



The Eighth Annual MRT/PDMA International Congress on
Open Innovation & Co-Development

CoDev 2009

Scottsdale, AZ
January 26-28, 2009

Building Open Innovation Capabilities for Higher Value Business Opportunities

A two-day conference focused on how companies can expand their technology scouting efforts and integrate multiple open business models to achieve greater returns on their open innovation investments

Featuring Our Open Innovation Thought Leaders:



Henry Chesbrough, Executive Director of the Center for Open Innovation, Haas School of Business, UC Berkeley and acclaimed author of *Open Innovation and Open Business Models* — provides his latest insights on the future of open innovation and how early adopters are getting more from their open innovation investments in a candid interview setting.



Dr. Kobus Neethling, President, South African Creativity Foundation — on how organizations can empower creative people who can ignite the creative process and foster an environment where open innovation can thrive.



Beth Springer, Executive Vice President, Strategy & Growth, Clorox — on effective models for open innovation networks including organizational and governance structures for your open innovation efforts.



Loria B. Yeadon, Vice President and General Manager, Honeywell Intellectual Property International, Inc. — on key strategies for selecting the right innovation partners to achieve your open innovation objectives.



Max von Zedtwitz, Ph.D., Professor of Strategy and Innovation, Peking University; Vice President, PRTM Shanghai; and author of *Managing Global Innovation* — on how Chinese firms internationalize innovation—whom they choose as partners and how you can position your company as a partner of choice.

Attend CoDev '09 and learn to:

- Integrate and manage multiple OI (open innovation) business models for greater ROI
- Break down internal and external cultural barriers and foster an environment where OI can thrive
- Implement effective strategies for building senior management engagement and support
- Structure IP licensing deals for greater top and bottom line impact
- Tap into venture capital firms to source for innovations and increase payback
- Establish meaningful and accurate OI metrics to drive higher value business opportunities

DISTINGUISHED FACULTY



Amy Achter
Director, Corporate Intellectual Asset Management, Kimberly-Clark Corporation



Owen Carryl, Ph.D.
Sr. Group Manager, Open Innovation, Frito-Lay



George Dies
Director, Strategic Planning and Research Operations, HP Labs



Paul France
Principal Engineer, Technology Entrepreneur, Procter & Gamble



Paul Germeraad
President, Intellectual Assets, Inc.



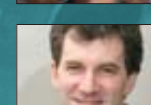
Wayne J. Puglia
Senior Director—Open Innovation and Investments, Research Development and Quality, Kraft Foods



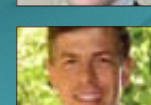
Karin A. Gregory
Managing Partner, Furman Gregory LLC



D'Anne Hurd
VP, Business Development at Gateway Park; VP & General Counsel, Worcester Polytechnic Institute



Alex Kandybin
Vice President, Booz & Company



Jeff Lindsay
Director, Solution Development, Innovationedge



Dr. Val R. Livada
Founder, Weybridge Partners, and Senior Lecturer, Sloan School of Business, MIT



Jason Lye
Director, External Business Development, Technology Assets, Newell Rubbermaid



Graham Milner
EVP Global Innovation, WD-40 Company



Nik Modi
Director, Senior Analyst—Household Personal Care and Tobacco, UBS Investment Research



Sarah Pearson, Ph.D.
Open Innovation Champion, Cadbury



Cheryl Perkins
President & Founder, Innovationedge



Rob Perri
Director of Innovation, R&D, Sara Lee



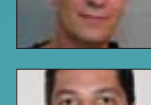
Andreas Perschon
Director, Alliance Management, Kraft Foods—Tassimo Global



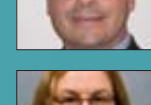
Mark Peterson
Director, External Business Development, Procter & Gamble



Dennis Potter
VP, Strategic Innovations, R.J. Reynolds



José A. Ramirez, Ph.D.
Senior Director—Global Open Innovation, JohnsonDiversey Inc.



Mary Beth Robles
VP External Innovation, Colgate-Palmolive



Gene Slowinski
Director, Strategic Alliance Research, Rutgers University



John Tao
Vice President, Open Innovation, Weyerhaeuser



Mark Turrell
CEO, Imaginatik



Roger Wyse
Managing Director, Burrill & Company

The Eighth Annual MRT/PDMA International Congress on
Open Innovation & Co-Development



Scottsdale, AZ
January 26–28, 2009

Building Open Innovation Capabilities for Higher Value Business Opportunities

Why this conference is important to you

FOR MOST COMPANIES, OPEN INNOVATION IS NO LONGER AN OPTIONAL BUSINESS strategy but rather a necessity to achieve growth targets and remain competitive. But exactly what does it take to develop, implement and profit from an open innovation effort? And how does a company take its current open innovation business strategy to the next level?

These are just a few of the important questions that will be discussed at great length at the 8th Annual MRT/PDMA International Congress on Co-Development and Open Innovation, **CoDev '09: Building Open Innovation Capabilities for Higher Value Business Opportunities** to be held **January 26–28, 2009** in **Scottsdale, Arizona**, at the **Radisson Fort McDowell Resort**. This year's program features an exceptional line-up of advanced practitioners, leading experts as well as practitioners that are just getting their open innovation initiatives formalized to help you experience the full scope of what it takes to make your open innovation initiatives thrive. Through keynotes, case studies, interactive panel sessions and ongoing Q&A, CoDev '09 will examine:

- What are the key components necessary to build a successful open innovation capability?
- How to determine the right open business model(s) for your company and how to get started?
- How to evolve your company culture to drive higher value deals? What tools and approaches work best to break down cultural barriers?
- What governance structures are most effective in supporting open innovation?
- Effective strategies for building senior management engagement and support
- Open innovation scorecards—what metrics should be used? Are the metrics for open innovation unique?
- How to tap into venture capital firms to source for innovations?
- What tools and enablers do you need in place to effectively support open innovation efforts?

Considered the premiere event on open innovation and co-development, CoDev '09 offers an unparalleled opportunity for you to network with leading open innovation experts and practitioners via our brand new open innovation mentoring program, online discussion forum, innovation networking session, tools and services marketplace reception and networking dinner along with multiple refreshment breaks, breakfasts and luncheons. If you're looking for a forum where you can find out the latest open innovation insights (and future trends), network with early open innovation adopters, meet prospective partners and hear about what tools and services are readily available to support open innovation, then CoDev '09 promises to deliver on all fronts!

Who should attend

This conference is highly recommended for individuals and teams charged with accelerating innovation and market expansion through partnerships and other external arrangements, including: **Chief Technology Officers; Chief Innovation Officers; VPs, Directors and Managers of R&D, Engineering, Product Development, Business Development, Global Sourcing, Alliance Management, Intellectual Asset Management, Licensing, and Corporate Counsel** from all industries and company sizes.

Whether your organization is experienced or new at open innovation, the conference offers an exceptional opportunity to gain direct insight and advice from the foremost industry practitioners and experts. It is designed to bring together product development teams, leaders, and senior executives for greater alignment and organizational effectiveness. Group discounts are offered (please see registration information on page 11).

