

# Geneva Corporate Innovation Forum



December 10, 2010 | Hepia - Rue de la Prairie 4, 1202 / Geneva, Switzerland

## Event Program

Initiated by:



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It has been with great pleasure that the First Annual **Geneva Corporate Innovation Forum** took place successfully on December 10th. It brought together some of the leading figures and latest expertise in the fields of technology innovation for a day of inspirational thinking and knowledge sharing.

Many European and global corporations adopt an approach of acquiring smaller successful technology companies. One way to look at this is as the acquisition of innovations that are to a degree proven. This infuses the corporation with innovations and talent. However, the acquisitions are often costly, partially due to the fact that the small companies have advanced IP portfolios. Also, there are sometimes clashes of cultures after the acquisition is made and the ability to retain the staff in the acquired company can be a challenge.

The **Geneva Corporate Innovation Forum** was tailored to fit corporate managers and directors who wish to improve the management and generation of innovation within the corporation. This might never eliminate the need for or desirability of acquiring smaller successful companies. However, successful internal management of innovations is likely to reduce the need for such acquisitions and at the same time result in having the acquiring company being able to better manage the acquired company as well as greatly increase its own internal capabilities for management and generation of innovations.

In the morning Professors and Directors from a range of established institutions presented us with their Perspectives and Insights on a range of topics related to innovation. In the afternoon corporate speakers from the industry shared with us their internal successes and lessons learned.

The forum generated many new ideas amongst our attendees, new contacts were forged and thanks to the insightful gains from our speakers, participants walked away with new strategic approaches to be implemented in their business.

Best Regards  
Per Bäverstam  
Baverstam Associates



**December 10, 2010**

- 07.45 Registration and Breakfast**
- 08.10 Welcome note by Chairman - Per Bäverstam**
- 08.15 Organizing for Innovations
  - 08.15 Professor Jean-Phillipe Deschamps - IMD
  - 08.55 Constant Ondo - Partner ExelOP
- 09.20 Tools and Education for Innovators and Entrepreneurs
  - 09.20 Raphael Cohen-Director UNIGE's Entrepreneurship and Innovation Centre
  - 09.45 Yves Leuzinger - Director Hepia
- 10.10 Coffee and refreshments**
- 10.30 Materials Technologies Enables Innovations
  - 10.30 Professor Francesco Stellacci - EPFL
  - 10.50 Professor Andreas Mortensen - EPFL
  - 11.10 Per Bäverstam - President Baverstam Associates
- 11.30 Industrial Design Drives Innovations
  - 11.30 Harry West - CEO Continuum
- 12.00 Lunch**
- 13.00 Corporate Case Study 1: OERLIKON - Andreas Widl, CEO Oerlikon Leybold Vacuum
- 13.30 Corporate Case Study 2: SKF - Alejandro Sanz, Director Technology Intelligence
- 14.00 Corporate Case Study 3: Dow Chemical - Carlos Orozco, Global Strategy and New Business Development Director
- 14.30 Coffee and refreshments**
- 14.45 Corporate Case Study 4: Straumann - René Willi, Senior Vice President
- 15.15 Corporate Case Study 5: SIG - Nicolas Schwab
- 15.45 Panel Discussion**
  - Panelists: Carlos Carlos Orozco, René Willi, Harry West and Raphael Cohen
  - Moderators: Rolf Gobet and Per Bäverstam
- 17.00 Social Hour with refreshments served**



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Our speakers have considerable experience within their respective fields. Below you will find further information about the speakers at the event.

## Corporate Speakers Addressing Innovation

### Andreas Widl - CEO, Oerlikon Leybold Vacuum

Andreas Widl has been CEO of Oerlikon's Leybold Vacuum since 2008. Widl joined the Swiss Oerlikon Corporation (former Unaxis) to globally restructure the cash-burning Flat Panel display division and turn it into a profitable Thin-Film solar business. In 2005 he was appointed to Oerlikon Shanghai, driving the group's competitiveness in Japan, Korea, China, Taiwan, SEA and India out of Shanghai. In 2007 he became acting CTO in addition to his Asia responsibilities, coordinating Oerlikon's global R&D activities.

