

FEI 09

PDMA & IIR Present the 7th Annual
FRONT END OF INNOVATION
Boston World Trade Center & Seaport Hotel • Boston, MA
MAY 18–20, 2009

X FACTORS FOR THRIVING IN THE CHANGING ECONOMY

- **REACH FACTORS:** Expanding Beyond Your Core Business
- **CULTURE FACTORS:** Actionable Techniques to Innovate with What You've Got
- **CUSTOMER FACTORS:** Including Your Customer Even in Tight Times
- **STRATEGY & SCALABILITY FACTORS:** Planning, Defining and Measuring Success
- **PARTNERING FACTORS:** Leveraging Partners for Growth
- **SOCIETAL FACTORS:** Global, Green and Government Impacts on Innovation
- **DESIGN FACTORS:** Integrating Design Holistically in Your Front End Process

JIM COLLINS + 80 World-Class Speakers + A Whole New Experience ➤

FRONTENDOFINNOVATION.COM

WELCOME TO **FEI 09**

WE'RE SEEING A MONOLITHIC SHIFT IN THE AREA OF INNOVATION.

A new ecosystem must be developed that fuels you, your team and your organization for sustained growth in challenging times.

IS YOUR COMPANY WONDERING HOW TO THRIVE?

Now more than ever, the Front End of the innovation cycle holds your greatest opportunity and building a robust FEI process is necessary to survive in the global market.

INTRODUCING X FACTORS FOR THRIVING IN THE CHANGING ECONOMY

This program will exploit the critical X factors you need for success in the Front End. FEI 09 is an indispensable investment that will help you achieve long term success.

THE 2009 X FACTORS

REACH: Expanding Beyond Your Core Business

CULTURE: Actionable Techniques to Innovate with What You've Got

CUSTOMER: Including Your Customer Even in Tight Times

STRATEGY & SCALABILITY: Planning, Defining and Measuring Success

PARTNERING: Leveraging Partners for Growth

SOCIETAL: Global, Green and Government Impacts on Innovation

DESIGN: Integrating Design Holistically in Your Front End Process

ALL NEW CONTENT IN AN ALL NEW WAY. MORE NETWORKING, CONVERSATIONS AND DIALOGUE THAN EVER.

Each year the annual Front End of Innovation conference brings together superior content, first class speakers and top-notch attendees. FEI 09 will not only provide you with the skills you need for success in the changing economy, but it will also bring you a whole new conference experience.

ANNOUNCING FEI'S 'PAVILION OF DISCOVERY'— An innovative environment where you can choose how you want to consume your information. You'll enter into an experience that allows you to learn in a variety of ways, network with world-renown keynotes, explore fresh concepts, understand vital trends, test the latest tools with leading-edge consultants and debate with cross-industry corporate practitioners.

THERE ARE NO LINEAR TRACKS

Each X Factor will rotate through the Four Discovery Rooms which include:



DISCOVER, DIVE-IN, DECONSTRUCT

Both organic and facilitated, this learning environment will give you a chance to dive deep into the conversations and content you desire. Test ideas, build collaborative networks, and discuss key challenges with your innovation peers.



IN THE KNOW

These sessions will help you drive long-term competitive advantage. Presented by senior practitioners you will hear cutting-edge techniques, strategies and tools that drive success in the Front End.



DIVERSE MINDS

In a new panel format, seize the opportunity to hear multiple perspectives on your most current innovation challenges. Come prepared with questions, have them answered and generate debate.



THE INSIDE STORY

Based on the companies you requested during these sessions you will hear stories from inside the trenches. Uncover corporate best practices and lessons learned from cross-industry presenters.

Alan Schrob, Director, New Business Development, **NOVA Chemicals Inc**
 Dr. Alastair MacGregor, CEO, **Innovia Technology**
 Andres Jordan, Vice President Innovation & Market Development, **Deutsche Telekom North America, Inc**
 Brad Barbera, Director of New Product Development, **Fellowes, Inc**
 Brad White, COO, (**r evolution**)
 Brendan Light, SVP, Research and Product Development, **BuzzBack Market Research**
 Brian E. Joseph, President, COO - **Touchstone Research Laboratory, Ltd.**
 Carl Loweth, Manager of Technology Innovation Strategy, **John Deere**
 Chris Conley, Research Professor of Design and Innovation, **Institute of Design, IIT**
 Chris Hacker, Chief Design Officer, Consumer & Personal Products Worldwide, **Johnson & Johnson**
 Dan Keldsen, Director, Market Intelligence, **AIMM**
 Dave Nichols, Associate Director, **P&G**
 Dan O'Neill, CLP, Associate Director, Intellectual Property Office, **University of Cincinnati**
 Dan Rasmus, Director of Business Insights, **Microsoft**
 David Matheson, PhD, President and CEO, **SmartOrg Inc**
 David Thomas, Global Innovation Leader Petcare, **Mars, Inc.**
 Deb Mills, Director, Early Stage Marketing, **Corning Science & Technology**
 Dev Patnaik, founder and principal, Jump Associates; adjunct professor, **Stanford University**; Author, *Wired to Care: How Companies Prosper When They Create Widespread Empathy*
 Doug Wilson, Vice President, **Sagentia Inc.**
 Ed Dormier, Vice President, R&D Upstream Technologies, **Ethicon, a Johnson & Johnson Company**
 Dr. Enno Scholz, Managing Partner, **Hype**
 Eric J. van Gemeren, Vice President, FCD R&D, **Flowserve Corporation**
 Frank Evan, Director, **NineSigma, Inc.**
 Frank van Mierlo, President, **1366 Technologies**
 Geoff Waite, VP, **Sagentia Inc**
 Geoff Zoeckler, Product Development Scientist, **Birds Eye Foods**
 George Glackin, Associate Director, Corporate R&D Innovation Capability, **P&G**
 Greg A. Stevens, President, **WinOvations, Inc.**
 Javier Flaim, Partners, **Maddock-Douglas**
 Jeff Hovis, Managing Principal, Product Genesis, **Innovation Genesis LLC**
 Jim Collins, Author, *Good to Great & Built to Last*
 Jody Turner, Founder, **CultureofFuture.com**
 Joe Fox, External Technology Leader, Global Technology, **Ashland, Inc.**
 John Bartolone, PhD, Category Open Innovation Director, **Unilever**

John H. Friar, Associate Academic Specialist and Executive Professor of Entrepreneurship and Innovation, **Northeastern University**
 John Kao, Innovation Strategist and Author, *Innovation Nation: How America Is Losing Its Innovation Edge, Why It Matters, and What We Can Do to Get It Back*
 Jon Prange, Venture Business Manager, **Zoological Society of San Diego**
 Julie Gerstenberger, Director, External Alliances and VP, Office of the CTO, **Eastman Kodak Company**
 Kara Francis, Business Development Analyst Sr, **Lockheed Martin Enterprise**
 Kathie Thomas, Director of Innovation and Senior Partner, **Fleishman-Hillard**
 Katie Kraus, Research Community, **Kimberly Clark**
 Kathy Herald-Marlowe, Principal, **Marlowe and Associates**
 Kevin O'Donnell, Senior Partner, **Prophet**
 Kimberly A. Johnson, PMP, NPDP Senior Project Manager, Innovation Lab, **Johnstech, International**
 Kris Dunn, Vice President of HR, **SourceMedical**
 Malcolm DeLeo, Vice President of Innovation, **Daymon Worldwide**
 Mark Colombo, Senior Vice President, Digital Access Marketing, **FedEx Services**
 Mark Turrell, CEO, **Imaginatik**
 Matt Sagal, Senior Partner, **Alliance Management Group**
 Matthew Heim, President, **NineSigma, Inc.**
 Max von Zedtwitz, Professor of Strategy & Innovation, **Peking University** & Author, *Managing Global Innovation*
 Megan Stanton, Advanced Planning and Strategy, **Nissan North America**
 Mike Maddock, Partner, **Maddock-Douglas**
 Mike Santori, Business and Technology Fellow, **National Instruments**
 Paul Peot, VP, Intellectual Property & Collaborative Innovation, **Masterlock Inc.**
 Paulo Janeiro, CEO, **Inogate**
 Peter Erickson, Senior Vice President, Innovation, Technology and Quality, **General Mills**
 Peter Kragh, Director of Innovation in Ostomy Care, **Coloplast**
 Richard Nelson, Senior Director of Marketing, **Philips Medical Systems**
 Rob Spencer, Senior Research Fellow, Innovation and the Idea Farm, **Pfizer**
 Robert Schwartz, FIDSA, General Manager, **Global Design GE Healthcare**
 Robert Schneble, Technical Fellowship Program Manager, **The Boeing Company**
 Steve Wang, VP Global R&D, **Checkpoint System**
 Tom Schultz, Vice President Product Development, **HCI Direct, Inc.**
 Valerio Nannini, Senior Director R&D for Coffee & Beverages Businesses, **Nestle**
 Verena C. Kloos, President, **BMW Group DesignworksUSA**
 William Rosenzweig, Managing Director, **PHYSIC Ventures**

