

# PHILIPS

sense and simplicity

## Insights in Responsible Partnering

Copenmind Learning Session

What Can I Do to Help Companies and Universities Work Together Most Effectively

Lisette Appelo, Director Public-Private Partnerships

Philips Research

September 03, 2008

**PHILIPS**

## Royal Philips Electronics

- One of the largest global electronics companies with sales of € 26,793 billion in 2007
  - 56 % of sales from new products
- Founded in 1891
- Multinational workforce of 123,800 employees (January 2008)
- Active in the areas of Consumer Lifestyle, Healthcare and Lighting
- Manufacturing sites in 28 countries, sales outlets in 150 countries
- 2007 R&D expenditure of € 1.629 billion
  - 6.1 % of sales
  - 12,800 R&D staff in 25+ countries
- 80,000 patents; inventor of CD

Headquarters:  
Amsterdam, The Netherlands

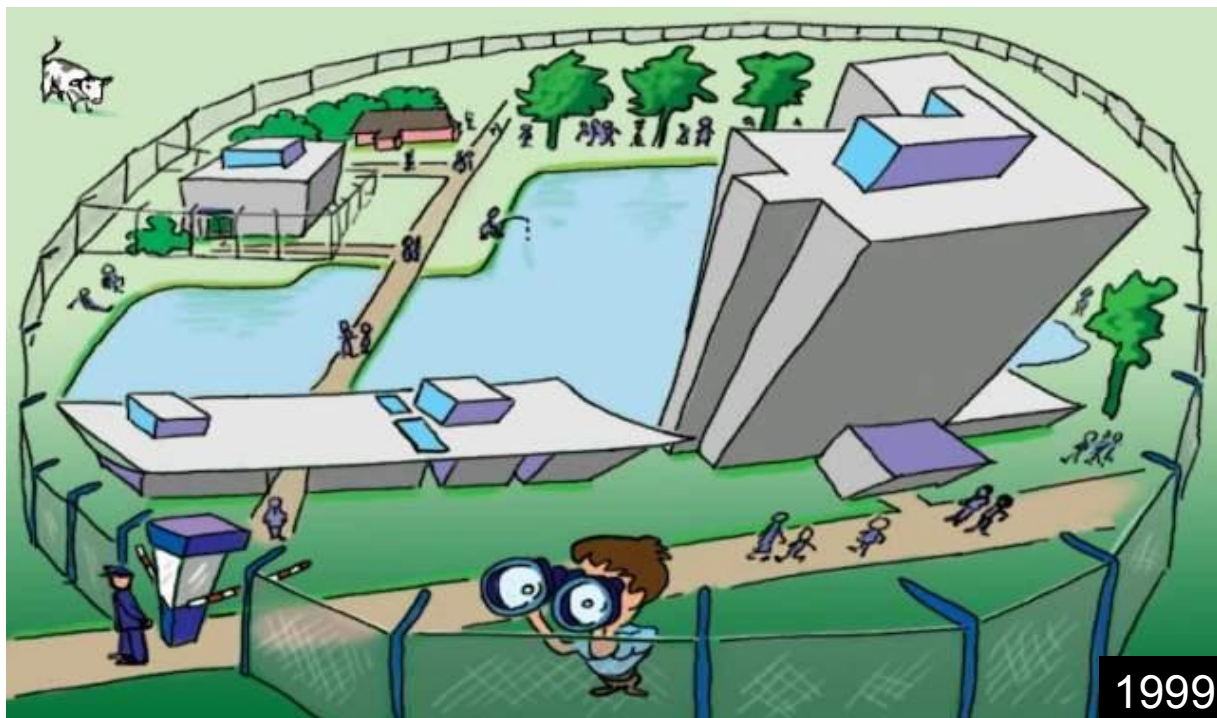


## About Philips Research

- Founded in 1914
- Over 90 years of industrial research
- One of the world's major private research organizations
- 1,800 employees with >50 nationalities
- 1.5 patents filed per scientist/year
- 0.6 scientific publications per researcher/ year



