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MANAGEMENT ROUNDTABLE

# Global Alliance and Technology Acquisition Summit

AN IMPORTANT AND TIMELY SUMMIT FOCUSING ON:

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**Investments, acquisitions, divestitures and alliances to  
advance new product and technology development**

•  
**Strategic management of intellectual property**

•  
**Bridging organizational gaps, and aligning  
technology and finance**

▼  
September 23-25, 2002  
Seattle, Washington

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FEATURING RENOWNED EXPERTS:

- ▶ **Baruch Lev**, Professor, New York University Stern School of Business, Director of the Project for Research on Intangibles, and author of *Intangibles—Management, Measurement, and Reporting*
- ▶ **Bruce A. Lehman**, President, International Intellectual Property Institute; former Commissioner, USPTO, and Assistant Secretary of Commerce
- ▶ Executives from **Microsoft, Boeing, IBM, Motorola, Eli Lilly, Procter & Gamble, Millennium Pharmaceuticals, Lockheed Martin, Becton Dickinson, SC Johnson, Schlumberger, Alien Technology, Sony, Harman Consumer Group, Nissan, Cisco Systems, Caterpillar**, and others

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# Global Alliance and Technology Acquisition Summit

## Background

With increasing emphasis on technology partnering, licensing, and acquisition to drive corporate growth, executives today are faced with an array of complex decisions:

- Should you go outside your organization to develop new technology? How do you create an optimal internal/external development mix?
- How do you assess alliance/acquisition opportunities from a well-rounded strategic, financial, and technological perspective? How do you assess risks?
- Does the technology strategy align with business objectives?
- How do you find and evaluate the right partners and/or technologies? Should you go global or local? How do you identify and evaluate emerging technologies?
- How do you measure intangible assets? How do you ensure value for your money?
- How do you integrate the acquisition?
- How do you manage partner relationships? How do you leverage and protect IP?
- How do you overcome organizational and cultural barriers — including not-invented-here syndrome?
- How do you capture and manage knowledge?
- How do you extract value out of non-commercial technology and/or monetize intellectual property?

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Management Roundtable's **Global Alliance and Technology Acquisition Summit**, to be held **September 23-25, 2002** in **Seattle, Washington**, will bring together a diverse group of companies, industries and disciplines to focus on these critical questions. Discussion will span strategy, management, finance, and culture across four phases:

**Motivation** – Why partner or acquire?

**Execution** – How do you choose and structure relationships and deals?

**Integration** – How do you implement and make the arrangement work?

**Commercialization** – How do you realize value?

## Objectives

Two important objectives of this Summit are to introduce companies to each other and to bridge organizational gaps inside companies, particularly between technology and finance. **To accomplish this, candid and open dialogue between executives and practitioners is essential. No commercial presentations or exhibits will be allowed.**

## Key Deliverables

As a result of participation, Summit delegates will be better able to:

- Identify the need for external technology sourcing
- Target the right types of partners
- Align business and technology strategy
- Assess value of IP and intangible assets
- Structure and manage partnerships/acquisitions for mutual gain
- Create a roadmap for organizational integration and cultural change
- Explore new venture opportunities — meet with counterparts from both large multinational corporations and small entrepreneurial firms
- Gather marketplace, competitor, and resource intelligence

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## Format

The Summit will be organized as a series of case studies and panel discussions with several keynote and plenary sessions. Each panel will have highly knowledgeable executives discussing a topic of importance, with the moderator asking questions and drawing real-time conclusions. These panels will be spontaneous, candid and directed — with audience Q&A encouraged. In addition, keynote and featured talks will provide deeper insight into specific cases and examples. Pre-Summit workshops are offered for an instructional focus, and a number of social events will be woven throughout, including a special evening reception at the Museum of Flight in Seattle and optional tours of Boeing's facility.

## Audience Profile

This Summit will bring together a multi-national, multi-industry audience of CEOs, CTOs, CFOs, directors, general managers, and vice-presidents of business development, product development, engineering, R&D, corporate ventures, strategy, IP counsel, and alliance management. It is especially recommended that CTOs and CFOs attend together — the Summit provides an excellent setting to align technology and IP strategy with financial priorities.