And You... 2009 invites you to engage in an unprecedented participatory experience.

2009 FEI ADVISORY BOARD

Conference Chairman: Peter Koen, Associate Professor, Director of Consortium for Corporate Entrepreneurship, **Stevens Institute of Technology**
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 Cheryl Walsh, Senior Director of Marketing & Media Relations, **US FIRST**

A VERY SPECIAL THANK YOU

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FULL DAY SYMPOSIUM 9:00-5:00

B1 PARTNERING FACTORS: LEVERAGING PARTNERS FOR GROWTH

ANDREW GILICINSK, DIRECTOR TECHNOLOGY BROKERAGE AND INNOVATION, THE CLOROX COMPANY
ANNE ORBAN, DIRECTOR DISCOVERY & INNOVATION, INNOVATION FOCUS INC.

9:00 **Opening Remarks****FINDING THE RIGHT PARTNERS: SCOUTING AND NETWORKING**9:15 **Open Innovation Behind Closed Doors: How Secretive Companies Can Use Private Social Networks to Quietly Hunt for Innovative Technologies**

Robert Schneble, *Technical Fellowship Program Manager, The Boeing Company*
Dan O'Neill, CLP, *Associate Director, Intellectual Property Office, University of Cincinnati*

Boeing Corporation developed the Boeing Technology Alliance (BTA), a private social network, to quietly identify and acquire needed, innovative technologies. The measured value of the BTA to Boeing is over \$250 million per year. One of the biggest challenges faced by BTA is how to identify and acquire technologies from research universities. This presentation will cover:

- > What is a "private" social network and how does it work
- > Why surfing the web for new technologies is not the answer
- > Managing expectations on the hunt for technologies at universities
- > Role of knowledge brokers—how they work at Boeing and universities

9:45 **Expanding Beyond your Traditional Innovation Network and Succeeding in Open Innovation**

Matthew Heim, *President, NineSigma, Inc.*

It's no longer "should we leverage the global innovation community," but "how do we best leverage the global community to drive growth." Matthew Heim, President of NineSigma, will share insights on how companies are using expert-sourcing as a leading component in their corporate strategy, and some of the challenges they have had to overcome to establish themselves as a Partner of Choice

10:10 **Panel Interactive Discussion with Delegates**10:30 *Networking break***FINDING PARTNERS: THE IMPORTANCE OF VCS AS A PARTNER SOURCE**11:00 **Entrepreneurial Start-Up Perspective**

John H. Friar, *Executive Professor of Entrepreneurship and Innovation, Northeastern*
Based on Professor Friar's experience in the start-up of several companies, his management of a venture fund, and his current service on the boards of several startups, he will add depth and first hand experience on:

- > How VC/Angels invest.
- > Networks, partners, customers, technology—How they look and feel when it works well
- > What it looks and feels like when it fails.

11:20 **VC Perspective**

William Rosenzweig, *Managing Director, PHYSIC Ventures*

Mr. Rosenzweig has 20 years of experience as an investor, entrepreneur and educator. Mr. Rosenzweig was most recently co-founder and Managing Director of Great Spirit Ventures ("GSV" or "GSV Fund I"), a \$20 million venture fund focused in the consumer-driven health sector and co-founder and CEO of Brand New Brands, a \$15 million functional food accelerator fund. Thus far, Brand New Brands has resourcefully and speedily commercialized four new companies.

11:40 **Corporate Perspective**

Julie Gerstenberger, *Director, External Alliances & VP, Office of CTO, Eastman Kodak*
Kodak External Alliances (KEA) is focused on accessing technologies at an early stage in the innovation pipeline to fuel digital growth with new and existing businesses. Julie pursues technologies related to digital imaging systems and services, including applications/devices, infrastructure and enabling technologies for consumer markets.
She will discuss corporate venturing as a way of finding partners at the front end & strategies to optimize corporate venturing.

12:00 **Panel Interactive Discussion With Delegates**12:30 *Luncheon***DEVELOPING PARTNERSHIPS: BUILDING THE RIGHT MODEL**1:30 **Corporate Perspective**

John Bartolone, PhD, *Category Open Innovation Director, Unilever*

Based in the United States at Unilever's Global Technical Center in Trumbull, CT, Dr. Bartolone currently works on Program and Capability build for Category New Emerging Areas and enabling Core Programs via partnerships. John will discuss how to understand and execute the key first step of clearly rationalizing internally why a company needs to orient itself externally for a specific opportunity and the importance of getting approval up to the highest level. You will learn about creating clear and effective selection and success criteria. In addition, John will discuss how to adjust based on circumstances in order to move forward and rules of thumb for successful repetition.

1:50 **Entrepreneurial Perspective**

Brian E. Joseph, *President, COO, Touchstone Research Laboratory, Ltd.*

Brian Joseph is a co-founder of Touchstone Research Laboratory, an award-winning supplier of materials testing, industrial problem solving. Brian will discuss how a company can leverage work with larger companies to generate business growth. He will show how a small company that takes on challenging projects (that large companies may shy away from) can produce technology breakthroughs and large amounts of IP. He will also reveal how a small company, by working with a lot of companies and agencies across different platform areas, can offer breakthrough solutions that are not obvious to other companies.

2:10 **Case Study In Building The Right Model**

Frank Evan, *Director, NineSigma, Inc.*

Joe Fox, *External Technology Leader, Global Technology, Ashland, Inc*

Partnering for Open Innovation Success: A "15 Σ" Model. Ashland has built a successful approach to open innovation leveraging existing core processes such as its Design for Six Sigma methodology for new product development. They also decided early on to engage innovation intermediary, NineSigma, to expand their network size and improve access to world-class technology providers. Utilizing the rigor and discipline of Six Sigma along with the structured approach that NineSigma provides for extracting value from the global innovation community, the Ashland team was able to successfully launch an OI program that yielded results. In the simplest mathematical terms, Ashland's model is $6 \Sigma + 9 \Sigma = 15 \Sigma$.

2:40 **Panel Interactive Discussion With Delegates**3:10 *Networking break***EXECUTING PARTNERSHIPS: SUCCESSES AND LEARNINGS**3:30 **Entrepreneurial Perspective**

Frank van Mierlo, *President, 1366 Technologies*

Frank has been in the business of partnering with technology inventors since 1995. During that time he has had spectacular success and explosive failure. In 1997 he started Bluefin Robotics Corporation together with MIT's Dr. James Bellingham. Frank will discuss his key takeaways from his experience of executing partnerships that include the importance of Culture, Cash Flow and Commitment when a small team can change the world. He will also reveal what happens in the trenches when strategy comes apart and tactics dominate.

