

FRONT END OF INNOVATION

EUROPE



28 - 31 JANUARY, 2008 // HILTON VIENNA // VIENNA, AUSTRIA



→ YOUR CATALYST FOR FUTURE GROWTH AND GLOBAL IMPACT

→ YOUR COMPETITIVE EDGE

- BREAKTHROUGH INNOVATION
- DESIGN THINKING
- CUSTOMER DRIVEN INNOVATION
- IDENTIFYING NEW MARKET TRENDS
- IDEA MANAGEMENT
- GREEN INNOVATION: THE ENVIRONMENT & CARBON FOOTPRINTS
- VOICE OF THE CUSTOMER
- OPEN INNOVATION
- PRODUCT LIFE CYCLE MANAGEMENT
- DISRUPTIVE, INDUSTRY CHANGING INNOVATIONS
- INNOVATION FOR GROWTH
- GLOBAL INNOVATION: BRIDGING CULTURAL DIFFERENCES
- BUSINESS MODEL INNOVATION
- CULTURE & COLLABORATION
- SERVICE INNOVATION
- USING INNOVATION TO WIN NEW MARKETS
- NEW PLATFORMS & PORTFOLIOS
- NEW GROWTH BUSINESS IN A RISK-MINIMIZING ENVIRONMENT

→ **01 Clayton M. Christensen**
 Author & Robert and Jane Cizik Professor of Business Administration,
 Harvard Business School

02 Simon Woodroffe OBE
 Founder, YO!

03 Dr. Dieter Geppert
 General Manager, LG Technology Center Europe

04 Kjell Ac Bergström
 CEO & Sweden President, General Motors Powertrain

05 Rob Shelton
 Co - Author, Making Innovation Work, PRTM Management Consultants



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Your Catalyst for Future Growth & Global Impact

2008 Speaker Line Up:

Aerospace

- Mike Hatrick, Advanced Engineering, **Bombardier Aerospace**
- David Wootton, Project Stress Engineer, **Bombardier Aerospace**

Automotive

- Kjell Ac Bergström, CEO & Sweden President, **General Motors Powertrain Sweden**

Chemicals

- Mike Croghan, Director Innovation Design, **National Starch & Chemical Food Innovation**
- Peter Malaise, Concept Manager, **Ecover**
- Rob Kirschbaum, VP Materials Innovation, **DSM Innovation Center**

Energy/Oil/Gas

- Dr. Wolfram Krause, Project Manager, Research & Development, **EWE AG**
- Dr Peter G. Blackman, Innovation & Growth Manager, **Infineum UK Limited**

Fast Moving Consumer Goods

- Dagmar Chlosta, Vice President, Business Solutions & Research, Global Operations, **adidas Group**
- Dr. Bernhard Mueller, Head of Innovation Management, **Henkel**
- Steve Wright, Managing Director, **Tigerprint Ltd, part of Hallmark International**

Financial

- Veit Valentin Stutz, Group Innovation Manager, **Allianz SE**
- Frank Schwab, Director For Strategic Development & Innovation, **Deutsche Bank**

Food/Hospitality

- Simon Woodroffe OBE, Founder, **YO!**
- David Macnair, Chief Science & Technology Officer, **Cadbury Schweppes**
- Martin Ammann, Innovation Manager, **Manner & Co**
- Mike Jannini, EVP & General Manager, Global Brand Strategy and Innovation, **Marriott International**
- Renzo Rizzo, Pasta Meal Research & Development, Global Director, **Barilla**
- Dr. M. Erdl, Director R&D/QA, Campina CPE, **Campina Innovation**

Healthcare/Pharmaceuticals/Medical Devices

- Boris Batke, Manager Research & Development, **Ethicon a Johnson & Johnson company**
- Dr. Robin W. Spencer, Senior Research Fellow, Idea Management & Innovation, **Pfizer Global Research & Development**
- Dr. Peter A. Meier, MD, Manager Discovery Programs, **Ethicon a Johnson & Johnson company**

Industrial/Manufacturing

- Dr. Andrei Cernasov, Principal Scientist, Innovation Champion, Lecturer, R&D, Advanced Technology, **Honeywell International**
- Cornelius Bossers, International General Manager; Product Categories, **Freudenberg Household Products/Vileda**

Technology

- Dr. Dieter Geppert, Managing Director, **LG Electronics Inc./LG Technology Center Europe**
- Éric Pité, Vice President Product Management, **TomTom**
- Flemming Møller Pedersen, Design Director, **Bang & Olufsen**
- Dr. Michael Heiss, Vice President For Knowledge, Innovation & Technology, **Siemens**
- Ruud van Vessem, Vice President, **Philips Applied Technologies**
- Kai Moenig, Head, Digital Imaging Product Management, **Fujicolor Central Europe Photofinishing**
- Simon Minderhoud, Senior Consultant Product Innovation, **Philips Applied Technologies**

Telecommunications/Media

- Daryl Dunbar, Director Portfolio Innovation, **BT Group**

Authors/Academics/Thought Leaders

- Clayton M. Christensen, Robert and Jane Cizik Professor of Business Administration, **Harvard Business School**
- Rob Shelton, Co-Author, *Making Innovation Work & Director Innovation Practice*, **PRTM MANAGEMENT CONSULTANTS**
- Prof. Dr. Michael Braungart, Founder and Director of Science, **EPEA, & Co- Designer, Cradle to Cradle**
- Johann Fueller, Assistant Professor Of Marketing, **Innsbruck University School of Management**
- Andreas Kulick, Treasurer, Member of the Board, **pdma e.V & Innovation Excellence Institute**
- Prof. Roberto Verganti, Professor of Management of Innovation and co-Director of the Master in Strategic Design, **Politecnico di Milano**
- Tony Ulwick, Author, *What Customers Want*
- Simon Dewulf, Managing Director, **CREAX N.V.**
- Matthew White, Head of Innovation and Technology UK, **Sagentia Ltd**
- Mark Turrell, CEO, **Imaginatik**
- Tim Jones, Principal & Founder, **Innovaro**
- Dr Enno Scholz, Managing Partner, Hype Softwaretechnik GmbH
- Frank Piller, co-director the Smart Customization Group at M.I.T. & professor of innovation management, **RWTH Aachen University, Germany**
- David Percival, Director, **PRTM MANAGEMENT CONSULTANTS**
- Christina Brodie, VP Innovation Practice, **PRTM MANAGEMENT CONSULTANTS**
- Axel Rosenø, Ph.D., Assistant Professor, **Copenhagen Business School**
- Prof. Dr. Cornelius Herstatt, **Technical University of Hamburg, Institute of Technology and Innovation Management**
- Prof. Soeren Salomo, Professor for Technology and Innovation Management, **Karl-Franzens University**
- Prof. Nikolaus Franke, Economics and Business Administration, **Vienna University**
- Sergio Campo Dall'Orto, **Politecnico Innovazione**
- Massimo Merlino, **Università di Bergamo**
- Paolo Zanenga, **TWG Consulting**
- Dr. Frank Kueber, Head of Business Consulting, **Sagentia GmbH**
- Martin Oxley, Managing Director, BuzzBack Europe, **BuzzBack Market Research**

→ 2007 FEI Conference Rewind















"The only source of profit, the only reason to invest in companies in the future is their ability to innovate and their ability to differentiate."

