

# Open Innovation and R&D Alliances: Reinventing Corporate Growth

**EXCLUSIVE TWO-DAY WORKSHOP ON TECHNIQUES  
AND TOOLS FOR TRANSFORMATIONAL GROWTH**

*Find out how industry leaders energize their new product development process, dramatically increase revenues, expand market footprint, and build long-term competitiveness through relationships with external firms.*

**June 5–6, 2006 • Cambridge, MA**

## **LEARN:**

- *How to create high-quality Open Innovation relationships using the Alliance Framework®*
- *Techniques that leading firms use to evaluate external technology partnerships without jeopardizing proprietary intellectual assets*
- *Different financial models firms use to share risks as well as rewards*
- *How to deal with the special problems of collaborative research agreements*
- *To recognize the early warning signs of trouble and swiftly address them*

## **LED BY:**



**Gene Slowinski, Ph.D.**

Author of *Reinventing Corporate Growth* and co-author of *The Strongest Link*  
Director, Strategic Alliance Research, Graduate School of Management, Rutgers University  
Managing Partner, Alliance Management Group, Inc., a PRTM Affiliate

## **FEATURING SPECIAL PRESENTATIONS BY:**



**J. Stewart Witzeman, Ph.D.**  
Director, Technology Strategy  
Eastman Chemical Company



**Mark Deck**  
Director  
PRTM



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Growing the corporation is the most important item on the CEO's agenda. Traditionally there are two ways to grow the firm, increasing internal product development and/or acquiring another company. Neither is adequate for today's growth needs.

This course offers a third option: Open Innovation. Open Innovation allows firms to increase revenues by forming powerful relationships with external firms. Procter & Gamble, Eli Lilly, and Roche bring entirely new products to market by combining their resources with the complementary resources of partners. Boeing and Unilever form relationships with venture capital companies to search for the "next big thing." IBM and Phillips generate billions of dollars by licensing their patent portfolios to others, including competitors. These firms have not abandoned internal product development or mergers and acquisitions. They have added a third dimension of growth and are reaping the rewards.

Implementing Open Innovation is an art form, but one that can be approached through the use of proven management tools. This course provides a practical roadmap that helps managers grow the corporation through external relationships using these methodologies.

Gene Slowinski, Ph.D., author of *Reinventing Corporate Growth*, leads the session. His 25 years of consulting and research on Open Innovation enables this session to dig deep into the causes of success and failure. Stewart Witzeman, Director of Technology Strategy at Eastman Chemical, details his own implementation experience, and Mark Deck, Director at PRTM, provides benchmarking insights.

This is more than a course on product innovation. It is a means to expand your firm's boundaries, to view the entire business world as a single resource base. The value of attending can be judged by the impact it will have on two key measures: expanding your firm's market presence and increasing the bottom line.

**"Helps me see other approaches—we need to stay ahead of the game so hearing from others (instructors and students) is very valuable. Very nice job!"**

– Mike Ransom, Alliance Manager, Eli Lilly and Company

**"Realized how to negotiate technically with business partners..."**

– Kelvin Wen, Product Manager, American Power Conversion

**"This gave me a tool and methodology to go back and use to fix problems."**

– Todd Wynia, VP Marketing, Artesyn

## Who Should Attend

Executives and managers responsible for new product development, R&D, business development, innovation, partnerships/alliances/licensing, marketing, technology strategy, and corporate growth. Also valuable for corporate lawyers, intellectual property managers and financial executives.

Take this opportunity to invite your internal stakeholders and/or external partners to jointly map out action steps. Group discounts are offered (see page 4).

## Five Questions for Management:

1. How important are Open Innovation alliances in your industry today?
2. How important will alliances be in 3 years?
3. Which company in your industry is leading the external growth effort?
4. Does your firm explicitly include alliances as a tool to carry out business unit strategy?
5. Who is responsible for your firm's alliance initiative?

# COURSE OUTLINE

## Day One (Registration / Continental Breakfast: 7:30–8:30 am)

### Session 1 Implementing Open Innovation; Road Warrior or Road Kill – It's Your Choice

Open Innovation is a powerful tool that can help or harm your firm. This session describes how successful companies, in a variety of industries, are using Open Innovation to best effect. Attendees will describe their expectations. This is not a one-size fits all course. Dr. Slowinski will tailor the course to meet participants' needs.

