

# Research Matters...but how to sell it to your boss?

## Communicating internally the Value of R&I

Representatives' Round Table 29-30 January 2015

Hotel Silken Berlaymont Brussels, Belgium

### Summary

This Representatives Round Table will be dedicated to the communication of Research & Innovation value internally, taking into account two different aspects:

#### < **Communicating the value of new R&I programmes:**

A key challenge for R&I based companies is to ensure that all internal stakeholders are closely aligned on the potential value of a research programme.

How do we reach a **common understanding of value** between research and the business?

How do companies develop a **shared vocabulary to talk about risk and opportunity**?

How can R&I communicate clearly to ensure that realistic investment decisions are made on a rational basis with long-term focus? Do Finance tools provide a full picture of the potential that new research programmes offer?

#### < **Maximising the value of R&I**

The principal outcome of communicating the value of R&I programmes is to obtain investment. In an austerity environment where there is an ever-greater focus on budget management, how to make sure we choose the right innovation project?

How can the **different approaches to conducting innovation**, e.g. outsourcing, pre-competitive collaboration or central corporate innovation, be combined to create **an agile R&I strategy** and **maximize return on investment**?

### Issues addressed

- < What tools can we use to communicate value of innovations to the internal market?
- < Do we need different approaches to communicate the value of new products, services and new business models?
- < How do companies fit R&I to their company business model?
- < What can we learn from external investors about communicating value of R&I?

### Target Audience

Senior R&D Directors and Managers, Innovation and Technology Managers, R&D Strategic Analysts, Financial managers and Internal Communications in R&D.

We encourage Representatives to **invite Leaders from their Business Units.**

### Chairman

**Carlos Härtel**, EIRMA President and GE Managing Director Europe



## PROGRAMME

Thursday 29 January 2015

- 12:30 – 13:30      *Registration and Welcome Buffet Lunch at the Schuman Lobby*
- 13:30 - 14:00      **Welcome and introduction by EIRMA President:  
The value of industrial research – and why it's hard to quantify**  
GE experience in communicating the value of Research  
*Carlos Härtel, EIRMA President and GE Managing Director Europe*
- 14:00 – 14:45      **Global Innovation 1000: Proven Paths to Innovation Success**  
R&D spending is as ever under pressure and the success of corporate R&D is on every C-suite agenda. Yet wide disparities persist in how well innovation investments actually pay off. As a consequence, R&D is often seen as a black box, where large sums of money go in and innovative products and services only sometimes come out. One of the aims of Strategy&'s Global Innovation 1000 study has been to demystify the process—and to find universal principles that can be applied by any company, in any industry.  
*Nils Naujok, Vice President, PwC Strategy& Germany GmbH*
- 14:45 – 15:30      **R&I value-creation modes at Air Liquide : impact & accountability**  
This presentation will demonstrate with concrete examples how R&I is empowering internal customers and executives (financial, business units, etc.) by implicating them in the R&I value creation process. It will show different modes of value creation which are currently used to leverage the value of R&D in a resource-constraint business environment.  
*Olivier Delabroy, Vice-President R&D, Air Liquide*
- 15:30 – 16:00      *Coffee Break*
- 16:00 – 16:45      **Dupont de Nemours: communality of terminology between business and R&I**  
This presentation will discuss some latest approaches in place at DuPont de Nemours to drive R&D productivity across businesses and functions in a large company while ensuring a common terminology and approach.  
*Simone Arizzi, Technology & Innovation Director EMEA, DuPont de Nemours International*
- 16:45 – 17:30      **Chasing Strategic vs. Financial Returns: How Should Corporate Venture Capitalists Operate?**  
In the corporate venture capital (CVC) world, there is a continuum of participation levels ranging from active to less active depending on the aims and interests of the corporation. Google Ventures is often touted as the leader in the CVC space, but not every corporate is headed up by a visionary CEO with a keen understanding of the workings of venture capital and how it can often times directly contradict with the short term-ism that pervades the agendas of publicly traded companies. For corporations that are nevertheless interested in tapping into the vibrant start-up scene, there are many different engagement opportunities from the Intel Capital model to investing directly in venture capital funds that are optimized toward their corporate investors' interests. However, the question remains: how best should corporate venture capital enthusiasts frame themselves regardless of how active they are within the start-up ecosystem? How can they convince the CEO or other executives of the need to engage in CVC activities? Should financial or strategic interests reign supreme?  
*Erik Vermeulen, Senior Corporate Counsel, VP at Philips, Professor of Business & Finance Law at Tilburg University, Advisor on Innovation Ecosystems*