Jeffrey Immelt, CEO of GE

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A Very Special Thank You to the 2008 Advisory Board:

	Chairman: Peter Koen, Associate Professor, Director of Consortium for Corporate Entrepreneurship, Stevens Institute of Technology		Eric Peeters Executive Director Sealants and Adhesives Core Products Business Dow Corning		Dr. Peter A. Meier, MD Manager Discovery Programs ETHICON a Johnson & Johnson company		Dave Percival Partner PRTM MANAGEMENT CONSULTANTS
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	Hannes Erlar Vice President Innovation Swarovski		Stefan Kohn Innovation Manager, Eurocolor Digital GmbH & Co. KG		Dr. Peter Harland, President pdma e. V		Koen Beyers Partner Voxdale

Monday, 28 January 2008 – Customer Driven Innovation Symposium B1

- 9:00 Opening Remarks From Chairs: Peter Meier & Eric Peeters
- 9:15 **Keynote: From Transactions To Brands; A Customer Driven Business Model For The Service Industry**
Mike Jannini, Executive Vice President & General Manager, Global Brand Strategy And Innovation, Marriott International
- 10:00 **Unarticulated Customer Needs: Customer's Voice Versus Their Real Desires**
Dr. Peter A. Meier, MD, Manager Discovery Programs, Ethicon A Johnson & Johnson Company
- 10:45 *Networking Break*
- 11:15 **Delivering Quantitative Insights From Qualitative Research**
Matthew White, Head Of Innovation And Technology UK, Sagentia Ltd
- 12:00 *Lunch*
- 13:00 **Energizing Growth Through Predictable Innovation**
Tony Ulwick, Author, *What Customers Want: Using Outcome-Driven Innovation To Create Breakthrough Products & Services*
- 13:45 **Core Knowledge In Technology Innovation: Users Have Needs They Don't Know About And Can't Tell About But Only Experimental Research Reveals**
Rune Nøragerm, Design Psychologist, Ph.D.-Fellow., Aarhus University / Bang & Olufsen
- 14:30 **The Voice Of The Customer Vs. The Thoughts Of The Customer**
Nigel Clarke, Director, Europe And International, Synectics Ltd
- 15:15 *Networking Break*
- 15:45 **Involving Key Customers In Prototyping**
Boris Batke, Manager Research & Development, Ethicon, Division Of J&J
- 16:30 **Using The Voice Of The Customer To Drive Innovation In A B2b Environment- Practical Tips, Dos, And Don'ts**
Mike Croghan, Director, Innovation Design, National Starch & Chemical Food Innovation

Monday, 28 January 2008 – Half-Day Workshops

- Morning Half-Day Workshops (Pick One Of Three)**
- 9:00 - 12:00
- B2. Best Of The Best: Learn Top Quartile Practices In The Front End**
Peter Koen, Associate Professor, Director Of Consortium For Corporate Entrepreneurship, Stevens Institute Of Technology
- B3. The Path Toward The Open Enterprise: A New Perspective For Smes**
Sergio Campo Dall'orto, Politecnico Innovazione
Massimo Merlino, Università Di Bergamo
Paolo Zanenga, TWG Consulting
- B4. Breakthrough Idea Generation -A Roadmap For How To Implement Starting Tomorrow**
David Percival & Christina Brodie, Director & VP Innovation Practice, PRTM MANAGEMENT
- CONSULTANTS**
- Afternoon Half-Day Workshops (Pick One Of Three)**
- 13:00 - 17:00
- B5. Harnessing Business Model Innovation For Transformative Growth**
Mark Johnson, Chairman And Co-Founder, Innosight LLC
- B6. What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services**
Chris Lawer, Managing Director, Strategyn Uk
- B7. Half-Day Multi-Speaker Workshop –Product Life Cycle Management - Digitalization of the Front End**
1. Case Study: Virtual Technologies Ms. Dagmar Chlosta VP Business Solutions and Research, adidas
 2. Driving Innovation With Integrated Software Solutions: Customer Case Study, SAP
 3. Case Study: How Software Improved Professionalism, Discipline, And Business Results In Product Innovation Cornelius Bossers, International General Manager; Product Categories, Freudenberg Household Products/Vileda
 4. Trends & Showcase in PLM

Tuesday, 29 January 2008 – Main Conference Day 1

- 8:00 **Opening Remarks & Lego Build**
Chairman: Peter Koen, Stevens Institute Of Technology
- 8:30 **Global Innovation: Bridging Cultural Differences**
Dr. Dieter Geppert, Managing Director, LG Electronics Inc./LG Technology Center Europe
- 9:30 **2008 Front End of Innovation Champion – Nominations now being accepted.**
Speaker To Be Announced

- 10:00 *Networking Break*
- 10:30 **Develop Breakthrough Innovation Capabilities**
Rob Shelton, Co - Author, *Making Innovation Work*, PRTM MANAGEMENT CONSULTANT
- 11:15 **Collaborative Networking Activity** This activity will bring together the collective knowledge and expertise of all speakers and delegates.
- 12:30 *Luncheon*

Concurrent Breakout Tracks Begin

	Breakthrough Innovation	Culture & Collaboration	Service Innovation	Thought Leaders
13:45	Innovation – Think Different: 1000 New Ideas In 5 Weeks! Hype Softwaretechnik GmbH	Balanced Innovation Management And Its Global Implementation Within Siemens It Solutions And Services Siemens IT Solutions and Services	Making Innovation Tangible In An Intangible Industry Allianz Se	Possibility vs Probability Innovaro
14:30	Generate Breakthrough Concepts And Ideas BT Group	Giving People Wings – Innovation Cultural Transformation Bombardier Aerospace	Service Innovation Based On The Tomtom Product Platform TomTom	Navigating From Innovation Theory To Practical Implementation Sagentia Gmbh
15:15	<i>Networking Break</i>			
15:45	Philips Front End Innovation Processes Philips	Managing Ambidexterity - Amcor Flexibles Raackmann	Service Innovation: Challenges For An Electricity And Gas Utility EWE AG	Managing Ideas: The Basics To Mastery Imaginatik
16:30	Reducing The Time To Market For Rapid Development Eurocolor Digital Gmbh & Co	Finding The Right People: The Role Of Human Resources Henkel	Innovation Spirit In A Global Firm Deutsche Bank	Creax Creativity For Innovation Creax

17:15 *Cocktail Reception: Sponsored by* **SAGENTIA**

Wednesday, 30 January 2008 – Main Conference Day 2

- 8:30 **Opening Remarks**
- 8:45 **Green Innovation & Biopower**
Kjell Ac Bergström, CEO & Sweden President, General Motors Powertrain
- 9:45 **Identifying New Market Trends – panel discussion**
Martin Ammann, Innovation Manager, Manner & Co
Johann Fueller, Assistant Professor Of Marketing, Innsbruck University School of Management
Ruud van Vessem, Vice President, Philips Applied Technologies

- 10:45 *Networking Break*
- 11:15 **Methods For Developing New Products That Customers Predictably Will Buy**
Clayton M. Christensen, Author, Robert And Jane Cizik Professor Of Business Administration, Harvard Business School
- 12:45 *Luncheon*
- 14:00 **Using Innovation to Win New Markets**
Simon Woodroffe OBE, Founder Of Yo!
- 14:45 *Networking Break*

Concurrent Breakout Tracks Begin

	Design Thinking	Green Innovation & Reducing Your Carbon Footprint	Leading Techniques and Processes	Thought Leaders
15:15	Design Driven Innovation The Bang & Olufsen Way Bang & Olufsen	The Ecover Concept: A Trend Or The New Standard For Business? Ecover	Dsm : Open Innovation In Practice DSM Innovation Center	How To Focus Your Innovation On The Best Bets For Your Business" Hallmark International
16:00	Design Driven Innovation: Innovate The Meaning Of Products Through Cultural Interpreters Milan Politecnico	Stay Tuned for Session Details	Idea Management As An Enabler Of The "Pull" Business Model Pfizer	Leveraging the Internet to Drive Innovation-Focused Market Research BuzzBack Market Research
16:45	Design Driven Approach For Everyday Products Barilla	Cradle to Cradle: Remaking the way we make things Cradle to Cradle	Invention On Demand - The Y! Method Honeywell International	Critical Factors for Successful Implementation of Portfolio Management Campina Innovation

Thursday, 31 January 2008 – Morning Half Day Academic Workshop

- 8:30 *Workshop Begins*
- 1 Profiting From User Innovativeness: The Research Program Of The User Innovation Research Initiative Vienna**
Prof. Nikolaus Franke, Vienna University Of Economics And Business Administration, Institute For Entrepreneurship And Innovation And User Innovation Research Initiative
- 2 Bridging Mass Customization And Open Innovation**
Frank Piller, Co-Director The Smart Customization Group At M.I.T. & Professor Of Innovation Management, RWTH Aachen University

- 3 Developing Breakthrough Innovation Capabilities In Established Businesses**
Axel Rosenø, Ph.D. Assistant Professor, Copenhagen Business School
- 4 Innovation Field Orientation, Innovativeness And Firm Performance**
Soren Salomo, Karl-Franzens University
- 5 How To Use Analogies To Develop Breakthrough Innovations**
Prof. Dr. Cornelius Herstatt, Technical University Of Hamburg, Institute Of Technology And Innovation Management
- 6 Roundtable Discussion & Q & A Session**
- 12:30 *Conclusion of Academic Session*

9:00 **Opening Remarks**

(Chairman - Peter Meier & Eric Peeters)

9:15 **Keynote: From Transactions to Brands; a Customer Driven Business Model for the Service Industry**

This session will provide delegates with both lessons learned and also forward looking strategies intended to build strong brands in the service sector. The hotel industry is capital intensive, labor intensive, financially complex, and highly regulated when performed on a large scale globally. Working to meet this challenge in an increasingly competitive industry is generating rich insights as companies strive to meet emerging expectations of Generations X and Y and keep pace with consumer trends.

