

# Technology Scouting to Accelerate Innovation Implementing an External Sourcing Program

**A two-day executive workshop on how to identify, find and structure technology partnerships, acquisitions and licenses**

*Receive proven tools and planning frameworks to accelerate your development efforts and promote a more innovative product portfolio*

**August 14-15, 2008 • Cambridge, Massachusetts**

**LED BY:**



**Jay E. Paap, PhD**

President, Paap Associates,  
winner of the 2005 IRI

Maurice Holland Award (best article in  
*Research-Technology Management*:  
"Anticipating Disruptive Innovation").

Foremost expert on technology scouting,  
corporate venturing and other approaches  
to open innovation.

**LEARN:**

- **When it is most advantageous to go outside for new technologies versus developing on your own**
- **About the best sources for locating new and emerging technologies**
- **How to select the right matches for your specific needs**
- **What kinds of deals to strike and how to structure agreements**
- **How to establish and manage a formal technology scouting program**



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PROCTER & GAMBLE'S CEO ALAN G. LAFLEY IS OFTEN QUOTED as saying, "half the company's ideas must come from the outside." Indeed, P&G is a leader in external scouting, and their open innovation efforts are paying off handsomely. In one respect Lafley restates an important insight voiced by Thomas Edison about a century ago: "Your idea has to be original only in its adaptation to the problem you're working on."

P&G is not alone; many top companies are moving to a more open form of technology and product development in which they leverage technical capabilities developed in other sectors or industries to address their own development needs.

Why? Going outside can speed and improve technical development, free up scarce internal resources for other high-impact activities, and lead to greater innovation.

If your company is seeking to accelerate or improve its technical and new product development efforts, we invite your participation in Management Roundtable's exclusive, top-rated workshop "Technology Scouting to Accelerate Innovation: Implementing an External Sourcing Program" to be held August 14-15, 2008, in Cambridge, Mass.

Led by Dr. Jay Paap, President of Paap Associates, who has more than three decades of experience in helping firms with technology scouting, corporate venturing and other approaches to open innovation, this session is designed to give you practical, immediately implementable action steps. In a combination of lecture, interactive discussions and group exercises, you will receive advice and guidance to ensure the success of your company's technology sourcing strategy and process.

**"Best [workshop] I've been to in years."**

Rich Marando, Director Technology and Innovation,  
Dana Corporation Structural Solutions Group

**"Excellent job of [providing] insights on how  
a technology scout can contribute."**

Tom Mildenhall, Technology Scout, Kimberly-Clark

## Register Today!

This workshop is limited to 35 participants and has a history of selling out well in advance. We **strongly recommend** early registration.

## 7 Key Deliverables

You will return to your organization with:

- 1 Your own technology sourcing matrix
- 2 Competitive intelligence gathering tools
- 3 Suggested resources to tap for new technologies
- 4 Comparative best practices from leading firms
- 5 Recommendations and advice for your specific situation
- 6 Comprehensive reference materials
- 7 An implementation action plan

## Who Should Attend

This session is recommended for anyone responsible for planning and executing a firm's technology and product development effort: senior and middle level managers from **New Product Development, Technology Development, Research, Engineering, Marketing, Alliance Management, Sourcing, New Business Development**

# PROGRAM AGENDA

## Day One Thursday, August 14, 2008

- 8:30 – 10:00 **The Logic of External Sourcing – How It Provides Value**
- Overcoming challenges to pursuing innovation internally – the three R's: Resources, Risk, and Resistance
  - Collecting the intelligence on emerging markets and technologies that fuel innovation
  - Stimulating innovation and new ways of thinking within your firm
  - Speeding time to market
- 10:15 – 12:00 **Technology Scouting – What It Is and How It Works**
- The three basic elements of scouting
  - Organizational approaches – examples of some leading practitioners
  - Understanding your 'External Sourcing Posture'
  - Keys to effective scouting
  - Measuring success – how you know you are providing value
- 12:00 – 1:00 Lunch
- 1:00 – 5:00 **Identifying Technology Requirements**
- Developing a sourcing strategy to guide the search – the Technology Sourcing Matrix
  - Project driven requirements – using creative problem solving to accelerate developments
  - Technology forecasting – positioning the firm for the future
  - Scenarios and other strategic planning exercises
  - Disruptive technologies – what they are and how to protect yourself from being 'disrupted'
  - Using Technology Scouting to stimulate the 'fuzzy front end' of your development process
- 5:00 – 6:00 **Networking reception**

***“This is a valuable tool for corporate planning and an essential competition tool. In two days, an exceptional amount of valuable material was presented and explained.”***

Len Jenkins, VP Technology Development, Crown Technology

***“Session provided key elements of tech scouting and outsourcing needed in our R&D program.”***

Mike Goettel, Engineering Manager, Blount Inc.