### Session 2 Using the “Want, Find, Get, Manage” Model<sup>sm</sup> to Achieve Corporate Growth

The “Want, Find, Get, Manage” Model is a rigorous, structured approach for implementing Open Innovation. It ensures that the firm identifies the high-value technology/resources it “Wants” to access externally. The model identifies specific methods firms use to “Find” these resources in the outside world. It applies proven techniques to “Get” the assets contractually; including tools for evaluating, valuing and negotiating high quality agreements. Finally, the model includes cutting-edge tools, metrics and management techniques for managing collaborative relationships.

### Session 3 Determining What Your Firm “Wants” to Access Externally

How experienced firms identify their strategic and project “Wants” and how they make the Make/Buy/Partner decision. Case examples highlight different methods to accomplish these goals.

### Session 4 Open Innovation Benchmarking Study Results: Mark Deck, PRTM

PRTM is a leading consultancy in the area of co-development and Open Innovation. Mark Deck will describe the results of its leading-edge survey on Open Innovation practices across a variety of industries.

### Session 5 Action Planning and Interactive Discussion

The goal of this course is to arm participants with specific actions to improve Open Innovation activities. During this session, you will apply the lessons learned from leading firms to your specific Open Innovation initiatives.

### Session 6 Tools and Techniques (Including e-Scouting) for “Finding” the External Assets

Knowing what external technology you “Want” is only the beginning. The next step is “Finding” it in the outside world. Eight tools and techniques (including e-scouting) that every “Find” manager should know, including their strengths and weaknesses.

Networking Reception 5:00–6:00 pm

## Day Two (Continental Breakfast: 7:45–8:30 am)

### Session 7 “Getting” External Assets Using the Alliance Framework<sup>®</sup>

The Alliance Framework<sup>®</sup> is the leading tool for planning, structuring and negotiating collaborative relationships. We will take a deep dive into the critical aspects of the deal, including allocating patent rights between partners, defining exclusivity provisions, designing the financial model, delineating boundaries around the alliance, and understanding the need for well crafted termination provisions.

### Session 8 Lessons from the Leaders – Integrating Key Support Functions into Your Open Innovation Program, Stewart Witzeman, Eastman Chemical

Stewart Witzeman will describe how Eastman Chemical Company integrates supporting functions such as intellectual capital management, corporate research programs and technology intelligence into its Open Innovation program.

### Session 9 The Alliance Implementation Program<sup>sm</sup>

Twelve tools for “Managing” Open Innovation relationships. These proven tools and metrics are used in the pharmaceutical and electronics industries to coordinate and integrate partner resources into a functioning whole.

### Session 10 Action Planning: Answering Your Open Innovation Questions

To make sure you come away with a solid plan, this final segment will focus on answering your specific Open Innovation questions.

Workshop Adjourns 4:30 pm

\*Alliance Framework is a registered service mark of Sagal and Associates, Inc. “Want, Find, Get, Manage” Model is a service mark of Alliance Management Group, Inc.

## 10 Key Benefits

In this in-depth, interactive workshop, you will learn:

- 1 How to implement Open Innovation using the “Want, Find, Get, Manage” Model.
- 2 To determine what resources your firm “Wants” to access externally.
- 3 How to “Find” the resources you “Want.”
- 4 How to “Get” those resources rapidly using the Alliance Framework.
- 5 How leading firms “Manage” collaborative relationships to success.
- 6 How to overcome special problems with collaborative R&D relationships.
- 7 How to deal with Open Innovation relationships that are not meeting expectations.
- 8 How firms are linking with the venture capital community to find the “next big thing.”
- 9 How to become your industry’s Partner of Choice.
- 10 About tools, metrics, and management techniques that tie the whole process together.

All participants receive a complimentary autographed copy of *Reinventing Corporate Growth* by Gene Slowinski.



## 6 Key Deliverables

- 1 Hands-on guidance and advice, including recommendations for your unique challenges and opportunities
- 2 Proven model for implementing Open Innovation
- 3 Survey results to benchmark your organization’s progress with that of others
- 4 Full set of reference materials which you may share with others in your firm
- 5 New network of peers and colleagues to exchange ideas with

## About the Course Leaders



### Gene Slowinski, PhD

Author of *Reinventing Corporate Growth* and co-author of *The Strongest Link*;  
Director, Strategic Alliance Research, Graduate School of Management, Rutgers University;  
Managing Partner, Alliance Management Group, Inc.;  
Executive Affiliate, PRTM

Gene Slowinski is the Director of Strategic Alliance Research at the Graduate School of Management, Rutgers University and Managing Partner of the Alliance Management Group, a consulting firm devoted to the formation and management of strategic alliances, mergers and acquisitions. Prior to forming the Alliance Management Group, he held management positions at AT&T Bell Laboratories, and Novartis Corporation. In addition to a Ph.D. in Management, Gene holds an MBA and a master's degree in the sciences. He is a member of Los Alamos National Laboratory's Technology Commercialization Advisory Board.