This presentation will include:

- Achieving Operational Excellence with Limited Control
- Loyalty in the New World
- Tapping the Potential of the Experience Economy
- The Role of Authenticity in the Marketplace

→ **Mike Jannini**, Executive Vice President & General Manager, Global Brand Strategy and Innovation, **Marriott International**

10:00 **Unarticulated Customer Needs: Customer's Voice Versus their Real Desires.**

Market research, focus groups and involving customers into product development are established ways to find unmet customer needs and generate incremental Innovation. Nevertheless the majority of product launches in service, consumer or medical products prove to be unsuccessful. So, there is an obvious need to better understand your customer's motivation to prefer a certain product. Furthermore breakthrough Innovations can hardly be achieved through asking people what they need. A new, Bio-scientific based approach (I call it "BioNovation") is needed to find customers true needs, feelings, desires and design innovative products that fulfill these.

I will try to explain why:

- Our customers are not able to express their real unmet needs.
- Multiple cultural, psychological and biological "limitations" prevent access to customer's true motives.
- A better access to reveal product needs is to measure, uncover or experience what human beings cannot articulate.
- Often very simple tools can get you customer insight, that million-dollar market research can not.

And will provide examples from consumer and medical industry, how this knowledge can be used in Innovation practice.

→ **Dr. Peter A. Meier, MD**, Manager Discovery Programs, **Ethicon a Johnson & Johnson company**

10:45 *Networking Break*11:15 **Delivering Quantitative Insights From Qualitative Research**

Qualitative research with limited numbers of customers, or end users, is a valuable means of gathering insights into their needs and the manner in which they use products or services. However, self-reporting of behavior is highly subjective and frequently inaccurate.

This session will explore:

- How technology can be used to build a much richer picture of customer behavior in qualitative research, with a particular focus on sensing and rapid prototyping technologies
- Real world case studies in sports and personal care products

→ **Matthew White**, Head of Innovation and Technology UK, **Sagentia Ltd**

12:00 *Lunch*13:00 **Energizing Growth through Predictable Innovation**

New product innovation success rates hover between 10-20% - a dismally low rate. Why do corporate innovation initiatives fail? The results of a year long study reveal that the innovation process is being executed in the wrong sequence, with the wrong inputs and by the wrong people. Come hear how challenging conventional thinking has produced a new approach to innovation that turns it into a predictable business process. This has major implications for corporate innovation programs.

In this session you will learn:

- The right sequence in which the innovation process should occur.
- The customer and company inputs that must be obtained.
- Who should be making critical decisions and when.

→ **Tony Ulwick**, Author, **What Customers Want**

13:45 **Core Knowledge In Technology Innovation: users have needs they don't know about and can't tell about but only experimental research reveals**

Recent advances in experimental cognitive psychology have uncovered a common human knowledge resource base that transcends culture, age and sex. If these resources are integrated to a higher degree in the design of technology it becomes easier, more enjoyable and robust to use.

- Modern technology is often highly incompatible with basic human cognitive skills
- Technology design should support both cultural and basic biological skills
- User driven design strategies should be complimented with knowledge driven design
- Qualitative new design approaches deeply rooted in basic human cognitive skills

→ **Rune Nøragerm**, Design Psychologist, ph.d.-fellow., **Aarhus University / Bang & Olufsen**

14:30 **The Voice Of The Customer Vs. The Thoughts Of The Customer**

This session will provide delegates with a new way to listen to the customers voice and will take things a step further by demonstrating ways to elicit nuggets from the unvoiced customer thoughts.

It will then go on to show how to convert those nuggets into meaningful insights and from these, derive innovations that meet a true customer need.

This session will cover:

- Case studies including one co-presented by a client
- Get new ways of working that are easy to implement and from which you'll get great value
- Learn ways to get the edge on competitors

→ **Nigel Clarke**, Director, Europe and International, **Synectics Ltd**

15:15 *Networking Break*15:45 **Involving Key Customers in Prototyping**

With simple methods everyone will be able to get customer feedback during the iterative process of concept development. This approach will end in successful products for the market place. It also avoids high spending of money for unnecessary high tech prototypes.

This session will cover:

- Usage of simple models and prototypes to get customer feedback
- Design as a means for evolution of innovation
- Iterative process of successful product development
- Mock ups and sketches instead of high tech

→ **Boris Batke**, Manager Research & Development, **Ethicon, Division of J&J**

16:30 **Using the Voice of the Customer To Drive Innovation in a B2B Environment- Practical Tips, Dos, and Don'ts**

Success depends on advance knowledge of customers' changing needs, to ensure that customers get the products they want when they want them. National Starch Food Innovation - a leading supplier of ingredients to the world's largest food producers - has found success by incorporating the Voice of the Customer into its new product development process. By beginning with a thorough assessment of what customers want, the team has developed a product roadmap to guide its strategy toward a defined goal, providing direction to product scientists throughout the lengthy development process.

This presentation will address several vital concerns, including:

- The challenges of gathering VOC in a B2B environment, when you already know your customers very well
- Getting beyond the sales team to gather insights directly from customers
- Separating consumer fads from trends, and determining what downstream customers truly value and are willing to pay for
- Applying Kano's framework for identifying potential "delighters" and "must-haves"
- Fitting VOC into a Stage-Gate™ new product development process

→ **Mike Croghan**, Director, Innovation Design, **National Starch & Chemical Food Innovation**



9.00 -12.00 Morning Half Day Workshop Options

Best of the Best: Learn Top Quartile Practices in the Front End

What are the best practices, methods and tools used in the Front End which will consistently increase the value, amount and success probability of high profit concepts entering the new product development funnel? This workshop will reveal a study of practices from over 224 business units from 141 companies in order to provide an evidenced based approach to understanding the front end. The following topics will be discussed:

- What are the most important senior management activities which lead to successful front end outcomes?
- Why traditional Stage Gate™ methods are inappropriate for developing platform and breakthrough products.
- Methods, rationale and processes for consistently developing products in markets unknown to the company or in markets known to the corporation, but which require a technology breakthrough. The different approaches posited by Eric Von Hippel's Lead User approach, Kim and Mauborgne's "Blue Ocean Strategy" and Christensen's Disruptive Business Model will be compared and contrasted for finding new white space opportunities.
- Methods for choosing team members in order to increase both the probability for success without thwarting creativity.
- Why companies typically reject breakthroughs in new markets which often end up taking share from their current market. What are the strategies which can be applied so that this does not happen to your company?
- Methods, tools and techniques being used to identify customer requirements for breakthrough products. Where do breakthroughs actually come from?
- Methods for managing high risk technology projects.
- Organizational structures, both within and external to the business unit will be compared and contrasted.

Peter Koen, Associate Professor, Director of Consortium for Corporate Entrepreneurship, Stevens Institute of Technology

The Path Toward the Open Enterprise: A New Perspective for SMEs

The knowledge economy has given a new importance to the Front End of Innovation, where knowledge coming from inside and outside the organization is converging and merging to generate new product ideas.

