

Strategic Symposium 2009



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Program of the day

Time Schedule	Program	
12.00	Opening by chairman of the committee	
12.05	Opening by chairwoman of the day	
12.15	Keynote: Robert Kirschbaum (DSM)	
12.55	Keynote: Cees Admiraal (High Tech Campus Eindhoven)	
13.35	Break	
14.00	Parallel sessions	
14.00 - 14.40	Keynote: Wouter van Schelt (Rijkswaterstaat)	Workshop company participants (optional): Center for Innovation Research
14.45 - 15.25	Keynote: Thijs Komen (KLM/Air France)	
15.25	Break	
15.50	Keynote: Andrew Gaule (H-I Network)	
16.30	Panel discussion	
17.00	Wrap-up by chairwoman of the day	
17.10	Closure and informal drink	
18.00	End of the program	

Keynote speakers

Robert Kirschbaum

Mr. Robert Kirschbaum (57) graduated from the Technical University of Delft (The Netherlands) as a Chemical Engineer in 1977. His career with DSM consists of more than 30 years fostering various innovations (fibres like Dyneema, films and plastics like Stanyl) up to full commercialisation.

From 1997, Rob was in charge of the DSM New Business Development Corporation. In this Corporate "Incubator" several early phase commercial activities and new ventures were combined to grow into sustainable businesses. In 2006 the NBD Corporation was integrated into the DSM Innovation Center.

Until 2009 he fulfilled the role of Vice President Innovation, focussing on the DSM cluster of Performance Materials. Recently he was assigned as VP Open Innovation of DSM.



Cees Admiraal

Since 2005 Cees Admiraal is working as Business Development Director of the High Tech Campus Eindhoven. He attracts high tech companies to establish their business on the High Tech Campus. He works closely together in the high tech network both national (NV Rede for region and BOM for the Netherlands) and international (NFIA).

Within Philips Cees held various positions in process-, technology- and product development, in which he learned how to cooperate with Asian partners, especially in Japan and Korea.

He graduated in Physics from the Nijmegen University.

Wouter van Schelt

Wouter van Schelt (1962) works as consultant in innovation processes at Rijkswaterstaat. He has studied experimental physics at the University in Amsterdam and graduated in 1980. He attained a masters title in Public Management in 2000. After some years of research on road materials he changed to a leading role in the technical research on tunnels in soft ground. A five year program during the construction of the Second Heinenoord tunnel was carried out which was financed and supported not only by government and knowledge institutes but by the commercial industry as well. The Second Heinenoord tunnel turned out to be the first of a series of bored tunnels in soft ground in the Netherlands.

After re-organising the management of research and development at the Civil Engineering Division of Rijkswaterstaat he managed a small group of specialists on construction technology. In 2003 he started to work on the improvement of the innovative power of the construction sector. In 2005 a breakthrough was realised with an agreement to accelerate the realisation of the A2 between Amsterdam and Utrecht. A big project with such an ambition that innovation in processes and attitude of involved parties was needed. The project is a role model for new working processes and professional attitudes in the sector and a step stone for new challenging projects.

Because of the complexity of infrastructural projects and the variety of interests and stake-holders new innovative techniques and processes are always developed and implemented in co-production, which is a base for a specific type of open innovation.



Keynote speakers

Thijs Komen

Thijs Komen was born in Zevenaar in 1979. After graduating from high school in The Netherlands in 1996, he went to Pennsylvania USA, to complete the senior year at Shippensburg High School as well. Thijs studied Business Engineering at Hogeschool IJssel in Deventer, followed by General Management at Nyenrode University, where he received his master's degree.

Thijs joined KLM in 2003 as Management Trainee; during his two-year traineeship Thijs had different assignments throughout the company. Starting at the departments Engineering & Maintenance and Cargo, followed by the Commercial organization in Istanbul, Turkey. The traineeship was completed as Operational Manager within Ground Services.

In 2005 Thijs was appointed as Change Manager within the Aircraft Turnaround Services organization. In this function he was responsible for a change and development program for first and second level leaders.

Since 2007 Thijs joined the Business Innovation team, a KLM Corporate department working on all kind of new initiatives company-wide and beyond. In the team he has a focus on open sourcing and sustainable innovation, the second one in particular as project leader of the KLM Biofuel initiative.



