

Finding THE Performance Indicators in KPIs

Round-Table Meeting, 23 March 2012

Krone Unterstrass Hotel, Zürich, Switzerland

Summary

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, focusing on the processes that are in place to identify which KPIs are the most valid for the organisation.

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

Issues addressed

- < Explore the 'right' KPIs for the right environment taking into account the maturity of the organisation, 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 use or not in an organisation?
- < Testing R&D or technology KPIs within a wider organisation as a tool for continuity and stimulation of the employees' and organisation's behaviour over time
- < How to measure more broadly than only R&D KPIs? How to keep it simple?
- < 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?
- < How to communicate effectively between managers and employees for making the change that is needed? How to make people aware that a move is necessary between all parties of the organisation?

Target Audience

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

Chairman

Lars-Gunnar Aufrecht, Controller, ABB Corporate Research Scandinavia

8 Online registration **until 13 March 2012**

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

Key themes

Innovation Management

Business strategy

Research Asset Management

People and Knowledge

Public frameworks

PROGRAMME

Thursday 22 March 2012

19:30 Get-together Dinner

Friday 23 March 2012

08:30 *Registration*

09:00 – 09:05 Welcome
Ms. Camille Roy, Programme & Members Relations, EIRMA

09:05 – 09:25 **Introduction** by Chairman
Mr. Lars-Gunnar Aufrecht, Controller, ABB Corporate Research Scandinavia

09:25 – 10:10 **KPIs as instruments for motivating researchers and communicating to stakeholders**
Mr. Roger Dijkmans, Director, VITO

- < KPIs used in a research and technology organization
- < How stakeholders of a research and technology organization look at KPIs
- < How KPIs can be "translated" to business units/department objectives
- < How KPIs can stimulate individual researchers to do the right things

10:10 – 10:55 **Managing Project Portfolio & Financial Performance at Umicore Group R&D**

- < Project Origination & business case
- < Qualitative aspects: Project and Portfolio Management
- < Quantitative aspects: Financial performance management
- < The way forward: integrated Portfolio Management at Umicore Group-level
- < Focus on future R&D rewards
- < Tool Integration & indicator reporting

Mr. Cédric Thiry, Finance and Business Process and **Mr. Geert Olbrechts**, Senior Technology Portfolio Manager, CTO Organisation, Umicore Group Research & Development

11:00 – 11:20 *Coffee Break*

11:20 – 12:20 **“Knowledge Café”**
Further exchanges on the presentations from the morning session

12:20 – 13:30 *Lunch*

13:30 – 15:30 Case studies from various industries

B to B case studies

13:30 – 14:00 **An “outside in” approach from market to R&D**
This presentation will highlight how SKF is taking their customers' future needs from the market side to R&D. It will share the experience of R&D working closely with the market environment.

- < How to track and integrate customer needs into R&D project
- < Brief overview of how SKF is doing it from a customer and market side
- < KPIs focused on the customer, the "portfolio oriented approach"
- < Interaction between NCO (New Customer Offer) and NMO (New Market Offer)

Dr-Ing. Ingo Schultz, Innovation and Project Management
Application Engineering / New Business, SKF

- 14:00 – 14:30 **Moving to Market-Driven R&D: Indicating the Value of Science**
- < How can R&D's KPIs translate to value for the organisation?
 - < Which metrics best represent added value?
 - < Who should be responsible for KPIs?
 - < Using KPIs to drive organisational change
- Mr. Chris Shilling, Innovation Agent, NewHowKnowHow, formerly Pfizer and Novartis*
- B to C case studies**
- 14:30 – 15:00 **Measuring the Innovation Performance at Nestlé**
- More information will be available later
- Mr. Stephan Dobrev, Portfolio Manager for R&D, Nestlé*
- 15:00 – 15:30 **Speeding up of Innovation in a Group composed by various Business Units: the example of Groupe SEB**
- < Animation of Innovation
 - < Strategic Vision
 - < KPIs used in the Group
- Dr. Jean-Christophe SIMON, General Director for Innovation, Groupe SEB*
- 15:30 – 16:15 **Carroussel for Knowledge Capture**
1. What is the most interesting learning for you today? Why?
 2. Have you identified a key take away for application, which one?
 3. What are the pending questions for you on the topic?
- 16:15 – 16:30 **Wrapping up and conclusions by Chairman**
- Mr. Lars-Gunnar Aufrecht, Controller, ABB Corporate Research Scandinavia*
- 16:30 End of the meeting