The answer to this challenge is not the same: while global companies have size, financial capability, and networks access to find new solutions, smaller firms could remain at the stake.

SME are a huge part of the economy (90% of European organizations) and (in theory) are those which could gain the most in the knowledge economy, as networks enable them to extend without the charge of the big hierarchical organizations, and to compete asymmetrically but nonetheless effectively.

By matter of fact, this quantum leap is difficult for SMEs. They need to understand fastly and effectively which knowledge (coming from customers, technologies, partners, even from their territory) should be explored and integrated in their product development projects.

Goals of this session is to understand and discuss:

- Differences in innovation between SMEs and large corporations
- Role of Industrial Districts, Technological Districts and Science Parks: how knowledge spread on a local area creating an eterarchic, creative environment
- How small organizations can find full access to the innovation ecosystem: a new lab to enable and accelerate innovation
- How the ecosystem should evolve to meet the needs of such a wide market (finance, technology adoption, engagement of istitutions)

Sergio Campo Dall'Orto, Politecnico Innovazione
Massimo Merlino, Università di Bergamo
Paolo Zanenga, TWG Consulting

Breakthrough Idea Generation: A Roadmap For How To Implement Starting Tomorrow

To many people, truly Breakthrough idea generation is the hardest part of innovation. Most people can come up with ideas that stretch the boundaries; few can come up with those that that break them.

In this workshop PRTM, the worlds leading innovation consultancy, will explain many best practices, tools & techniques for idea generation. They will also help you build a roadmap to implement these practices in your own organization

This workshop will include:

- Idea generation in the innovation context
- Breakthrough idea generation for products, operations and business innovation
- Idea generation tools & techniques
- How to put these into practice in your organization starting tomorrow

David Percival & Christina Brodie, Director & VP Innovation Practice, PRTM MANAGEMENT CONSULTANTS

13.00 -17.00 Afternoon Half Day Workshop Options

Harnessing Business Model Innovation for Transformative Growth

Managers are increasingly emphasizing Business Model Innovation as a new form of innovation to deploy for future growth, yet don't have a working, manageable framework to drive the effort. This session will get the what, when, and how to make business model change happen.

This workshop will cover:

- What are the critical strategic circumstances when business model change is needed
- What are the key barriers incumbent companies must address to enable business model change to take place
- How is a new business model built

Mark Johnson, Chairman and Co-Founder, Innosight LLC

What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services

Few companies have a precise and complete understanding of the needs of their customers. Rarely is there solid alignment amongst functions, individuals and partners about which of their customers' needs are important and unsatisfied. The result? Innovation efforts are stifled, cluttered and prone to risk, error and unnecessary cost.

Figuring out what products and services customers want is predicated on knowing what jobs they are trying to get done and what outcomes they want to achieve. Only then can companies bring discipline and predictability to the process of innovation.

This interactive presentation describes the outcome-driven innovation methodology that leading companies are using to manage innovation. It explains what factors introduce variability into the innovation process and how they can be controlled to systematically create significant customer value.

The concepts introduced in this lecture are being used by leading firms to:

- Identify opportunities that others have not yet recognized
- Position existing products to more solidly connect with customers
- Create new products and services that deliver significant customer value
- Build a competency in innovation

Chris Lawer, Managing Director, Strategyn Uk

Product Life Cycle Management - Digitalization of the Front End

This multi-speaker half day workshop will include corporate case studies from leading practitioners as well as tool and vendor showcases to help you transition from the Front End to Product Development Cycle Management and beyond.

1. Virtual Technologies At The Adidas Group- Leading In Innovation

Dagmar Chlosta, Vice President, Business Solutions & Research, Global Operations, adidas Group

2. Driving Innovation With Integrated Software Solutions: Customer Case Study

SAP

3. How Software Improved Professionalism, Discipline, And Business Results In Product Innovation

Cornelius Bossers, International General Manager; Product Categories, Freudenberg Household Products/Vileda

4. Trends & Showcase in PLM

Facilitated by: Andreas Kulick, Treasurer, Member of the Board, pdma e.V & Innovation Excellence Institute



8:00 Opening Remarks

01 Chairman: Peter Koen, Associate Professor, Director of Consortium for Corporate Entrepreneurship, Stevens Institute of Technology

8:30 Global Innovation: Bridging Cultural Differences

LG is the second largest Korean company group. The LG Technology Center Europe is the link between European R&D and LG's R&D Labs in Korea. We identify, evaluate and transfer innovative technologies in both directions. LG is a highly diversified company with a wide range of products from multimedia over chemistry to home appliances. Covering all these different technologies with a small team requires highly skilled and flexible researchers, who should also have a high social sensitivity to bridge the gap in the business cultures between both sides.

This presentation will cover:

- understanding differences in business culture and communication between Korea and Europe
- the right employees for the job – technical and social competence
- tools for successful technology, social and communication management

02 Dr. Dieter Geppert, Managing Director, LG Electronics Inc./LG Technology Center Europe

9:30 2008 Front End of Innovation Champion ★

Nominate Your Innovation Leader or Project at FEEurope@iirusa.com

From the time we developed this programme until the event takes place there will be several new Innovative Products and Services introduced to the marketplace. Our goal is to continue to innovate with you, progress with market changes and provide you with the most up-to-date cutting-edge content. That's why we've created something NEW for the 2008 program - The 2008 Front End of Innovation Champion.

We are looking for an Innovation Champion or Breakthrough Project that is making an industry impact. NOMINATE your Organization's Innovation Leader or submit at Project, Client, Co-worker for this premier opportunity. Our experienced advisory board will select the winning story to present at the 2008 conference. **Please send a summary of your proposal directly to FEEurope@iirusa.com by 7 January, 2008 at the very latest.**

03

10:00 Networking Break

10:30 Develop Breakthrough Innovation Capabilities

Robert Shelton, co-author of Making Innovation Work, presents a practical how-to guide to create breakthrough innovations and dramatically increase the ROI on the innovation and focuses on the key management decisions and actions at the critical front end. Rob Shelton shows how to manage the front end to harness the power of business model and technology innovation, create Open Innovation partnerships that deliver significantly more than traditional co-development partnerships, and develop metrics and motivators that produce high performance breakthroughs.

This session will cover:

- How you innovate determines what you innovate
- Ecosystem Management
- Metrics and Motivators

Rob Shelton, Co-Author, Making Innovation Work & Director, Innovation Practice, PRTM MANAGEMENT CONSULTANTS

11:15 Collaborative Networking Activity

This event is all about you uniting with your international peers across industries...This activity will bring together the collective knowledge and expertise of speakers and delegates. In an interactive roundtable format, this session affords you with an open forum to tap into the experiences of your peers. Share your implementation challenges across various industries while discussing the unique issues that face you, your team and your organization.

Theme selection for the 2008 focus areas - Provide us with your ideas and suggest the most important subjects that challenge innovation practitioners alike. We will then determine the top 10 key areas that were the highest rated by 'YOU. You will also have the opportunity to rotate between 2 different topic areas during the session.

Submit your sessions directly to feieurope@iirusa.com.

Bring along YOUR specific questions and get the answers YOU need to take action as soon as you get back to the office. After this session we will compile the key deliverables developed at each roundtable and provide you with a brief report after the conference

12:30 Luncheon



8:30 Opening Remarks

8:45 Green & BioPowered Innovation

Today Kjell Ac Bergström is responsible for the Swedish operations within GM Powertrain Europe, specifically involved in the Advance Development and the development of the BioPower technology for the Saab applications.

From 1999 he has worked for GM, starting at Saab responsible for the Powertrain activities there and then during the Joint Venture (FIAT-GM Powertrain) years responsible for the Product Development for that company stationed in Turin between 2000 - 2003.

05 Kjell Ac Bergström, CEO & Sweden President, General Motors Powertrain

9:45 Identifying New Market Trends

How do the latest trends affect your organizations future and what are some of the implications?

Which tools can be used to discover new developments in the market? Online research, Web 2.0, online Communities - What are the upsides and downsides?