## Day Two Friday, August 15, 2008

- 8:30 – 12:00 **Identifying Technology Sources**
- Sources of information – selected Competitive Technical Intelligence tools geared to the open innovation model
  - Mistakes firms make when seeking technical solutions externally
  - Unexpected sources of technology – the importance of looking outside one's industry
  - The art of thinking generically about your needs
  - Assessing the fit – the elements of a 'good fit'
- 12:00 – 1:00 Lunch
- 1:00 – 3:00 **Managing the Transfer**
- Key steps in collaborative relationships
  - Structural options for leveraging external technology: licenses, alliances, acquisitions, spin-offs, and contracting
  - Managing Intellectual property – assigning value, attributing credit, and protecting your interests
  - Overcoming internal barriers to collaboration – the importance of managing the culture
- 3:00 – 4:30 **Action planning and wrap-up**

## About the Instructor



**Jay Paap**, President of Paap Associates, serves on the faculties of the Industrial Relations Center at Cal Tech and the Executive Program at The Sloan School (MIT), is a Fellow of The Society of Competitive Intelligence Professionals, and is a PDMA-certified new product development professional. He received his Ph.D. from MIT's Sloan School of Management with concentrations in technology management and organization design.

Dr. Paap has been active in the management of technology for 35 years, and has consulted with industrial and governmental organizations for over 30 years. Prior to founding Paap Associates, Jay was Partner at Data and Strategies Group, Principal at Ampersand Ventures, Director of Corporate Consulting at Venture Economics, and Associate Director of the Technology Management Group at Pugh-Roberts Associates. Before entering consulting, Jay was an officer in the US Air Force, responsible for developing and deploying advanced electronics equipment.

In 1992 he founded and ran the Commercialization Roundtable in which senior business development managers from major companies met every two or three months through 1995 to share experiences on corporate venturing and develop best practices concerning how major corporations can effectively commercialize new technology based concepts and businesses. Among the members of the Roundtable were AT&T, Digital, Dow, DuPont, GTE, IBM, MCC, Motorola, and Xerox.

# 10 KEY BENEFITS

In two comprehensive days, you will receive a clear set of guidelines to enable you to set up an effective technology scouting program in your organization. By participating, you will learn:

- 1 How to identify technologies required to address current or potential customer needs
- 2 How to anticipate emerging technical trends while there is still time to react – the difference between invention and innovation; knowing how to commercialize
- 3 How to set up an effective scouting program; why it is necessary, what best-in-class companies are doing
- 4 How to identify the most promising technologies and sources worldwide; how to assess the potential value of IP
- 5 What tools and techniques you can use to anticipate disruptive technologies
- 6 How to develop a comprehensive sourcing strategy using the Technology Sourcing Matrix
- 7 Where to find unexpected technology nuggets; including entrepreneurial, university and government sources
- 8 How to choose and structure the most favorable arrangement (alliance, license, acquisition, joint development, and/or spin-out)
- 9 How to best position your firm for the future – how to use competitive intelligence, roadmapping and market forecasting
- 10 To integrate technology scouting with overall open innovation efforts

## ABOUT MANAGEMENT ROUNDTABLE



The Management Roundtable (MRT) is the foremost knowledge and networking resource for industry practitioners involved in product, service, technology, and business development. Practitioner-oriented and unbiased, MRT's focus is on strategies and processes that enable speed, innovation, profitability, and overall competitive advantage. Through its highly regarded conferences and publications, MRT has helped companies achieve their objectives since 1980. Its newest membership offering, the Management Roundtable *FastTrack*, (<http://fasttrack.roundtable.com>) offers direct, year-round access to leading-practice insights via teleconference and online reports.

MANAGEMENT ROUNDTABLE

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### WAYS TO REGISTER:

- CALL:** 1-800-338-2223 or 781-891-8080  
(weekdays, 9:00am–5:30pm EST)
- FAX TO:** 781-398-1889
- INTERNET:** [info@roundtable.com](mailto:info@roundtable.com) or  
[www.ManagementRoundtable.com](http://www.ManagementRoundtable.com)
- MAIL TO:** Technology Scouting  
c/o Management Roundtable  
92 Crescent Street, Waltham, MA 02453

### Please accept the following registration for the “Technology Scouting” workshop:

(Please use photocopies for additional registrants. Please type or print clearly.)

NAME Mr. / Ms. \_\_\_\_\_

TITLE \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY/STATE/ZIP \_\_\_\_\_

PHONE \_\_\_\_\_ FAX \_\_\_\_\_

EMAIL \_\_\_\_\_

### Payment Information

- Check enclosed, payable in US funds to *Management Roundtable, Inc.*  
 Please bill my  VISA  Mastercard  AMEX  Diner's Club

CARD NO. \_\_\_\_\_ EXPR. DATE: \_\_\_\_\_

NAME AS IT APPEARS ON CARD: \_\_\_\_\_

SIGNATURE \_\_\_\_\_

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

Code: Web Download

**DATES:** The workshop will be held August 14-15, 2008. Registration /continental breakfast begins at 7:30 a.m. on Day One; session begins at 8:30 a.m. and concludes at 4:30 p.m. on Day Two.

**LOCATION & HOTEL ACCOMMODATIONS:** The workshop will be held at the **Royal Sonesta Hotel**, 5 Cambridge Parkway, Cambridge, MA 02142. For reservations please call 617-806-4200 and mention Management Roundtable's **Tech Scouting** workshop for the discounted group rate. A limited block of rooms are available, so please reserve early.

**WORKSHOP FEE:** \$1995/person. Fee includes program materials, luncheons, continental breakfasts, and refreshment breaks.

**TEAM 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 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.