Andrew Gaule

Andrew Gaule is the founder of the H-I Network a thought leadership forum comprised of senior executives from some of the world's leading organisations. Andrew also leads the Corven Innovation practise.

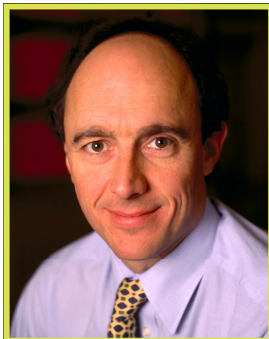
Andrew has led innovation, venturing and growth initiatives at leading global organisations from the financial services, FMCG, defence, technology, health and government sectors. These programmes have delivered new sources of value, driven strategic renewal and supported organisation culture change.

He is the creator of several management concepts now in use at organisations such as BAE Systems, Health Protection Agency, KLM, Philips, Unilever etc.:

- the "Five Ps", a methodology for ensuring innovation and venturing processes are sufficiently holistic and strategically aligned;
- the New Business Cube, a methodology for evaluating innovations throughout their development, from a holistic perspective, to prevent wastage and maximise the chances of successful deployment;
- the extrapreneur[®] terminology, a set of criteria used to identify individuals with an external perspective and the extra skills needed to develop ideas successfully in open innovation environments.

Andrew is the author of 'Open Innovation in Action – How to be strategic in the search for new sources of value' which includes case studies from H-I Network clients P&G, QinetiQ, Shell, DSM and Tate & Lyle. Andrew has also been an author on many reports, including: Innovation Stress Points, Corporate Venturing; Rewarding Entrepreneurial Talent; Innovation Performance Measurement: Striking the Right Balance; and A Review of Leading Global Corporate Venture Units.

Andrew has an economics degree from St John's College, Cambridge, is a qualified chartered management accountant and gained his MBA at Henley Management College.



Workshop

In short open innovation means: combining internal and external ideas as well as internal and external paths to market to advance the development of new technologies. This implies that those organizations who implement open innovation strategies increasingly have to collaborate and exchanging knowledge with other organizations, their customers and various knowledge institutes. However, the open innovation paradigm goes beyond just utilizing external sources of innovation such as customers, rivals, and universities (e.g. van Hippel 1988) and is as much a change in the use, management, and employment of intellectual property as it is in the technical and research driven generation of intellectual property. So the transformation from an internal strategy towards an open innovation strategy does not just happen. It requires changes in both corporate structure and culture.

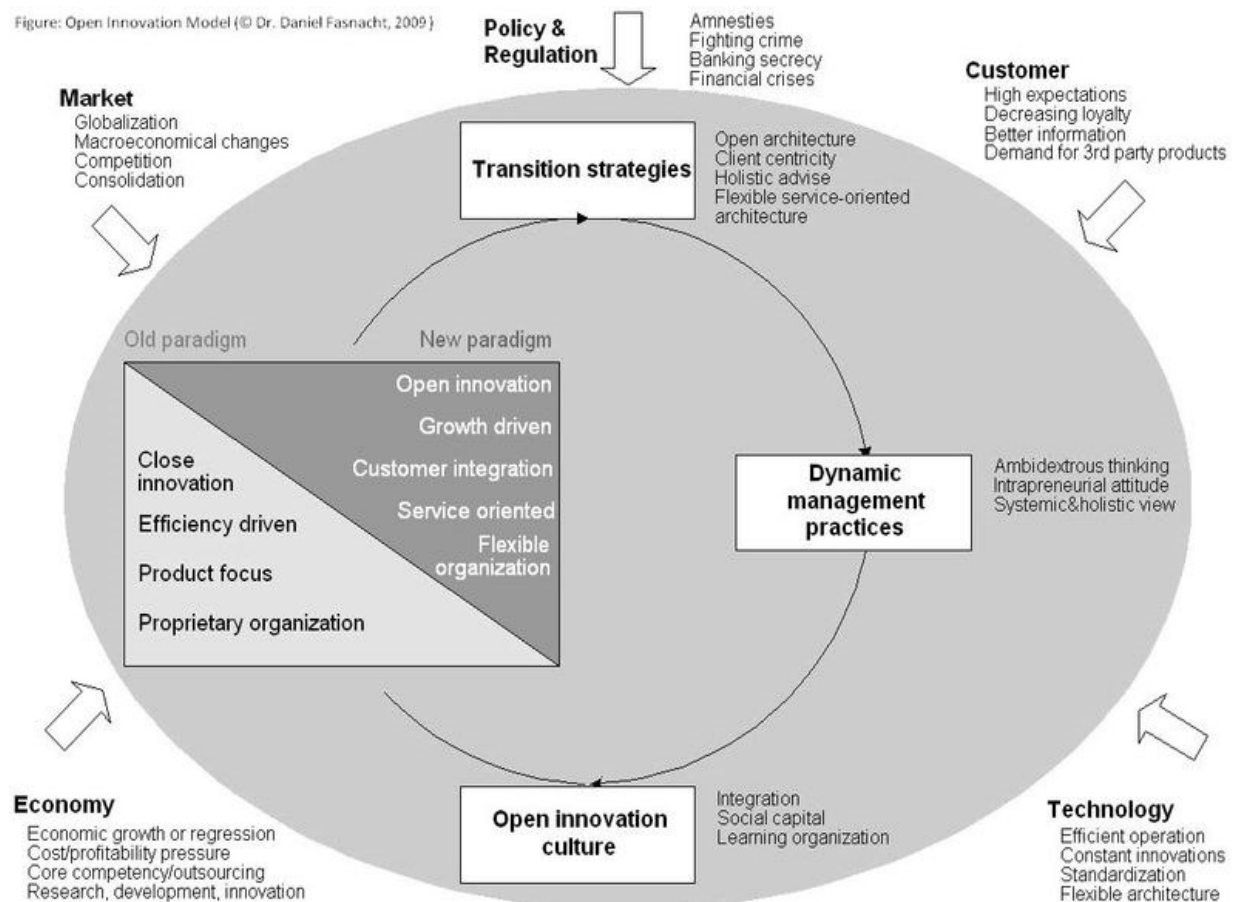
Open innovation requires a flexible and receptive culture since an organization has to adopt external knowledge and ideas. How can an organization overcome the problems inherent to the transformation from a closed towards an open and receptive culture?