# Distinguished Faculty

## *Summit Co-Chairs*

**Jay Paap**, Faculty Member, Caltech Industrial Relations Center, and President, Paap Associates

**Howard Lieberman**, Faculty Member, Cogswell Polytechnical College, and CEO, Asonda Corporation

## *Keynote Speakers*

**Baruch Lev**, Professor, New York University Stern School of Business, Director of the Project for Research on Intangibles, and author of *Intangibles—Management, Measurement, and Reporting*

**Bruce A. Lehman**, President, International Intellectual Property Institute; former Commissioner, USPTO, and Assistant Secretary of Commerce

## *Industry Executive Speakers*

Robert Herbold, Executive Vice President and COO (retired), **Microsoft Corp.**

Paul Falkenstein, Worldwide Director of Strategic Business Marketing, **Becton Dickinson**

Daniel Mooney, Vice President, Product Development, **Boeing Commercial Airplanes**

Anton Gueth, Director, Alliance Management, **Eli Lilly and Company**

Gerard Mooney, Vice President, Venture Capital Group, **IBM Corporation**

Frank Cappuccio, Vice President and General Manager, Advanced Development Programs, **Lockheed Martin Aeronautics**

Keith Dionne, Vice President and General Manager Technology Business, **Millennium Pharmaceuticals**

Anthony Palcheck, Director, Corporate Strategic Business Research, **Motorola Inc.**

Rakesh Popli, Technology Acquisition, **SC Johnson & Sons**

Roger Stewart, Chief Technology Officer, **Alien Technology**

Jeff Weedman, Vice President, External Business Development & Global Licensing, **The Procter & Gamble Company**

Loretta Nelson, Director, Strategic Alliances, **Cisco Systems**

Francois Auzeais, Vice President, Research, **Schlumberger Oilfield Services**

Dave McCamey, Senior Manager, Alliance Effectiveness, **The Procter & Gamble Company**

Herman Sperling, Group Vice President, Marketing, **Harman Consumer Group**

Bernard Mont-Reynaud, Chief Software Architect, **Sony Corporation**

Bill Berlinger, Corporate Licensing Manager, **Caterpillar, Inc.**

Noboru Tateishi, **Nissan Technical Center North America**

Elizabeth Enayati Powers, Assistant Dean, Law and Technology, **Santa Clara University**

# Summit Agenda

## Monday, September 23

### Pre-Summit Workshops

- 8:00-9:00 Continental Breakfast
- 8:00-12:00 Registration  
OR: Optional Tour of Boeing facility (9:15-12:15)
- 10:00-12:00 WORKSHOP A: *Strategic Management of IP—An Overview*,  
**Howard Lieberman**, Faculty, Cogswell Polytechnical College
- 12:00-1:00 Lunch
- 1:00-4:30 WORKSHOP B: *Measuring Performance for Win-Win Partnerships*,  
**Steven Evans**, Professor, Cranfield University  
OR WORKSHOP C: *Technology Intelligence Techniques to Drive Partnering and IP Strategies*,  
**Jay Paap**, Faculty, Caltech Industrial Relations Center
- 5:00-6:00 Welcome Reception

## Tuesday, September 24

- 7:30-8:30 Registration / Continental breakfast
- 8:30 CHAIRPERSON'S WELCOME AND OVERVIEW:  
**Jay Paap**, Summit Co-Chair
- 8:45-9:00 Welcome

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### MOTIVATION – TECHNOLOGICAL, FINANCIAL & STRATEGIC DRIVERS

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- 9:00-10:15 KEYNOTE: *Strategic Value of Intangibles in Alliances and Acquisitions*,  
**Baruch Lev**, Professor, New York University, Stern School of Business
- 10:15-10:45 Break
- 10:45-11:30 FEATURED PRESENTATION: *Working with the Venture Capital Ecosystem to Drive Growth—Creating a Successful Internal/External Development Mix*,  
**Gerard Mooney**, Vice President, Venture Capital Group, IBM
- 11:30-12:15 FEATURED PRESENTATION: *Strategic Alliance on JSF*,  
**Frank Cappuccio**, Vice President and General Manager, Advanced Development Programs, Lockheed Martin
- 12:15-1:15 Lunch

\*agenda subject to change



## Tuesday, September 24 (continued)

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### EXECUTION – STRUCTURING & IMPLEMENTING THE ALLIANCE / ACQUISITION

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- 1:15-2:45 PANEL DISCUSSION: *Nothing Ventured, Nothing Gained—Deciding Why, When, With Whom, and How to Engage in Today’s Risk-Averse Climate*
- 2:45-3:15 Break
- 3:15-4:00 FEATURED PRESENTATION: *Making R&D Alliances Work in the Bio-Pharmaceutical Industry*, **Keith Dionne**, Vice President and General Manager, Technology Business, Millennium Pharmaceuticals
- 4:00-5:30 BREAKOUT SESSIONS: *Pursuing the Deal*  
*Pre-Work, Exploring and Screening / Negotiation and Agreements*
- 5:30-5:45 **Resource Round-Up**
- 6:00- 8:00 Networking Reception at Museum of Flight