He started his career as Technology and Innovation Manager at Mannesmann Pilotentwicklung, the think-tank of the former Mannesmann Corporation. Major results related to this engagement were the development of the first GPS road pricing system, 30 patents and a Ph.D.

Andreas graduated in Physics with a Diploma from the Technical University in Munich, Germany.

### Alejandro Sanz – Head of Group Technology Intelligence, SKF

Alejandro Sanz's current activities include: Advising and supporting technological driven M&A and strategic partnerships; developing the long-term technology strategy for the group and maintaining a high level Group technology roadmap.

He has a key responsibility in identifying and assessing new technologies' potential for the future markets and strategic competitive positioning of the group.

Previously Alejandro was Director of Science and Technology in the SKF Engineering and Research Centre. In this position he was responsible for the core R&D areas as well as for external university interactions.



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In his business experience he covered various technology orientated positions in the industrial sector. In particular, previous activities included the development of equipment and processes for the steel industry as Executive Manager of Materials Development (Danieli SpA Group, Italy) and the development of high temperature components in helicopter turbines (Turbomeca, France)

Alejandro Sanz holds an engineering degree from Universidad Simon Bolivar, Venezuela, a masters degree from Institut Nationale Polytechnique, France and a PhD from the National Superior School of Aeronautics and Space (SupAero), France.

### **Carlos F. Orozco – Global Strategy and New Business Development Director, Dow Speciality Materials: The Dow Chemical Company**

Since 2009 Carlos Orozco is responsible for the strategic alignment of all the business units in the speciality Materials Portfolio. He also leads the company's corporate Health and Wellness business development effort.

A strong advocate of employee development, Carlos is recognised at Dow for his ability to create and lead organisation driven by a culture of innovation. He is recipient of the Genesis Award for Excellence in People Development, Dow's highest recognition to leaders who help build a corporate culture that nurtures a diverse and talented workforce.

Carlos joined The Dow Chemical Company in 1985 in Bogotá, Colombia. In 2000, he was appointed application development director for Dow's Polyolefins and Elastomers business in Europe. During his tenure, he created a multi-national, diverse organisation where personal accountability ruled in a non-hierarchical environment to create a highly innovative new applications development organisation.

In 2004, Carlos was named R&D director for Dow Chemicals in Europe and Global Business Director for the Synthetic Rubber unit, and later added responsibility as global director for the global Plastics Customer Technical Service Centres. He has also been global R&D director for Dow Polyurethanes and Dow Chemical global R&D director for new business development. In these roles he focused on developing novel solutions to address key global issues.



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He is a member of the Research and Innovation Council of the European Chemical Association (CEFIC).

Carlos Orozco holds a Bachelor of Science in Mechanical Engineering from Universidad de los Andes in Bogotá, Colombia

### **René Willi – Senior Vice President Products, Head of Business Unit Surgical, Straumann**

René Willi joined Strauman in 2005. From 2008 to 2010 he led additionally the Business Unit Regenerative.

His business career began at EMS Inventa, where he worked in development and engineering projects across the world. Afterwards he moved to VonRoll Inova, where he led projects to design and sell waste incineration power plants. He worked than at McKinsey & Company as a Management Consultant and contributed to and led various consulting mandates within the Life Science industry before joining Medtronic as a Marketing Manager for Core Coronary EMEA.

René Willi earned a Master's degree in chemical engineering from the Swiss Federal Institute of Technology in Zurich. He gained a PhD in Technical sciences as well as a Master of Industrial Management from the same institution.

### **Nicolas Schwab – SIG**

Nicolas Schwab est responsable de la stratégie et des certifications QSSE (qualité, santé-sécurité, environnement) auprès des Services Industriels de Genève (SIG) depuis 2008. Son expertise en système de management a notamment été acquise au cours de 7 ans de collaboration au sein d'une société de conseil et formation en organisation, précédée d'une expérience dans l'industrie papetière à Zurich. Licencié en Relations Internationales à l'université de Genève en 1998, Nicolas est père d'un enfant de 3 ans et pratique régulièrement le golf.