Globalization – how do different cultures factor in?

This interactive panel has been designed to provide various view points and insight. The discussion will help you learn to define new market trends and exploit them for future revenue growth - Stay steps ahead of the competition. Bring your questions and get involved in the conversation.

Martin Ammann, Innovation Manager, Manner & Co

Johann Fueller, Assistant Professor Of Marketing, Innsbruck University School of Management

Ruud van Vessem, Vice President, Philips Applied Technologies

10:45 Networking Break

11:15 Methods for Developing New Products that Customers Predictably Will Buy

The common methods of market segmentation actually define misleading targets for innovation, and are a leading cause of new product failure.

This keynote presentation will cover:

1. The customer generally is the wrong unit of analysis in marketing research
2. Segmenting markets by jobs that customers are trying to do yields much better results.
3. This must be combined with disruptive innovation

Clayton M. Christensen, Robert and Jane Cizik Professor of Business Administration, Harvard Business School

12:45 Luncheon

14:00 Using Innovation to Win New Markets

What do you do when you've been a roadie, a stage designer and a TV executive, have got to the age of 40, nearly run out of money and are unemployable with a family to support? You start a conveyor belt sushi bar. That's what Simon Woodroffe did and letting you into his world and mind tells you about what he learned along the way and how he stayed on the tightrope to open YO! Sushi, YO! Below, YO! to Go and now a host of YO! spin-offs with which he hopes to eclipse Virgin and Easy.

Simon's session will include:

- Successful people fail
- 7 Meeting Rule
- Outside the comfort zone
- The World conspires to help you when you're committed
- "CAN I?" - Constant And Never ending Innovation
- Revolutionaries
- Imagined hindsight
- First Impression technology

Simon Woodroffe OBE, Founder of YO!

14:45 Networking Break



Breakthrough Innovation

(Chair Dave Percival)

13:45 Innovation – Think Different: 1000 New Ideas in 5 Weeks!

Innovation underpins Infineum's Strategic Framework. But in a traditionally conservative, and technology focused organization, dominated by scientists and engineers, how could Infineum's new Growth Team identify profitable new business possibilities and opportunities that others do not see or even believe exist? That was our challenge – the results speak for themselves.

This presentation will cover:

- Recognise the importance of developing a common Innovation language
- Hear how Infineum used Creativity techniques to break from traditional thinking
- Learn how Infineum manages more than 1000 new business ideas in just 5 weeks

→ Dr Peter G. Blackman, Innovation & Growth Manager, **Infineum UK Limited**

→ Dr Enno Scholz, Managing Partner, **Hype Softwaretechnik GmbH**

14:30 Generate Breakthrough Concepts and Ideas

As Director Portfolio Innovation for BT Group, Daryl is responsible for the identification, collation, and development of innovations from across the business and outside BT and, by utilising customer insight, delivering them to the appropriate markets as customer propositions. He also directs the overall portfolio strategy across BT's lines of business.

He is responsible for ensuring BT has the right portfolio to meet customers' needs and group financial targets, at the same time driving convergent services and solutions for the future. This session will showcase how BT assures its portfolio is fit for purpose now and in the future.

→ Daryl Dunbar, Director Portfolio Innovation, **BT Group**

Culture & Collaboration

(Chairs Maria Tagwerker & Stefan Kohn)

13:45 Balanced Innovation Management (Bottom-up and Top-Down) and its Global Implementation within Siemens IT Solutions and Services

Pure bottom-up approaches of innovation management do not work and pure top-down approaches of innovation management do not work. The challenge is to find the balance between bottom-up and top-down and to set up a multi-dimensional innovation management with is well integrated into the operative business.

This presentation will cover:

- The impact of knowledge networking on innovation management
- There is no "one Innovation Management" but a balanced set of activities
- Innovation Radars™ and Customer Innovation Workshops™

→ Dr. Michael Heiss, Vice President for Knowledge, Innovation, and Technology, **Siemens IT Solutions and Services**

14:30 Giving People Wings – Innovation Cultural Transformation at Bombardier Aerospace

During the last few years Bombardier Aerospace has undertaken a significant cultural transformation programme affecting the entire company workforce in Belfast. Within the engineering organisation this transformation has focused on the themes of People, Performance, Customer and Innovation. In this presentation Mike and David will share the experience of leading the Innovation aspect of the programme, describing how they measured their current performance, how they surveyed "world class" processes and benchmarked themselves against them, how they set stretch goals, the roadmap they decided to follow, hurdles they have had to overcome, and the successes that they have had to date. The presentation will include both the strategic view, and by way of case studies the more detailed tactical view.

→ Mike Hatrick, Advanced Engineering & David Wootton, Project Stress Engineer, **Bombardier Aerospace**

Service Innovation

(Chairs Diane Robers & Peter Harland)

13:45 Making Innovation Tangible in an Intangible Industry

The financial services industry is still considered one of the least innovative industries, and yet being innovative is the lifeblood of companies like Allianz.

This presentation will cover:

- Sharing the challenges and successes of rolling out an Innovation Initiative to 160,000 staff in 72 Allianz Operating Entities across the globe.
- Discussing how Innovation can be made relevant in the financial services industry, where the products are intangible.
- Showing that Innovation is not a 'quick fix'.
- Reinforcing the message that every Innovation starts with an idea, and showing that 'generating ideas' is more palatable to employees than 'being innovative'.

→ Veit Valentin Stutz, Group Innovation Manager, **Allianz SE**

14:30 Service Innovation Based on the TOMTOM Product Platform

Eric Pité is going to present TomTom's service innovation strategy, based on the company's product platform. TomTom, the world's largest navigation solution provider, is a representative example of a company selling basically a product -- navigation devices --, but offering additional services like real-time traffic and weather information, safety cameras, downloadable voices and points of interest.

→ Éric Pité, Vice President Product Management, **TomTom**

Thought Leaders**13:45 POSSIBILITY VS. PROBABILITY: Identifying Major Future Growth Opportunities**

While some companies have their own view of what will happen within their sector, the reality is that significant future innovation will happen at the convergence of different technologies and spaces

This session will cover:

- How do major organizations identify the big future opportunities outside their usual radar?
- How do the best companies clarify what is probable vs. what is possible?
- How do they use this approach to highlight major future opportunities inside and outside their core sectors?
- How can you gain access to the insights from these programmes to help focus your innovation activities?

→ Tim Jones, Principal & Founder, **Innovaro**

14:30 Navigating From Innovation Theory To Practical Implementation

Innovation is a rich and complex subject with a bewildering array of theories and approaches which are continually developing. A key challenge for all innovation practitioners is the implementation of these theories. In particular, the identification of practical methods of applying the theories to real world challenges.

This session will explore practical methods and tips for:

- New business creation in technology rich companies (short and mid term), including both creative and analytical approaches to identifying product opportunities
- Identifying technology disruptions

→ Dr. Frank Kueber, Head of Business Consulting, **Sagentia GmbH**

15:15 Networking Break**15:45 Philips Front End Innovation Processes**

Simon Minderhoud, senior consultant product innovation, will present Philips Front End Innovation Processes. This presentation will include how to develop supporting business growth in an open innovation environment. He will focus on Philips' new business development with practical examples including the new InnoHub: an idea management and integrated test bedding facility to support various Philips businesses. The InnoHub embraced the Philips concept of open innovation by offering its consultancy services to external companies as well as opening its office to academic and industry partners.

→ Simon Minderhoud, senior consultant product innovation, **Philips Applied Technologies**

15:45 Managing Ambidexterity - Re-Building Exploration Competences while Continuously Improving Exploitation Skills

Why talking about being ambidextrous. The key word in many companies is Focus, so why bother about being good with both left and right hand, and thus risk being de-focused.

This presentation focus on providing the audience with an inspiration on organisation aspects of driving discontinuous innovation.