STEERING COMMITTEE

MRT and PDMA would like to thank the following individuals who helped to shape CoDev '09:

Henry Chesbrough

Executive Director, Center for Open Innovation, Haas School of Business, UC Berkeley

Michael Counts

Director Research & Technology, New Products Team Tomorrow, WD-40 Company

DeeDee Cantrell

Senior Director, Product Development, R.J. Reynolds

Paul France

Principal Engineer, Technology Entrepreneur, Procter & Gamble

Steve Goers

Vice President, Open Innovation, Kraft Foods

Cheryl Perkins

President & Founder, Innovationedge

Mary Beth Robles

Vice President, External Innovation, Colgate-Palmolive

CONFERENCE CHAIR



Cheryl Perkins,
President & Founder,
Innovationedge

Cheryl Perkins is a thought leader in innovation and a creative catalyst in brand-building initiatives that contribute to rewarding consumer experiences and improved business performance. She was identified as one of the Top 25 Champions of Innovation by BusinessWeek magazine in June 2006. As President of Innovationedge LLC, she is leading companies across many industries to build sustainable innovation capabilities and define sustainable growth opportunities. Her work involves designing and implementing organizational structures, processes, systems and tools that enable open innovation and growth. These include but are not limited to growth incubators for new business development, design capabilities, strategic alliances and partnerships, environmental sustainability, safety and regulatory affairs, disruptive technologies and product brokering, and portfolio management. Cheryl has over 23 years of experience directing growth and innovation and most recently served as the SVP and Chief Innovation Officer for Kimberly-Clark Corporation.

“Cheryl is an excellent facilitator; good at motivating [the] audience ... Provided a good take-home message. She is a highly experienced person in open innovation.”

Ravi Mulukutla, Meadwestvaco

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January 26, 2009 | Pre-Conference Workshops

7:30 – 8:30 Continental Breakfast / Registration

WORKSHOP SESSIONS

- 8:30 – Noon **Tools and Processes to Jump Start Your Open Innovation Efforts: A Framework for Success** – Gene Slowinski, Director, Strategic Alliance Research, Rutgers University
- 8:30 – Noon **Closing the Deal—Effective Strategies & Structures** – Karin A. Gregory, Managing Partner, Furman Gregory LLC
- Noon – 1:30 Networking Luncheon and Topic Table Discussions
- 1:30 – 5:00 **Managing IP in an Open Innovation Environment**, Paul Germeraad, President, Intellectual Assets
- 1:30 – 5:00 **Defining and Implementing an Effective Open Innovation Metrics Portfolio**, Cheryl Perkins, President, and Jeff Lindsay, Director, Solution Development, Innovationedge
- 5:00 – 7:00 **Open Innovation Tools & Services Marketplace Reception** (see page 4)

January 27, 2009 | Conference Day One

7:00 – 8:00 Continental Breakfast / Registration

8:00 – 8:15 Welcome, MRT & PDMA

8:15 – 8:30 **Opening Remarks** – Cheryl Perkins, Conference Chair

8:30 – 9:30 **Interview with Henry Chesbrough** (Executive Director of the Center for Open Innovation, Haas School of Business, UC Berkeley) **on Future Open Innovation Trends** – Cheryl Perkins, Conference Chair

BUILDING KEY OPEN INNOVATION CAPABILITIES TO ATTAIN HIGHER VALUE OPPORTUNITIES

9:30 – 10:30 **PANEL SESSION: Open Innovation Business Models—Expanding Your Open Innovation Activities for Greater ROI** – Moderator: Cheryl Perkins, Conference Chair
Panelists: Alex Kandybin, Vice President, **Booz & Company**; Mark Peterson, Director External Development, **Procter & Gamble**; Dennis Potter, Vice President, Strategic Innovations, **R.J. Reynolds**; John Tao, Vice President, Open Innovation, **Weyerhaeuser**;

10:30 – 10:45 Refreshment Break

TRACK A. STRATEGIES FOR DEAL MAKING WITH VENTURE CAPITAL FIRMS

10:45 – 11:30 CASE STUDY: **Creating New Value between Venture Capital and Its Corporate Investors**, Wayne J. Puglia, Senior Director—Open Innovation and Investments, Research Development and Quality, **Kraft Foods**, and Roger Wyse, Managing Director, **Burrill & Company**

11:30 – 12:15 CASE STUDY: **Making a Corporate Research and Venture Capital Partnership Pay-off**, George Dies, Director, Strategic Planning and Research Operations, **HP Labs**

TRACK B. OPEN INNOVATION FIRST TIMERS—WHAT YOU NEED TO KNOW BEFORE YOU GET STARTED

10:45 – 11:30 CASE STUDY: **Key Steps for Formalizing an Effective Open Innovation Strategy**, Jose A. Ramirez, Ph.D., Senior Director—Global Open Innovation, **JohnsonDiversey Inc.**

11:30 – 12:15 CASE STUDY: **Four Key Steps to Develop and Implement an Effective Technology Licensing Program**, Jason Lye, Director, External Business Development, Technology Assets, **Newell Rubbermaid**

12:15 – 1:30 **Luncheon – Meet Your OI Mentor for Lunch**

EVOLVING COMPANY CULTURE TO DELIVER BETTER RESULTS

1:30 – 2:30 KEYNOTE PRESENTATION: **Partnering with a Proven Innovation Leader to Fill Gaps in Your Product/Technology Roadmaps**, Loria B. Yeadon, Vice President and General Manager, **Honeywell Intellectual Property International, Inc.**

2:30 – 3:15 CASE STUDY: **The Anthropology of Open Innovation**, Paul France, Principal Engineer, Technology, Entrepreneur, **Procter & Gamble**

2:30 – 5:15 **Special Clinic with Henry Chesbrough: Alternative Business Models for Open Innovation—Overcoming Obstacles & Developing Processes for Success**

3:15 – 3:30 Refreshment Break

3:30 – 4:15 CASE STUDY: **Key Steps for Overcoming Cultural Barriers to Implementing Open Innovation**, Sarah Pearson, Ph.D., Open Innovation Champion, **Cadbury**

4:15 – 5:15 KEYNOTE PRESENTATION: **A New Kind of Open Innovation for a New Kind of Century**, Dr. Kobus Neethling, President, South African Creativity Foundation

5:15 – 5:30 **Day One Key Learnings** – Cheryl Perkins, Conference Chair

5:30 – 7:30 **Networking Reception** or optional **Innovation Networking Session*** (*by invitation only, see page 8)

7:30 – 9:00 **Optional Networking Dinner**, Sponsored by **NineSigma** (limited to 150 attendees, see page 8)

January 28, 2009 | Conference Day Two

7:00 – 8:00 THE PRACTITIONERS BREAKFAST: **Switching on to Open Innovation and Co-Development** – Mark Turrell, CEO, **Imaginatik**

8:00 – 8:15 **Day Two Overview** – Cheryl Perkins, Conference Chair

SETTING AN EFFECTIVE GOVERNANCE STRUCTURE FOR YOUR OPEN INNOVATION NETWORKS

8:15 – 9:15 KEYNOTE PRESENTATION: **Building the Open Innovation Organization** – Beth Springer, Executive Vice President, Strategy and Growth, **Clorox**

9:15 – 10:00 CASE STUDY: **Tassimo Hot Beverage System—Managing Success in an External Alliance**, Andreas Perschon, Director, Alliance Management, **Kraft Foods–Tassimo Global**

10:00 – 10:30 Refreshment Break

10:30 – 11:15 CASE STUDY: **Making a Great Product Even Better through Co-Development**, Graham Milner, EVP, Global Innovation, **WD-40 Co.**

11:15 – 12:15 KEYNOTE PRESENTATION: **Reading the Tea Leaves of Risk: Open Innovation in China**, Max von Zedtwitz, Ph.D., Professor of Strategy & Innovation, Peking University, Vice-President, **PRTM Shanghai** and author of *Managing Global Innovation*