By adopting a new open model of innovation, executives are able to cope with strategic change and simultaneously increase efficiency, flexibility and customer service. The capability for open, flexible, and aligned interactions is required for all business practices, especially during turbulent times (D. Fasnacht, 2009). But what does it take to effectively execute an open innovation strategy? What is the best approach to follow and what are the consequences of innovating outside the traditional structures of companies?

Center for Innovation Research

CIR, the Center for Innovation Research at Tilburg University, pursues and propagates fundamental research on innovation with a focus on the strategic and organizational dynamics associated with innovation and learning at the organizational, intra-organizational, and inter-organizational levels.

Figure: Open Innovation Model (© Dr. Daniel Fasnacht, 2009)



About the Topic

Historically innovation is mainly an internal process in companies. However, lately firms acknowledge the advantages of open innovation.

Open innovation is based on the use of both internal and external sources for the development of new technologies and bringing innovations to the market.

Open Innovation can roughly be divided in two different streams: (1) outside-in, which uses external resources to obtain new technology and (2) inside-out where companies invest in starting companies in order to help them placing their innovation on the market.

The goal of the symposium is to get a clear view on the strategic aspects of open innovation:

- What is the influence of open innovation on strategic level?
- How can open innovation enhance the competitive advantage of a company?
- How is open innovation organized?
- What are the treats and opportunities of open innovation?

About Asset | TOP-DOWN

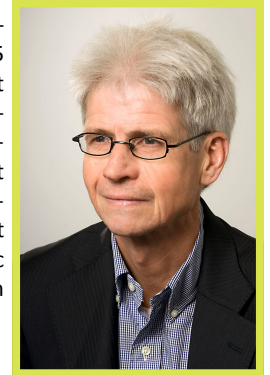
As of this academic year, the Faculty of Economics and Business Administration (FEB) has its own faculty association: Asset. In this umbrella association, Asset offers services and activities that apply to all FEB students, while several smaller associations serve a certain group of students with a particular field of study and interest. Asset provides students with synopsis's, company visits, study trips and symposia.

Asset | TOP-DOWN is the study association which focuses on strategic and logistic students. Asset | TOP-DOWN is also connected with the department of organization and strategy which provides the master programs: 'Strategic Management' and 'Logistics & Operations Management'. These programs can be followed after a successful bachelor in 'Business Economics' or 'International Business Administration'. Asset | TOP-DOWN has, at the moment, 500 members of which 30 are active in one of the committees. Asset | TOP-DOWN's goal is to enhance and develop the fields of strategic and logistics by promoting the integration of academics and industries at Tilburg University.