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## Academic Speakers Addressing Innovation

### Jean-Philippe Deschamps – Professor emeritus, IMD

Professor Deschamps focuses his research, teaching and consulting activities on the management of innovation with an emphasis on the way leaders promote, steer and sustain innovation. Prior to joining IMD in 1996 he was Corporate Vice President with Arthur D. Little (ADL) and the chairman of the firm's Technology and Innovation Management Practice.

He is the author of numerous articles and book chapters. He co-authored *Product Juggernauts – How Companies Mobilize to Generate Streams of Market Winners* (Harvard Business School Press, 1995) and is author of *Innovation Leaders – How Senior Executives Stimulate, Steer and Sustain Innovation* (Wiley-Jossey-Bass, 2008).

Professor Deschamps graduated from HEC in Paris, INSEAD and The Harvard Business School.

### Raphaël Cohen – Professor, UNIGE

Professor Cohen is a serial entrepreneur, active CEO and business angel. He is also the academic director of the Entrepreneurship and Business development specialisation of the MBA of the University of Geneva. He is a regular contributor to several business publications. His latest book presents a new best practice in acquiring competitive advantages for both established corporations and start-ups.

As an expert in corporate innovation, he designs and runs several executive education programmes that boost internal innovation. His clients include Microsoft, Sanofi-aventis, Nestlé, Oracle, industrial companies, banks as well as public sector entities. He sits on the board of several companies in different companies.

Professor Cohen obtained his Ph.D. in 1982.



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## Francesco Stellacci – Professor , EPFL

Professor Stellacci has been at the Department of Material Sciences and Engineering at EPFL since 2010, where he is head of the Supramolecular Nanomaterials and Interfaces Laboratory. He has produced over 50 papers in prestigious journals such as Nature, Science, Nature Materials and Nature Nanotechnology. He has co-founded a DNA micro-array company called Molecular Stamping and is one of the Editors in Chief of Nanoscale. He has won a few awards, among them the Tehcnology Review Top 35 Innovators under 35 in 2005 and the Popular Science magazine Brilliant 10 in 2009.

Professor Stellacci graduated in Materials Engineering at the Politecnico di Milano in 1998. He then moved to the University of Arizona for a post-doctoral experience in the Department of Chemistry. In 2002 he became an Assistant Professor in the Department of Materials Science and Engineering at MIT, Cambridge, USA. There he rose through the ranks finally leaving as an Associate Professor.

## Andreas Mortensen – Professor, EPFL

Professor Mortensen is currently Professor and head for the Laboratory for Mechanical Metallurgy. He is also since 2006 Director of the Institute of Materials at the Ecole Polytechnique at Federale de Lausanne (EPFL), where he also served as dean of doctoral studies from 2000-2005.

Prior to joining the faculty of EPFL he was, from 1986 to 1996, a post-doctoral researcher at Nippon Steel in Japan, then a member of the faculty of the Department of Materials Science and Engineering at the Massachusetts Institute of Technology, where he held the successive titles of ALCOA Assistant Professor, Associate Professor, and Professor.

His research is focussed on the processing, micro structural development and mechanical behavior of advanced metallic materials, with particular focus on metal matrix composites and microcellular metals. He is author or co-author of two



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Monographs, 230 hundred scientific or technical publications, and holds twelve patents.

He is a Fellow of ASM, a Fellow of the School of Engineering at the University of Tokyo, is a recipient of the Howe Medal and the Grossman Award of the American Society of Metals. He was also awarded the P echiney Prize by the French Academy of Sciences and the Res Metallica Chair from the Department of Materials, Katholieke Universiteit Leuven. He received the EPFL -wide teaching award twice (in 2003 and 2008), and counts since 2002 among ISI's Highly Cited authors for Materials Science.

Professor Mortensen graduated in 1980 from the Ecole Nationale Sup erieure des Mines de Paris with a Dipl ome d'Ing nieur Civil, and earned his Ph.D. in the Department of Materials Science and Engineering at MIT in 1986.