## Philips Research headquarters .....



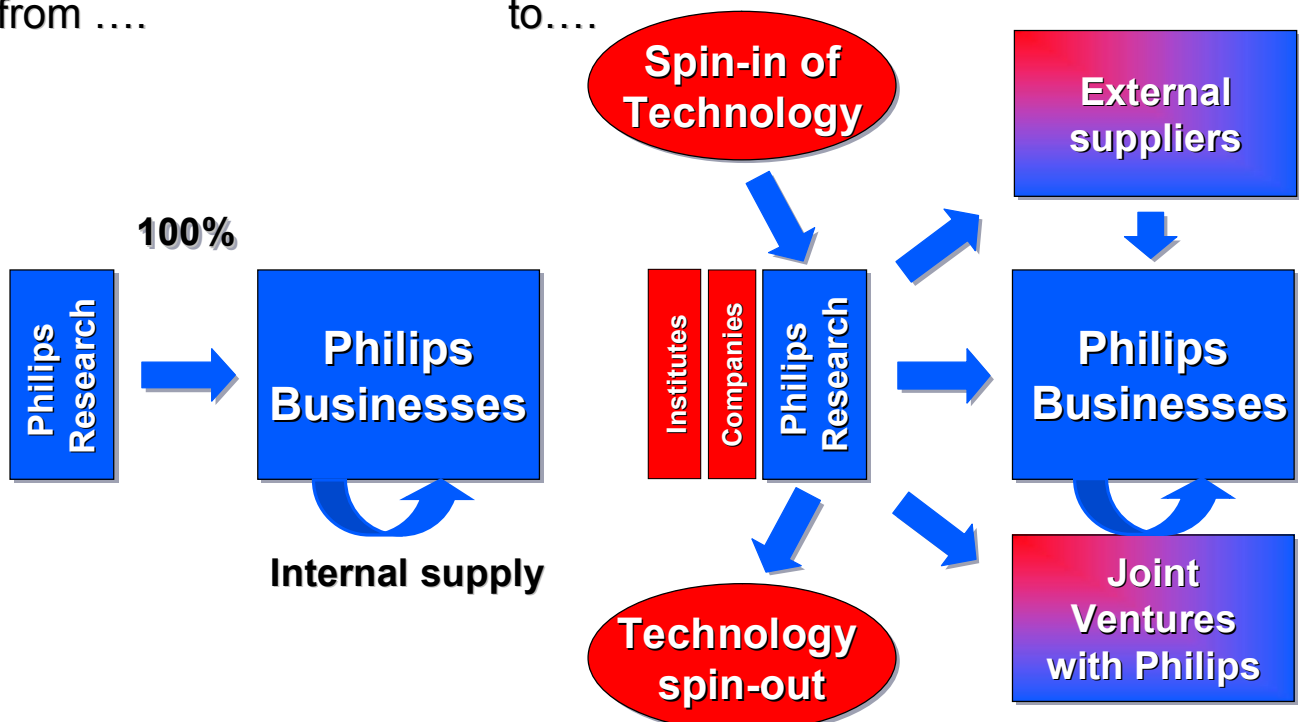
..... to open high-tech campus



## From Closed to Open Innovation

from .....

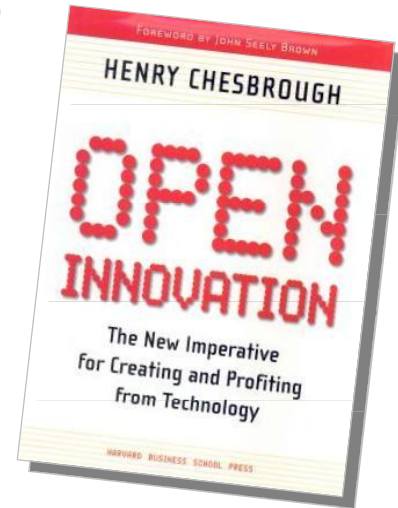
to.....





# Benefits of Open Innovation

- Leveraging joint Research & Development into different application areas
- Extended reach and capability for new ideas and technology
- Increased IP leverage and income
- Ability to conduct strategic experiments in exploration of new business areas
- Creating an innovation culture with expanded boundaries



# High Tech Campus Eindhoven

World-class technology centre of high tech companies working together in development of new technologies

- 910,000 m<sup>2</sup>
- 50 nationalities
- 40 companies and institutes
- 7,000-8,000 people by end 2008
- € 500+ million invested by Philips



Open Innovation ecosystem



# Philips' windows on European Research Area

Status end of Q3, 2007

- Public-private collaboration projects:
  - About 100 projects in European and national R&D programmes
  - About 900 partnership links in these 100 collaboration projects
    - 48 % PROs + universities, 32 % large firms, 12 % SME, 8 % unknown/other
    - Involving about 550 different partners
  - About 16 % of Philips Research FTEs involved in public programmes
- Numerous research contracts granted to universities
- Participation in various institutes, e.g. ESI, Holst, CTMM
- Mobility of people
  - About 25 part-time professors + 10 professors as external advisors
  - Numerous visiting students, R&D trainees and postdocs
    - 40 graduate students + postdocs and 150 undergraduates at Philips Research Eindhoven