12:15 – 1:15 Lunch

SELECTING & IMPLEMENTING THE RIGHT METRICS FOR YOUR OPEN INNOVATION INITIATIVES

1:15 – 2:00 CASE STUDY: **The Evolution of Open Innovation Metrics at Frito-Lay**, Owen Carryl, Ph.D., Senior Group Manager, Open Innovation, **Frito-Lay**

2:00 – 3:00 **PANEL SESSION: Open Innovation Metrics** – Moderator: Cheryl Perkins, Conference Chair
Panelists: Amy Achter, Director, Corporate Intellectual Asset Management, **Kimberly-Clark Corp.**; Nik Modi, Director, Senior Analyst, Household Personal Care and Tobacco, **UBS Investment Research**; Rob Perri, Director of Innovation, R&D, **Sara Lee**; Mary Beth Robles, Vice President, Open Innovation, **Colgate-Palmolive**

3:00 – 3:30 **Applying What We've Learned—Open Innovation Action Plan** – Cheryl Perkins, Conference Chair

3:30 Conference Adjourns

Key Deliverables

By participating in CoDev '09, you will receive:

- Candid advice, guidance and proven how-to's from leaders in the field.
- Multiple networking and benchmarking opportunities throughout the program and beyond via the open innovation online discussion forum.
- Direct answers to your specific questions from Henry Chesbrough at the Open Business Models Special Clinic (see page 7) and from advanced practitioners during the interactive panel sessions on Open Business Models (page 6) and Open Innovation Metrics (page 9).
- Key summary points on plenary presentations and interactive sessions provided on-site by the conference chairperson, Cheryl Perkins.
- Executive Summary of CoDev '09 — available for download within three weeks of the conference.
- Recommended resources for follow-up and further exploration.

New to CoDev '09:

Open Innovation Mentoring Program



If you're just getting started with your open innovation initiatives, we'd like to invite you to participate in our first ever *Open Innovation Mentoring Program*. Designed to make sure that you get the most from attending CoDev '09, the *Open Innovation Mentoring Program* will pair you up with a seasoned practitioner with industry experience getting open innovation efforts off the ground. Your OI mentor will be available to connect with you on-site during breaks, luncheons and receptions. If you are interested in participating in the

Open Innovation Mentoring Program, either as a mentee or a mentor, be sure to check the appropriate box on your registration form.

Open Innovation Online Discussion Forum

Prepare now to get the most out of CoDev '09 — join our online discussion today: community.codevdpd.org! Want to find out what issues are perplexing other open innovation practitioners? Looking for an opportunity to engage in an ongoing dialogue to share insights, problem solve implementation issues and have the chance to gain access to articles and case studies to help build your foundation of knowledge on open innovation? If so, then you'll want to sign up today to participate in this free forum whose goal is to grow a powerful network of practitioners, increase the general knowledge and understanding of what is involved in building open innovation capabilities and how to take these capabilities to the next level for increased growth and profitability. When you sign up to participate, you'll receive an *Open Innovation Fundamentals Kit*, a compilation of learnings, articles and open innovation case examples to help bring all participants to a similar level of knowledge and enrich attendee participation and networking opportunities at CoDev '09.



Open Innovation Tools and Services Marketplace Reception

Monday, January 26, 5:00–7:00pm — If you're looking for information about what types of tools and services are available to help you connect with the right partners as you build and strengthen your organization's open innovation capabilities, you won't want to miss this special event. You'll have an opportunity to hear the quick facts about what some of the leading open innovation tools and service providers offer and what differentiates them from each other as representatives give brief 8- to 10-minute presentations on how they can help build open innovation capabilities within your company. Armed with this key information you can then make a more informed decision about which providers you would like to set up time to meet with on-site or even after the conference.

PRESENTING COMPANIES:

Chuck Davis, Regional Director, Open Innovation Solutions, **Innocentive**
Garrett L. Dietz, CEO, **GEN3 Partners**
Tyson Stading, Founder and Chief Technology Officer, **Innography**
Paul Stiros, CEO, **NineSigma, Inc.**
Mark Turrell, CEO, **Imaginatik**

20 KEY BENEFITS:

By attending CoDev '09, you will learn:

How to assemble the key components of a successful open innovation strategy — build and nurture the right culture, metrics, governance structure, senior leadership engagement, tools and enablers to make higher value deals and achieve more disruptive innovations

How to integrate and manage multiple open business models — find out how to determine which business models are right for your company and how to gain buy-in and alignment

Which metrics are the most valuable to track as you start your open innovation journey and how to improve upon your open innovation measurement practices to foster a successful open innovation culture and increase ROI

About the evolution of **Frito-Lay's** open innovation metrics for its different types of alliances; how to establish accurate metrics that are project specific and reflect the desired outcome for the project

How to establish a successful and effective technology licensing program from the onset

About **JohnsonDiversey's** three-year journey to formalize a strategy and unified process for its open innovation efforts, create an efficient and focused scouting function and redesign its intellectual asset management processes to better suit the needs of open innovation

Cadbury's step-by-step approach to break down cultural barriers to implementing open innovation: 1) align your open innovation agenda with corporate strategy; 2) embed your OI strategy into the company's planning process; and 3) gain buy-in from internal R&D and marketing

How **Kraft Foods–Tassimo Global** assures continuous alignment with its co-development partners via a “quadrangle” communication matrix (Global – Global plus Local – Local)

How **WD-40 Company** solved a product improvement dilemma with its long standing best selling product by looking to open innovation partners for the means to increase customer value without significantly increasing product costs

About **Kraft Foods–Tassimo Global's** three-pronged approach to successful alliance management: 1) create a balanced share of opportunities and risks for all partners; 2) ensure upfront clarity on the business model, cooperation scope, KPIs, roles and responsibilities; and 3) partner with companies with compatible business strategies and cultures

Procter & Gamble's prescription for excelling at open innovation on a global scale — how to balance local innovation with global integration and build rich relationship-based networks

Potential barriers to global open innovation efforts and proven enablers to achieve open innovation on a global scale

How to approach venture capital firms to source for innovations — when to get started and what to avoid in VC investments

How **HP Labs** and **Kraft Foods** have expanded their open innovation efforts to include investments in venture capital firms — learn how to select the right VC partner and increase the payback from this type of open innovation investment

Effective strategies and approaches for breaking internal resistance to allowing unused internal ideas and technologies to go to the outside

How to harness and meld internal and external creativity and the necessary capabilities to create meaningful innovation

How **Honeywell Intellectual Property International** works with licensees to structure mutually beneficial technology transfer arrangements

How diverse industries are creating processes to receive external technologies and carry them through into the market — lessons learned and pitfalls to avoid

Proven tools, metrics, and management techniques to successfully implement and gain greater return from your open innovation efforts

The range of tools and services currently available to support open innovation efforts as well as the differentiating factors that set them apart

WORKSHOP A 8:30 AM – NOON**Tools and Processes to Jump-Start Your Open Innovation Efforts: A Framework for Success**

Gene Slowinski, Director, Strategic Alliance Research, Rutgers University, and Managing Partner, Alliance Management Group

Open innovation is transforming the nature of product development. To compete effectively in today's business environment, firms are using strategic alliances to link their resources with those of other world-class organizations. They start by focusing on replacing the "not invented here" syndrome with the "invented anywhere approach." Unfortunately, many co-development alliances fail. Managers from the start must deal with the complexities of cooperatively developing intellectual assets, linking decision-making structures and building cross-corporate innovation networks. Dr. Slowinski's 25 years of work on over 300 CoDev alliances led him to identify key best practices for a novice or veteran of open innovation. He will present a set of simple, but powerful management tools and metrics. Many firms use these tools to increase the value of both their individual alliances and their alliance portfolios.