## Service Providers Focused on Innovation

### Harry West – CEO, Continuum

Continuum is a global innovation design consultancy in which Harry West guides the company's strategic direction and global growth. His experience as an innovation practitioner—engaging with executives, understanding global consumers and helping organizations to design their future—helps him stay connected with real needs in our rapidly changing world.

Prior to joining Continuum, Harry was Associate Professor of Mechanical Engineering at MIT.

Harry West was born in Britain and received his undergraduate degree from Cambridge University, where he was a British National Engineering Scholar. Harry won a Kennedy Scholarship to MIT, where he earned an S.M. in Technology and Policy, followed by a Ph.D. in Robotics.



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## **Per Bäverstam – President, Baverstam Associates**

Dr. Bäverstam formed Baverstam Associates in 1990 and has established a client base for the firms in Europe and the United States since then. Baverstam Associates provides market and technology intelligence services to the US and European technology firms and manufacturing companies, with offices in Boston, Stockholm and Geneva.

He has a consulting career with firms such as McKinsey & Company, of which he is an alumnus. Drawing on this experience he has established new and innovative approaches to serving global manufacturing companies.

He currently serves as the Chairman for the Swedish American Chamber of Commerce for New England.

Dr. Bäverstam received his Ph.D from MIT's Material Sciences.

## **Constant Ondo – Owner, Exel OP Consulting**

Exel OP is a Geneva based company specialised in delivering optimised processes using Lean Six Sigma and helping clients find innovative solutions using the TRIZ methodology.

Constant Ondo has worked for companies in different sectors such as the pharmaceutical industry (Merck Serono, Roche, Aventis Pharma) and other industries (Rolex, Kraft Food, Owenscorning, Coca Cola, Alcatel-Lucent).

Constant is a certified Black Belt Lean Six Sigma and holds an Advanced Master Degree in Innovative Design. He is also APICS (American Production and Inventory control Society) certified and has degrees in accounting and business administration.



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## Moderator

### **Rolf Gobet – Director, OPI**

Rolf Gobet's presence at OPI has enabled it to continue its work of the development and defence of the forces and assets in the industrial heart of Lake Geneva.

In 1990 Rolf began his career within the Department of Justice and Police of the Republic and Canton of Geneva as a micro- computing manager. In 1996 he was given the responsibility of IT purchases within the cantonal administration and was shortly thereafter promoted to the position of Commercial Director of the Cantonal Commissary. 1999 saw Rolf turning to the private sector by joining the company "HP Suisse romande" as a consultant to later become Director of its public sector. During 2004, he joined the Industrial Services of Geneva where he was rapidly appointed to the position of logistics manager.

During his career path, Rolf had the opportunity to take on several leadership roles in the public sector as well as in the services and industry environments. These allowed him to better identify the strengths and challenges particular to each environment.

He is married and is a father of 2 children. Rolf Gobet is a graduate of the University of Lausanne.



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## Corporate Speakers Addressing Innovation

### Andreas Widl – Oerlikon Leybold Vacuums

#### Managing Continuous Change

Oerlikon is one of the world's leading companies in the field of high-tech components, machines and plant construction with specific expertise in thin film coating applications, vacuum technology, textile machines and high-tech drive technology products. Despite its diversity in products and services, innovation and managing continuous change is the companies joint DNA. The presentation gives an overview on the companies profile, evaluates various approaches to innovation and shows two case studies for break-through product developments which are currently introduced to the market.

### Alejandro Sanz – SKF

#### Innovation Models for SKF

Building up a portfolio matching the right technological trends will help to avoid obsolescence and maintain competitive advantage. Two main rationales will be developed during the talk.

a) To develop, deliver and capture value. There is a need for the development of an organizational structure ensuring alignment and balance between technology push and top down strategy guidelines. This rationale helps to harmonize the assessments of technology terminology and maturity as well as the definition of process and structures where the efficiency is achieved in the innovation process.