3:50 **Corporate Perspective**

Malcolm DeLeo, *Vice President of Innovation, Daymon Worldwide*
Session details to be announced soon.

4:10 **Authored Perspective**

Matthew W. Sagal, Ph.D. *Senior Partner, Alliance Management Group,*
Co-Author *The Strongest Link*

Matthew Sagal is senior partner of the Alliance Management Group led by Dr. Gene Slowinski, Director of Strategic Alliance Research at the Graduate School of Management, Rutgers University. Matt has over 25 years experience in developing and implementing partnerships in a variety of industries. This session will cover essential knowledge and skills gained over many corporate engagements for executing successful partnerships and highlight the keys to increase win-win partnerships.

4:30 **Panel Interactive Discussion with Delegates**5:00 *Symposium Ends*

Kick-Off Keynote begins at 5:15.

FULL DAY SYMPOSIUM 9:00-5:00

B2 SOCIETAL FACTORS: GLOBAL, GREEN & GOVERNMENT IMPACTS ON INNOVATION

TAVOR WHITE, DIRECTOR, PRTM & CHRISTINA BRODIE, LEAD PRINCIPAL, PRTM

This symposium will explore the growing pressures on successful innovation, how companies across the globe are responding, and how private industry can support government regulation initiated to drive innovation in green technologies. These presentations will ensure that participants consider all of the societal factors that affect innovation and how they play out in their own organizations. In addition, participants will learn how the front end of innovation has the power to refract growth from spending cuts. Watch for email announcements with additional speaker information as 2009 begins.

9:00 **Opening remarks**9:30 **Current State of the US economy and how it affects innovation practitioners?**

As a real-time interactive opener this roundtable session will dive deep into the current stat of the US economy. Session details will be announced closer to the event and will be determined by the current happenings around the world.

10:30 *Networking break*11:00 **Post Traumatic Consumer Behavior**

Megan Stanton, *Advanced Planning and Strategy, Nissan North America*
Hear how the auto industry uses the dynamics of current social factors to help predict what may change about consumer behavior following this current economic crisis. Bound by long development cycles and swift shifts in regulation, flexible yet convicted future planning is a necessity. Follow an exploration into deep-seated social values, disparities in consumer mindset and actual behavior, and the art of projection.

- > How consumer tastes do or do not permanently change
- > How potential shifts can be identified, researched, and planned for
- > How product development can be flexible enough to adjust for changes which may still be years away

11:45 **Green Savings—How Smart R&D Practices in Clean Energy Technologies Save Both Money and The Environment**

John Steelman, *Program Manager, NRDC's Climate Center*
Before joining NRDC, he worked in marketing and advertising at BBD&O, TWA and Westvaco Paper Company. John received a bachelor's degree in Economics from Duke University. Being green is still seen as costing green, with the only business benefit being better public relations. This NRDC presentation will illustrate how being green saves money and the environment while growing the economy

- > See how the savings outweigh the costs of going green
- > Learn how R&D can use the savings to drive green innovation for profitable growth
- > Understand the private sector role in supporting non-profits like NRDC and carbon regulation to continue the savings/growth cycle

12:30 *Luncheon*1:30 **Innovation in Uncertainty: Harnessing Globalization, Sustainability and Economic Change**

Dr Alastair MacGregor, *CEO, Innovia Technology*
The challenges facing business today are daunting: from the sustainability imperative to financial turmoil, and from roller-coaster commodity prices to the paradox of international but local markets. Yet the stellar performance of global leaders, such as Procter & Gamble, Caterpillar and Shell, show that you can

prosper in times of uncertainty. Drawing on Innovia's experience of breakthrough innovation, gained from working with these and other world-class companies, Alastair will take a hard-nosed but upbeat look at the opportunities created by uncertainty and the power of innovation in turbulent times.

2:15 **Driving Profitability with Sustainable Business Practices**

Brad Barbera, *Director of New Product Development, Fellowes, Inc*
Green is the new black – everywhere you look, there is a new organic free-range food, green leafy logo, or advertisement featuring smiling cartoon animals. Consumers and trade customers are demanding information about corporate "green" practices. This is no longer a matter of "jumping on the bandwagon," but is rapidly becoming a basic ante just to play in the game today. How can a company profitably engage in sustainable business practices when it has not been a core competency before – without breaking the bank in the process? Fear not! This presentation will break many misconceptions about "going green," while not losing site of business realities. By focusing on the triple-bottom line, an organization can deliver strong returns financially, environmentally, and socially, without having protesters picketing corporate headquarters, and without resorting to "greenwashing." Real-life experience will be shared, with practical implementation advice.

Key Takeaways:

- > How to initiate and sustain a corporate sustainable business practices program
- > How to integrate sustainable business practices into the product development process
- > How to anticipate and overcoming hurdles
- > How to balance competing demands of different stakeholders

3:00 *Networking break*3:30 *If you have a great story to share and would like to speak during this session please contact Lisa Deutsch at ldeutsch@iirusa.com*4:15 **Scenarios in Real-Time**

Dan Rasmus, *Director of Business Insights, Microsoft Business Division*
This session will present a scenario framework developed by Microsoft and use it to test the hypotheses developed by other presenters in the conference. Because no one can know the social, economic, political, environment or technology backdrop against which ideas will play out, it is important to challenge assumptions and look for new opportunities against multiple, plausible futures. Attendees will gain an understanding of scenario planning, not as a theoretical lecture, but in a real working session that will help but their learning from the conference in perspective.

5:00 *Symposium Ends**Kick-Off Keynote begins at 5:15.*

HALF DAY SYMPOSIUM 1:30-5:00

B3 DESIGN FACTORS: INNOVATION BY DESIGN FOR PRODUCTS AND SERVICES

PETER LAWRENCE, CHAIRMAN, CORPORATE DESIGN FOUNDATION

Confirmed Speakers:

- > Peter Lawrence, *Chairman and Founder, Corporate Design Foundation*
 - > Robert Schwartz, *FIDSA, General Manager, Global Design GE Healthcare*
 - > Chris Conley, *Research Professor of Design and Innovation, Institute of Design, IIT*
 - > Chris Hacker, *Chief Design Officer, Consumer & Personal Products Worldwide, Johnson & Johnson*
- Additional speakers to be announced.*

This half-day symposium will focus on: How the most successful companies are using design to reach their full potential. Stories that demonstrate how companies are creating a culture of innovation that enables exceptional performance by a wide range of disciplines. Examples that illustrate how the design of the work environment has enabled creative collaboration that has produced better ideas faster.

How sustainability objectives and requirements are accelerating innovation. How to use and understand your existing data and information more effectively. How to present your business case more persuasively

Kick-Off Keynote begins at 5:15.

FEI FLASHBACK



FULL DAY WORKSHOP 9:00-5:00

B4 THE FRONT END OF INNOVATION – A PRACTICAL PRIMER WORKSHOP

For Both New Practitioners and Managers of Innovation, and for Those Seeking to Expand their Role in Innovation

GEOFF WAITE, VICE PRESIDENT, **SAGENTIA INC**

DOUG WILSON, VICE PRESIDENT, **SAGENTIA INC**

For the third consecutive year, this well-attended workshop will provide a comprehensive overview of the entire field. Innovation is not new—it is the very essence of human development. However, the discipline of innovation—how you manage it, structure it and make it happen—is new.

The advances in the “science of innovation” over the last decade have been enormous and present quite a steep learning curve for those newly tasked by their organizations to “drive innovation”. The PDMA FEI conference is an excellent forum to learn the latest thought leadership and experience of innovation practitioners and this workshop will help delegates form a solid platform from which to make the most of the conference. The workshop will introduce many of the most important aspects of innovation in a series of presentations and interactive exercises. Changes for this year include an increased emphasis on the doing of innovation.