## PROGRAMME

- 17:30 – 18:00      **“Open Exchange”**  
Further discussion on the afternoon’s presentations
- 18:00                      *Closure of first day*
- 19:15                      *Gathering at Hotel Lobby and heading for the restaurant*
- 19:30                      **Dinner at Park Side restaurant**
- 22:00                      Back to the hotel

**Friday 30 January 2015**

- 8:30 – 9:00              **The Purpose & Role of Communications within Research, Development & Innovation at AkzoNobel**  
Following a brief overview of how Communications is organized within AkzoNobel, the talk will address questions about ‘what’, ‘why’, ‘how’ and ‘to whom’ we address communications regarding research, development and innovation to both internal and external audiences. It will describe the tools and channels that are used and identify success factors for reaching and satisfying audience needs.  
*Dale Laidler, Global Communications Leader, Research & Development, AkzoNobel*
- 9:00 - 9:45              **Life & Death – Communicating the Value of Innovation for a SME**  
For a SME focused on developing a ground-breaking technology, any error can mean the end of the company. The internal team needs to believe completely in the technology and the plan, and be able to sell the value proposition to investors and other external stakeholders. This presentation will discuss approaches developed to:  
- Build a compelling vision of the impact a new technology can have  
- Balance evidence generation activities for short-term and long-term needs  
- Gain insights into the real needs driving acceptance of innovation  
*Pierre Saelen, CEO, Pharma Diagnostics NV*
- 9:45 – 10:15              *Coffee Break*
- 10:15 – 11:30              **Interactive session on the value of EIRMA**  
After an introduction from the new Secretary General of EIRMA, the Representatives will brainstorm in small groups about the unique value that EIRMA brings to its members, and what they would like the association to be doing in the future for their organisation.
- 11:30 – 12:00              **How to manage your Return On Innovation Investment (ROI)?**  
This pretty straightforward and critically important question (investment in R&D and Innovation is under scrutiny in any company!) is quite difficult to answer well. The main challenges of managing ROI will be discussed, providing some examples of good practice and key factors for success.  
*Frederik van Oene and Michaël Kolk, Partners, Arthur D. Little*
- 12:00 – 12:30              **Wrap-up of interactive session in plenary session**
- 12:30 – 12:45              **Conclusion**  
*Carlos Härtel, EIRMA President and GE Managing Director Europe*
- 12:45 – 14:15              *Networking lunch*
- 14:15                      End of the meeting

