovation? Does it offer new value chains?
- < Finding ways to engage with research sponsored in emerging markets
- < How to use diverse market perceptions to positively impact new products

Chairman

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

2013 ANNUAL CONFERENCE OVERVIEW

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

Discover the capital of Poland with a special visit about the architecture in modern Warsaw.

Target Audience

The Conference is intended for people working at senior and middle levels of management, within corporate and business functions that are responsible for R&D and innovation, technology and product development.

We also encourage senior delegates to come along with talented junior managers 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.

The audience will include a broad cross-section of the European research and business community.

Conference Venue

InterContinental Warszawa

ul Emilii Plater 49

00-125 Warszawa

Tel: +48 22 328 8888

www.warsaw.intercontinental.com

8 Online registration **until 17 May 2013**

On EIRMA Website: <http://www.eirma.org>

PROGRAMME

Wednesday 5 June

19:30 **Welcome Dinner**
"Symphony Ballroom" at the Intercontinental Hotel
Informal networking dinner at the conference venue

Thursday 6 June

08:30 onwards Registration

09:00 - 9:15 **Conference Opening by EIRMA President**
Dr. Léopold Demiddeleer, Senior Executive Vice President, General Manager Future Businesses of Solvay

9:15 - 9:45 **Specificities of Poland's route on R&D**
This opening presentation will focus on how the innovation system is organised in Poland.
What governmental support exists for R&D Activity in Poland through 2020?
What are the key elements of the government's policy regarding formulating strategies and programmes in the area of supporting research and innovation initiatives?
Prof. Dr. Jacek Guliński, Under-Secretary of State, Minister of Science and Higher Education

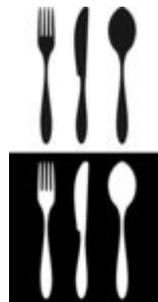
9:45 – 10:30 **Is There Growth Beyond the Crisis?**
The financial crisis that unfolded throughout the Western economies from 2008 onwards transformed the economic landscape of the European Union, and threatened the very existence of the euro, on which the future of European integration was predicated. What started as a financial crisis triggered by bursting of the real estate bubble amplified by irresponsible financial lending, quickly metamorphosed into an industrial crisis, a demand crisis, an employment crisis, and ultimately a fiscal crisis that called into question the common currency of the euro-zone.
However, there are some exceptions to this trend, most notably Poland. As the only country in Europe, Poland experienced positive GDP growth throughout the crisis. It is worth to have an insight into why Poland has been so resilient and what we can learn from Polish entrepreneurial ventures.
Dr Daria GOLEBIOWSKA TATAJ, Professor & Research at Warsaw University of Technology Business School. She is an expert to the Polish Ministry for Research and Higher Education, Demos Europa, a Warsaw-based think tank; the Lisbon Council, a Brussels-based think tank; and the Global Agenda Council of on Design Innovation of the World Economic Forum.

10:30 – 11:00 *Coffee break*



PROGRAMME

- 11:00 - 11:45** **Frugal Innovation and a focus on India-German cooperation**
What are the motives for Frugal Innovation and how can it be harnessed? Concrete examples of cooperation with German companies/India based from the research from Rajnish Tiwari.
Different needs locally are another game changing that members are already familiar with but would be keen to know more about, in particular what this means for European companies and the impact on their business models.
Rajnish Tiwari, Project Leader, Institute of Technology & Innovation Management, Hamburg University of Technology
- 11:45 – 12:30** **Reverse Innovation and Managing R&D in Emerging Countries**
In the past decade, Western companies have invested in R&D in emerging countries, first to save costs, then to localize products, and most recently to leverage local innovation. If locally developed innovation is then used in other markets, including the home market, reverse innovation occurs. Siemens, ABB and IBM are leading examples of this trend, and there are numerous examples of companies that tried and failed. However, there is another side to reverse innovation: the indigenous innovation of domestic firms in emerging markets (such as the well known Huawei and Infosys, but also lesser known firms such as GoodBaby or PosiTec) who use their new capabilities to spearhead into Western markets and compete based on lower costs in their own home bases.
The competitive imperative for Western MNCs is clear: Not only do they have to be better at doing R&D and innovation globally; they also have to be faster and more efficient at reverse innovation itself. The presenter will discuss some of the framework conditions under which global R&D in emerging countries can succeed and speak about successful management practices of Western reverse innovation.
Max von Zedtwitz, Project Leader, Institute of Technology & Innovation Management, Professor and Director of the GLORAD - Research Center for Global R&D Management and Reverse Innovation with locations at Tongji University in Shanghai and the University of St. Gallen, Switzerland.
- 12:30 – 13:00** **Interactive session with Q&A on the morning's presentations**
Facilitated & summarised by *Georges Haour, Professor of Technology & Innovation Management at IMD, Lausanne, Switzerland*
EIRMA Individual Member
- 13:00 – 14:30** *Lunch*