During this workshop you will learn:

- > Learn the key aspects of successful commercial innovation, and how to do it.
- > Learn what levers you have to drive innovation – the SPROC model: strategy, process, resource, organization & culture.
- > Explore and share each others’ challenges and successes in establishing and executing innovation
- > Learn how to structure the Front End of Innovation using the PDMA FEI model and a practical Needs, Opportunities, Approach, Concept model.
- > Pick up a kit bag of tools & techniques for FEI and learn and practice a few of those that are most important to you.
- > Take home a practical manual of innovation

ATTENTION DOCTORAL STUDENTS



The **Product Development & Management Association (PDMA)** and the **Institute for International Research (IIR)** are proud to once again present – the **Front End of Innovation Doctoral Travel Scholarship**.

Entry Requirements: Applicants should be currently enrolled in a program of doctoral studies with a concentration in the management of technology or innovation. Preference will be given to those who are in the process of formulating a dissertation proposal or who will be doing so in 2009.

Please see our website for scholarship details, application information and deadlines. www.frontendofinnovation.com

HALF DAY MORNING WORKSHOPS 9:00-12:30

B5 FIVE STEPS TO DOUBLING THE PROFITABILITY FROM YOUR NBD GROUP**Even While Halving its Size, by Changing the Organization's DNA**

GREG A. STEVENS, PRESIDENT, WINOVATIONS, INC

Naturally creative people "Start" most profitable New Business Development (NBD) concepts. More practical types are better at "Finishing" them. In this short course you will learn how to identify "Starters" for the Front-End of Innovation, and "Finishers" to commercialize their ideas - and make money faster. This involves analysis of customer interviews, and building comparative system cost-performance-models, showing exactly how their new morphed ideas can win. You'll learn how to quickly measure the creativity of entire groups and raise their level of creativity when needed, via the only approach in the literature proven to work. You'll also learn five new forward-looking NBD metrics that will help you predict future NBD success, and thereby increase your profitability.

You will learn how to quickly achieve more than twice the profit from your NBD group by:

- > Identifying inherently creative "Starters" or "Rainmakers" for the Front End of Innovation.
- > Training and coaching "Starters" to more routinely "Morph" initial ideas into commercial winners, typically with \$50 million/year in profitable sales potential per each person-year of effort in NBD.
- > Measuring and quickly increasing the creativity and effectiveness of an entire group.
- > Using five new forward-looking metrics to help manage, predict and increase your company's future NBD success.

B6 THE LONG TAIL OF INNOVATION

DR. ROBIN W. SPENCER, SENIOR RESEARCH FELLOW, INNOVATION AND THE IDEA FARM, PFIZER INC.

After using large, diverse data sets to establish that innovation has many "long tail" properties, we will discuss what that implies for innovation and underlying behavior, and importantly what that also implies about scale, economics, expectations, and the infrastructure to support and promote innovation in your own organization.

Chris Anderson's "The Long Tail" highlights how the scale and economics of the internet, led by brands like Amazon and iTunes, have forever changed the landscape of retail. Similar analysis of very large data sets, from 3 years of managed innovation systems at Pfizer and elsewhere, show that many aspects of innovation (participation, ideation, idea triage, outcomes) also have robust "long tail" or scale-free properties. We will show, by analysis and simulation, what the underlying human behaviors are that generate these observations, and thereby put innovation itself on a semi-quantitative footing.

Finally, we will explore the consequences of these root causes and robust observations for your own organizations, as they apply to questions of scale, cost, infrastructure, expectations, and behavior.

HALF DAY AFTERNOON WORKSHOPS 1:30-5:00

B7 FORECASTING AND MANAGING THE ECONOMIC VALUE OF INNOVATION**Best Practices for Delivering Growth and Profitability in a Difficult Economy**

DAVID MATHESON, PHD, PRESIDENT AND CEO, SMARTORG INC

You need great ideas. And you need exciting, innovative products and services. But, in today's challenging economic times, innovation alone is not enough. Your products and services must deliver bottom-line value. In this workshop you will learn how HP, Sprint, Inspire Pharmaceuticals and others create higher revenues and profits by focusing decision-making on optimizing project value from ideation through product launch. Dr. Matheson will draw on material from his Stanford University Portfolio Management course, client case studies and exercises.

In this highly interactive workshop, you will learn how to apply best practices for:

- > Identifying the best direction to take projects
- > Forecasting future value with confidence
- > Selecting the best projects to develop and commercialize
- > Accelerating decision-making and moving projects to market faster

B8 INNOVATION GOVERNANCE WORKSHOP**Addressing Key Challenges in Organizing People, Structure, Process & Leadership**

BRAD WHITE, COO & INNOVATION PRACTICE LEADER, (r)EVOLUTION

This interactive workshop will bring together innovation practitioners wrestling with the challenges of creating the right innovation governance model for their organization (i.e. - people, structure, process & leadership). A panel of innovation practitioners from leading Fortune 500 companies will provide an overview of their challenges and solutions. (To be announced on the event website) Participants will share their challenges in innovation governance and the group will work together to develop solutions.

This workshop is intended to create breakthrough solutions for each participant by harnessing the experiences and perspectives of the panel as well as all other participants. Participants should be innovation leaders wrestling with issues of innovation governance.



Dev Patnaik

Founder and Principal,
Jump Associates;
Adjunct Professor,
Stanford University;
Author, *Wired to Care:
How Companies Prosper
When They Create
Widespread Empathy*

Monday Kick-Off 5:15

Wired to Care

The brain has subtle and sophisticated ways to understand what others are thinking and feeling. Simply put, people are wired to care. But inside large organizations, these instincts are systematically suppressed as employees are asked to check their humanity at the door and ignore their emotions. Consequently, people inside companies too often lose their feel for what's going on in the world around them. Over time, they can fall completely out of touch with the lives of the people who buy their products and ultimately fund their retirement plans – their customers.

Business doesn't have to be this way. Organizations can be designed to build strong connections between producers and consumers. When people inside a company develop a shared sense of what's going on in the world, they see new opportunities faster than their competitors. They have the courage to take a risk on something new. And they have the gut-level certitude to stick with an idea that doesn't take off right away. People are wired to care, and many of the world's best organizations are, too.



JIM COLLINS

Author of
*Good to Great and
Built to Last*

Tuesday 8:15

How Good Organizations Can Become Great

Jim Collins will challenge innovators in the business world to think about the key drivers that separate great institutions from mediocre ones, and how good organizations can become great. He will draw upon nearly twenty years of research that led to his books *Built to Last* and *Good to Great*, as well as his monograph *Good to Great and the Social Sectors*. He will also share perspectives from his new research into the question of how greatness can be attained in environments characterized by immense turbulence and sustained so that a company does not fall from great to good.

Jim Collins is a student and teacher of enduring great companies – how they grow, how they attain superior performance, and how good companies can become great companies. Having invested over a decade of research into the topic, Jim has authored or co-authored four books, including the classic *Built to Last*, a fixture on the Business Week best seller list for more than six years, and has been translated into 29 languages. His work has been featured in *Fortune*, *The Wall Street Journal*, *Business Week*, *Harvard Business Review*, and *Fast Company*.

Networking Break 9:30



Mike Santori

Business and
Technology Fellow,
National Instruments

Tuesday 10:00

Using Prototyping to Reduce the Risks of Innovation

When you have a new idea, you want to get it in front of target customers as fast as possible. Many great ideas never get in front of customers because too much effort goes into implementing a "real" version of a product. Rapid prototyping is an important strategic tool for companies who want to innovate. To be effective, companies must understand the latest technologies available for prototyping, as well as the organizational issues that can arise when prototyping comes into contact, or even conflict, with standard product development processes. National Instruments' Mike Santori will talk about how to effectively use prototyping as part of your innovation strategy, discuss key technology and organizational considerations when developing a successful prototyping strategy, and cite product prototyping examples from his company's own customer base.

