MANAGING THE OPEN INNOVATION ECOSYSTEM: EXPLORING THE BOUNDARIES

2014 Representatives’ Round Table Meeting, 23-24 January 2014
Radisson Blu Royal Hotel, Brussels, Belgium

Summary
In the 10 years since Henry Chesborough’s book was published, Open Innovation has become a key consideration in planning and executing industrial R&D. But what has experience taught us about the limits of this approach? In this meeting we will examine key issues in establishing a successful open innovation strategy, including:

- The boundary conditions to Open Innovation, and the change in emphasis from sharing to owning
- Understanding the different perspectives on open innovation, considering the role and approach of different players coming from industry (including B2B companies), academia, start-ups and government, as well as not-for-profit/charitable organisations.
- Matching high-level objectives to operational realities. Getting agreement on overcoming IP and trust concerns at senior management levels and translating that to effective collaboration.
- Structuring open innovation. Examining different approaches to organising and enabling it, ensuring that effort is aligned internally and between partners. In particular, approaches to navigating the pitfalls of knowledge and technology transfer in asymmetric alliances.
- Preventing innovation anarchy: how does OI fit with Personal Innovation? Where organisations provide for employees to follow their own innovation projects, there is a need to ensure that this complements rather than hinders open innovation. Within a very large open environment, there are different structures and rules of engagement that could enable understanding between the actors whilst retaining control. Do different cultures have different expectations of practising open innovation?

Issues addressed

- What is the skill set required to manage Open Innovation? How is it different from internally driven R&D?
- How do organisations capitalise on alternative structural approaches e.g. “free radicals”?!
- What methodologies drive effective OI processes? Are there maturity models that apply to OI?
- What’s the role of OI in developing new Business Models?
- How can companies partner successfully with start-ups and SMEs?
- Preserving the value of both parties in M&A; successfully combining R&D pipelines, people and cultures
- What methodologies and processes enable effective knowledge transfer in a global environment?

Target Audience
Senior R&D Directors and Managers, VP Open Innovation, Innovation and Technology Managers, R&D Strategic Analysts, Financial managers in R&D, Human Resources Managers in R&D.

Chairman
Carlos Härtel, EIRMA President and Managing Director
GE Global Research Europe

Key themes

- Innovation Processes
- Business strategy
- Intellectual Asset Management
- People and Knowledge
- Public frameworks
Thursday 23 January 2014

12:30 – 13:30  Registration and Lunch Buffet

13:30 - 13:45  Welcome and Introduction
   Carlos Härtel, Managing Director GE Global Research Europe, EIRMA President

13:45 – 14:15  Open Discussion on EIRMA members engagement

14:15 – 14:30  Feedback from EIRMA Taskforce on “Responsible Innovation”
   Update on EU-funded project “Hekate”
   Monica Schofield, Director International Cooperation & EU Office, TuTech GmbH

14:30 – 15:15  Open Innovation and RTO - examples and cases from VTT
   - Different levels of open innovation - different levels of openness
   - Open innovation in strategic partnerships - some examples where VTT has different kind of partnerships with companies
   - Open innovation in programmes
   Iiro Salkari, VP Business Development, VTT

15:15 – 16:00  Insight from a Start-up cooperating with a large aeronautic company
   - Steps taken and decisions made before foundation
   - The internal research project “GroLaS” (Flying without landing gear)
   - Chances and risks connected to the cooperation with large companies
   - Outlook to a way forward
   Till Marquardt, Mb+Partner - Luftfahrt Technologie, spin-off of the Technical University of Hamburg-Harburg

16:00 – 16:30  Coffee Break

16:30 – 17:15  Israel’s secret sauce: What are the routes of Israel’s dynamic innovation scene and what lessons can we learn from it?
   What are the reasons behind Israel’s position which is, according to Bill Gates, the “world’s leading high-tech community, after Silicon Valley”?
   Is it Technology Education? Financial Investments? Immigration? Or are there other Social Reasons behind it?
   The speaker is involved in initiating collaboration between Europe and the Israeli High-Tech Industry, and he represents the Technion University, one of the engines behind Israel’s innovativeness.
   Jacob Kurtz, Director of Kurtz Marketing and Management and Chairman, the Technion Society of the Netherlands