Board of Recommendation

Philip Eijlander, MA, PhD

Prof. Philip Eijlander (1957) is Rector Magnificus of Tilburg University since November 2008. He is a professor in the field of Constitutional and administrative law, specialized in Legislative studies. From 2005 until July 1st he was the Dean of the Faculty of Law (Tilburg University). His working experience is not only in Academia, but also in the Dutch public service. He was the director of the Science Policy and Development Department of the Ministry of Justice (1993-1995) and the director of the Supervision Department of the Ministry of Social Affairs and Employment (1995-1997). Throughout his career he has taught many graduate and postgraduate courses to students, researchers and legal professionals in administrative law, public administration, legislative theory and practice and legal research methodology, both at Tilburg University and at other institutions, nationally as well as internationally. Prof. Eijlander's academic publication record runs to approximately 150 works. He has been supervisor to several PhD. students. In the Fall of 2008 he was a visiting scholar at the Law Centre of Georgetown University, Washington D.C.



Prof. Dr. Wim Vanhaverbeke



Wim Vanhaverbeke studied philosophy and economics at the Catholic University of Leuven and obtained a DBA at the IESE-business school in Barcelona in 1995. Currently he is Professor Strategy & Organisation at the Hasselt University (Belgium) in the Department of Business Studies and is a visiting scholar at the Eindhoven University of Technology. Current research areas are: alliances and acquisition of external technological capabilities; Alliance management; New business development and corporate venturing. He teaches Strategy, Innovation Management, Corporate Venturing & new business development, and International Management. He published in international journals as Organization Science and Organization Studies and serves on the editorial board of the Journal of Engineering and Technology Management, Strategic Organization, and the International Journal of Technology Marketing. He is co-editor (with Henry Chesbrough and Joel West) of "Open Innovation: Researching a New Paradigm", a new book about the research challenges related to Open Innovation (Oxford University Press 2006; paperback in 2008; Japanese translation 2008). He is currently developing a proposal for a new management book about "Implementing Open Innovation". He is extending research about open innovation and open business models by setting up the European Center for Open and Collaborative Innovation and by doing joint research with different universities around the globe.

Mr. Drs. Yme Bosma

Yme Bosma was born in Laren on 30 januari 1975. In 1993 he started a study economics at the University of Amsterdam (UvA), a year later he switched to business administration at the Erasmus University Rotterdam. After graduating in 1999 he worked for Young&Rubicam in Dubai and Tel Aviv. Later he moved to MVLG eBusiness Consultants which was acquired by Lost Boys at the end of 2000. After five years of strategic consultancy he started working for Media Republic. There he worked on the development and launch of Eccky, a virtual simulation game. As of September 2007 he has been working as Manager Business Development & Partnership at Hyves.



Mr. Drs. Lammert de Vries



Mr. Drs. Lammert de Vries founded a consultancy firm in 1991 together with Prof. Dr. F. Haselhoff, named "De VriesHaselhoff, strategic and management consultants", in Bilthoven (NL). During those years he was a managing partner, responsible for a large number of consultancy projects on strategic and management issues for both private and governmental agencies. He has degrees in both law (Groningen) and Business Administration (Delft/Rotterdam) and is mainly focussed on the financial-organizational area. From 1990-1991 he was partner at the Boston Consulting Group/Horringa & de Koning. From 1985-1990 he went from all-round organisation consultant to strategic/managerial consultant on partner level at KPMG where he was responsible for the strategic advice group. During 1975-1985 he gained a lot of (inter)national experience as organizational consultant and manager at DSM and Haskoning.

Registration

To participate at the Strategic Symposium 2009, please register at our website:

<http://www.asset-topdown.nl/strategicsymposium/register.php>.

Contact Strategic Symposium

If you have any questions or would like personal contact about the symposium, please contact Jan Wouter van Dalen (+316-24822235) , Bram Schouten (+316-11208314) or Asset | TOP-DOWN (+31-13-4663365). You can also send an e-mail to strategicsymposium@asset-topdown.nl.

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Contact Asset | TOP-DOWN

If you are not able to participate at the strategic symposium but would like to receive more information about Asset | TOP-DOWN in general, please contact board member and PR coordinator Loes Abbink.

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