



# “Innovation Driven”

as experienced from different angles:

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## Three global multinationals

DSM  
Intervet/Schering-Plough  
Merial

- All innovation driven with strong technological base
- All embrace open innovation
- All have major M&A history in last 10 years



# DSM

- Changed its product portfolio and its image
- Traditional steps to further improve R&D have been implemented
- New innovation areas have been defined and communicated
- Main challenge : small acquisitions needed to understand/complement the new fields



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## Basic characteristics of Animal Health R&D are all very attractive

- Strong need for new and improved products
- Healthy financials
- Crucial role of R&D broadly recognized
- Based on food and pharma business with products that really impact society
- Highly multi disciplinary projects with customers perception broadly present
- Many product champions in the organization
- Main challenge : implementation of modern R&D management insights



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# The ideal innovative company