WHAT YOU WILL LEARN:

- Starting out—organizational structures that can help or hinder open innovation
- How to use the 25% rule as a financial model to share risks and rewards in open innovation relationships
- How to start implementing open innovation by using the "Want, Find, Get, and Manage Model"
- How to accelerate product development performance via co-development
- Lessons from failures; common pitfalls and how to avoid them
- Effective strategies to resolve cultural differences in alliances from the get go
- Proven tools, metrics, and management techniques for successfully implementing "open innovation" relationships such as the Alliance Framework® and the Alliance Implementation Programs



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 Labs and Novartis. 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. He is co-author of *The Strongest Link*, and his most recent book, *Reinventing Corporate Growth*, is the leading book on growing the corporation.

WORKSHOP B 8:30 AM – NOON**Closing the Deal—Effective Strategies and Structures**

Karin A. Gregory, Managing Partner, Furman Gregory LLC

GUEST PRESENTERS: **D'Anne Hurd**, VP, Business Development at Gateway Park, and VP & General Counsel, Worcester Polytechnic Institute; and **Dr. Val R. Livada**, Founder, Weybridge Partners, and Senior Lecturer, Sloan School of Business, MIT

Open innovation requires a combination of business and negotiation skills to achieve a good result for your organization. This workshop discusses the types of deals that are done from both the small company and large company perspectives, such as the use of equity as part of the deal structure. We will explore deal structures for different types of deals involving technology and health care products and joint venture models. All presenters have years of experience inside small and large enterprises and have intimate knowledge of deal structures from both sides. This workshop will examine proven methods to overcome the challenges and avoid the pitfalls to make the deal meet the objectives of both organizations in a timely and effective manner. The presenting team will discuss cases involving a healthcare and technology company involving two or more deal features.

WHAT YOU WILL LEARN:

- Basic structures of different types of deals, such as R&D partnerships, equity features of deals, product and distribution oriented deals and joint ventures
- Key deal terms and definitions to get it right
- Knowledge of common deal terms and how to use them effectively
- Effective strategies to avoid the pitfalls that might make the deal unsuccessful
- Insights into the models that work for large and small company partnerships
- Case study examples that will drive home key points to consider when structuring a deal with a small or larger enterprise



KARIN A. GREGORY has over 25 years of experience in the healthcare field as a scientist, administrator, lawyer and venture capitalist. As a scientist at the Dana Farber Cancer Institute, she ran a successful start-up outpatient department devoted to breast cancer. She transitioned to a legal career in 1988 and completed her health services master's studies at the Franklin Pierce Law Center. Ms. Gregory provided legal services to health care organizations in private practice until 1998 when she joined the Massachusetts Technology Development Corp. (MTDC), an early stage state-sponsored VC firm, as an investment professional. In mid-2002, she co-founded Dover Medical Ventures, an early stage medical device VC fund, and eMedicus, Inc., a commercial IRB for the review and monitoring of clinical research studies. Currently at Furman Gregory, she represents early stage healthcare and technology companies and offers business consultation.

NOON – 1:30 PM

Networking Luncheon and Topic Table Discussions

WORKSHOP C 1:30 – 5:00 PM**Managing IP in an Open Innovation Environment**

Paul Germeraad, President, Intellectual Assets

Companies today are managing their IP and open innovation initiatives with varying degrees of success. When these two processes are combined, the results can be anything from great to catastrophic. This workshop is focused on improving the quality of both IP management and open innovation initiatives with a particular focus on the overlap and synergy that can be obtained when done thoughtfully. These merged capabilities are becoming evermore important to incorporate into a company's open innovation process because shortened product development cycles and regional IP differences offer competitors greater opportunity to take advantage of strategic mistakes. In this workshop Dr. Paul Germeraad will discuss company examples that will provide attendees with detailed insight on how to proceed and what pitfalls to avoid.

WHAT YOU WILL LEARN:

- How managing IP and conducting open innovation are inter-related
- How the six steps of finding and integrating open innovation technology with the help of IP databases increases the quality of projects and decreases time to market
- How development projects based on market share, growth rate and IP density give appropriate project selection criteria for one company but incent an open innovation partner to behave differently
- How to decipher IP patterns for appropriate open innovation decisions
- How a dozen learnings about doing open innovation well apply to IP management
- How the geographic distribution of IP tells you where to develop and first commercialize new products



PAUL GERMERAAD is President of Intellectual Assets, Inc., a professional advisory services firm specializing in integrated business, R&D, and IP processes. Dr. Germeraad was previously Chief Operating Officer for Aurigin Systems, Inc., a software start-up company focused on the development of intellectual asset management products for the Competitive Intelligence, Licensing and R&D communities. Prior to joining Aurigin in 1998, Paul worked for three Fortune 500 companies. He served as VP, Corporate Research for Avery Dennison. Before joining Avery Dennison, Paul was director of James River Corporation's Flexible Packaging Technical Center and held a variety of R&D and management positions at Raychem Corp.

WORKSHOP D 1:30 – 5:00 PM**Defining and Implementing an Effective Open Innovation Metrics Portfolio**

Cheryl Perkins, President, and **Jeff Lindsay**, Director of Solution Development, Innovationedge

CASE PRESENTERS: **Amy Achter**, Director of Corporate, Intellectual Asset Management, Kimberly-Clark Corporation, and **Mary Beth Robles**, VP, External Open Innovation, Colgate-Palmolive

Open innovation is not measured by many companies and the few corporations that do track their progress are often misguided on which elements to consider. Cheryl Perkins, members of the Innovationedge team, and other innovation leaders from Kimberly-Clark Corporation and Colgate-Palmolive will discuss which metrics are the most valuable to track along your open innovation journey. The group will provide a wide variety of case studies on how to improve your measurement practices and, as a result, boost return on innovation spending and promote an open innovation culture. You'll gain valuable perspectives on how companies can take their performance measurement activities to the next level and uncover the key ingredients of their success.

WHAT YOU WILL LEARN:

- How to define a portfolio of metrics that align with your open innovation strategy and model(s) for your company, including both behavioral and results oriented metrics
- How to measure the entire open innovation effort, including the inputs, processes and desired outcomes
- How important it is to keep it simple yet follow a disciplined approach
- How to evolve your company to deliver higher value
- What tools and approaches work best
- How to ensure metrics are meaningful and actionable



CHERYL PERKINS is a thought leader in innovation and a creative catalyst in brand-building initiatives that contribute to rewarding consumer experiences and improved business performance. She was identified as one of the Top 25 Champions of Innovation by BusinessWeek magazine in 2006. As President of Innovationedge, she is leading companies across many industries to build sustainable innovation capabilities and define sustainable growth opportunities.



JEFF LINDSAY is Director of Solution Development at Innovationedge and is a registered U.S. Patent Agent and a leading expert in Intellectual Asset law and strategy. Prior to joining Innovationedge, Jeff was the Corporate Strategist and Senior Research Fellow at Kimberly Clark Corporation and was granted 105 US patents. While at Kimberly Clark, Jeff developed and advanced the concept of "Disruptive Intellectual Asset Strategy," where intellectual assets are used to overcome normal barriers to disruptive innovation.