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b) Entrepreneurship is the successful implementation of creative ideas that results in new customer values. Achieving significant innovation rapidly in traditional corporate environments is a daunting task. Almost all established companies recognize the strategic importance of innovation, external sourcing of technology and the creation of new markets. Corporate Entrepreneurship is fundamental to Open Innovation as applied to developing new venture options. Technology acquisition through alliances, M&A and corporate ventures not only requires technology valuation but also identifying synergies, including the probability of success, the timing of realization and the cost to realize synergies.

These two approaches will be put into perspective with the strategic company positioning and associated road mapping to develop and constantly revisit the value deliver to market.

## Carlos Orozco – The Dow Chemical Company

Market Intimacy, Technology and Culture: The Enablers of Dow's Transformation Into an Earnings Growth Company

At Dow, we are building a new Business Innovation Culture by integrating all parts of the organization around one single goal: To "make more money" from Science and Technology by seamlessly linking a deep understanding of market trends and opportunities with Dow capabilities, technologies and business strategies. Growth strategies are linked to market plans and market plans are linked to innovation portfolios supported by short, medium and long term R&D programs. Smaller, more agile market specialized Business Units use short and long term financial plans and results as the indicators of success that drive focus, the creation of the right innovation culture, and the local implementation of customer solutions that create value around the world. This presentation describes the key organizational principles and cultural elements driving this transformation.



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## René Willi - Straumann

### Value Creation by Material Innovation in the Dental Implant Market

Straumann is a global leader in implant and restorative dentistry and oral tissue regeneration. The value creation factor of an innovation depends often how much we can enlarge the addressable indication and patient pool in which implants can be used reliably.

At Straumann we were able to introduce several groundbreaking innovations in the last 5 years, which allowed us to extend the addressable market significantly. This is based on an early identification of opportunities deriving from internal research activities, cooperation with leading institutes, customer input or alliances with various technology companies outside and within the dental market.

#### CASE 1: SLACTIVE — THE PLATINUM STANDARD SURFACE TECHNOLOGY

As implant treatment becomes more common, the criteria for patient selection are expected to slacken and the frequency of difficult cases will rise. The number of less specialized practitioners placing implants is also expected to rise. In addition, patients increasingly want faster solutions. These trends underline the need for proven, time-saving systems that are easier to use and achieve predictable optimal results in challenging indications or situations. SLActive is a major step towards meeting those needs.

#### CASE 2: ROXOLID —THE POTENTIAL OF SMALLER HIGH PERFORMANCE IMPLANTS

Straumann's new high performance material Roxolid is an alloy of titanium and zirconium, the only two metals commonly used in implantology that have been shown not to inhibit the growth of osteoblast.

Again with this innovation we were able to create value for all stakeholders. The economic benefits are significant price advantage and extension of the overall market as well gaining market share.



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Innovation is vital to survive and dominate the premium medical device market. Material and surface innovations are key areas of differentiation and are also crucial elements to create intangible innovations in the field of workflow improvements or comprehensive solutions offerings.

## Nicolas Schwab – SIG

### Innovation within SIG

Plongée dans un contexte historique d'activités en monopole (eau, gaz, électricité), l'innovation aux Services Industriels de Genève (SIG) a toujours existé, mais de manière plutôt informelle et motivée par l'amélioration des processus et conditions de travail. Puis, dès 2002, sous l'impulsion d'un service marketing actif, une nouvelle gamme de produits électriques est lancée. Le choix est laissé au client de déterminer lui-même le niveau écologique de l'électricité qu'il va utiliser. De simple consommateur, il devient consom'acteur. Avec l'ouverture progressive des marchés, l'automatisation et l'informatisation des procédés de travail, l'accélération des avancées technologiques, SIG se dote peu à peu d'outils qui permettent de canaliser et d'exploiter toutes les innovations, internes et externes, qui assureront sa performance dans un marché concurrentiel et en rapide mutation. La présentation va se concentrer sur la présentation d'un outil, simple et convivial, qui vise à collecter et traiter les idées des collaborateurs.