Since joining National Instruments, Mike Santori has played a vital role in the definition and development of National Instruments revolutionary software products. In 2000, Santori was named an NI business and technology fellow due to his leadership and contribution to National Instruments continued growth and success.



John Kao

Innovation Strategist and
Author, *Innovation Nation:
How America Is Losing Its
Innovation Edge, Why It
Matters, and What We Can
Do to Get It Back*

Tuesday 11:00

Innovation Nation

John Kao is an authority on the intersecting subjects of corporate innovation and transformation, design, and the future of business. Dubbed a "serial innovator" and "Mr. Creativity" by *The Economist*, he has made a career out of helping organizations go from "getting" the importance of innovation to "getting innovation done." John has worked with a wide range of Fortune 500 companies, startups, and government agencies around practical issues of strategic innovation and organizational transformation.

John's book on the global dynamics of innovation, *Innovation Nation: How America Is Losing Its Innovation Edge, Why It Matters and How We Can Get It Back*, pays particular attention to what America's innovation posture needs to be in a world in which many countries are racing for the innovation high ground, such as Singapore, Denmark, Dubai, China, and Brazil.

Luncheon 12:00



Peter Erickson

Senior Vice President,
Innovation, Technology & Quality,
General Mills

Wednesday 8:15

Innovating on Innovation

As the head of General Mill's Innovation and Technology organization, Mr. Erickson is responsible for the invention and commercialization of new food products and technologies that can help in nourishing the lives of its consumers, by providing increasingly higher levels of health, taste and convenience.

Mr. Erickson's responsibility for the General Mills Quality organization is focused on delivering brands that its consumers can trust and value through its global leadership in consumer and product safety, in addition to its product quality, regulatory and technical excellence. Mr. Erickson has been employed by General Mills for the past 20 years.

Stay Tuned for More Session Details



Jody Turner

Founder,
CultureofFuture.com

Wednesday 9:15

Trend Hunting and Innovation: Be the New Global Standard In Your Field, Break the Mold and Invite Conversation, Change the Game Worldly and Wisely.

The world is shifting from a growth economy to one that includes community conversation as a major component of brand relationship development and marketing. What is the consumer up to and what are successful brands up in order to stay connected to the evolving consumer landscape? How do you track what the consumer is doing, how do you translate it to your brand strategy? During this session we will be looking at top examples, discuss where it is all leading us and how we can feel some empowerment as we future strategize.

Jody Turner is a premier connector of inspirational people and information, presenting at world events, gleaning and reporting back influential design and lifestyle trends to companies worldwide. Jody founded Culture of Future and Culture Lab, working with some of the top communication and branding experts driving forward lifestyle, culture and design perspectives for larger global entities. Clients include Nike Design Resources, Apple Design, MySpace, Adidas Advanced Technology, Sony Design, Microsoft Pioneer Experience Studios (PMX), and Home and Garden Televisions.

Networking Break 10:15



Max von Zedtwitz

Professor of Strategy
& Innovation,
Peking University & Author,
Managing Global Innovation

Wednesday 10:30

Innovating In China – Looking to Capture the Next Breakthrough

While the Western world is struggling to maintain its economic and industrial competitive advantage, Asia invests heavily in its capacity to innovate and to develop proprietary technologies. It only seems a matter of time until countries like China become leading innovators in their own right. How do US firms respond to this challenge? What do we learn for front-end innovation from competing in China – and with the Chinese – for better products and technologies?

This keynote will cover:

- > How to evaluate – as a Western company — when and how to innovate in China since in particular, R&D and front-end innovation will be strengthened over the next decade.
- > How to take advantage of a distinct set of 21st century front-end innovation capabilities that China produces which will be of use both for Chinese firms and Western multinationals.
- > How to compete successfully in China with R&D through better understanding the need for a tailored approach for foreign, non-Chinese multinationals



Verena C. Kloos

President,
BMW Group
DesignworksUSA

Recognized by *Forbes* in 2008 as one of the top female executives in the auto industry and named "100 Leading Women in the North American Auto Industry" in 2005.

Wednesday 11:30


Beyond Imagination

Global 'flattening' has redefined the playing field for design, resulting in a landscape of homogenization and commoditization. Unprecedented dynamics in the industry force companies to align their priorities and resources. Organizations must stretch their capabilities through 'design thinking' and strategic visualization and become their own innovation power houses.

- > Don't talk change; walk change and keep on walking...
- > Don't underestimate the power of your company culture
- > Compelling insights from 36 years of collaborative learning at BMW Group DesignworksUSA.

Verena C. Kloos was named, President of BMW Group DesignworksUSA, in September 2004. She is responsible for a global, multi-national staff of 135 and the strategy as well as operations for the Los Angeles, Munich, and Singapore design studios. Kloos's strong belief in creative collaboration and strategic visualization are the necessary ingredients for successful design leadership and driving innovation throughout the industry.

Luncheon 12:30

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| | REACH FACTORS: EXPANDING BEYOND YOUR CORE BUSINESS Chairs: Trisha Pergande, General Mills & Geoff Waite, Sagentia | STRATEGY & SCALABILITY FACTORS: PLANNING, DEFINING AND MEASURING SUCCESS Chairs: Peter Koen, Associate Professor, Stevens Institute of Technology & Cheryl Walsh, US FIRST |
| 1:15 | Breakthrough Innovation: Solving The Five Dilemmas That Hinder Incumbent Success Ed Dormier, <i>Vice President, R&D Upstream Technologies, Ethicon, a Johnson & Johnson Company</i> George Glackin, <i>Associate Director, Corporate R&D Innovation Capability, P&G</i> Peter A. Koen, <i>Associate Professor and Director of Consortium for Corporate Entrepreneurship, Stevens Institute of Technology</i> Facilitated by: Kathy Herald-Marlowe, <i>Principal, Marlowe and Associates</i> Incumbents fail at breakthroughs since they require companies to suspend their will honed methodologies learned from successful implementation of sustaining initiatives. The five dilemmas are: organizational complexity, paradoxical leadership, determining financials in high uncertainty, assuring adequate diversity in the breakthrough team and abandoning the use of Stage Gate™...  | Polishing Nuggets into Gemstones: Focused Innovation Application Methodologies for Consumer Goods Successes Thomas M. Schultz, Ph.D., <i>Vice President, Product Strategy, HCI Direct, Inc.</i> Successful innovations need to be useful to an end user, and the technology that feeds the innovation needs to be simple to that end user. By employing a stage-gate process focused on matching consumer needs at the appropriate market timing, innovations can be leveraged as 'new' regardless of how long they have been idling. The processes of stacking a product cupboard with 'ready-to-cook' prototypes has led to the successful entry of 100's of new products in the FMCG world. This presentation will describe the pathways of these successes as well as the many stumbles that led to learning how to better than the next company.  |
| 2:00 | <i>Transition to Next Session</i> | |
| 2:10 | Breakthrough Innovation: Solving The Five Dilemmas That Hinder Incumbent Success Session Continued... Organizing breakthrough opportunities does not always require separation for the sustaining business, but depends on the synergy and conflicts with the existing business. Leaders responsible for breakthroughs will consistently make the mistake of applying sustaining business models to the new opportunity. How companies are solving these first two dilemmas as well as the remaining ones will be discussed in this interactive panel session.  | John Deere's Approach to Accelerating Innovation Carl Loweth, <i>Manager, Technology Innovation Strategy, Deere & Company</i> In 2007, Deere recognized that while innovation is one of its four core values, the company was not emphasizing it enough. At that time, John Deere developed and launched its Accelerated Innovation Initiative, recognizing that innovation is the key to avoiding "commodity hell". Some of the key elements of the strategy, which will be discussed in the presentation, are: <ul style="list-style-type: none"> > Understanding megatrends and their impact on the customers' businesses > Identifying and committing to long term opportunity targets to help focus the R&D agenda > Building a robust, repeatable, sustainable enterprise process to accelerate innovation > Pushing beyond just "invention", knowing that real innovation does not occur unless "the cash register rings"  |
| 2:55 | <i>Networking Break</i> | |
| 3:30 | Key Success Factors to Drive Growth Beyond Your Core Business Facilitated by: Geoff Waite, <i>VP, Sagentia</i> Trisha Pegrande, <i>Director, Strategy and Innovation, General Mills</i> Dan Rasmus, <i>"futures analysis and work =place design", Microsoft</i> Growth is not a choice. It's an requirement of survival. But the risks are often substantial. Only a quarter of all growth initiatives succeed. In spite of these startling statistics, some companies consistently identify and deliver new platforms that drive growth for the future. What are some of the key success factors for organizations and teams to improve their odds in inherently risky territory. This interactive roundtable format discussion will explore the role of strategy, processes, resources, organizational structures, and culture in enabling growth beyond the core business using groups of delegates and speakers from the conference. Each group will benefit from the collective wisdom of the participants to develop the key "Reach" factors in their area of focus. These Key Reach Factors will be shared and built upon by the whole group.  | Co-presentation with Dave Nichols, <i>Associate Director, P&G</i> Dr. Enno Scholz, <i>Managing Partner, Hype</i> <p style="text-align: center;"><i>Please visit www.frontendofinnovation.com for session details.</i></p>  |
| 4:15 | <i>Transition to Next Session</i> | |
| 4:25 | Avoiding Commoditization through White Space Innovation and New Business Models Alan Schrob, <i>Director, New Business Development, NOVA Chemicals Inc</i> Jeff Hovis, <i>Managing Principal, Product Genesis, Innovation Genesis LLC</i> Presentation outlines the journey of NOVA Chemicals from a leading producer of chemicals, plastics and end products into new white space innovation opportunities and new business models that create value and growth. The audience will learn: <ul style="list-style-type: none"> > Methods for leaping beyond near adjacencies into true white space opportunities – avoiding the conflicts with current partners in the near adjacent space. > Using multi-layer partnerships throughout the value chain to create new, flexible business models. > Learn how to understand new markets, customers and business models that violate all the innate instincts in the mature corporation (and quickly build on these learnings).  | Meaningful Measurements of Organizational Innovation: What Makes Sense to Measure Kathie Thomas, <i>Director of Innovation and Senior Partner, Fleishman-Hillard</i> Despite Innovation Spending Increases many executives are dissatisfied with innovation results. Companies have trouble accurately gauging costs and returns and they face cultural issues that stifle productivity and squander resources. What can you do to measure the impact of innovation initiatives for your organization? This session offers a lively, interactive session packed with proven tips and strategies on how to measure the value of your Innovation efforts.  |