5:00 – 7:00 PM

Open Innovation Tools & Services Marketplace Reception (see page 4)

TUESDAY • 8:30 – 9:30 AM

Special Conference Kick-Off: Candid Interview with Henry Chesbrough

Cheryl Perkins, Conference Chair

CoDev '09 will kick-off this year with our conference chair, Cheryl Perkins, interviewing Henry Chesbrough to find out what his latest insights are on the future of open innovation as well as how early adopters of open innovation are going beyond low-hanging fruit opportunities to reap more value from their OI investments. Come prepared with your own set of questions—we plan to leave ample time for Q&A with CoDev attendees.



Henry Chesbrough is Executive Director of the Center for Open Innovation at the Haas School of Business at UC Berkeley. He holds a Ph.D. in Business Administration from the University of California-

Berkeley, an MBA from Stanford University, and a BA from Yale University, summa cum laude. His research focuses on managing technology and innovation. His book *Open Innovation* (Harvard Business School Press, 2003), articulates a new paradigm for organizing and managing R&D. His most recent book, *Open Business Models* (Harvard Business School Press, 2006), extends his analysis of innovation to business models, intellectual property management, and markets for innovation.

TUESDAY • 9:30 – 10:30 AM

PANEL SESSION Open Business Models

MODERATOR: Cheryl Perkins, Conference Chair

PANELISTS: Alex Kandybin, VP, **Booz & Company**
Mark Peterson, Director, External Development, **Procter & Gamble**
Dennis Potter, VP, Strategic Innovations, **R.J. Reynolds**
John Tao, VP, Open Innovation, **Weyerhaeuser**

If you've been involved in open innovation efforts for a while but question whether you're getting the results that you had anticipated, you won't want to miss our kick-off expert panel session exploring how you can incorporate multiple alternative business models for greater return on your open innovation investments. Many companies have been able to quickly grab low-hanging fruit opportunities, but how do you take your open innovation activities to the next level and gain access to higher value business opportunities? Take advantage of the combined experiences of our expert panelists and find out what next steps you need to take to determine which alternative business models could help you catapult your company's open innovation efforts to new heights!

TUESDAY • 10:30 – 10:45 AM
Networking / Refreshment Break

"Great sharing of ideas and concepts by all participants. Real-time, immediate value. Very, very impressed with consistent high quality of speakers—that's rare at this type of conference."

Craig Rethwell, The Kellogg Company

TRACK A: Strategies for Deal-Making with Venture Capital Firms

TUESDAY • 10:45 – 11:30 AM

Creating New Value between Venture Capital and Its Corporate Investors



Wayne J. Puglia, Senior Director—Open Innovation and Investments, Research Development and Quality, **Kraft Foods**, and



Roger Wyse, Managing Director, **Burrill & Company**

Venture capital has traditionally been funded by institutional investors but increasingly corporate investors have seen investments in VC as a component of their open innovation strategy. Kraft Foods has invested in Burrill & Company, one of the leading life sciences venture capital firms, to broaden its open sourcing of innovation and to gain access to emerging technology. New innovative approaches utilizing the venture model to enhance value creation are being developed. Examples include the Brand New Brands H&W Incubator which spun out four new companies from product concepts in one year and the next generation model, A Brand Accelerator, to rapidly launch and realize value from corporate "stranded innovations."

THIS PRESENTATION WILL PROVIDE PERSPECTIVES ON:

- The benefits of VC investments
- How to build a VC partnership to maximize value
- The pros and cons of managing your own funds
- Early learnings from a corporate investor viewpoint

TUESDAY • 11:30 AM – 12:15 PM

Making a Corporate Research and Venture Capital Partnership Pay-Off



George Dies, Director, Strategic Planning and Research Operations, **HP Labs**

Venture capital (VC) firms are much more accustomed to striking deals with entrepreneurs and start-up companies rather than large corporations. The slower pace and multiple levels of bureaucracy within large corporations typically clashes with the speed and agility of VC firms. However, finding a way to bridge these different business styles and set up a compatible business model can yield a win-win partnership.

George Dies will outline HP Labs' approach to working with a VC firm, Foundation Capital, by building a long-term relationship centered on technology evaluation, versus individual transactions. He will explore some of the key outcomes of the relationship for both parties and the potential value that can be realized from this open business model as well as lessons learned.

KEY TAKEAWAYS:

- How to select the right type of venture capital firm to partner with
- How to manage concerns over IP leakage or contamination
- How to derive (and maintain) value from the relationship

TRACK B: Open Innovation First-Timers—What You Need to Know Before You Get Started

TUESDAY • 10:45 – 11:30 AM

Key Steps for Formalizing an Effective Open Innovation Strategy



José A. Ramirez, Ph.D., Senior Director—Global Open Innovation, **JohnsonDiversey Inc.**

JohnsonDiversey Inc (JDI) is one of the world's largest manufacturers of institutional cleaning and sanitation products and solutions. Over the past three years, JDI has developed a formal open innovation strategy. This strategy involved creating a dedicated department for open innovation and implementing basic processes to source, evaluate and facilitate the adoption of external technologies. Building on existing pockets of knowledge within the company worldwide, JDI's open innovation group is now fully functional with processes and tools designed to harness areas of strength and improve those that are lagging.

In this presentation, Dr. Ramirez will provide an overview of JDI's open innovation journey and discuss lessons learned and key steps JDI took to:

- Create a process for handling unsolicited proposals
- Establish a virtual, worldwide network for initiative evaluation
- Organize an efficient and focused scouting function that leverages the existing IT infrastructure
- Revamp its intellectual asset management processes to better suit the needs of open innovation

TUESDAY • 11:30 AM – 12:15 PM

Four Key Steps to Develop and Implement an Effective Technology Licensing Program



Jason Lye, Director, External Business Development—Technology Assets, **Newell Rubbermaid, Inc.**

Starting a technology acquisition and out-licensing program includes four key steps:

1. Determine what you already have
2. Understand what you need to fulfill the strategic vision
3. Demonstrate successes & educate your leadership
4. Execute fewer, more substantial technology deals

In this talk, Dr. Lye will outline the best in class approaches to address these key functions as well as the implementation of a formal technology licensing program that increases business competitiveness, drives sales growth, and supports a consumer driven innovation strategy for new product development. Determining what you have and understanding what you need involves legal due diligence, bridge building with key technologists and stakeholders across the organization, as well as aligning IP strategy with business strategy. Demonstrating success and communicating early wins is crucial for building credibility for the business model. Executing fewer, but more substantial deals involves developing an understanding of the value proposition of the technology from both sides of the table and building constituency throughout the organization.

TUESDAY • 12:15 PM – 1:30 PM
Luncheon

TUESDAY • 1:30 – 2:30 PM
KEYNOTE PRESENTATION



Partnering with a Proven Innovation Leader to Fill Gaps in Your Product/Technology Roadmaps

Loria B. Yeadon, Vice President and General Manager, Honeywell Intellectual Property International, **Honeywell International**

Honeywell invests hundreds of millions of dollars in R&D annually to develop technologies that make our world safer and more secure, more comfortable and energy efficient, and more innovative and productive. Many of Honeywell's innovations can be applied beyond the products and services that it sells, and out-licensing these technologies can generate value above and beyond Honeywell's core applications. With the establishment of its "IP Store," Honeywell has recouped a portion of its significant R&D investments, increased shareowner value and developed win-win relationships with new customers in emerging markets and applications.