## Wednesday, September 25

- 7:15-8:15 Continental breakfast
- 8:15-8:30 RECAP AND OVERVIEW: **Howard Lieberman**, Summit Co-Chair
- 8:30-9:30 KEYNOTE: *What Is IP Worth? Quantifying Intangible Value*, **Bruce A. Lehman**, President and CEO, International Intellectual Property Institute
- 9:30-10:00 Break

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### INTEGRATION – BRIDGING THE ORGANIZATIONAL & CULTURAL GAPS

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- 10:00-10:45 FEATURED PRESENTATION: *Achieving Organizational Alignment*, **Bob Herbold**, Vice President and COO (retired), Microsoft
- 10:45-12:15 PARALLEL BREAKOUT SESSIONS: *Bridging the Organizational Gaps—Aligning with Partners*  
SESSION A: *Integrating Systems with Partners—Sharing Information*  
SESSION B: *Managing the Relationship—People, Culture, Trust*
- 12:15-1:15 Lunch

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### COMMERCIALIZATION – ACHIEVING STRATEGIC & FINANCIAL OBJECTIVES

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(OR: Tour of Boeing facility, 1:00-4:00, lunch included)

- 1:15-2:00 FEATURED PRESENTATION: *Strategic IP Management*, **Jeff Weedman**, The Procter & Gamble Company
- 2:00-2:45 CASE STUDY: *Getting Value from the Alliance*, **Loretta Nelson**, Director, Strategic Alliances, Cisco Systems
- 2:45-3:00 Break
- 3:00-4:00 PANEL DISCUSSION: *Building for Growth*
- 4:00 Program Adjourns

# Pre-Summit Workshops

## Monday, September 23

### *Morning Session*

10:00 am - 12:00 noon

### WORKSHOP A

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### ***Strategic Management of IP—An Overview***

**Howard Lieberman**, Faculty, Cogswell Polytechnical College, and CEO of Asonda Corporation

Effective use of IP can determine the competitive outcome of any technology organization — win, draw, or lose. A plurality of means to assert intellectual property rights directly affect valuation and licensing options, and it is inherently difficult to bring together key technical and business professionals, who necessarily have different priorities.

*In this interactive framework-setting session, you will learn:*

- Techniques to evaluate and mediate opportunity costs, confusion, and other reducible risks.
- A combination of integrated models, best practices and projected business ramifications.
- A four-phase approach of appraisal, alignment, articulation and application
- How to strategically manage intellectual property through Motivation, Execution, Integration and Commercialization — the four phases to be discussed at the Summit.



*Currently CEO of Asonda Corporation, an IP management firm, and a professor of engineering at Cogswell Polytechnical College, Howard Lieberman has spent 25 years transforming technical insights into businesses. He has founded five firms, Asonda Corporation, Dorado Network Systems, ESCAtech Media Inc., Integrated Acoustics and Interactive Visual Analysis Languages, and has more than a dozen inventions. Mr. Lieberman has managed and led R&D efforts at companies such as Bose Corporation and Apple Computer. He has held CEO and CTO positions and has consulted to major companies, primarily within the computer and consumer electronics industries.*



## Afternoon Sessions

1:00 pm - 4:30 pm

### WORKSHOP B

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#### ***Measuring Performance for Win-Win Alliances***

Steven Evans, Professor of Lifecycle Engineering, Cranfield University

One of the most challenging aspects of a strategic alliance is making sure all parties not only contribute but receive the value expected. How do you determine mutual goals? How do you know if you are achieving them? How do you establish incentives? How do you generate meaningful improvements? How do you measure and track partner behavior? Most importantly, how do you create a measurement system that fosters trust and alignment? This hands-on session will give you real examples from industry and specific approaches to apply.



*Steve Evans has spent over 12 years working in industry, followed by 12 years in academia. His initial industrial experience was in industrial engineering roles leading to an emphasis on improving engineering performance. Steve's last industrial post was engineering systems manager at Martin-Baker Engineering Limited, the world's leading manufacturer of ejection seats. Since 1988 Steve has continued his interest in world-class product development and concurrent engineering at Cranfield University. He holds the title Professor of Life Cycle Engineering and is head of the International Ecotechnology Research Centre at Cranfield University.*

### WORKSHOP C

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#### ***Technology Intelligence Techniques to Drive Partnering and IP Strategies***

Jay Paap, Faculty, Caltech Industrial Relations Center, and President, Paap Associates

Firms often use alliances or licensing to take a position in early stage technology development or acquire technologies more fully developed by others. Similarly, firms with unique technology seek licensees or partners to apply it in new ways. Technology Intelligence (TI) helps those involved with external technical relationships anticipate disruptive or emerging technologies and find externally developed technologies to meet critical internal development challenges. Using a proven four step technique for focusing, collecting, analyzing, and applying intelligence, this workshop will use examples from multiple industries to demonstrate how firms use TI to anticipate their technical needs and identify potential external sources to meet those needs.



