

“BACK TO THE FUTURE” STRUCTURING THE ORGANISATION TO DELIVER RESULTS

EIRMA 2012 Representatives’ Round Table - 26 & 27 January 2012
Le Mas d’Artigny, St-Paul-de-Vence, France

Summary

Creating an agile R&D organisation that can balance internal and external resources is a challenge that all organisations are facing today. Understanding what key competences are needed now, which will be needed in the future, and which can be bought as needed is a difficult and ongoing planning activity. As well as evolving operational needs, companies must be able to anticipate and respond to a constantly changing business environment.

The 2012 Representatives’ Round Table will discuss how R&D organisations deliver value across established and emerging business areas, and how they manage the complexity of innovation on an industrial scale.

The presenters will share their experiences of different models for structuring organisations, highlighting key successes and learnings where things did not go as planned.

Issues addressed

- < How to create new businesses and new business models that are innovative and profitable?
How to get innovation right in a complex business environment?
- < What is the impact of de-centralised versus centralised approaches? What is the organisational relationship between R&D and Innovation?
- < Experiences from different models applied to diverse industries (R&D into start-up forms, pharmaceutical industry, etc.) How to go beyond silos; internal SMEs or SBUs?
- < Creating and sustaining competences in order to improve innovation capabilities
- < How to improve the various working aspects of environment for R&D people?
- < How is the European approach to creativity reflected in R&D organisations?

Target Audience

Senior R&D, Innovation, Technology Directors and Managers, but this Representatives’ Round Table is also an opportunity for senior R&D managers to bring “first line” managers.

Chairman

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

8 Online registration **until 9 January 2011**
On EIRMA Website: <http://www.eirma.org>

Key themes

Innovation Management

Business strategy

Research Asset Management

People and Knowledge

Public frameworks

PROGRAMME

Thursday 26 January 2012

- 12:30 – 13:45 *Registration and Lunch Buffet*
- 13:45 - 14:00 Welcome and Introduction
Dr. Léopold Demiddeleer, EIRMA President & Senior Executive Vice President and General Manager Future Businesses, Solvay
- 14:00 – 14:45 **Organizational relationship between R&D and innovation in a FMCG company**
 - Role of the different parts of R&D in the innovation process
 - Design for the business challenge
 - Criteria to evaluate organizational options**Carla Hilhorst**, Vice President R&D, Global Regulatory Affairs, Unilever
- 14:45- 15:30 **Organisational Alchemy: Looking for the Perfect Pharma Industry Model**
 - Review of different organisational structures used in pharma & biotech R&D
 - Assessment of the correlation between organisational structure and productivity
 - Examination of an operational framework to supercede organisational structure**Chris Shilling**, Innovation Agent, NewHowKnowHow, formerly Pfizer and Novartis
- 15:30 – 16:00 *Coffee Break*
- 16:00 – 16:45 **Lean R&D: creating a problem-solving organization**

In 2009, Vaisala started on a journey to improve the efficiency and effectiveness of their R&D organization. In this case study they will share with you how they went searching for the 'right lean for R&D', their selected approach for long term sustainable improvements, and a review of the implementation journey.

The case study will end with a description of the new organization and new ways of working, and the lessons we learned along the way.

Jorrit de Groot, Head of Business Operations, Vaisala
- 16:45 – 17:30 **How to get the innovation right in the complex times: what can we learn from mistakes?**
 - Strategic decisions and strategic decision process including leadership
 - Fitness of the organization structure
 - Competition on human resources and skills
 - Flexibility and change management**Georges Wanet**, Senior Advisor to the CEO of Infrabel, Professor of Strategy at the Brussels Free University and Solvay Business School Economics and Management
- 17:30 – 19:00 **“Knowledge Café”**
 - Discussion on presentations and capture of main highlights
 - Debate on “how to improve the various working aspects of environment for R&D people” with input from EIRMA survey “New Ways of Working: How to re-invent Innovation Workspace”, facilitated by **David Leon**, Director, David Leon and Associates Ltd
- 20:00 *Dinner*

PROGRAMME

Friday 27 January 2012

- 8:30 – 9:15 **How Arçelik Managed Distributed R&D in a Fast Growing Company**
- Internal and external affecting factors organizational structure
 - How we keep the dynamism while keeping central competencies as a source of innovation
 - Looking to the future
- Dr. Cemil Inan, R&D Director, Arçelik*
- 9:15- 10:00 **Adjusting R&D of an engineering company to a changing business environment**
- Integration of R&D into the marketing and sales approach
 - R&D support of customer service for upgrading and optimization of existing facilities
 - Establishment of internal network structures, including R&D experts for specific issues
 - Cooperation with external R&D units working upstream or downstream on production chains
- Manfred Morper, Process Development, Research & Development, Linde*
- 10:00 – 10:30 *Coffee Break*
- 10:30 – 11:15 **Corporate Venturing as a way to help the organisation to deliver results**
- How to structure Corporate Venturing in large organisations
 - Which are the specific skills that you need to improve innovation
 - Impact on the way of working
- José Ramon De Iracheta Ruiz, VP of SCA Hygiene Venture Group and Country Manager for SCA in Spain*
- 11:15 – 11:45 **“Knowledge Café”**
Discussion on morning presentations and capture of main highlights
- 11:45 – 12:15 **Extraordinary General Assembly**
For Representatives or Alternates of member companies
- 12:15 – 12:30 Update on the present state of the Brazil Focus Group
Prof. Dr. Dietmar Theis, chairman of the Focus Group, formerly Siemens, honorary professor at Technical Univ. Munich
- 12:30 – 12:45 Conclusion by *Dr. Léopold Demiddeleer*, EIRMA President & Senior Executive Vice President and General Manager Future Businesses, Solvay
- 12:45 *Lunch*
- 14:30 End of the meeting

PRACTICAL ARRANGEMENTS

Venue & Accommodation

Le Mas d'Artigny
Chemin des Salettes
06570 Saint-Paul-de-Vence
France
Tel: +33 (0) 4 93 32 84 54
www.mas-artigny.com

EIRMA will book accommodation as required on behalf of participants. The meeting fee includes one night accommodation at Mas d'Artigny (Thu. 26th January), breakfast, lunches, dinner and service.

The rate for an additional guest (double room) is 250€ including breakfast, lunches and dinner, to be paid to EIRMA.

Transportation

The hotel is close to Nice International Airport and can be reached by taxi. Gate A1 (Terminal 1), Gate A3 (Terminal 2)
Approximate fare to Saint Paul de Vence: 50€
Central Taxi Riviera Nice : +33 4 93 13 78 78

Registration

Please register **as soon as possible** but certainly before **9 January 2012**. The online registration form is available on the EIRMA Website.

The meeting registration fee of **750€** covers the cost of meeting facilities, refreshments, all lunches and dinners, as well as, one night accommodation at 'Le Mas d'Artigny' on Thursday, January 26th.

Speakers benefit from a special fee of 375€ or one gratuity.

The additional charge for an accompanying partner is 250€. This cost covers meals for the duration of the event and one night accommodation, and is also payable to EIRMA. Any additional costs (extra nights, meals, telephone calls, etc.) are paid directly to the hotel on departure. *Please make sure that your account is clear before leaving the hotel.*

Payments

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, including an invoice or receipt as appropriate.

Cancellations

Please give as much notice as possible if you are obliged to cancel. We will refund the registration fee for cancellations received 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.