One of the most important decisions that a company will make in executing its open innovation strategy is selecting the right innovation partners to fill gaps in its technology and product roadmaps. Ms. Yeadon will discuss key considerations in choosing the right technology partners. She will also outline how Honeywell has effectively managed licensing as a growth business, and has developed its IP Store to serve as a technology source for many companies. Through a case study of a significant licensing transaction, she will review key elements in linking a customer's need with available technology solutions, identifying internal and external challenges, and how to overcome those challenges and structure a win-win deal.

KEY TAKEAWAYS:

- Key considerations for selecting the right innovation partners to achieve your open innovation objectives.
- Effective strategies to connect the dots between customer's technology needs and technical solutions in your IP store.
- Key considerations in structuring win-win out-licensing deals and overcoming common challenges and pitfalls.

LORIA B. YEADON is the VP and General Manager of Honeywell Intellectual Property International (HIPI), a division of Honeywell International Inc. headquartered in Tempe, AZ. HIPI manages and licenses Honeywell's IP assets globally. Prior to assuming her current role 2003, she served as the Chief IP Litigation Counsel of Honeywell International. Prior to joining Honeywell, Mrs. Yeadon served as Senior Counsel for Telcordia Technologies, Inc. where she managed the global "BELL" word and symbol trademark portfolio for the Regional Bell Operating Companies and was responsible for all trademark and copyright matters, and managed patent portfolios, M&A activities and other IP transactional matters. Mrs. Yeadon holds a BS in electrical engineering, with distinction, from the University of Virginia, an MS in electrical engineering from the Georgia Institute of Technology, and Juris Doctorate, magna cum laude, from Seton Hall School of Law.

TUESDAY • 2:30 – 3:15 PM
The Anthropology of Open Innovation



Paul France, Principal Engineer, Technology, Entrepreneur, **Procter & Gamble**

Connections are at the heart of open innovation business models. P&G's ability to innovate quickly depends upon its employees' ability to search out the best ideas and approaches wherever they exist. Think global, act local is in our blood. We get to know the consumer better by spending time observing the consumer in their homes rather than in focus groups. A similar approach we apply in establishing trustful relationships with our partners: we take the time to really understand their needs and the cultural differences. The closer you get to the end user, the more important it is to pay attention to cultural differences. Partnership dynamics are different when dealing with a wide range of local partners, i.e., from the national labs to the small family business. This presentation will highlight the barriers as well as the enablers to get open innovation to work on a global scale.

KEY TAKEAWAYS:

- How to balance local innovation with global integration
- How to build relationship-based networks
- Lessons from P&G's Connect and Develop hubs in India, Japan, China, Europe and the US
- How to resolve cultural differences in partnerships
- How to get beyond the "karaoke" experience

TUESDAY • 3:15 – 3:30 PM
 Networking / Refreshment Break

TUESDAY • 3:30 – 4:15 PM
Effective Strategies for Overcoming Cultural Barriers to Implementing Open Innovation



Sarah Pearson, Ph.D., Open Innovation Champion, **Cadbury**

Cadbury began its open innovation activities as an incubated pilot study within the protection of its Global Science Centre and has evolved it into a globally linked open innovation team charged with the mandate to deliver commercially beneficial innovations by partnering with leading organizations and academic institutions. Internal and external cultural challenges including varying geographic business structures, IP ownership and negotiation expectations, speed of reaction, short term activity and differences in time scales and deliverables expectations surfaced as key barriers to success.

Ms. Pearson's presentation will address Cadbury's step-by-step approach to break through these cultural barriers by aligning its open innovation agenda with corporate strategy, embedding it into the company's planning process and gaining buy-in from internal R&D and marketing groups.

KEY TAKEAWAYS:

- Understanding the critical importance of gaining senior leadership buy-in and involving them in the planning process for open innovation initiatives
- Ensure that marketing groups are aware of the possibilities that open innovation affords and include them in direction setting
- Aligning your open innovation activities with your commercial and R&D strategy can yield higher value delivery to your business

TUESDAY • 2:45 – 5:15 PM
SPECIAL CLINIC WITH HENRY CHESBROUGH

Alternative Business Models for Open Innovation—Overcoming Obstacles and Developing Processes for Success

Limited to 25 participants



In this two-hour session, you will have the opportunity to have an intimate discussion with Henry Chesbrough and hear his latest insights on the common challenges companies encounter as they implement

and roll out their open innovation initiatives and some effective strategies for how to address these critical issues.

SPECIFICALLY, HE WILL EXAMINE HOW TO:

- Develop processes to search outside for external ideas and technologies
- Create processes to receive external technologies and carry them through into the market
- Break down internal resistance to allowing unused internal ideas and technologies to go to the outside
- Experiment with alternative business models and determine which are right for your company
- Manage multiple business models inside a single company

To make the session more robust, attendees are highly encouraged to bring their own challenges to the workshop to enable the group to apply their learnings to current issues across multiple industries.

HENRY CHESBROUGH is Executive Director of the Center for Open Innovation at the Haas School of Business at UC Berkeley. He holds a Ph.D. in Business Administration from the University of California-Berkeley, an MBA from Stanford University, and a BA from Yale University, summa cum laude. His research focuses on managing technology and innovation. His book Open Innovation (Harvard Business School Press, 2003), articulates a new paradigm for organizing and managing R&D. His most recent book, Open Business Models (Harvard Business School Press, 2006), extends his analysis of innovation to business models, intellectual property management, and markets for innovation.

"It's rare to find a balance of academic, applied and practical insight in one location, and MRT and PDMA has created an outstanding opportunity for peer-to-peer networking. Highly recommended!"
 Randy Iliff, Bit7

"Well worth my time. Next time, I am bringing engineering directors—alliances all too often perceived as the business person's problem."
 Kathy Miller, Hewlett-Packard

TUESDAY • 4:15 – 5:15 PM

KEYNOTE PRESENTATION



A New Kind of Open Innovation for a New Kind of Century

Dr. Kobus Neethling, President, South African Creativity Foundation

Scientists and laymen alike often spend their lives trying to articulate theories and concepts. Once they have the essence of a concept defined, they then give emphasis to the borders around this concept and draw conclusions from within these borders. This rational and logical approach may work well for the more clinical sciences, but can prove to be detrimental to creativity. In fact, classifying open innovation in a separate, disconnected box could result in missing the fundamental nature and heart of progress and development. Creativity and open innovation can no longer be perceived as a process that can be turned on and off like a switch and only engaged in when deemed necessary—it must be viewed as a becoming “thing” versus a doing “thing.”

In this keynote presentation, Dr. Neethling will discuss the intertwining principles of creativity and open innovation. He will examine four integrated factors that are essential for an organization to achieve sustainable innovation including how to:

- Harness and meld internal and external creativity and capabilities to create meaningful innovation
- Build commitment to the ongoing creative empowerment of the “innovators” from both companies (or all parties involved in the open innovation effort)
- Create and uphold a unified open innovation process
- Foster the right type of environment for open innovation to flourish

DR. KOBUS NEETHLING, President of the South African Creativity Foundation, holds six degrees, including two master's, a doctorate and post-doctorate cum laude. He has written more than 80 books, including numerous international bestsellers, and nine television series. He is included in ten Who's Who publications including 2000 outstanding scholars of the 20th century from Cambridge, England. In 1998 he received the most prestigious creativity award in the world from the Creative Education Foundation in New York.