*Jay Paap is president of Paap Associates, a management consulting firm assisting major corporations in a broad range of business and technology development efforts, serves on the faculty of the Industrial Relations Center at Caltech and is a fellow of the Society of Competitive Intelligence Professionals. For 30 years he has managed projects worldwide dealing with business and product development, strategic alliances, technology management and competitive intelligence.*

# General Sessions

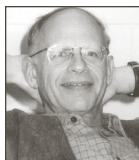
## KEYNOTE PRESENTATIONS

### *Strategic Value of Intangibles in Alliances and Acquisitions*

**Baruch Lev**, Professor, New York University, Stern School of Business, author of *Intangibles—Management, Measurement, and Reporting*

Corporate networking — partnerships, alliances and joint ventures — was a hallmark of the 1990s' "new economy." Of late, however, since the collapse of Nasdaq and in the wake of Enron, a cloud covers corporate networking. It is clear now that the main purpose of some partnerships/alliances was to manipulate financial information to investors, while some other forms of corporate networking turned out to be merely ineffective.

Baruch Lev's presentation will identify corporate networking forms that work and circumstances that create sustainable value. The presentation will rely on solid empirical research, aimed at drawing practical inferences and guidelines from the extensive record of corporate networking. Find out what and when such activities are successful and sustainable.



*Frequently cited and published in publications such as the Wall Street Journal, Business Week, Fortune and others, Baruch Lev is the Philip Bardes Professor of Accounting and Finance at New York University, Stern School of Business, and the director of the Vincent C. Ross Institute for Accounting Research and the Project for Research on Intangibles. Professor Lev's research spans three books and about 75 research studies published in the leading accounting, finance and economic journals. This research concerns the optimal use of information in investment decisions; business valuation issues; corporate governance; and recently intangible investments (intellectual capital). In particular, the measurement, valuation and reporting issues concerning intangible investments. He lectures internationally and works closely with such institutions as the Securities and Exchange Commission, the Financial Accounting Standards Board, OECD, the European Union, and the Brookings Institution.*

### *What Is IP Worth? Quantifying Intangible Value*

**Bruce A. Lehman**, President, International Intellectual Property Institute; former Commissioner, USPTO, and Assistant Secretary of Commerce

Beginning this year the Financial Accounting Standards Board (FASB) is requiring companies to value intellectual property as part of accounting protocol for financial statements. What are a company's intellectual property assets? Are they copyrights, patents, trademarks, trade secrets, know-how, good will? How are each of these elements of intellectual property identified and quantified? With the coming of FASB Rules 141 and 142, CEOs and CFOs will have to account — for the first time to shareholders and the public — for the role of intellectual property in their businesses. How can CEOs and CFOs meet this challenge?

Bruce Lehman will discuss the practical and policy issues that lie behind the answers to these questions. Specifically, he will address:

- The need to secure title to intellectual property rights and the practical



problems of doing so.

- The need to identify companies' inventions, evaluate them, track them through the process of patenting and licensing, and to value them.
- The problems associated with the costs of patenting and maintaining patents in force throughout the world.
- The expansion of patentable subject matter to include pure business methods.
- The international context: there is no global patent.
- The emerging crisis of patent examination.
- The challenge of digital transmission and use of copyrights and trademarks.
- How do you book the value of an intellectual property asset?
- Current political controversies over patents and copyrights.



*Bruce Lehman is president and CEO of the International Intellectual Property Institute (IIPI), a non-partisan, not-for-profit institution, based in Washington, D.C., which fosters the creation of modern intellectual property systems and the use of intellectual property rights as a mechanism for investment, technology transfer, and the creation of wealth in developing countries of the world. In addition to his involvement with IIPI, Mr. Lehman is a member of the Policy Advisory Commission to the Director General of the World Intellectual Property Organization (WIPO), the specialized United Nations agency headquartered in Geneva, Switzerland. From August 1993 through 1998, Mr. Lehman served as Assistant Secretary of Commerce and United States Commissioner of Patents and Trademarks.*

## FEATURED PRESENTATIONS

### ***Working with the Venture Capital Ecosystem to Drive Growth—Creating a Successful Internal/External Development Mix***

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**Gerard M. Mooney**, Vice President, Venture Capital Group, IBM Corporation

To drive growth and build strategic value, companies can no longer afford insular thinking. You must look at innovation wherever you can find it; internal development is too slow and risky. The integrator will beat the inventor. The question is, what is the best way to gain access to new technologies, solutions and business models that will keep you among the industry leaders: Alliance? Equity investment? A mix?