For the last 25 years Dr. Slowinski has consulted and conducted research on the formation and management of strategic alliances, joint ventures, mergers, and acquisitions. His clients include GlaxoSmithKline, Merck, Lucent Technologies, Motorola, Johnson & Johnson, Ethicon, ExxonMobil, General Mills, Eastman Chemical, Kraft, Becton Dickinson, and many other Fortune 500 firms. With Matt Sagal he co-authored the book *The Strongest Link*. His new book, *Reinventing Corporate Growth*, is the leading book on growing the corporation.



### J. Stewart Witzeman

Director, Technology Strategy, Eastman Chemical

Dr. Witzeman joined the Eastman Chemical Research Laboratories in 1985 where he held various assignments related to chemicals research. In 1991 he moved to the Technical Service and Development Division, where he was Supervisor of the Coatings Technical Service Laboratory. In 1993 Stewart relocated to The Hague, where he was manager of chemicals research. Stewart returned to the U.S. in June of 1996 where he assumed the position of Assistant to the Chairman and CEO.

Since 1997 Stewart has held various positions managing research and development, including roles as Director of Chemicals Development; as Director of Eastman's Corporate Chemicals Research Division; as Business-Technology Director of Eastman's Performance Chemicals and Intermediates Business; and as Director of the Coatings and Composites Technology Division. Since early 2004 he has held the position of Director of Technology Strategy where his responsibilities include linkage of programs to the developing Eastman corporate strategy, management of intellectual capital for Eastman Chemical Company, and development of management/governance systems for corporate funded research programs.



### Mark Deck

Director, PRTM

Mark Deck is a director at PRTM Management Consultants, playing a leadership role in PRTM's Product And Cycle-time Excellence® (PACE®) practice worldwide for the past 10 years, specializing in driving client growth and market position through superior innovation and development strategy and implementation. Mark is also responsible for PRTM's practice management, knowledge management, and alliance management.

Mark has over 25 years of consulting experience focused principally on the management and development of new products and services. He now concentrates on formulating and implementing operational strategies that integrate the development chain with the supply chain and the customer chain.

## ABOUT MANAGEMENT ROUNDTABLE



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 strategies and processes that enable speed, innovation, profitability, and overall competitive advantage.

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## 4 WAYS TO REGISTER:

- CALL:** 1-800-338-2223 or 781-891-8080  
(weekdays, 9:00am–5:30pm EST)
- FAX TO:** 781-398-1889
- INTERNET:** [www.ManagementRoundtable.com](http://www.ManagementRoundtable.com)
- MAIL TO:** Open Innovation and R&D Alliances  
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**DATES:** The workshop will be held June 5-6, 2006. Registration/continental breakfast begins at 7:30 a.m. on June 5; session begins at 8:30 a.m. and concludes at 4:30 p.m. on June 6.

**LOCATION & HOTEL ACCOMMODATIONS:** The workshop will be held at the Hyatt Regency Cambridge (<http://cambridge.hyatt.com/property/index.jhtml>). Please call 1-617-492-1234 for room reservations, and mention that you will be attending Management Roundtable's Open Innovation and R&D Alliance workshop.

**WORKSHOP FEE:** \$1995/person. Fee includes program materials, luncheons, continental breakfasts, networking reception and refreshment breaks, and complimentary copy of *Reinventing Corporate Growth*.

**GROUP DISCOUNTS:** Groups of 3 or more may deduct \$100 per person.

**NO-RISK GUARANTEE:** Your satisfaction is 100% guaranteed—money-back or credit. If you're not satisfied with the quality of this program, let us know in writing and we'll refund your entire registration fee.

**CANCELLATIONS/SUBSTITUTIONS:** You may send a substitute attendee in your place at any time with no penalty (please inform us in advance if possible). Cancellations made within 5 business days of the event are subject to a \$200 administration fee OR the full fee can be credited towards a future purchase. No-shows are liable for the full fee.

**CONFERENCE ATTIRE:** Business casual.