“I came into the Congress with a little knowledge of CoDev and open innovation. I am coming out with a lot of questions...and that is exactly what I needed to understand. Open innovation is about asking the right questions, finding the right partners and staying alert in continuing to ask those questions keeping the end goal in mind.”

Marie-Claude Cote, Centre du Recherche

TUESDAY • 5:30 – 7:30 PM

Innovation Networking Session

Back by Popular Demand!

CoDev is focused on presenting thought leadership and relevant case studies on open innovation, co-development and building networks of innovators to fuel growth. Last year's attempt to incorporate innovation networking into the event to demonstrate the value of cooperative networks within our own corporate conference attendees was such a success that we are pleased to announce that we are offering it once again with a few minor changes based on customer feedback.

This *optional* event will take place during the reception on Tuesday evening and is aimed at helping attendees interested in finding new connections for their own co-development and innovation efforts. It's a structured approach to networking ensuring attendees meet the people they need to meet.

The Innovation Networking Session will bring together open innovation practitioners from diverse industries to provide attendees with an opportunity to explore possible collaborative opportunities.

At the conference, you will receive a list of your connections for the networking session and a customized schedule of 5-minute ‘dates’. The dates will take place in multiple rounds in the same reception room at individual ‘stations’. It's high-energy, fun and amazingly effective at connecting you with the right people at CoDev '09.

PARTICIPATION IS BY INVITATION ONLY.

Within one month of the conference, you will receive an invitation to participate in the Innovation Networking Session. *Conference registrants should be sure to RSVP to their invitation within three weeks of the conference.* Once you have accepted the invitation to attend, you will be provided with access to an online portal where you can provide a profile of your company and individual background. On this worksheet, you'll be able to share what you are looking for in particular.

Optional Networking Dinner

TUESDAY • 7:30 – 9:30 PM

Limited to 150 attendees



Continue your conversations after Tuesday evening's reception and innovation networking session by joining us for dinner on-site at the resort. Registered attendees will receive an invitation several weeks prior to the event.

Sponsored by
NineSigma



WEDNESDAY • 7:00 – 7:45 AM

THE PRACTITIONERS BREAKFAST



Switching on to Open Innovation and Co-Development

Mark Turrell, CEO, *Imaginatik*

In this session Mark Turrell will explore and share techniques to solve real, everyday problems of open innovation programs ranging from how to effectively manage IP, motivate suppliers and customers to contribute and ultimately gain buy-in from your internal organization and change its way of working.

KEY TAKEAWAYS:

- A framework for managing intellectual property with open innovation
- The 5 secrets to engaging outsiders
- The 10-point plan to successful implementation

MARK TURRELL is CEO of Imaginatik and co-founded the company in 1994. Imaginatik provides collaborative innovation and problem solving services, delivered through software and consulting, to support the world's top innovation programs. Since Imaginatik's inception, Mark has designed leading-edge innovation management programs for over 300 companies. He is a Senior Research Fellow at Penn State University and has lectured at CASS (UK), INSEAD (France) and Harvard business schools.

WEDNESDAY • 8:15 – 9:15 AM

KEYNOTE PRESENTATION



Building the Open Innovation Organization

Beth Springer, Executive Vice President, Strategy and Growth, *Clorox*

To fully harness open innovation, you need the capability to engage externally to find ideas, build them into a consumer proposition and profitably commercialize them. Clorox's journey started in commercialization, with strong supplier partnerships securing technologies to bring winning products to market. Next, pre-commercialization discovery began using external networks to build up product ideas. More recently, ideas are being created with external networks linked to a core innovation team. Examples of successes—and challenges—will be discussed to illustrate progress toward a boundaryless innovation organization.

BETH SPRINGER is the Executive Vice President for Strategy and Growth at Clorox. In this role she is responsible for creating an overall enterprise perspective on long-range strategy and business planning functions. Specifically she oversees the company's strategic planning, growth, new ventures, licensing, sustainability, and mergers and acquisitions activities. Springer joined Clorox in 1990 as associate marketing manager for Household Products and held marketing positions in the company's Cat Litter, Household Cleaning, Laundry and Glad® businesses. In 2002 she was named Vice President—General Manager, Glad Products. In January 2005 she was named group vice president with responsibility for the Glad Products joint venture with P&G and The Clorox Company's cat litter, Kingsford® charcoal and food businesses.

WEDNESDAY • 9:15 – 10:00 AM

Making a Great Product Even Better through Co-Development



Graham Milner, EVP, Global Innovation, **WD-40 Company**

For years, WD-40 Company’s most-loved product had received feedback that the only room for improvement would be to create a way to “not lose the little red straw.” However, concerned about adding costs without significantly boosting customer value, the decision was made to maintain the status quo. This was not an acceptable answer to WD-40’s Team Tomorrow—they were on a search for innovation to deliver value for their end-users!

WD-40 Company relies on multiple world-class partners to bring its products to market, and it was within one of its meetings with a prospective industrial design partner that a technology was discussed that had the potential to resolve the red straw issue in a cost-effective manner.

In this presentation, Graham Milner will examine how this co-development partnership came to fruition, what key data points helped determine if the product improvement could be implemented without increased costs, how much value it would add to a product that is a market leader worldwide, and what the preliminary results would be for making this product improvement.

WEDNESDAY • 10:00 – 10:30 AM

Networking / Refreshment Break

WEDNESDAY • 10:30 – 11:15 AM

Tassimo Hot Beverage System—Managing Success in an External Alliance



Andreas Perschon, Director, Alliance Management, **Kraft Foods–Tassimo Global**

Alliance management has many forms. For Tassimo, it means managing the relationships with both Kraft (beverages) and Bosch and Siemens Home Appliances (machines) to present the Tassimo system as one face to consumers in seven different countries. In this presentation, Mr. Perschon will discuss the importance of having synchronized cooperation between Kraft and Bosch and Siemens Home Appliances to successfully market Tassimo as a system.

Key focus of Tassimo alliance management:

- Ensure that Kraft has a world-class network of alliance partners to maximize success
- Set targets and performance evaluations for its alliance partners
- Manage all alliance related matters in conjunction with geographic launches

Key success factors to make the alliance work:

- Win-win needs to be obvious for both partners, with a balanced share of opportunity and risks on both sides
- One company has to have the clear lead, while the other needs to be fully engaged (and accept that role)
- Creating upfront clarity on the business model, cooperation scope, objectives, KPI and roles & responsibility
- Compatible company business strategies and cultures are pivotal to jointly live through hard times
- A “quadrangle” communication matrix (global – global plus local – local) secures the clearest way to assure continuous alignment

WEDNESDAY • 11:15 AM – 12:15 PM

KEYNOTE PRESENTATION



Reading the Tea Leaves of Risk: Open Innovation in China

Max von Zedtwitz, Ph.D., Professor of Strategy & Innovation, Peking University; Vice President, **PRTM Shanghai**; and author of *Managing Global Innovation*

A key part of open innovation is recognizing the risks involved in partnering beyond your own cultural and geographic boundaries. You’ve heard this many times, but you need to be on the ground to understand how business really works in China. This is even more important in the sensitive business of R&D and innovation. More than 900 R&D centers have been set up in China by foreign MNCs, but only a few can claim that they are integrating well with the local scientific and engineering environment. What are the secrets of succeeding with local innovation in China for global competitive advantage? This presentation will give you the native perspective on opening up R&D and innovation to include the creative potential of China before having to make the first trip.