In this presentation, Gerry Mooney will discuss the strategic decision-making behind IBM's program that is leveraging externally developed innovation. He will cover:

- Why the venture capital ecosystem is still important
- How to create win-win alliance scenarios
- How to develop a program that will provide the optimal internal/external development mix
- Why companies are moving away from equity investments
- How to grow to the next level



*Gerry Mooney is vice president for IBM's Venture Capital Group. In this capacity he has worldwide responsibility for developing strategic relationships with influential venture capital firms and their strategic portfolio companies. His team of professionals, based in Silicon Valley, focuses on a broad array of emerging markets of interest to IBM's businesses.*

## Strategic Alliance on JSF

**Frank Cappuccio**, Vice President and General Manager,  
Advanced Development Programs, Lockheed Martin Corporation

As vice president of the renowned Lockheed Martin Joint Strike Fighter (JSF) Program, Frank Cappuccio's responsibilities were two-fold. First, the successful execution of the concept development phase (CDP) valued at \$800 million, which introduced a new propulsion system into the military; and second, the capture of the follow-on engineering, manufacturing and development phase (EMD) valued at \$20 billion. Lockheed Martin won the JSF contract in November 2001, the largest contract ever awarded. Key to his success was the technical and financial integration of BAE SYSTEMS and Northrop Grumman into a seamless team, which was recognized as a significant win factor. In this presentation he will discuss the strategy behind this alliance and how he made it work.



*Frank J. Cappuccio is currently the vice president and general manager of Lockheed Martin Corporation's advanced development programs, tasked with the pursuit, capture and selective execution of new business.*

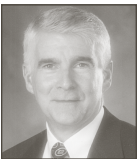
## Achieving Organizational Alignment between Technology and Finance

**Robert J. Herbold**, Executive Vice President and  
Chief Operating Officer (retired), Microsoft Corporation

One of the biggest challenges of an alliance or acquisition — especially one that involves innovation, IP and intangible assets — is organizational integration. In global partnerships it is not only necessary to integrate the practices and systems of companies, there must also be internal alignment on the value of the deal and how to manage and measure its ultimate performance.

Drawing on his background from both "free-wheeling" Microsoft (where he generated a dramatic increase in profit margins by instilling discipline in a previously "out of control" environment) and highly structured Procter & Gamble (where he was very involved in the move to "continuous replenishment" with Wal-Mart and virtually all other big customers), he will discuss:

- How to harmonize systems and operations to create a global financial information system with common measures
- How to blend operational discipline with a culture of innovation
- How to bring together functions, business units, and geographies
- How to plan and forecast in an environment of technological uncertainty and daily change
- How to overcome "we're unique, we do it our way" thinking
- How to standardize and simplify while fostering creative freedom and motivation



*Robert J. (Bob) Herbold joined Microsoft in November 1994 as executive vice president and chief operating officer. During his tenure in the position until February 2001, he was responsible for finance, manufacturing and distribution, information systems, market research and public relations. During his years as COO, Microsoft not only met the operational needs of a five-fold increase in revenue, but also generated a nine-fold increase in profits. Herbold currently works part-time for Microsoft as executive vice president assisting in the government, industry, and customer areas, after recently retiring as executive vice president and chief operating officer of Microsoft. He has also started Herbold Group, LLC, a consulting business.*

## ***Making R&D Alliances Work in the Bio-Pharmaceutical Industry***

**Keith Dionne**, Vice President and General Manager of Technology Business, Millennium Pharmaceuticals

Alliances have become a major factor in the pharmaceutical industry with Goldman Sachs reporting that 52 percent of the products expected to be launched in 2002 having been developed in conjunction with Biotech companies. This presentation will look at the forces driving alliances in the bio-pharmaceutical industry as well as critical factors in making them successful. Discussion will include:

- Factors that are making alliances an essential component of a successful biotechnology or pharmaceutical strategy
- Approaches in designing alliances at the business development stage for both research and development alliances
- Critical factors in making alliances work
- Managing multiple R&D alliances



*Dr. Dionne is vice president and general manager of technology business for Millennium Pharmaceuticals Inc. He is responsible for building Millennium's technology platform through external technology acquisition and collaborations and for building Millennium's Technology Solutions Business — including the Millennium–Monsanto Agricultural Alliance and the Millennium–Aventis Technology Alliance. Previous to this role, Dr. Dionne was responsible for program management across Millennium's technology development division and for managing Millennium's technology collaborations including the Functional Genomics Consortia at the Whitehead Institute.*

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## ***Strategic IP Management***

**Jeffrey D. Weedman**, Vice President, External Business Development and Global Licensing, The Procter & Gamble Company

Mr. Weedman will speak on the strategic underpinning of IP management programs, with an emphasis on the numerous ways of extracting value from a company's IP portfolio. Imagine a company adding a business that yields in excess of 90 percent, with no additional capital investment, lean staffing, and significant growth potential. Mr. Weedman will address utilizing your already existing technology, trademarks and know-how to build a highly profitable business. He will also address the strategic imperative of accessing external assets to complement and enable internal innovation programs.