- Provide an Organisational Perspective on Innovation
- Inspire you to see Management challenges AND solutions in a broader context
- Inspire you to see Search/Selection challenges AND solutions from the individuals perspective

→ Lars Boettzau, Director, Projects and Supply Chain, **Amcors Flexibles Raackmann**

15:45 Service Innovation: Challenges for an electricity and gas utility

The changing markets for electricity and gas demand modern services to remain competitive in the utility sector. We will critically analyze the process of innovation for various existing and planned products. How can good and bad luck during the innovation process be replaced by thoughtful planning and elaborate procedures?

This session will include:

- Necessity of Service Innovation for utilities
- Critical analysis of innovation processes
- "Best Practices" for the innovation process

→ Dr. Wolfram Krause, Project Manager, Research & Development, **EWE AG**

15:45 Managing Ideas: The Basics to Mastery

With ten years of experience and insights from hundreds of implementations, Mark Turrell will share Imaginatik's deep understanding of how the process works and the pitfalls to avoid. The session includes many case studies, and will be divided into two parts: the Basics and the Mastery. The Basics will cover exactly that: the foundations to the approach, a framework for managing ideas and engaging people. The Mastery part will help more experienced innovators with designs and methods to solve more complex problems using the tools and techniques, such as breakthrough innovation and open innovation.

This session will cover:

- How should you manage ideas?
- What ideas do you need and who will give them to you?
- How do you evaluate ideas and move them forward towards a program's success?

→ Mark Turrell, CEO, **Imaginatik**

16:30 How to Cope with Disruptive Innovations: A Case Study on the Photofinishing Industry

Within less than one decade the photo industry faced a fundamental change in the technology used for picture taking and picture making.

In this speech the audience will learn how Fujicolor Central Europe managed successfully this transition process. Critical success factors are explained in detail, e.g. change management, utilizing new technologies, sourcing relevant expertise from external parties, setting up a dedicated team for implementation of the new technology. Achievements in the transition from a cost-driven industry to individual innovation-driven service providers will be discussed as well as the challenges and chances for the future.

→ Kai Moenig, Head, Digital Imaging Product Management, **Fujicolor Central Europe Photofinishing**

16:30 Strategic Innovation Management @ Henkel: Turn Consumer Problems Into Innovations

This presentation will include:

- Innovation: Myths and reality
- Innovation processes in FMCG businesses
- Innovationcontrolling: Set up of an efficient KPI System
- The role of HR

→ Dr. Bernhard Mueller, Head of Innovation Management, **Henkel**

16:30 Innovation Spirit In A Global Firm

This session will demonstrate how to unleash creativity and how to push the best ideas to the surface. Innovation spirit - how firms are winning global markets.

This presentation will cover:

- grass roots and pirats: create a virtual network and inspire
- unleash creativity
- may the best idea win
- create new value
- communicate, communicate, communicate

→ Frank Schwab, Director for Strategic Development and Innovation, **Deutsche Bank**

16:30 CREAX Creativity for innovation

Variation of Properties for New or improved Function a Systematic Method for Continuous Innovation.

CREAX is a research organisation dedicated to empower the worldwide innovation potential while using the most effective and inventive problem solving resources. CREAX furthermore offers state-of-the art innovation software, bringing cutting edge computer aided innovation tools. With the method CREAX is setting a new standard in innovation methodologies worldwide.

- Product DNA: a common ground for a knowledge transfer method
- A problem solving approach based on mining the worlds knowledge
- A checklist for innovation acting as a turbo for new ideas.
- A structure to find new applications and new markets for your existing products and processes
- Idea to cash support

→ Simon Dewulf, Managing Director, **CREAX N.V**



17:15 Cocktail Reception Sponsored by

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**Design Thinking**

(Chairs Renzo Rizzo & Dr. Peter A. Meier)

**15:15 Design Driven Innovation
The Bang & Olufsen Way**

Bang & Olufsen is world renowned for its distinctive range of quality consumer electronic products that represent their vision: Courage to constantly question the ordinary in search of surprising, long-lasting experiences. The Bang & Olufsen Group manufactures a unique range of televisions, music systems, loudspeakers, telephones and multimedia products. During this presentation Mr. Pedersen will share Bang & Olufsen's innovation process and design techniques as well as provide numerous product examples.

→ Flemming Møller Pedersen, Design Director, **Bang & Olufsen**

**16:00 Design Driven Innovation:
Innovate The Meaning Of Products
Through Cultural Interpreters**

Design has recently been associated with user-centered innovation: a process to get closer to users and better understand their needs. There are firms though, such as Apple, Bang&Olufsen, Alessi, Artemide that pursue a more radical approach, via design-driven innovation. Rather than starting from user needs, and then design and develop the product, they propose radically new visions and meanings, that initially even confound users but then convert them.

This session will cover:

- Why user-centered innovation is appropriate for incremental innovation but hardly leads to breakthroughs
- How to propose radical new concepts, moving beyond what customers are looking for (and beyond the competition game)
- How to conceive products with longer life cycle
- How to identify, and attract talented cultural interpreters, that can help a corporation to anticipate and influence the aspirations of people
- How to associate breakthrough changes in technology and design languages.

→ Prof. Roberto Verganti, **Milan Politecnico**

**16:45 Design Driven Approach For
Everyday Products**

Design driven, qualitative innovation can create new spaces of higher value, to compete even in very crowded markets. In a broad sense it is about combining utility and sensorial-perceptual benefits so to create a new quality of the object and its relationship with the consumer. It requires different approaches and tools for product design and development: a more mature relationship with consumers, a through understanding and leverage of the context where the new product is introduced, and a good grasp of the factors that influence people's acceptance of the new and different.

- Design is normally associated with fine looking and stylish industrial objects or fashion, but design driven innovation goes well beyond just aesthetics, and it works also for everyday products no matter how mundane
- Design driven innovation is context sensitive, so a good, first-hand grasp of trends and fashions and their diffusion process is indeed necessary to its success
- Traditional product research is less reliable when developing design driven innovation, and a solid understanding of the perceptual aspects of "good" and "beautiful" can guide product design, decisions and testing

→ Renzo Rizzo, Pasta Meal R&D Global Director, **Barilla**

**Green Innovation & Reducing Your
Carbon Footprint**

(Chairs Heidi Bertels & Koen Beyers)

**15:15 The Ecover Concept: A Trend or
the New Standard for Business?**

The Ecover Concept is 27 years in the making. This innovation process: New Technologies & Raw Materials and Where Sustainability is Second Nature.

This session will include:

- An introduction of the Ecover Concept: Performance, Price, Sustainability, Health and Convenience.
- How has the Ecover Concept paved the way for a growing company in a growing industry of ecological washing and cleaning products? Examples.
- Our Vision: Ecover is a company that strives to optimise economic value. Ecover regards the environment as an inseparable part of the economy. Negative impacts on the environment are reduced by means such as stimulating and conducting research on new technologies and raw materials.

→ Peter Malaise, Concept Manager, **Ecover**

16:00 Sustainable Innovation

Stay Tuned for Session Details
visit www.iirusa.com/feieurope

Leading Techniques and Processes

(Chair Hannes Erler)

15:15 DSM : Open Innovation in practice

DSM changed over the past 105 years from a Dutch State Mining" company into a listed, global specialty player (Nutrition , Pharmaceutical Intermediates , Performance Materials and Industrial chemicals) with ~10 Bln\$ revenues.

Since the mid 90'ies we are applying innovation principles, now referred to as "Open Innovation" (for example by Prof. H.Chesbrough)

Using Corporate Venturing (investing in both Venture Capital Funds as well as in Start-up companies) DSM actively explores new markets , technologies and products for growth and creates options to add young businesses to its current product lines.

This presentation will cover:

- Change as a core competence
- Tools for Open Innovation
- Growth and rejuvenation of the portfolio
- Entrepreneurship/Intrapreneurship

→ Rob Kirschbaum, VP Materials Innovation, **DSM Innovation Center**

**16:00 Idea Management as an Enabler
of the "Pull" Business Model**

When the business environment is known, predictable, and controllable, it is appropriate to "push" resources at well-defined problems. However, when the environment is uncertain, complex, and not fully controllable, it is better to "pull" resources to problems in a just-in-time fashion.