## PRACTICAL ARRANGEMENTS

Venue & Accommodation	<p><b>Hotel Silken Berlaymont Brussels</b> Boulevard Charlemagne 11/19 – 1000 Brussels Tel : +32 (0)2 231 09 09 <a href="http://www.hotelsilkenberlaymont.com">www.hotelsilkenberlaymont.com</a> A block booking with special rates have been secured in Hotel Silken Berlaymont The rate for a single room is <b>159€</b>, breakfast and service included. <i>To book your room please complete the attached room registration form and sent it directly to the hotel by 10 January 2015.</i></p>
Dinner	<p>Departure at 19:15 from the hotel lobby on Thursday 29 January to the restaurant Park Side Avenue de la Joyeuse Entrée 24, 1040 Brussels tel: + 32 (0)2 238 08 08 - <a href="http://www.restoparkside.be/fr/">http://www.restoparkside.be/fr/</a></p>
Transportation	<p>The hotel is close to European Commission “Berlaymont” building at the Rond Point Schuman. <b>From Brussels Airport:</b> - By taxi it takes 20 – 30 minutes (about 25€) - By Airport Express with bus number 12. The bus leaves from the Airport Zaventem and takes you directly to the Schuman Rond Point (about 20-30 minutes), 2 minutes walking to the hotel - By train – Brussels Airport Express - to Central Station (up to 4 trains an hour). <b>From Central Station:</b> - By metro, take directly line 1 or 5 direction H. Debroux or Stockel / Stokkel. 4th stop Schuman, 2 minutes walking to the hotel. <b>From South Station (Gare du Midi - Zuidstation):</b> - By metro, take line 2 or 6: direction Simonis (Elisabeth), change direction at Arts-Loi / Kunst Wet, take line 1 or 5 direction H. Debroux or Stockel / Stokkel, 2nd stop Schuman, 2 minutes walking to the hotel</p>
Registration	<p>Please register <b>as soon as possible</b> but certainly <b>before 19 January 2015</b> <u>The online registration form is available on the EIRMA Website</u></p> <p>The meeting registration fee of <b>685€</b> covers the cost of meeting facilities, get-together dinner and lunches. <b>EARLY BIRD fee until 22 December 2014: 550€</b>- enjoy a 20% discount.</p>
Payments	<p>We prefer payment by bank transfers but can also accept credit card (Visa, MasterCard or American Express). All participants will receive a confirmation letter and an invoice or receipt as appropriate.</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 <b>72 hours</b> before the meeting. 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. Names may be substituted at any time without charge.</p>



**ROOM RESERVATION FORM**

HOTEL SILKEN  
**BERLAYMONT**  
BRUSSELS

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**Blvd. Charlemagne 11-19**  
1000 Bruxelles  
Tel.: 32 (0)2 285 41 77 - Fax.: 32 (0)2 285 41 78

HOTEL REGISTRATION FORM  
**EIRMA**

PLEASE RETURN BY 10<sup>th</sup> January 2014 (12 AM) TO

Email: [booking.berlaymont@hoteles-silken.com](mailto:booking.berlaymont@hoteles-silken.com)

**Booking Code EIR280115 - From the 28<sup>th</sup> to the 30<sup>th</sup> January 2015**

Dear Sir/Madam,

Could you reserve..... Room(s)

for Name(s) .....

Arrival date: ..... Departure Date: .....

- Comfort Room, Single occupancy at € 159 per night including buffet Breakfast, excl. city tax
- Comfort Room, Double occupancy at € 179 per night including buffet breakfast, excl. city tax
- \*Silken Club King at € 189 single occupancy / € 209 double occupancy per night including buffet breakfast, excl. city tax

\*Silken Club King rooms including free parking, free access to the Relax Spa, free local telephone calls, welcome drink in the bar, coffee & tea making facilities and choice of newspaper and 20% discount on the total bill in our restaurant for lunch or dinner.

These prices are excluding 7.15€ city tax per room, per night.

In order to confirm this reservation, please provide us with your credit card details :

Credit card type..... Card number .....Expiry date.....

**(Your reservation is kept for late arrival, in case you do not arrive or do not cancel before 18:00, 3 days prior to the arrival date, your credit card will be charged for the first night)**

Surname .....

Fax :.....

First name(s) .....

Phone.....

E-mail :.....

Date and place of signing

Signature

.....

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EIRMA has reserved a limited number of rooms from 28<sup>th</sup> to the 30<sup>th</sup> January 2015. As soon as our allocation of rooms are booked, the Silken Berlaymont Brussels will not be able to guarantee availability at our negotiated rates and reservations will be made on prevailing rates at the time. Please ensure that you reserve your room early. Our rates are exceptional. All non-confirmed rooms will be released by 10<sup>th</sup> January 2015, 12AM. All above hotel rates include tax and service charges and are subject to change without prior notice.