*Jeff Weedman is responsible for external business development, including licensing and commercialization of P&G's 28,000+ patent technology assets, over 300 global trademarks, and extensive processes and know-how. Jeff is also charged with finding external technologies and know-how that can be brought in-house and further developed and commercialized.*

## PANELS & BREAKOUT SESSIONS

### EXECUTION — STRUCTURING AND IMPLEMENTING THE ALLIANCE/ACQUISITION

#### PANEL DISCUSSION:

#### *Nothing Ventured, Nothing Gained— Deciding Why, When, With Whom, and How to Engage in Today’s Risk-Averse Climate*

**Moderator:** Jay Paap, Summit Co-Chair

**Presenters:** Rakesh Popli, Research Associate Technology Acquisition,  
**SC Johnson & Sons**  
Tony Palcheck, Director Corporate Strategic Research, **Motorola, Inc.**  
Anton Gueth, Director, Alliance Management, **Eli Lilly and Company**

In this interactive dialogue and Q&A session, you will hear how three technology leaders decide which opportunities to pursue — as well as how to pursue them. They will cover topics such as:

- Using business intelligence to support technical strategy development
- How to filter through acquisition candidates
- How to identify and evaluate opportunities
- How to determine the type of relationship to engage in
- Technology development partner selection
- Alliance/technology development agreement
- How to manage the odds of failure from the start
- Global/local advantages to consider

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#### BREAKOUT SESSION:

#### *Pursuing the Deal*

Deciding specifically which partnerships and/or acquisitions to engage in — and then making the best possible arrangement — is paramount. Explore ways to reduce the risks and increase the rewards in this interactive breakout session.

##### **Pre-Work, Exploring and Screening**

- Screening and evaluating potential partners and acquisitions
- “Pre-flight checkout”: the art of exploring without committing
- No-fault co-development partnerships: small initial goals for joint enrichment
- Conducting due diligence to ensure a good fit
- Make/buy/divest: high-level decision drivers

##### **Structuring and Negotiating Agreements**

- Who leads the process?
- Reconciling the roles of financial and technical evaluation
- Building in flexibility, exit strategies
- Determining value for the money on intangible assets
- Structuring non-disclosure agreements
- Relationship ethics: mutual respect

**Presenters:** Anthony Palcheck, Director, Corporate Strategic Business Research,  
**Motorola, Inc.**  
Herman Sperling, Group Vice President, **Harman Consumer Group**  
Roger Stewart, Chief Technology Officer, **Alien Technology**  
Elizabeth Enayati Powers, Assistant Dean, Law and Technology,  
**Santa Clara University**



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## INTEGRATION — BRIDGING THE ORGANIZATIONAL AND CULTURAL GAPS

### PARALLEL BREAKOUT SESSIONS:

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The next make-or-break phase of an alliance or acquisition is when you begin to implement and integrate technologies, IP and organizations. These parallel sessions will explore the “hard” and “soft” issues that invariably surface.

#### **A: *Integrating Systems with Partners—Sharing Information***

- Managing the partnership — who calls the shots
- Infrastructure integration, synchronizing financial systems
- Transferring technology from one organization to another
- Knowledge networks and IT tools for global partnering
- Linking technical resources with internal development efforts

**Presenters:** Daniel Mooney, Vice President, Product Development,  
**Boeing Commercial Airlines**  
Francois Auzerai, Vice President, Research,  
**Schlumberger Oilfield Services**  
Noboru Tateishi, Nissan Technical Center North America

#### **B: *Managing the Relationship—People, Culture and Trust***

- Using a proven diagnostic tool to monitor and nurture the health of a partnership
- Aligning and updating partnership objectives, plans and priorities
- Assigning the right staff — choosing the best people
- Getting finance managers to agree on how money will flow
- Making joint decisions, resolving conflicts
- Overcoming not-invented-here syndrome; changing internal attitudes
- Partnering across borders

**Presenters:** Dave McCamey, Senior Manager, Alliance Effectiveness,  
**The Procter & Gamble Company**  
Bernard Mont-Reynaud, Chief Software Architect, **Sony Corporation**

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## COMMERCIALIZATION — ACHIEVING STRATEGIC AND FINANCIAL OBJECTIVES

### CASE STUDY:

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#### ***Getting Value from the Alliance***

**Presenter:** Loretta Nelson, Director, Strategic Alliances, **Cisco Systems**

### PANEL DISCUSSION:

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#### ***Building for Growth***

Finally, the fruits of the alliance/acquisition are realized. Or are they? Gain a new perspective on extracting value from your alliance and/or investment.