PROGRAMME

- 14:30 – 15:15 Engaging with ventures and small companies to bring disruptive innovation to the world of consumer products**
This presentation will focus on the following topics:
- New ways to innovate: different kind of business models & approaches
 - How do the corporate manage this new innovation process within the existing structure?
 - Interaction with SMEs: what are the particular challenges in dealing with SMEs? Examples of how Unilever integrates with SMEs
 - Different ways of financing & partnering (venture funds, NGOs, etc.)
 - How to achieve global connectivity with the various strengths and weaknesses of big markets around the world
 - Lessons and challenges in connecting markets
- Phil Giesler, VP New Business Units, Global R&D, Unilever*
- 15:15 – 15:45 Open discussion**
- 15:45 – 16:45 EIRMA General Assembly
Handover between President and President Elect**
After four years of Presidency Dr Léopold Demiddeleer will officially hand over to the President Elect Dr. Carlos Härtel, GE Managing Director Europe.
- The General Assembly is dedicated to Representatives or Alternates of member companies.
- 17:30** Get-together at the hotel lobby and departure to the visit
- 17:30 - 19:15 Visit “Architecture in modern Warsaw”**
Walking around the Palace of Culture and Science, driving to the first modern district built in Warsaw in the 1950s, then crossing the river Vistula to the neighbourhood of the University library famous for its hanging garden and the Copernicus Science Center.
- 19:30 Networking Cocktail and Conference Dinner**
In the “Maison des Ingénieurs”
Restaurant T&M Jachacy Avangarda



- 8:30 Introduction by EIRMA President**
Dr. Léopold Demiddeleer, Senior Executive Vice President, General Manager Future Businesses of Solvay
- 8:45 - 9:30 AMMONO Case Study of High-Tech company development in Poland**
After a brief presentation of the technologies developed by Ammono, the CEO will talk about the process of setting up an innovation business in Poland: what are the conditions for a company to develop itself? Which funding? How to recruit local talents? What are the lessons learned, in particular regarding the interface between SME and larger companies.
Dr. Robert Dwilinski, President and CEO, Ammono
- 9:30 – 10:15 New business models for emerging markets, in particular Ghana & Brazil**
As emerging markets become more attractive for established firms, it is becoming clear that "business as usual" is not going to work everywhere for everyone. A stale business model not adapted to the local surroundings will have to steamroll its way in to a new market. The flexible business model can be flown in smoothly.
The talk will explore Stephanie Dahlquist's experience in:
 - Using a big firm's technical expertise to develop innovative ideas from challenging surroundings
 - Benefiting the firm and society by taking community involvement beyond corporate social responsibility
 - Succeeding by co-creating real solutions to real problems faced by real people
 - Over-coming the challenges faced by established companies to find the way in such different markets
 Though the lessons are true in many markets, this talk specifically addresses emerging markets, particularly Ghana and Brazil.
Stephanie Dalquist, R&D Strategic Analyst, Air Liquide
- 10:15 – 11:00 TNO and Orange: innovations from Africa that impact the West**
The Netherlands Organisation for Applied Scientific Research TNO is involved in many R&D projects in Africa, on subjects in ICT, Energy, Health, Water, Food and Safety.
Orange is one of Africa's largest mobile phone operators, with significant market share in 18 African countries. Orange has invested several 100 million Euros in the continent and is focused on innovation in mobile networks and local mobile services.
TNO and Orange work together on several research topics in ICT services and innovative business models for low-income settings.
TNO and Orange will jointly present on examples of technical, service, social and business innovations that are taking root first in a Base-of-the-Pyramid market setting, but then spread throughout the world and will potentially disrupt global markets. Both will emphasize the effect of these innovations on their business.
Pieter Verhagen, Deputy Programme Manager, Innovation for Development, TNO, and Denis Guibard, VP Sustainable Development, Products & Services, Orange / France Telecom