PRACTICAL ARRANGEMENTS

Venue & Accommodation	<p>Krone Unterstrass Schaffhauserstrasse 1 8006 Zürich Switzerland Tel +44 360 56 56 http://www.hotel-krone.ch/</p> <p>EIRMA will book accommodation as required on behalf of participants. The rate for a single room is 204CHF (≈170€), breakfast and service included, <i>to be paid directly to the hotel.</i></p>
Dinner	<p>Restaurant to be communicated later on</p>
Transportation	<p>From Zurich Kloten airport:</p> <ul style="list-style-type: none">- By Public Transportation: Take train from Kloten airport to Hauptbahnhof (+/- 10 min.) change to tram 11 direction <i>Messe/Hallenstadion</i> (green) or tram 14 direction <i>Seebach</i> (blue). Get off at the third stop: <i>Kronenstrasse</i>. The hotel is right next to the tram stop.- By Taxi: 15 min (approx. 60CHF) <p>From Zurich Main Station (Hauptbahnhof) Take tram 11 direction <i>Messe/Hallenstadion</i> (green) or tram 14 direction <i>Seebach</i> (blue). Get off at the third stop: <i>Kronenstrasse</i>. The hotel is right next to the tram stop.</p> <p>The nearest tram stop: 'Kronenstrasse' for tramlines 11 and 14 Shuttle service available on request (see hotel's contact details)</p>
Registration	<p>Please register as soon as possible but certainly before 13 March 2012. <u>The online registration form is available on the EIRMA Website.</u></p> <p>The meeting registration fee of 480€ covers the cost of meeting facilities, refreshments, breakfast, lunch and dinner.</p> <p><i>Special fee for Speakers: 240€ or 1 gratuity (subject to agreement by Operations Team)</i></p>
Payments	<p>We prefer payment by bank transfers but can also accept credit card (Visa, MasterCard or American Express) and cheques provided this is at no cost to the Association. All delegates will receive confirmation letters 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 72 hours 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.</p> <p>Names may be substituted at any time without charge.</p>



REGISTRATION FORM

Finding THE Performance Indicators in KPIs
Round-Table Meeting, 23 March 2012, Krone Unterstrass Hotel,
Zürich, Switzerland

8 Online registration on EIRMA Website: <http://www.eirma.org>

Have you noticed the NEW on-line registration form? Simple and secure!
However, if you have no or limited access to internet, you may return the form below
before 13 March 2012 to EIRMA - 46, rue Lauriston, 75116 Paris, France
By fax: + 33 (0)1 47 20 05 30 or e-mail to altanguy@eirma.asso.fr

First Name: (Prof./ Dr./ Mr./ Mrs.)

Last Name:

Position:

Company:

Address:

ZipCode: City:

Country:

Tel: Cell:

E-mail:

Assistant's e-mail:

- I will / will not attend the meeting on 23 March 2012
- I will / will not attend the welcome dinner on 22 March 2012
- I will / will not require hotel accommodation for the night of 22 March 2012
- (See 'Practical arrangements')

Event's fee: 480€
 Speakers: 240€ or one gratuity
 The meeting registration fee covers the cost of meeting facilities, refreshments, dinner and lunches.
 To be paid by Bank Transfer, Card (Eurocard, master, Visa, Amex) or Cheque.

Mode of Payment

Card (Eurocard, master, Visa, Amex)
 Card Number:
 Exp. Date: / Security Code:

Cheque

Bank Transfer
 Account N° 000 1034 1701
 Crédit Industriel et Commercial - 34, avenue Marceau - F 75008 Paris
 Code Banque 30066 - Code guichet 10481 - Clé 46 - Domiciliation Paris Marceau
 IBAN: FR 76 3006 6104 8100 0103 4170 146 - BIC: CMCIFRPP
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