- Out-licensing and in-licensing pros and cons
- Invention and patent opportunities to expand
- Global opportunities
- Renegotiating and/or leveraging joint ventures
- Monetizing IP and developing new business
- Protecting the core and building for growth

**Presenters:** Paul Falkenstein, Worldwide Director of Strategic Business  
Marketing, **Becton Dickinson**  
Bill Berlinger, Corporate Licensing Manager, **Caterpillar, Inc.**

# Special Activities and Features

## Alliance / Acquisition Resource Round-Up

Since a key objective of this Summit is to foster new business relationships and help navigate through the complexities of alliance and acquisition management, the conference planning board has invited a selection of representatives from academia, professional associations, regional development groups, government agencies and others who might serve as valuable resources as you move forward. Brief introductions will be made — this is a non-commercial service to point people in the direction of available outside support and recommended resource links. For details and updates, visit [www.ManagementRoundtable.com](http://www.ManagementRoundtable.com).

## Monday Welcome Reception

An icebreaker reception will be held Monday evening, following the pre-Summit workshops. Whether you participate in a workshop or simply arrive on Monday, you are welcome to join other delegates and speakers for conversation, drinks and appetizers.

## Tuesday Networking Reception

*hosted by the Boeing Company*

Tuesday evening's social reception will take place at the nearby Museum of Flight, an independent non-profit cultural foundation dedicated to the collection and preservation of aircraft and related artifacts, as well as to the knowledge, enjoyment, and self-discovery of flight. In addition to meeting with faculty and colleagues, you'll have the chance to view fascinating exhibits in the Red Barn (The Boeing Company's original manufacturing plant) which trace aviation history from its beginnings through 1938. You'll also be able to tour the Great Gallery which chronicles the story of flight from mythology, to the early days of wood and all-metal aircraft, to the latest accomplishments in air and space technology.

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## Optional Boeing Tours

The Boeing Everett factory tours are conducted to showcase The Boeing Company and the Everett product line, the 747, 767, and 777. As part of the tour, visitors will be located in the largest building in the world by volume (472,000,000 cubic feet). On the Boeing flight line, visitors will see airplanes in various stages of flight test and manufacture for airline customers around the world. The tour is at no cost to Summit delegates and transportation is provided from the hotel. **Advance sign-up required.**

## Optional Outings

Seattle in September has the ideal weather — sunny and comfortable — for golf and other outdoor activities. The conference venue is located in the heart of downtown, just minutes from attractions such as Pike Place Market, the Space Needle, and many fine restaurants, shops, museums, and theaters. Plan on arriving the weekend before the Summit begins and take advantage of beautiful golf courses, bike paths, scenic mountains and lakes.





# General Information

## Dates

The **Summit** will begin at 8:30 am (registration and continental breakfast at 7:30 am) on Tuesday, September 24, 2002 and will adjourn at 4:00 pm on Wednesday, September 25, 2002. **Optional pre-Summit** workshops are offered on Monday, September 23. Registration begins at 8:00 am and lunch is offered at noon.

## Location & Hotel Accommodations

The conference will be held at the Renaissance Madison Hotel, 515 Madison Street, Seattle, Washington 98104. Please call 800-278-4159 or 206-583-0300 directly for room reservations. Please mention "Management Roundtable Global Alliances" to receive a special rate of \$155/person per night (on a space-available basis through September 1, 2002).

## Conference Fee

\$2000/person. Fee includes program and reference materials, luncheons, networking receptions, continental breakfasts, refreshment breaks, Boeing tour, and a 3-month subscription to *Product Development Best Practices Report*.

## Pre-Summit Workshops

The fee for each half-day pre-Summit workshop is \$500/person, and includes lunch, reception and all materials. The workshops may be taken without signing up for the full Summit; the fee is \$700 per person.

## Group Discounts

Groups of 3 or more may deduct \$200 per person. Groups of 6 or more please call for special pricing.