For non-session times including breaks, lunches and receptions please refer to the agenda at a glance

| | CULTURE FACTORS: ACTIONABLE TECHNIQUES TO INNOVATE WITH WHAT YOU'VE GOT Chair: Mary Ellyn, Innovation Pioneer, KCC | CUSTOMER FACTORS: INCLUDING YOUR CUSTOMER EVEN IN TIGHT TIMES Chair: Christina Brodie, Principal, PRTM |
|------|--|--|
| 1:15 | Innovation Simulation Session Kimberly A. Johnson, PMP, NPDP <i>Senior Project Manager, Innovation Lab, Johnstech, International</i> This fun, interactive and hands-on program teaches everyone in an organization to contribute to your company's innovative efforts. After going through the program, participants will: <ul style="list-style-type: none"> > Know the difference between creativity, invention and innovation > Understand what drives innovation and what can stop it cold > Learn the 10 types of innovation > Learn 12 Leader actions that create a culture of innovation <div style="text-align: right;"></div> | Customer-Centric Innovation: Moving Beyond Core Products to Address Customer Experience Richard Nelson, <i>Senior Director of Marketing, Global Customer Services, Philips Medical Systems</i> Philips Medical Systems has long been known for its leading edge technology in hospital equipment—especially, imaging. Increasingly all competitors deliver technology on a par and their ever-increasing capability outpaces hospitals' ability to purchase the latest equipment. Philips Medical built a strategy to focus on their customers' experience and went to their customers to better understand what that should be. In this presentation you will learn about its journey to shift its customer services business from its traditional "break / fix" model to proactively building offerings that address how their customers' operations work—how they experience Philips at each touch point. <div style="text-align: right;"></div> |
| 2:00 | <i>Transition to Next Session</i> | |
| 2:10 | Why Won't You Let Me Innovate? Geoff Zoeckler, <i>Product Development Scientist, Birds Eye Foods</i> Katie Kraus, <i>Research Community, Kimberly Clark</i> Don't miss this opportunity to hear unique perspectives from Millennials and Gen X innovation professionals. During this interactive panel they'll discuss the struggles they face when trying to promote innovation and creativity with a large organization. You'll gain insight into what is needed to motivate younger professionals to innovate today. <div style="text-align: right;"></div> | Breakthrough Innovation in a Risk-Averse Mature Market: Getting Beyond the 'Specs' Eric J. van Gemenen, <i>Vice President, FCD R&D, Flowserve Corporation</i> Industrial markets are often mature—and the people in them have a hard time changing. Product development tends to mean customizing each solution to each customer's specifications—a very costly endeavor. In this case, you will hear about how a global cross-functional team moved beyond the usual specifications to engage with and observe their customers to understand their real needs, not just their 'wants'. The results have been stunning! The customers are responding as if they designed the new solution themselves! <div style="text-align: right;"></div> |
| 2:55 | <i>Networking Break</i> | |
| 3:30 | Social Media: How To Innovate and Collaborate with the Workforce of the Future HR Perspective - The Kids Are OK - Collaboration with the Future Workforce through Social Media Kris Dunn, VP of HR, <i>SourceMedical, Contributing Editor, Workforce.com, Editor, The HR Capitalist and Fistful of Talent</i> Real Opportunities in a Virtual World Kara Francis, <i>Business Development Analyst Sr., Lockheed Martin Enterprise Business Services</i> Enterprise 2.0 and its heavy connection to Innovation Dan Keldsen, <i>Director, Market Intelligence AIIM</i> <div style="text-align: right;"></div> | "Getting Emotional" with Online Respondents: Innovative Approaches to Exploratory Research Online Brendan Light, <i>SVP, Research and Product Development, BuzzBack Market Research</i> Great innovation is predicated on astute consumer understanding – an understanding of consumer needs that is both behavioral and emotional. Focus groups and other in-person methodologies can be highly effective at tapping into consumers' emotions, beliefs and worries. However, for all but the largest studies, these techniques are limited in size and geography. Most online research delivers topline metrics and factually-driven diagnostics but not much more. In an effort to close the gap, BuzzBack Market Research has pioneered several projective and enabling tools that enhance its quantitative research studies with qualitative components that tap into consumers' emotions, associations and imagery. We have selected a topic on everyone's mind these days: How the changing economy is impacting the consumption of every day products. In this session we will show you how these tools were used and what we learned. <div style="text-align: right;"></div> |
| 4:15 | <i>Transition to Next Session</i> | |
| 4:25 | Left-Brain and Right-Brain Innovation: Proven Innovation Techniques to Break-Down Corporate Silos and Increase Speed to Market Mike Maddock, <i>Partner, Maddock-Douglas</i> Javier Flaim, <i>Partner, Maddock-Douglas</i> Marketers and researchers often segment themselves as either left-brain or right-brain experts. But what are the best ways to leverage both disciplines to drive industry-changing innovation? Javier Flaim and Mike Maddock, partners at Maddock Douglas – The Agency of Innovation™ – and BusinessWeek columnist, will demonstrate how they have helped 25% of the Fortune 100 integrate left-brain and right-brain techniques. These practical methodologies are designed to harness the power of the company's best thinkers, remove silos, increase momentum and drive significant innovation ROI. <div style="text-align: right;"></div> | The Day to Day Challenges of Becoming a More Customer-Centric Company Moderator: Christina Hepner Brodie, <i>Lead Principal, Customer Insight, PRTM</i> Eric J. Van Gemenen, <i>Vice President R&D, Flowserve (Industrial)</i> Richard Nelson, <i>Senior Director of Marketing, Global Customer Services, Philips Medical Systems (Medical Devices and Services)</i> David Thomas, <i>Global Innovation Leader, Petcare, Mars (Consumer)</i> Besides addressing your questions they will discuss: <ul style="list-style-type: none"> > What motivated their company to become more customer-focused > What their roles have been in facilitating change > What some of the barriers are that they have encountered internally > What key factors matter in changing the culture of an organization <div style="text-align: right;"></div> |