17:15 – 18:00  “Knowledge Café”
   Discussion on afternoon presentations and capture of main highlights

19:15  Gathering at Hotel Lobby and heading for the restaurant

19:30  Dinner

22:00  Back to the hotel Radisson Blu
Friday 24 January 2014

8:30 – 9:15  Open Innovation at Work – Happy and Sad Stories
A browse over ten years of Open Innovation practice at Solvay. Is Open Innovation something more than a fashion wave or a cyclical R&D practice at all? What's the next Innovation buzz? Let's browse and learn...
Léopold Demiddeleer, Corporate Advisor, Solvay Innovation Center

9:15- 10:00  Is there a tendency to less Open Innovation?
Recent insight developments in the IMEC IP Business
IMEC has already for almost 30 years a rather open innovation model and often poses the question whether we could even be more open, obviously in reflection of the feedback received by all the partners in the ecosystem (industry, universities, governments). While IMEC tries to give open innovation prominent place in its IP strategy, there seems to be a tendency towards less open approaches while the exploration of more open models on IP level seem harsh to implement.
Vincent Ryckaert, European Patent Attorney, IP Business and Intelligence Director, IMEC (Interuniversity MicroElectronics Center)

10:00 – 10:30  Coffee Break

10:30 – 11:15  SME R&D expectation management - working with big international groups
Cooltech Applications is a Start-Up entering its 11th year before producing a global first product in 2014 – Magnetic Refrigeration – which is CFC free & consuming ~50% less energy in supermarket food display cabinets, relative to existing compressor technology.
Some of the challenges faced will be briefly explained & what this mean for co-development, eg Big groups ‘outsourcing Advanced R&D’, EU and National projects. The presentation will show some of the different recent experiences.
Timothy Lorkin, Director Advanced Research & Development, Cooltech Applications

11:15 – 12:00  “Knowledge Café”
Discussion on morning presentations

12:00 – 13:30  Lunch at hotel Radison Blu

13:30 – 14:15  Tapping the minds of the crowd
Why is there a necessity to go open? What are effective ways to tap the minds of people outside of your organizational boundaries? What are success stories and pitfalls of these methods? What methodologies drive effective OI processes? What methodologies and processes enable effective knowledge transfer in a global environment?
Falk Wottawah, Head of Visioning & Scouting, Siemens

14:15 – 15:00  Open Innovation at DSM: Progress and Learnings
The Open Innovation funnel will be briefly explained by focusing on selected elements, covering both outside-in and inside-out perspectives. The presentation will describe DSM’s experiences in Corporate Venturing - the number of business plans reviewed over the years, the number of investments done and how the current portfolio of companies is performing. The development and benefits of Chemelot - an ecosystem of multiple companies all gathered in the vicinity of DSM in the Netherlands - will be specifically presented. Finally, it will highlight the rapid development of DSM’s Emerging Business Areas (EBA’s) - partly due to taking an open innovation approach - with shared learnings.
Sjoerd de Jager, Innovation Excellence, DSM

15:00 – 15:30  Open discussion on afternoon presentations and wrap-up conclusion
Carlos Härtel, Managing Director GE Global Research Europe, EIRMA President

15:30  End of the meeting
Carlos Härtel, Managing Director GE Global Research Europe, EIRMA President

Dr.-Ing. Carlos Härtel is Managing Director of the GE Global Research Center Europe in Garching München, Germany. He took his current position in June 2007, after having served as manager of the Laboratory for Alternative Energies at the Research Center since 2003.

Prior to joining GE, Dr. Härtel held positions as scientist and manager in the development of gas turbines at Alstom (Schweiz) AG.

He studied mechanical engineering at RWTH Aachen and at the Technical University of Munich. He received a doctorate from the Deutsches Zentrum für Luft- und Raumfahrt (German Aerospace Center), Göttingen, and spent several years in research at ETH Zurich, where he qualified as a university lecturer in 1999.

Dr. Härtel owns several patents and has published over fifty scientific papers. He is the President of EIRMA.