# Responsible Partnering



Handbook

## Responsible Partnering

Joining forces in a world of open innovation

A guide to better practices for collaborative research and knowledge transfer between science and industry

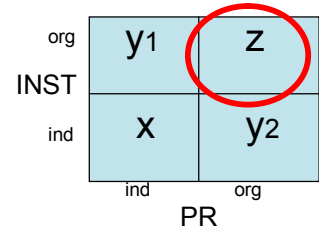
EIRMA, EUA, EARTO, ProTon

January 2005



# Evaluating institutional partnerships of Philips Research

- Strategic institute-to-institute partnerships in EU (“Z”) evaluated
  - 9 publicly funded research organisations (PROs)
  - 9 universities



- In context of Philips Business Excellence drive
  - Quality improvement programme

- Self-assessment on adherence to Responsible Partnering guidelines
  - By Philips and by partner
  - On basis of checklists from Handbook
  - With open questions in addition



## Implementation Guidelines à Closed statements in questionnaire

- Three kinds of implementation guidelines, for:
  - Universities
  - Research and technology organizations
  - Companies (like Philips Research)
- Three levels of compliance each
  - Entry level -- Expert level -- Strategic level
- 30-35 statements in total

### Example (Companies):

“Identified and adequately-trained personnel have been assigned responsibilities for establishing and ensuring the success of these collaborative projects.”

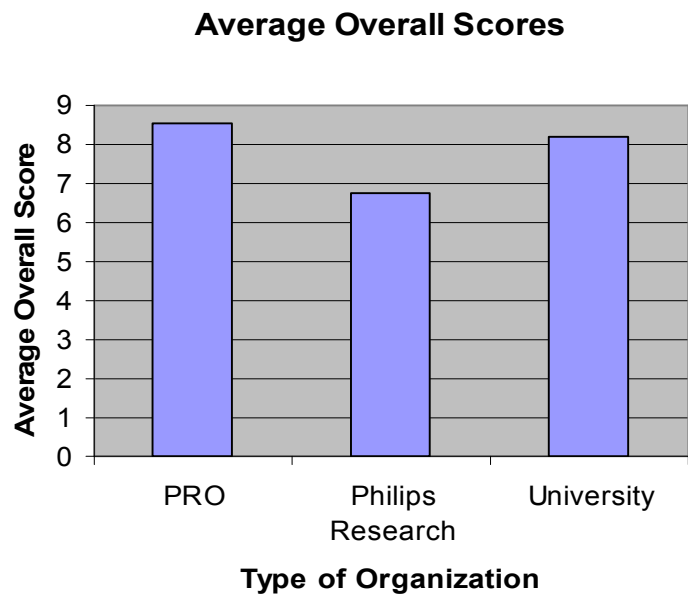
### à closed statement in questionnaire

“Responsibilities are assigned to identified and adequately-trained personnel for establishing and ensuring the success of these collaborative projects.”

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

## Main results

- Overall high scores
- Philips Research scores lower than PROs and universities



- Potential reasons for differences
  - Philips Research more self-critical?
  - PROs and universities better 'Responsible Partners'?
  - Bias in scores of PROs and universities?
  - Differences in Handbook checklists for PROs, universities and companies

## Some general recommendations for better partnering

- Provide training in partnering
- Promote exchange of personnel between partners
- Conduct technology audits on commercialization potential

# Evaluating Responsible Partnering checklists

- Checklists are useful and relevant
- Too much focus on policies and procedures
- Human aspect is missing
- Differences between checklists limit comparability of results

## Recommendations for improvement

- Incorporate human aspects
- Run additional tests for completeness
- Make checklists (more) similar for PROs, universities and companies
- Turn checklists into genuine assessment tool
  - Formulate clear questions and statements
  - Introduce scores
  - Establish criterion for being “Responsible Partner”

# Concluding Remarks

- For Open Innovation we try to adhere to the 10 commandments of “Responsible Partnering”
- The implementation guidelines from the Handbook turned out to be helpful tool for self-assessment for ourselves and our partners
  - Ø Some recommendations for better partnering
  - Ø Some recommendations for improvement of the checklists