For non-session times including breaks, lunches and receptions please refer to the agenda at a glance

MAIN CONFERENCE

WEDNESDAY, 05. 20. 09




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| | REACH FACTORS: EXPANDING BEYOND YOUR CORE BUSINESS Chairs: Trisha Pergande, General Mills & Geoff Waite, Sagentia | STRATEGY & SCALABILITY FACTORS: PLANNING, DEFINING AND MEASURING SUCCESS Chairs: Peter Koen, Associate Professor, Stevens Institute of Technology & Cheryl Walsh, US FIRST |
|------|--|---|
| 1:30 | A Voyage of Discovery: The Magellan Process for Identifying Opportunities Targeted at Strategic Renewal 2008 PDMA Innovator of the year award recipient Deb Mills, Director, <i>Early Stage Marketing</i> , Corning Science & Technology Building from our 150-year history and the telecom bubble, Corning invests significantly in Strategic Growth. The team and its Magellan process seeks to build new \$500 million+ businesses. The Magellan Process focuses on identifying high-value problems in the marketplace, understanding, with increasing granularity the requirements for Corning's success and building a rich portfolio of research projects and early-stage businesses. Key takeaways for this session: > Repeatable, consistent white space innovation is possible > Corning's "high-bar" innovation approach optimizes resource and time investment > Corning's Magellan process complements and goes beyond conventional innovation > The Magellan process' key features are accessible and it works in a variety of settings  | Everybody Wants Something – The Power Of “Me” And “We” As Innovation Drivers Paulo Janeiro, <i>CEO</i> , Inogate In this session Paulo will share the recent findings of a study with 15,000 user experiences. Some of the major findings include: > Comprehending innovation as a sum of N personal and group dynamics > Moving from “managers’-driven innovation” towards “everyone’s- driven innovation”, because everybody wants/needs quality ideas > Promoting innovation as a result of focused collaboration involving collective intelligence, collective decision making and expertise location Paulo will also demonstrate how to apply the most successful collaborative tools and methodologies to simplify innovation - making it real.  |
| 2:15 | <i>Transition to Next Session</i> | |
| 2:25 | Zoo-keeping to Biomimicry: How the San Diego Zoo is transforming the business model from a fresh view of core assets and competencies Jon Prange, <i>Venture Business Manager</i> , Zoological Society of San Diego It is important to think strategically about the trends and transformations going on in the global market and how this impacts your organization and how your organization can fulfill global needs. A 2 nd industrial revolution is getting started where technology is sustainable. It will be a great time for innovation. We can look to nature for the answers, it has been doing the R&D for 3.8 billion years. Nature's solutions reside at the San Diego Zoo. The City of San Diego is partnering with us in our interests in biomimicry. San Diego is a natural hub for biomimicry. Key Takeaways: > Be aware of the global market and analyze strategically how it impacts your organization > Assess how your core strengths can be applied to global needs > Know your mission, pursue mission-related growth > Align with great partners  | Innovating in a Brave New World Kevin O'Donnell, <i>Senior Partner</i> , Prophet Driving innovation is a top priority for businesses to get a jump on competition, provide value to customers, and grow bottom-line revenue. Innovation does not just pertain to new product development- it encompasses everything from unearthing meaningful customer insights, to identifying new ways to interact with customers, to developing entirely new business models. Innovation is no easy task, and executives today operate in a complex landscape of increasing customer control, market fragmentation, proliferation of new media channels, commoditization of products and services, globalization and profit chasing. Successful innovation requires companies to consistently question the conventional wisdom associated with how it pursues new product and service development, but also the ways it markets to/engages with customers. Join us as leaders in innovation from XX, XX, and XX explain how firms can take their innovation game to the next level.  |
| 3:10 | <i>Transition to Next Session</i> | |
| 3:20 | From Steel Rivets To Biometrics: Bringing High Tech Into Masterlock's Products Paul Peot, <i>VP, Intellectual Property & Collaborative Innovation</i> , Masterlock Inc. Masterlock's products have been known for solid, steel dependability for over 80 years. In fact, our padlocks are famously able to withstand a rifle-shot! Against this background the company has been ramping up its product innovation over the past ten years. Innovations have included new business segments and product categories, new core products, and increasingly, new technology requiring significant reach beyond our core capabilities. Technologies in the current round of products include biometrics scanners with even more challenging smart products in the pipeline. Masterlock's journey has included elements of open innovation, co-development and facing the structural issues around reaching for new technologies. Delegates will learn: > How Masterlock identifies new technologies and concepts from around the world > How Masterlock deals with the internal risk and organizational management that come with technology change > How Masterlock manages relationships where the technology which may be beyond their day to day comfort zone.  | Driving Strategic Alignment During the Innovation Process Donald M. DeLauder, <i>Executive Director, Corporate Innovation</i> , MEDRAD, Inc. Joe Havrilla Sr. <i>VP, MR Strategic Business Unit, and Chief Strategy/Technology Officer</i> , MEDRAD, Inc How do you know that you're working on the right new opportunities, particularly during the early phases of the project? We will examine: How we nurture growth opportunities in the front end. It's easy to generate lots of great ideas; it's another thing entirely to foster those ideas through the development funnel. Metrics for assessing growth opportunities, a key component of making sure the funnel is filled with the right projects  |
| 4:05 | <i>Conference Concludes</i> | |