The difficulties lie in the details of such a rapid, flexible, unstructured approach, and there is little practical advice in the literature of just how to implement "pull".

Fortunately the processes and tools of Idea Management are ideally suited to this type of problem solving. In the past two years, Pfizer Global Research & Development has run over 100 structured and documented problem-solving challenges, both inside and outside the firewall. Via multiple examples, we will illustrate a number of best (and worst!) practices, and offer projections for extensions of these processes into an even-more fluid future.

→ Dr. Robin W. Spencer, Senior Research Fellow, Idea Management and Innovation, **Pfizer Global Research & Development**

**16:45 Invention on Demand - The Y!
Method of Invention™**

Fundamental to the Y! Method is the understanding of how our brain builds its own fully functional model of the surrounding world. Starting at birth, under the constant bombardment of information from the sensory system, the mind develops mirror "virtual models" for the real objects it encounters in the environment. The behavior of these objects and their relative interaction also mirror the natural laws observed by our senses. The order in which elements are added to this "Personal World Model" (or Y space) is closely related to Maslow's pyramid of needs, with those necessary for survival being given priority over less critical ones.

By the time we reach adulthood the Y space includes all the physical, emotional, and spiritual components of our daily lives, from toothpaste and Harry Belafonte, to our favorite department stores and...God. However our Y space, regardless how rich we believe it to be, is only a small part of the Possible Universe which also includes all the knowns we simply have no access to (at a given time) plus the vast unknowns. The space outside Y but within the Possible Universe is the Y! space where new creative solutions reside.

→ Dr. Andrei Cernasov, Principal Scientist, Innovation Champion, Lecturer, R&D, Advanced Technology, **Honeywell International**

Thought Leaders Track**15:15 How to Focus Your Innovation on
the Best Bets for Your Business**

Quality innovation is seen increasingly as a critical criterion for success in business. However innovation can also be expensive, not only in resources invested, but also in opportunities lost if the innovative thinking is not channeled appropriately. We will look at:

- Directing innovative thinking without stifling creativity
- Ensuring your strategy is clear enough to channel the thinking
- Filtering out the wrong ideas sooner

→ Steve Wright, Managing Director, Tigerprint Ltd, part of **Hallmark International**

**16:00 Leveraging the Internet to Drive
Innovation-Focused Market Research**

The increasing speed of business and shortened time-to-market cycles have made innovation a constant challenge for marketers. Most concur that about 1 in 1000 product ideas make it to market. To stay ahead, marketers need to either create more ideas more quickly or improve the quality of early stage product ideas to reduce the ratio needed to get a product to market. Market research can help meet these demanding requirements, but only if Market Research itself is innovated.

This presentation will demonstrate how innovative new online research tools integrate sub-conscious thoughts and feelings with conscious reactions. Finally market research can work within the innovation process at your company as a catalyst for change rather than a hurdle to overcome.

→ Martin Oxley, Managing Director, BuzzBack Europe, **BuzzBack Market Research**

**16:45 Critical Factors for Successful
Implementation of Portfolio Management**

Companies which decide to implement a Portfolio Management System quite often expect an immediate change to the better when it comes to the value generation of their projects. Reality shows that first of all many "small but painful" internal steps have to be taken to get the organization up to the level which enables meaningful and value adding portfolio management. Continuous and clear support by Top Management is one of the most important requirements which will finally make it successful.

This presentation will cover:

- Complexity of Portfolio Management Tool needs to fit to the maturity of the organization
- How to ensure minimum complexity = maximum output of Portfolio Management
- Support of Top Management will make or break the introduction of Portfolio Management.

→ Dr. M. Erdl, Director R&D/QA, Campina CPE, **Campina Innovation**

Front End Innovation Management Research: An Academic Perspective

The goal of this morning workshop is to discuss some of the most current research in the Front End. You will hear some of the foremost academic leaders discuss their latest research.

Note: This is an additional add-on option for this event. If you would like to participate in this workshop please mention code B8 when registering.

8:30 Workshop Begins

1 Profiting from User Innovativeness: the Research Program of the User Innovation Research Initiative Vienna

There is growing consensus that users and customers can be valuable sources for the development of new products and services. The long-term research program of the User Innovation Research Initiative Vienna is to analyze how firms can access, integrate, and use this important resource. Findings help to improve methods of user-integration, namely the lead user method, toolkits for user innovation and design and innovation communities.

Professor Nikolaus Franke is Director of the Institute for Entrepreneurship and Innovation at the Vienna University of Economics and Business Administration. He is also Director of the TU/WU Entrepreneurship Center, a joint technology transfer organization together with the Technical University Vienna, Academic Director of the MBA in Entrepreneurship and Innovation (Schumpeter Program) and leads the User Innovation Research Initiative Vienna.

→ Prof. Nikolaus Franke, **Vienna University of Economics and Business Administration Institute for Entrepreneurship and Innovation and User Innovation Research Initiative**

2 Bridging Mass Customization and Open Innovation

A growing heterogeneity of demand, the advent of "long tail markets", exploding product complexities, and the rise of the creative consumer are challenging companies in all industries to find new strategies to react to address – and profit – from these trends. Mass customization meets this challenge by offering individually customized goods and services at mass production efficiency. We find that companies who adapt their business processes for mass customization often also open their frontend of innovation. Interacting with customers in a mass customization system generates important data for the NPD process.

This talk will share some of the latest research on setting up successful mass customization systems and will discuss recent trends in product configuration systems from the perspective of strategy and marketing. Based on our own study of more than 250 mass customizers in consumer and industrial markets, the session outlines the building blocks of successful mass customization strategies and provides ideas how to avoid the pitfalls of its implementation.

→ Frank Piller, *co-director the Smart Customization Group at M.I.T. & professor of innovation management, RWTH Aachen University, Germany*

3 Developing Breakthrough Innovation Capabilities in Established Businesses

While it is attractive for a mature firm to find avenues of renewed growth through breakthrough innovation, such a firm is impeded by its existing strategic focus, organizational structure & culture, and standard operating procedures. Yet, solutions are emerging from practice and theory on how established firms can enhance their capacity for radical innovation through a dual strategic focus, parallel organizational ventures, a climate for entrepreneurship, learning-based innovation processes, collaboration with third parties, and market learning practices that unearth unmet and unspoken customer needs. Drawing together such practices, it is possible to arrive at an integrative framework of how established firms can excel at radical innovation (alongside the efforts to incrementally improve existing offerings).

This presentation will cover:

- Obstacles to breakthrough innovation in established businesses
- Capabilities for breakthrough innovation in established businesses
- An integrative framework for instituting a systemic capacity for developing and launching game changing products and service

→ Axel Rosenø, Ph.D. Assistant Professor, **Copenhagen Business School**

10:00 Networking Break

4 Innovation Field Orientation, Innovativeness and Firm Performance

Innovation field orientation is defined as an element of a firm's innovation strategy, which is aimed at managing multiple thematically related NPD projects. This research explores (1) to what extent innovation field orientation is an established part of the corporate strategic planning practice, (2) how this practice relates to the innovativeness of a firm's new product portfolio, and (3) how this ultimately impacts firm performance. We use data from 122 publicly listed firms and provide evidence that firms, which deliberately specify focus areas, assign resources to, provide organizational framing for, and stimulate synergies between related NPD projects stand a better chance to achieve a more innovative new product portfolio. This again is highly appreciated by investors and results in a superior stock market evaluation of these firms.

As Director Portfolio Innovation for BT Group, Daryl is responsible for the identification, collation, and development of innovations from across the business and outside BT and, by utilising customer insight, delivering them to the appropriate markets as customer propositions. He also directs the overall portfolio strategy across BT's lines of business.

He is responsible for ensuring BT has the right portfolio to meet customers' needs and group financial targets, at the same time driving convergent services and solutions for the future. This session will showcase how BT assures its portfolio is fit for purpose now and in the future.