Monica Schofield, Director International Cooperation & EU Office, TuTech GmbH

Monica Schofield is Head of the EU Office at TuTech Innovation GmbH – a company owned jointly by Hamburg University of Technology and the Free and Hanseatic City of Hamburg whose mission is to promote effective transfer and exploitation of scientific and technical knowledge.

Monica joined TuTech in 1999 after 18 years of working as an engineer and R&D manager mainly in the field of robotics and industrial automation in industry, large and small, in Sweden, UK and Germany, having commenced her career with ASEA/ABB in 1982.

Since 1999, aside from providing practical support for researchers and SMEs wishing to work on collaborative projects, she has been an active interlocutor between research, industry and policy makers at a regional and European level.

Iiro Salkari, VP Business Development, VTT

Mr. Iiro Salkari acts as a Vice President, business development, at VTT – Technical Research Centre of Finland. In his work he is responsible for business development related to Smart Industry and Energy Systems business area with 850 professionals.

Prior to the current assignment Iiro has worked as a head of production economics research area at VTT and he has 15 years’ experience from different positions in research and development projects concerning service business, value chains and processes in manufacturing industry.

Till Marquardt, Mb+Partner - Luftfahrt Technologie, spin-off of the Technical University of Hamburg-Harburg


He is managing partner of mb+Partner Luftfahrttechnologie since 2008 offering aviation engineering services and consultancy.

He also lectures at the University of Applied Sciences Hamburg since 2009.
SPEAKERS

Jacob Kurtz, Director of Kurtz Marketing and Management and Chairman, the Technion Society of the Netherlands

Kobi Kurtz is the founder and director of Kurtz Marketing & Management, a business development consultancy group active between Israel and the Netherlands. He also serves as Chairman of the Technion Society of the Netherlands.

After obtaining a degree in Electrical Engineering at the Technion – Israel Institute of Technology, and serving as an officer in the Israeli Airforce, he worked as an R&D Manager for Rokar International and Optrotech, developing navigation systems and inspection technologies, respectively, and gaining valuable experience in the Israeli high tech industry.

He then obtained his MBA from the Rotterdam School of Management (Erasmus University) and founded Kurtz Marketing & Management (KMM) in 1992. Through KMM, a Rotterdam-based business development company, Kobi has been assisting high-tech and life sciences companies to reach their full potential by bridging the gap between technology and marketing; and by exploring and capturing global opportunities.

In 2008 Kobi Kurtz founded and became the Chairman of the Technion Society of the Netherlands, creating collaborations between the Technion and Dutch Industry and Academia.

Léopold Demiddeleer, Corporate Advisor, Solvay Innovation Center

Dr Léopold Demiddeleer has a PhD in Physical Chemistry from the Brussels University and is currently executive V.P. and co-chairman of the New Business Board of SOLVAY, a Belgian pharmaceutical & chemical group with a global reach.

Having started his career in 1976 by teaching mathematics and physics, he joined the SOLVAY company in 1981. Starting in catalyst research, he successively led different R&D entities of the group - polyethylene, high performance materials, global polyolefin’s research- before being appointed New Business Development Director in 2000.

Dr Léopold Demiddeleer is currently the President of the EIRMA Governing Board and sits at the Advisory Board of 2 Venture Funds (Pangaea II - Vancouver and Conduit Ventures Ltd - UK). He is also Board Member of the start-up in the field of Printed Electronics (Plextronics - USA). He is also involved in academic strategic committees at Georgia Tech (Atlanta - USA) and CEA (Grenoble - France).

Vincent Ryckaert, European Patent Attorney, IP Business and Intelligence Director, IMEC

Vincent Ryckaert received his Civil Engineer Degree and his PhD Degree in Applied Science for his work in Industrial Automation at University of Leuven. Vincent joined IMEC’s patent group within IMEC Business Development, and was mainly assigned to patent applications in the field of Electronic Design Automation, Telecommunication and Multimedia.

He became head of the IPAI (Intellectual Property for Ambient Intelligence) section of the patent group. Vincent qualified as European Patent Attorney. He also has followed in-depth training in US Patent, Licensing Law and further developed in-depth expertise in the field of so-called software enabled patents both in accordance with EPO and USPTO practices.