## Special Activities

Complimentary tours of the Boeing facility are offered on Monday, September 23 from 9:15 am to 12:15 pm, and Wednesday, September 25 from 1:00 to 4:00 pm. Transportation and lunch are included. **Advance sign-up required.**

## Guarantee

Your satisfaction is 100% guaranteed — money-back or credit.

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## Past Management Roundtable Participants Include...

Actel Corporation	Graeger Limited	Micro Excoder
Air Products & Chemicals Inc.	Graphic PKG Corp	Millennium Pharmaceuticals
American Supereconductor Corporation	Halliburton Energy Services	Milliken & Co.
Applied Mechanical Tech, Inc.	Hamilton Beach/Proctor Silex	Power Measurement
Arizona Chemical	Harley Davidson	Procter & Gamble
Ballard Power Systems	Honeywell	Progress Energy
Boeing Company	Hydro Quebec	Quantum Corp.
Boston Scientific Target	IBM	Raytek Corp.
Cargill Inc.	Industry Canada	Salvay Pharmaceuticals, Inc.
Cisco Systems	Ingersoll Rand	SB Power Tools
CSA	Inst d'ingenierie simultanee	Seagate Technology
CYRO Industries	JD Edwards	Sequencia
Daler Products	Johnson Polymer	Sprint
Daimler Chrysler	Kimberley-Clark	Standard & Poor
Eastman Kodak	Kraft Foods	Stryker Medical
Eli Lilly and Company	Kulicke & Soffa	Thermo MESLAB Instruments
Emerson/in-sink-erator	Lifescan	Trus Joist
Fleetwood	Lifeway Christian Resource	Whirlpool Corporation
Flextronics	Marshall Gas Controls	Wipro Technologies
	Merck	York Int. Corp

# Registration

## *Four ways to register:*

**Call:** 1-800-338-2223 or 781/891-8080  
(weekdays, 9:00 am – 5:30 pm EST)

**Fax to:** 781/398-1889

**Internet:** [info@roundtable.com](mailto:info@roundtable.com) or [www.ManagementRoundtable.com](http://www.ManagementRoundtable.com)

**Mail to:** Management Roundtable,  
92 Crescent Street, Waltham, MA 02453

## **Please accept the following registration(s):**

*please use photocopies for additional people*

**Summit**

**Pre-Summit Workshops**  A and  B or  C

Workshop A: *Strategic Management of IP—An Overview*

Workshop B: *Measuring Performance for Win-Win Alliances*

Workshop C: *Technology Intelligence Techniques to Drive Partnering and IP Strategies*

Please reserve \_\_\_\_ place(s) for the complimentary **Boeing Tour** on

Monday 9/23 (9:15-12:15) or  Wednesday 9/25 (1:00-4:00)

Name: Mr. / Ms. \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

City/State: \_\_\_\_\_

Zip: \_\_\_\_\_ Country \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

## **Payment Information** (Amount \$ \_\_\_\_\_)

Check enclosed, payable in US funds to *Management Roundtable, Inc.*

Please bill by:  Visa  Mastercard  AMEX  Diner's Club

Account # \_\_\_\_\_

Exp. Date: \_\_\_\_\_

Signature \_\_\_\_\_

Please bill my company PO# \_\_\_\_\_

Registration Code: [Web Download](#)

# About the Management Roundtable

*"...In a crowded over-conferenced world, Management Roundtable provides an effective platform for learning the latest product, service and business management innovations from leading experts. MRT makes the decision on what conferences to attend simple."*

**John Waraniak, Director, Magna International**

***The Management Roundtable is the leading knowledge and networking resource for product developers. Practitioner-oriented and unbiased, our focus is on providing actionable information about new innovations, processes, tools, and technologies that enable faster time to market, increased profitability, and overall competitive advantage.***

Founded in 1980, Management Roundtable publishes the PEER-award-winning *Product Development Best Practices Report*, offers an online database of PD Best Practices, hosts a variety of specialized conferences and workshops, and conducts customized research, onsite training and expert referrals.

## **Product Development Best Practices Report (PDBPR)**

PDBPR is an unbiased, non-commercial monthly newsletter which provides expert insight and practitioner case studies on topics such as: product definition, R&D metrics, portfolio management and project prioritization, cycle time reduction techniques, web-based product development management, remote collaboration, supply chain integration and more. The editors of PDBPR are continuously seek out cutting-edge, implementation-oriented stories and consult regularly with the world's foremost product development experts.

## **PDBPR.com**

**Product Development Best Practices Online** is an interactive database of case studies and research which can be used as a knowledge-resource throughout your organization. An easy-to-use website with intuitive features for both searching and sharing content, it is invaluable to organizations who wish to benchmark, compare data, and stay on top of competitive trends.