PROGRAMME

11:00 – 11:30 Coffee break



11:30 – 12:00 Interactive session with Q&A on the morning's presentations
Facilitated & summarised by **Yves Doz**, *Solvay Chaired Professor of Technological Innovation, INSEAD*

12:00 – 12:15 Managing Open Innovation resources: building R&D networks and effective tools for accessing knowledge and technology by European Industry (Polish case)

A case of how to build global networks of R&D and open innovation resources in Poland that makes a contribution to thinking about globally distributed innovation benefits and about tools for effective knowledge management. One of the users of Polish R&D resources is Airbus. The Airbus approach has been to build a relationship by running a number of projects through the channel of Technology Partners which acts as the single point of contact for access to the collected skills. The purpose is to use the company investment in R&D in Poland not just to obtain the results of research and development but also as a way of investing in the supply chain in Poland. To achieve the best results a Polish government-funded programme was launched to build both map of competences – and internet portals to allow access so that researchers themselves and potential partners from around the world can find out what's going on.

Richard Granger, *EIRMA Individual Member, Consultant & Teacher in Technology & Innovation Management* & **Dr Tomasz Kosmider**, *President, Technology Partners Foundation*

12:15 – 12:20 Progress report on “Responsible Partnering” guidelines
Update on the follow-up project with EIRMA's sister organisations
Richard Granger, *EIRMA Individual Member, Consultant & Teacher in Technology & Innovation Management*

12:20 – 12:50 Highlights of the common meeting between Special Interest Group on Knowledge Management & Intellectual Asset Management

The chairman of the SIG on Intellectual Asset Management (SIG-II) will share the major highlights of the discussion held in Munich on 11/12 April. The major theme was how to overcome barriers to accessing Asian literature, shining a light on new ways to unlock hidden information with the involvement of keynote speakers from the European Patent Office, among others.

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

PROGRAMME

12:50 – 13:00 Feedback on the W-FIRA

The “World Federation of Industrial Research Associations” will be officially launched in May 2013

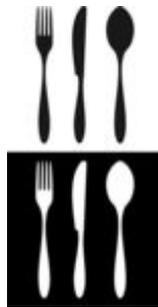
D. Michel Judkiewicz, EIRMA Secretary General

13:00 – 13:15 Take-Away Messages

Highlights from the various sessions of the Annual Conference

Dr. Léopold Demiddeleer, Senior Executive Vice President, General Manager Future Businesses of Solvay

13:15 - 15:00 *Networking Buffet Lunch*



15:00 Conference Closing

PRACTICAL ARRANGEMENTS

Venue & Accommodation	<p>InterContinental Warszawa ul Emilii Plater 49 00-125 Warszawa +48 22 328 8888 www.warsaw.intercontinental.com</p> <p>EIRMA will book accommodation as required on behalf of participants. The rate for a single room is 630 PLN (approx 152€) / double room is 670 PLN (approx 162€), breakfast and service included, <i>to be paid directly to the hotel.</i></p>
Dinner	<p>Restaurant T&M Jachacy Avangarda ul. Czackiego 3/5 (Dom Technika NOT) 00-043 Warszawa tel. 22 336 12 13, 22 336 12 14 www.jachacy.com.pl</p>
Transportation	<p>International Airport Frédéric Chopin (8km from the hotel) the easiest way is to go to the hotel by taxi, drive time 30 min, approximate charge 70/90 PLN (16,85 / 22€)</p> <p>Shared Taxis will be organised for the transfer back to the airport on Friday 7 June after the closing of the Annual Conference</p>
Registration	<p>Please register as soon as possible but certainly before 17 May 2013. <u>The online registration form is available on the EIRMA Website.</u></p> <p>The conference registration fee of 1290€ covers the cost of meeting facilities, refreshments, visit, lunches and dinners.</p> <p>Early bird fee (valid until 20th April 2013): 1100€</p> <p>Special additional charge for accompanying partner is 100€. This cost covers the visit and the dinner at the Restaurant T&M Jachacy Avangarda.</p>
Cancellations	<p>Please give as much notice as possible if you are obliged to cancel. We will refund the registration fee for cancellations received 72 hours before the conference.</p> <p>Unfortunately we have no control over the hotel's cancellation policy and you may be required to make full payment for cancelled rooms that remain unused.</p> <p>Names may be substituted at any time without charge.</p>