

## EIRMA 2017 CTO Forum

### “Fostering Intrapreneurship:

### The New Competitive Edge?”

26 October 2017, Empa Academy, Zurich, Switzerland

#### Summary

Rapid and cost effective innovation is the primary source of lasting competitive advantage in the 21<sup>st</sup> century. Intrapreneurship is an increasingly used in the business world describing the integration of entrepreneurial skills into (large) corporations to nurture a climate of radical or incremental innovation. However, integrating a new mindset into a well-oiled system requires preparation and presents some challenges to consider:

- n How to fight potential inertia and how to help people to adapt to changes when they are used to a particular system
- n How to support management and the organisational hierarchy to help them to successfully embrace the intrapreneurship shift
- n How to make sure that costs of failure are minimised while the rewards of success are maximised

This CTO Forum will focus on the cultural aspects of intrapreneurship, after a workshop in June about the process and technic aspects. Petr Krupanský, Chief Innovation Engineer at ComAp and chairman of this workshop will give us a summary of the discussion and outcomes.

#### Issues addressed

- n Can intrapreneurship be implemented into an organization or does it need room apart (separate organisation)?
- n How to create a climate where people have the opportunity to create new things?
- n How to tackle internal resistance from people and/or business units with their own objectives/agenda?
- n How can the CTO be a strong mentor to support intrapreneurial activities, removing obstacles and resistance?
- n Does an intrapreneurship approach need start-up coaches to foster people?
- n How much intrapreneurial culture can R&D bear?

#### Target Audience

Chief Technology Officers, Chief Scientists  
This event is on invitation only and limited to **30 participants**.

#### Chairman

**Carlos Härtel**, EIRMA Past President, CEO, GE Germany & Austria and Director GE Global Research Europe

Key themes	Innovation Processes
	Business strategy
	Intellectual Asset Management
	People and Knowledge
	Public frameworks

## PROGRAMME

Thursday 26 October 2017

- 12:45 *Meeting at lobby Sorell Hotel Sonnental for transfer to EMPA Academy*
- 13:15 - 14:00 *Welcome coffee and snacks*
- 14:00 - 14:15 **Welcome and introduction - Multi-functional room, 3rd floor**  
*Carlos Härtel, EIRMA Past President, CEO, GE Germany & Austria and Director GE Global Research Europe*
- 14:15 - 14:50 **Empa - How to create a place where innovation starts?**  
As an interdisciplinary research institute of the ETH Domain, Empa, the Swiss Federal Laboratories for Materials Science and Technology, conducts cutting-edge materials and technology research. Empa's R&D activities focus on meeting the requirements of industry and the needs of society, and thus link applications-oriented research to the practical implementation of new ideas.  
*Gian-Luca Bona, CEO, Empa*
- 14:50 - 15:25 **How to speed up innovation in your company: Lean, Agile and Fastwork process and technic aspects**  
On 16 June, EIRMA members met in Prague at ComAp for a workshop on "[How to speed up innovation in your company](#)". This workshop provided a set of case studies covering a range of innovation management processes, including Agile and Minimum Value Product methodologies. Attendees learned about how and why each of these processes was adopted, and the issues to consider in implementing them.  
Discussion sessions identified practical steps to move an organisation towards a more entrepreneurial approach. Petr Krupansky chaired this meeting and will give us his feedback about it.  
*Petr Krupanský, Chief Innovation Engineer, ComAp a.s*
- 15:25 – 16:00 *Coffee Break*



- 16:00 – 16:35 **The manufacturing revolution: taking 3D Printing from lab to shop floor**  
3D Printing – or more generally Additive Manufacturing – has been under development for several decades, primarily for rapid prototyping of plastic or metallic components. However, in recent years advances in technology, new material systems, and the development of new applications have brought 3D printing to a point where its use for series production has become feasible in several industries. In this talk we will present GE's

journey of taking 3D printing from a tool for lab applications to an essential manufacturing technology for performance critical jet-engine and power-plant components.

*Carlos Härtel, EIRMA Past President, CEO, GE Germany & Austria and Director GE Global Research Europe*

16:35 – 17:10

**How to get a large company to think and act differently? – Space, Mobility and Open Innovation**

Organisations often struggle with defining their vision for innovation, identifying their corporate “intrapreneurs” and embracing a learning culture. One of the key challenges for large companies is to find the right balance between exploration, experimentation and exploitation of new ideas, building the ecosystems for innovation and entrepreneurship. In this presentation, I will discuss the mix of three key elements - Co-working space, Mobility of scientists and engineers, and Open Innovation. In order to effectively harness the potential benefits of the ecosystems for innovation and entrepreneurship, companies need to build organisational culture and architecture for open innovation as learning organisations. Drawing on some examples, a variety of organisational and managerial practices as well as different types of open innovation strategies are discussed.

*Fumi Kitagawa, Lecturer in Entrepreneurship&Innovation, University of Edinburgh Business School*

17:10 – 18:00

**Open Discussion**

18:00 – 18:15

**Conclusion and wrap-up**

*Carlos Härtel, EIRMA Past President, CEO, GE Germany & Austria and Director GE Global Research Europe*

18:30 – 19:15

**Visit of Empa**

19:15 – 19:45

**Award Ceremony of the “European CTO of the Year”**

The “European CTO of the Year” award will be officially launched at the EIRMA Annual Conference on 18-19 May 2017 by EIRMA and Spinverse Ltd.