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## Academic Speakers Regarding Innovation

### Jean-Philippe Deschamps – IMD

#### Organizing for Innovation: Who is really in charge?

The objective of this session is to reflect on the allocation of innovation leadership responsibilities at corporate or divisional level, i.e. on:

- \* Defining the scope of innovation governance;
- \* Choosing between different governance models;
- \* Assessing how these models seem to work in practice.

### Raphael Cohen – UNIGE

#### Innovation: Increasing the Role of Innovation

New inexpensive approaches used by Microsoft, Nestlé and other multinational corporations to boost internal innovation will be presented in an entertaining and thought-provoking manner. Raphael Cohen will also introduce the new concept of “internal open innovation” and will show how some corporate bottlenecks can be removed.



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## Francesco Stellacci – EPFL

### Cross Disciplinary Approaches in Materials Technology

In this talk I will present a few examples on how academic research can lead to innovations. The common theme of the example discussed will be the study of solid-liquid interfaces through the lens of Materials Science approach. In the examples discussed the innovation presented have been/are / or will be applied to diverse fields. This will be used as an example of the benefits in modern innovation of cross disciplinary approaches.

## Andreas Mortensen – EPFL

### Development of Highly Porous Aluminium

Aluminium and other metals can be made to contain a large fraction of pores. One method to this end is to create bubbles that are stabilized in the metal; the resulting material is then a metal foam. Other processes create instead a network of open, interconnected, pores within metal. The replication process, which has been at the center of recent research in our laboratory at EPFL, counts in the latter category.

The presentation will begin with an introduction to the replication process, showing its principle and how it can be adapted to create a variety of fine-scale open-pore microcellular aluminium materials that are interesting, for both research and in a variety of engineering applications. Challenges posed in rendering the replication process economical will then be presented, and addressed with an invention that is currently being transposed to industrial production.



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## Service Providers Focused on Innovation

### Harry West – Continuum

#### How Design Drives Innovation

Design is emerging as an important source of innovation. Reasons for this include:

As we approach technical parity the value of traditional, purely technical innovation is reduced. At the same time, the increasing discernment of consumers, customers and constituents to the quality of design are driving more attention to design refinement as a point of differentiation. Competitive advantage is moving from single products to services to systems that integrate products and services into a total experience. The design of the customer experience is an emerging area of expertise in which design is proving to be a critical factor.

The first reason is driven by "craft skills" and "product creativity." The second reason leans more on the customer empathy, system creativity, critical thinking skills and collaborative ability that are nurtured by design.

This presentation will unpack and explore how design drives innovation.

### Per Bäverstam – Baverstam Associates

#### External Innovation in Regards to Material Technologies

Baverstam Associates focuses its consulting practice on technology intelligence and market intelligence. With the latter having a strong technology component. Dr. Baverstam's presentation addresses various approaches to Open or External Innovation.



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In particular a comparison is being made between traditional statistically based approaches to Open Innovation and Baverstam's technology intelligence approach. Baverstam's approach is in particular focused on materials technologies innovation, which is further explained. Finally, successful case studies are described briefly and in a general fashion, without compromising the confidential nature of the cases.

## Constant Ondo – Exel OP Consulting

Innovation as a shared process within the corporation

L'innovation ne devrait pas dépendre de la créativité d'un individu. L'innovation est un processus qui s'apprend et qui se gère. Comment implémenter un tel processus au sein d'une société et partagé par tous les départements. Comment industrialiser l'innovation.



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The panel discussion was greatly enhanced by the participation of Carlos Orozco, René Willi, Raphael Cohen and Harry West. Per Bäverstam served as moderator and was supported by Rolf Gobet.

## **1 What is key to successful innovation in corporations?**

- **Who should be innovating?**

## **2 What is the biggest obstacle to in boosting innovation?**

- **Where are the problems?**

## **3 Is innovation done differently in Europe from the US and Asia?**

- **How is it different?**
- **Can we in Europe learn from Asia and the US?**

## **4 How do you see internal vs external innovation playing out?**

- **Will they complement each other?**
- **Is there a trend towards one or the other?**

## **5 What new aspects have you learned today about innovation?**

## **6 Questions from audience**