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| | CULTURE FACTORS: ACTIONABLE TECHNIQUES TO INNOVATE WITH WHAT YOU'VE GOT Chair: Mary Elyn, Innovation Pioneer, KCC | CUSTOMER FACTORS: INCLUDING YOUR CUSTOMER EVEN IN TIGHT TIMES Chair: Christina Brodie, Principal, PRTM |
| 1:30 | Enterprise Idea Management & Crowdsourcing – Practitioners Panel Brought to you by Imaginatik The world is changing - and today's problems need new solutions as we can no longer rely on business as usual. Several companies have pioneered the practical application of tools that tap into the brainpower of hundreds and thousands of people to address all kinds of problems, from advanced R&D to driving sales. This session will hear from leading practitioners who will share their experience from the real world, describing how their firms are taking advantage of new tools and methods to drive innovation, and of course, in this economy to drive cost reductions and process improvements. The panel will be lead by Mark Turrell, CEO of Imaginatik with over ten years experience designing and implementing enterprise social computing programs. The panelists will be selected Imaginatik clients which include Bombardier Aerospace, Cargill, Chevron, CSC, Mayo Clinic, Merck, Pfizer, Solvay, Weyerhaeuser, Whirlpool and Xerox.  | New Media and the Self-Designed Customer Experience: Building Loyalty in an Economic Downturn Mark Colombo, <i>Senior Vice President, Marketing, FedEx Services</i> With the mainstreaming of interactive technologies it's the customer who is taking charge of the customer experience. The "tried and true" methods of traditional marketing are falling away. Instead, consumers are pushing the digital envelope to create a more personalized relationship with their most trusted brands. Companies that recognize and act on this trend can build customer loyalty despite economic uncertainty. In this session, you will learn: <ul style="list-style-type: none"> > How the new media open doors to more personalized customer interactions and how you can capitalize on this trend, even in a tight economy > How your customers are redefining your innovation process through social networking and interactive technologies > How to use emerging social media to forge a stronger emotional experience with your customer and build brand loyalty  |
| 2:15 | <i>Transition to Next Session</i> | |
| 2:25 | Culture and the Innovation "Algorithm" Andres Jordan, <i>Vice President, Innovation, Deutsche Telekom North America, Inc</i> Andres Jordan has more than 20 years experience in technology. At Deutsche Telekom he is tasked with finding next generation products and developing launch strategies for successful global execution. The Innovation algorithm is a fusion of art and science and the management of the "culture vector" falls clearly on the side of art. <ul style="list-style-type: none"> > Culture can be a "currency " or a liability > Culture can be shaped to fit the innovation model > An Innovation culture can be instituted from scratch  | Making Customer-Driven Insight Really Work at the Front End David Thomas, <i>Global Innovation Leader Petcare, Mars, Inc.</i> Consumer-driven innovation within Mars sets the framework by which the company gets to great ideas. In this session you will learn how they get this to stick within a global organization, across functions and at different levels in order to get meaningful results. Several case studies will illustrate key ways of working and how these vary by stage. You will see how Mars works creatively in a demanding FMCG business, the interface of project teams, key stakeholders etc...Building in learning is almost like organizational breathing.  |
| 3:10 | <i>Transition to Next Session</i> | |
| 3:20 | Shaping an Innovative Culture Mr. Valerio Nannini, <i>Senior Director R&D for Coffee & Beverages Businesses, Nestle</i> This session will cover Mr. Nannini's experiences in transforming our largest R&D centre in Nestle, using the latest innovation and organization design thinking, including change management, innovation metrics, people development programs, leadership challenges, etc. During this session you will learn: <ul style="list-style-type: none"> > A first-hand case study from an experienced change agent on what it takes to create an innovation culture in a fairly traditional organization > The importance of organization design and soft leadership skills in getting the best of a science/technology organization > Breaking of silo organizations and getting cross-functional people to drive the pipeline > Some reflections on the next challenges we face and how we aim to reach our R&D vision  | Including Users in the Innovation Process: Two Unusual Cases Peter Kragh, <i>Director of Innovation in Ostomy Care, Coloplast</i> The stories show how transfer of innovation activities to users speed up innovation and create new ways of doing business. Case 1: Get the astonishing results of a comparison of lead user innovation versus traditional development, where the teams compete on solving the same problem. Never before has a case study been carried out, where so many influencing factors have been omitted. The results from the study can set the direction for innovation managers on how to speed up innovation and cut investments. Case 2: Hear about this novel and highly explorative study, where users work together and innovate on the usage process of today's products. Based on an analysis of users' current usage process, an ideal state is outlined and a new innovative usage process is designed. The study consists of intense user events in different countries and resulted in new ways of looking at our current business, new insights for innovation and new and improved usage processes based on user inputs.  |
| 4:05 | <i>Conference Concludes</i> | |

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| REGISTER BY: | Jan 30, 2009 | March 13, 2009 | April 23, 2009 | Standard & Onsite |
|--------------------------------------|--------------|----------------|----------------|-------------------|
| All Access: Conference plus Symposia | \$3190 | \$3290 | \$3390 | \$3490 |
| Conference Only | \$2295 | \$2395 | \$2495 | \$2595 |
| Full Day Symposia Only | \$1395 | \$1395 | \$1395 | \$1395 |

*Tiered pricing is valid through expiration date. New pricing takes effect at specific dates indicated. All fees must be paid in full by expiration date or your price will increase to the next level tier.

| | |
|--|-------|
| Add full day workshop: All you need to know about the Front End see page 6 | \$850 |
| Add One Half Day Workshop: see page 7 | \$500 |
| Add Two Half Day Workshops: see page 7 | \$850 |

HOTEL VENUE



Seaport Boston Hotel & Adjacent World Trade Center
200 Seaport Boulevard
Boston, MA 02210
Web: www.seaportboston.com
Phone: +1 617-385-4212*
* This number and web site is for general information only

CANCELLATION POLICY

If you need to make any changes or have any questions, feel free to contact us via email at register@iirusa.com. Cancellations must be in writing and must be received by IIR prior to 10 business days before the start of the event. Upon receipt of a timely cancellation notice, IIR will issue a credit voucher for the full amount of your payment, which may be applied towards registration fees at any future IIR event held within 12 months after issuance (the "Expiration Date"). All credit vouchers shall automatically expire on the Expiration Date and shall thereupon become void. In lieu of issuance of a credit voucher, at your request, IIR will issue a refund less a \$795 processing fee per registration. Registrants are advised that no credit vouchers or refunds will be issued for cancellations received less than ten business days prior to start of the event, including cancellations due to weather or other causes beyond the Registrant's control. IIR therefore recommends that registrants allow for unexpected delays in making travel plans. Substitutions are welcome at any time.

If for any reason IIR decides to cancel this conference, IIR accepts no responsibility for covering airfare, hotel or other costs incurred by registrants, including delegates, sponsors, speakers and guests. Due to unforeseen circumstances, the program may change and IIR reserves the right to alter the venue and/or speakers.

PAYMENTS

Payments may be made by check, Visa, MasterCard, Discover, Diners Club or American Express. Please make all checks payable to the "Institute for International Research, Inc." and write the name of the delegate(s) on the face of the check, as well as our reference code: m2104. If payment has not been received prior to registration the morning of the conference a credit card hold will be required.

HOTEL RESERVATIONS

A block of rooms will be held for a limited time at the Seaport Hotel. To make reservations at the reduced conference rate, please call Global Executive at 800.516.4265 or 203.431.8950 or send them an email at reserve@globalexec.com.

YOUR REGISTRATION INCLUDES:

- > Access to conference presentations & breakout sessions
- > Morning coffee and afternoon lunch
- > Kick-off keynote on Monday, May 18
- > Full conference presentations in electronic format & speaker handouts*
- > Bookstore admittance & access to book signing events
- > Exhibit hall admittance

*Please note that we do try our best to secure all of the presentations from our speakers for you. Occasionally, the distribution of presentation materials is prohibited by the speaker or their respective company. Thank you for your understanding.

DISCOUNT GUIDE

At IIR, we hugely respect your investment in our conference products in both time & money. We are very aware that these costs are very often scrutinized and quite difficult to measure. We would like to offer you the opportunity to receive a discount. If you are eligible for the following discount:

- > You are a Government, Not-for-Profit or Academic Professional 30% off standard & onsite rate
- > Referred by a sponsor or exhibitor (a discount code is required) 25% off standard & onsite rate
- > Referred by a speaker (a discount code is required) 20% off standard & onsite rate

No two discounts can be combined. Note that early registration discounts may be better value than some of the discount opportunities, so please register today.

WHAT SHOULD YOU WEAR?

Casual and comfortable attire is suggested. We recommend bringing a sweater, as the conference room may be cool.

MAKE IT A TEAM RETREAT

Bring your team to hear new ideas and brainstorm together. Contact Aloycia Bellillie at 212.661.3500 ext. 3702 or abellillie@iirusa.com.



Any disabled individual desiring an auxiliary aid for this conference should notify IIR at least 3 weeks prior to the conference in writing, by faxing 212.661.6045.

INCORRECT MAILING INFORMATION

If you are receiving multiple mailings, have updated information or would like to be removed from our database, please contact our database department at 212.661.3876 or fax 419.781.6036. Please keep in mind that amendments can take up to six weeks.

FEI 09

PDMA & IIR Present the 7th Annual

FRONT END OF INNOVATION

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MAY 18–20, 2009

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