→ Soren Salomo, *Professor for Technology and Innovation Management, Karl-Franzens University*

5 How to Use Analogies to Develop Breakthrough Innovations

Analogies are used to retrieve existing knowledge - a basic resource for innovation - and to apply this knowledge to new problems. Especially "far" analogies that bridge unrelated industries or link the biological with the technical world seem to be promising for the creation of breakthrough innovations. However, finding analogies of this type is challenging. In order to see a relation between solutions and problems that have not been connected before, existing knowledge has to be freed from its original context. This can be inhibited by organizational barriers and the functional fixedness of the problem solvers.

In my presentation I will start with the exploration of the nature of analogies. The recognition of analogies as a fundamental attribute of human cognition is explained considering different types of analogies, such as, for example, near and far analogies. Further I will look at some existing approaches that incorporate the idea of analogical thinking are discussed. I focus on creativity techniques, TRIZ, bionics, and the lead user method. Such methods are evaluated according to their range of application and their limitations. Based on this discussion, I suggest a systematic approach that may help designers to retrieve, evaluate and use analogies in the fuzzy front end of innovation. The general proceeding is illustrated with insights from three cases in a large medical equipment company.

Finally, I will explore organizational conditions fostering the retrieval and application of analogies in new product development. As a result, I will develop some propositions on organizational mechanisms (e.g. structure, knowledge management, human resource management) for achieving an effective use of analogical thinking in the context of breakthrough innovation projects.

→ Prof. Dr. Cornelius Herstatt, **Technical University of Hamburg, Institute of Technology and Innovation Management**

6 Roundtable Discussion & Q&A Session

12:30 Conclusion of Academic Session

→ Explore VIENNA Bring your family with you to Vienna and extend this conference into a small holiday!

Vienna is the capital of Austria and is considered by connoisseurs to be one of the most interesting cities of Europe. Formed by the Habsburg Dynasty with its' baroque residence Schönbrunn as well as the buildings of the 19th Century "Ringstraße". The Viennese hospitality is world famous, just as its famous wine cellars "Heurigen" and coffee houses are. Vienna is "the capital of music and art, the imperial city, the city of recreation and sports, the city for connoisseurs "offers a wide range of incentive ideas... come on and have a closer look "Vienna waits for you! Vienna is clean, green and safe. Delegates will feel at ease when discovering the many facets of this metropolis.

Hotel Information:
Hilton Vienna
Am Stadtpark 3, Vienna, Austria A - 1030
Tel: +43-1-717000

Hotel Info
For your convenience we have created a customized reservation form for the hotel. Please refer to our website for details.
Please mention Front End of Innovation Europe – IIR

when registering to receive discounted rate. Please send your reservation form to the Hilton Vienna not later than 9 January 2008. Reservations received after that date can not be guaranteed.
Registrations:
FAX 0043-1-71700 11000
e-mail: reservations.hilton@hilton.com

Set in the heart of Vienna, the hotel is just 16 minutes by direct train from the airport.
Enjoy jazz while you eat at the renowned Joe Zawinul's Jazzclub Birdland or try modern Austrian cuisine at the hotel's S'PARKS restaurant with its alfresco terrace. Work out in the well-equipped gym or unwind with the sauna, steam bath and relaxation area. Opposite the famous Stadtpark, the hotel is just 10 minutes' walk from Vienna attractions like the Opera House and St Stephen's Cathedral.

All Hilton Guest Rooms feature garden or city views and wireless internet access. Executive Rooms enjoy Executive Lounge access, featuring free continental breakfast, snacks and drinks.
The Hilton Vienna is located in the center of the city adjacent to the popular Citypark "Stadtpark". St.

Stephen's Cathedral, the Vienna State Opera as well as the shopping districts are only 10 minutes walk away. The City Air Terminal next to the hotel provides a direct connection to the Airport. (16 minutes via fast train)

New! Partner Program Offering – Vienna City Tour
This tour is offered to delegate's partners and family members who are interested in exploring the city of Vienna while the conference is in session.

30 January 2008 02PM till 05PM
Duration : 3 hours
Tour Cost: 20.00 Euros per person.
Space is limited so we recommend registering your companion for the tour at the same time you register for the conference.

Trip by coach from the hotel to city centre. Enjoy the glance at the most important sights located at the avenue "Ringstrasse" such as the State Opera, the Museum of Fine Arts and the Natural History, the Hofburg Palace, the former winter residence of the Habsburg family. Short walking tour to have a glance at the Royal Treasury, the Spanish Riding School, the Royal Chapel and the National Library.
Afterwards coach ride passing by the Parliament, the

Museumsquarter, the Secession and the market place "Naschmarkt" to Schönbrunn Palace. This historical monument surrounded by a magnificent garden was the former summer residence of many generations of the Habsburg family. Guided tour through the private and official showrooms of the palace.

At the Gloriette you will enjoy an unforgettable view over the palace area. Trip back to your hotel where the tour ends.
Please Note:
Schönbrunn Palace
Highlight Tour (Palace)
Entrance Fee
Additional at the Gate)





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pdma e. V. is the official PDMA (Product Development and Management Association) affiliate in the German-speaking countries (Germany, Austria, Liechtenstein, Switzerland). It is an attractive forum covering all topics relating to product development and innovation management. Its German-speaking members belong to both the industrial and academic sectors. They engage in local, regional and nationwide activities like regular conventions and evening events and establish a business network where they vividly exchange their views. Please find further information at www.pdma.info

PDMA - The Netherlands

Product Development & Management Association Netherlands is run for and by members interested in all aspects of innovation. Our goal is to develop and exchange knowledge, experience and tools in the field of integrated product- and market development among academics and company members, leading to increased effectiveness and efficiency of innovation processes. We are an independent society founded on the 18th of January 2005. We aim to realise our goals through conferences, lectures, workshops and training. www.pdma.nl

The PDMA-Southern Europe (SE) was established in October 2005 and represents Italy, France, Spain, Portugal, part of Switzerland. Our headquarters is located in Milan. They currently have about 30 members, but the potential for expansion is large. PDMA has given this chapter its full support. PDMA-SE has developed some important guidelines and plan to develop a PDMA-SE Academy. Their goal is to help unlock the great potential of European enterprises, and provide decisive impetus for a new wave of product innovation. www.pdmase.org

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PDMA France was born in January 2007 to create a network of innovation professionals. Our strategic objective is to enable our members to share best practices and to interact more effectively with their peers of the innovation process. This network building orientation is a key component of PDMA France's present success, as it provides our members with practical ways of improving the innovation capabilities of their organization, beyond the theories and books. www.pdma-france.org

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Platform for Innovation Management The interbranch Platform for Innovation Management is a leading none profit organization in Austria concerning the exchange of experiences and collaboration in terms of innovation management – currently 59 members comprising more than 30,000 employees worldwide. The objective of the PFI is the improvement of innovation performance which is fundamental to the economic success of enterprises – PFI has the required competence to generate ideas and expertise and to successfully convert this knowledge into products, processes and services. For more information, please visit www.pfi.or.at



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Additional Academic Workshop on Thursday – Add on to conference rate			€350
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Please complete & return to IIR by one of the following:

Please register the following delegate(s) for Front End of Innovation Europe

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Who is your approving manager?

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Which conference days will you attend?

- Conference Only (Tuesday & Wednesday)
- Conference + Symposium (Monday, Tuesday & Wednesday)
- Conference + Half Day Workshop(s) (Monday, Tuesday & Wednesday)
- Post Conference Academic Workshop - (Thursday)

Which Monday Activities(s) will you attend? (Please indicate)

- All Day Multi-Speaker Symposium** – Customer Driven Innovation (M2050 B1)
- AM Workshop:** Best of the Best: Learn Top Quartile Practices in the Front End (M2050 B2)
- AM Workshop:** The Path Toward the Open Enterprise: A New Perspective for SMEs (M2050 B3)
- AM Workshop:** Breakthrough Idea Generation -A Roadmap For How To Implement Starting Tomorrow (M2050 B4)
- PM Workshop:** Harnessing Business Model Innovation for Transformative Growth (M2050 B5)
- PM Workshop:** Multi-speaker Workshop – Product Life Cycle Management – Integration & Beyond (M2050 B6)
- PM Workshop:** What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services (M2050 B7)

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