This award is annually given to a CTO who is both an inspiring leader and a competent technology developer. The winners are awarded in two categories in order to highlight that both SMEs and large corporations are needed to support technology-based growth in Europe.

The concept is pan-European and has been endorsed by Robert-Jan Smits, Director-General for Research and Innovation of the European

Commission: “Europe needs to celebrate those who advance technology and innovate. Initiatives like the “CTO of the year award” are very welcome as they lead to role models and further strengthen innovation in Europe”.

Nomination of candidates can be done at <http://www.ctoeurope.net/>

19:45

*Transfer to the hotel/restaurant*

20:30

**Dinner at the hotel**

22:00

**End of CTO Forum 2017**

## PRACTICAL ARRANGEMENTS

Venue	Empa Academy (NEST building) Ueberlandstrasse 129 8600 Dübendorf - Zwitterland
Accommodation	<b>Sorell Hotel Sonnentäl</b> Zürichstrasse 94/96 8600 Dübendorf - Zwitterland T +41 44 802 12 82 <a href="http://www.sorellhotels.com/sonnentäl">www.sorellhotels.com/sonnentäl</a> A block booking of rooms for the nights of 25 and 26 October 2017 has been made at the price of CHF 117.50 (single room, breakfast incl), CHF 200,00 (double room, breakfast incl). We recommend you to book your room <u>before 2 October 2017</u> . To book your room please complete the attached hotel registration form and <u>sent it directly to the hotel</u> .
Transportation	<b>To Sorell Hotel Sonnentäl</b> <b>From Zürich airport</b> , you can reach Dübendorf in 20 minutes by taking tram line 12 (direction Stettbach) . To reach Sorell Hotel Sonnentäl, get out at Ringwiesen stop. The journey by taxi takes about 10 minutes. Be aware of traffic problem on the route <b>By public transport:</b> Trains leave regularly from Zürich's main station in the direction of Stettbach station. From there it takes about 10 minutes to walk down Zürichstrasse until you reach Sorell Hotel Sonnentäl. Alternatively you can take bus numbers 743, 751 and 752 to Sonnentäl bus stop. <b>By car:</b> Leave the motorway from direction Zürich-St.Gallen at the Dübendorf exit. Follow the signs in the direction of Fällanden. Turn left at the large crossroads and turn into Zürichstrasse. Turn left at the Migrolino petrol station. After about 30 metres turn left again and drive over a small bridge. Sorell Hotel Sonnentäl is directly in front of you. 100 free parking spaces are at your disposal. <b>To Empa Academy by car:</b> From Zürich: A1 motorway; Exit «Wallisellen/Dübendorf» From Zürich-Kloten airport: A51 and A1 motorway; Exit «Wallisellen/Dübendorf» From St.Gallen and Winterthur: A1 motorway; Exit «Wallisellen/Dübendorf»
Registration	Registration cost for the event: <b>275 €</b> Please register <b>as soon as possible</b> but certainly before <b>16 October 2017</b> . The online registration form is available on the EIRMA Website. Registration will be closed after the <b>limit of 30 participants</b> is reached.
Payments	We prefer payment by bank transfers but can also accept credit card (Visa, MasterCard or American Express). All participants will receive confirmation letters and an invoice or receipt as appropriate.
Cancellations	Please give as much notice as possible if you are obliged to cancel. We will refund 50% of the registration fee for cancellation received 1 week before the meeting. Names may be substituted at any time without charge.



Sorell Hotel Sonntal

Zürichstrasse 94/96, 8600 Dübendorf

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[www.sorellhotels.com/sonntal](http://www.sorellhotels.com/sonntal)

**SORELL**  
HOTELS SWITZERLAND

Hotel booking form  
ref: EIRMA 17102526 (Empa CTO)  
25 – 26 October 2017

[sonntal@sorellhotels.com](mailto:sonntal@sorellhotels.com)

I would like to make a reservation in Sorell Hotel Sonntal here are my details:

First & Last Name: \_\_\_\_\_

Address & Zip code: \_\_\_\_\_

Company Name: \_\_\_\_\_

Invoice Address: \_\_\_\_\_

Phonenumber: \_\_\_\_\_

E-mail Address : \_\_\_\_\_

Arrival date: \_\_\_\_\_ Departure date: \_\_\_\_\_ Number of nights \_\_\_\_\_

- Room .. standard room for CHF 117.50/night, breakfast incl  
.. double room (for single use) for CHF 162.50/night, breakfast incl  
.. double room (for double use) for CHF 200.00/night, breakfast incl  
(Depends on availability, some are in the basement!)

Credit Card Type: \_\_\_\_\_ Credit Card Number: \_\_\_\_\_

Credit Card Expiration Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

(required to guarantee your confirmed reservation. Cancellation and no-show policies apply)

Reservations can be made until 2 October 2017. After this date the hotel cannot guarantee a hotel room availability at the indicated price..

**Cancellation Terms and Conditions:**

Cancellation up to 30 days before arrival	0%
Cancellation up to 14 days before arrival	50%
Cancellation up to 7 days before arrival	80%
Cancellation from 7 days before arrival	100%

Signature:

Date:

To be send to [sonntal@sorellhotels.com](mailto:sonntal@sorellhotels.com)