He received his diploma on Litigation of European Patents from the University Robert Schuman, Strasbourg, Center for Intellectual Property Studies.

Since 2009 his efforts at IMEC are directed towards IP business and intelligence work and therefore further specializes in topics as IP Due Diligence, Patent Opinions and strategies, arbitration, role of IP experts in business disputes. He got an extra qualification to act as court expert and followed training in arbitration and offers since 2011 also free-lance consultancy services thereon via his own TIPEAS BVBA.
Timothy Larkin, Director Advanced Research & Development, Cooltech Applications

Timothy Larkin has been working 20 years internationally in Automotive & Aerospace ‘systems integration engineering’. In the past, he held several positions: Technical Expert at Bosch with a background in ‘Mechatronic’ ESP, EHB brake systems (Ford, Allied Signal, Robert Bosch, GE Aviation), Inst. Engineering & Technology (UK) Chartered Engineer as well as member of different committees (PGCU – eg Smart Grids).

In 2007, he became an entrepreneur with an MBA & he was Researcher - ‘Innovation in France’ at HEC Paris until 2011. After that, he joined Cooltech to develop Magnetic Refrigeration (Design Office & Test) and more recently Business Development eg Sell a largely unknown magnetic refrigeration technology, to the soon to be convinced suppliers & end users - Globally.

Falk Wottawah, Head of Visioning & Scouting, Siemens

Falk Wottawah studied research in biophysics at University of Würzburg, University of Texas at Austin, and University of Leipzig between 1998 and 2006.

He got his Ph.D in 2006 and started to work for Siemens Management Consulting as Consultant and Project Manager until 2012. In 2012, he became Project Manager for Siemens Corporate Technology, Central Projects.

Since 2012, he is Head of Visioning & Scouting for Siemens Corporate Technology, Technology & Innovation Management.

Sjoerd de Jager, Innovation Excellence, DSM

Sjoerd is part of the Excellence in Innovation team at the DSM Innovation Center. The Excellence in Innovation team is responsible for accelerating DSM’s efforts to become an intrinsically innovative company and achieve the company’s ambitious innovation targets. In this role, Sjoerd works with the Top 50 Innovation projects across DSM, supports its (internal) ventures portfolio, and is currently involved in a cross-DSM Open Innovation project.

Before joining DSM in 2013, Sjoerd held a business development position at a research institute and worked as a strategy consultant in the chemical, telecom and healthcare industry. Furthermore he co-founded 2 start-ups.

Sjoerd graduated cum laude in Industrial Engineering and Management at Eindhoven University of Technology and his thesis on corporate venturing was recently published in R&D Management. He is passionate about start-ups, corporate entrepreneurship and commercializing game-changing technology.
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PRACTICAL ARRANGEMENTS

Venue & Accommodation
Radisson Blu Royal Hotel
Rue du Fosse-aux-Loups 47
1000 Brussels – Belgium
Tel: +32 (0)2 219 28 28
http://www.radissonblu.com/royalhotel-brussels

EIRMA have booked accommodation as required on behalf of participants. The rate for a single room is **169€**, breakfast and service included, **to be paid directly to the hotel**.

Dinner
Departure at 19:15 from the hotel lobby on Thursday 23rd January
Restaurant
Belga Queen Brussels
Rue Fossé aux Loups 32 - 1000 Brussels - Belgium
Tel: + 32 (0)2 217 21 87
www.belgaqueen.be

Transportation
From Brussels Airport:
Airport Express trains depart every 15 minutes and take only 20 minutes to reach Brussels Central Station (Gare Centrale), which is only a few hundred metres from the property.

From South Station (Gare du Midi - Zuidstation):
Trams depart every 10 minutes and take only 10 minutes to reach De Brouckère Station or Central Station. Take Tram 3 (direction Esplanade) or Tram 4 (direction Gare du Nord) and disembark at Central Station or De Brouckère. The property is a short walk from either station.
More details for directions here:
http://www.radissonblu.com/galleries/radisson/PDF/BRUZH/Directions-to-BRUZH.pdf

Cancellations
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.
Names may be substituted at any time without charge