Based on case studies from Microsoft, GE, ABB, Siemens, and other multinationals in China, Dr. Zedtwitz will discuss three key themes:

- Successful practices for managing R&D and innovation in China
- The future of open innovation and collaborative R&D in China
- How Chinese firms internationalize innovation—whom they choose as partners and how you can favorably position your company as a partner of choice

DR. MAX VON ZEDTWITZ is a professor of strategy and innovation at Peking University and a VP with PRTM Management Consultants. Max has been researching and working with multinational companies for 15 years to open up their R&D to new geographies and cultures throughout Asia. He has spent the last 5 years in China and has first-hand insights into the real challenges of making R&D partnerships succeed. His award-winning insights are based on hundreds of case studies and expert interviews, personal experience in running global R&D teams, and proprietary large-volume databases mapping global R&D operations. He has published 12 books and more than 50 articles, and is cited frequently in periodicals such as The New York Times and The Economist.

WEDNESDAY • 12:15 – 1:15 PM

Luncheon

“This is one of the highest caliber events that I have attended from an informational and learning standpoint.”

Peter Sigmon, Shaw Industries

“Very worthy conference to attend, great opportunity to meet with real people who practice open innovation and a chance to share personal experience.”

Ravi Mulukutla, Meadwestvaco Corporation

WEDNESDAY • 1:15 – 2:00 PM

The Evolution of Open Innovation Metrics at Frito-Lay



Owen Carryl, Ph.D., Senior Group Manager, Open Innovation, **Frito-Lay**

Over many decades, Frito-Lay has built a strong business and portfolio of iconic brands through acquisitions and partnerships that leverage the capabilities and expertise of seasoning and ingredient suppliers, product developers, equipment manufacturers, universities and consultants. Measuring the value of this open innovation approach is of critical importance.

Frito-Lay measures the value of open innovation projects by looking at net present value (NPV), return on investment (ROI) and performance metrics such as trial motivation, repeat potential, trade margin, and store door value.

KEY TAKEAWAYS:

- Effective approaches to establish accurate metrics for open innovation projects
- Examples of different Frito-Lay alliances and metrics used in each case
- The key to accurate metrics is realizing they must be project-specific and should reflect the desired outcome for the project

WEDNESDAY • 2:00 – 3:00 PM

PANEL SESSION Open Innovation Metrics

MODERATOR: **Cheryl Perkins**, Conference Chair

PANELISTS: **Amy Achter**, Director, Corporate Intellectual Asset Mgmt, **Kimberly-Clark Corp.**, **Nik Modi**, Director, Sr. Analyst, Household Personal Care and Tobacco, **UBS Investment Research**, **Rob Perri**, Director of Innovation, R&D, **Sara Lee**, **Mary Beth Robles**, VP, Open Innovation, **Colgate-Palmolive**

How do you keep track of your open innovation scorecards? What should you be measuring? Are measures unique for open innovation? Should you use the same scorecards that you use with suppliers? Should metrics change based on the type of open innovation partnerships—large companies, small companies, technology brokers, universities, or venture capital firms? And what about different cultures? These are just a few of the questions that our expert panel will be addressing as we try to get a better understanding of how leading companies are measuring their open innovation performance and what key metrics are being implemented to ensure maximum ROI. Come prepared to participate, and put our expert panel to the test in sharing their knowledge and key learnings.

WEDNESDAY • 3:00 – 3:30 PM

Application Session: Putting It All Together—Creating an Open Innovation Action Plan

Cheryl Perkins, Conference Chair



Special Features

Special Clinic on Open Business Models with Henry Chesbrough

This session offers an excellent opportunity to find out how to experiment with alternative business models, determine which are right for your company and manage multiple business models simultaneously. *Limited to just 25 participants* to ensure ample opportunity for attendees to engage in interactive discussion with and receive direct feedback from Henry. See page 7 for more details.

Interactive Panel Sessions

This year's program features two interactive panel sessions on the topics of *Alternative Business Models for Open Innovation* and *Open Innovation Metrics*. Each features an exceptional panel of highly experienced practitioners and leading experts—come prepared with questions! See pages 6 and 9 for more information.

Choice of 4 In-depth Pre-conference Workshops

Receive guidelines and how-to's on *Tools & Processes to Jump-Start Open Innovation*, *Effective Strategies and Structures for Deal-making*, *Managing IP in an Open Innovation Environment*, and *Implementing an Open Innovation Metrics Portfolio*. See page 5 for details.

Open Innovation Mentoring Program

Sign up to participate in our first-ever *Open Innovation Mentoring Program*. Designed to make sure that you walk away from CoDev '09 with the key learnings and a point of contact for future questions, the Open Innovation Mentoring program is a must for those just getting started or if you are experiencing difficulties implementing open innovation at your company. For more details see page 4.

Open Innovation Online Discussion Forum

Learn about current and future trends in open innovation and participate in ongoing discussions to help increase the general knowledge and understanding of what is involved in building open innovation capabilities and how to take these capabilities to the next level. Membership to the discussion forum is free, and participants receive an *Open Innovation Fundamentals Kit*, a compilation of learnings, articles and open innovation case examples. For more information see page 4.

Tools & Services Open Innovation Marketplace Reception

Monday, January 26, 5:00–7:00pm Find out what types of tools and services are available to help you connect with the right partners as you build and strengthen your organization's open innovation capabilities. Hear leading tools and services providers give a brief summary (5- 10 minutes) of how their products & services support open innovation. For more details, see page 4.

Innovation Networking Session

Tuesday, January 27, 5:30–7:30pm Back by popular demand, this optional event will take place during the reception on Tuesday evening and offers an excellent opportunity for you to explore possible collaborative opportunities with other industry practitioners from diverse industries. Designed specifically for industry practitioners, participation is BY INVITATION ONLY. For more information, see page 8.

Optional Networking Dinner

Tuesday, January 27, 7:30–9:30pm (limited to 150 attendees) Continue your conversations after Tuesday evening's reception and innovation networking session by joining us for dinner on-site at the resort. The dinner is limited to the first 150 attendees to RSVP. Registered attendees will receive an invitation several weeks prior to the event. We hope that you will be able to join us for this new offering! *Sponsored by NineSigma.*



Early Bird Savings

Sign up by November 21st and save \$200! No risk—you may cancel up to 5 business days prior to the event.

Team Discounts

Sign up with 2 of your colleagues (teams of 3 or more) and save an additional \$100 each. Groups of 5 – 10 may deduct 15%, groups of 11+ may deduct 20%. For further group arrangements, call 781-891-8080. Teams may include customers and partners, as long as they register at the same time.

Sampling of Past Participating Companies

3M Company	Crown Holdings Inc	Kimball International	SA Armstrong
AMD	Dade Behring	Kimberly-Clark Corporation	SAP Labs
ASP Johnson and Johnson	Deere & Company	Koch Materials Co	SC Johnson & Son
ATI Technologies	Del Monte Foods	Kohler Company	SDC Technologies Inc
Acceleration Inc	Delco Electronics Systems	Kraft Foods Inc	SRAM Corporation
Access Business Group	Dell Computer Corporation	L'Oreal	SRAM, Inc.
Advanced Materials Partners Inc	Delphi Electronics & Systems	LSI Logic	Saab Aerospace
Affymetrix Inc	Dial Corporation	Land O'Lakes	Sandia National Labs
Air Products and Chemicals, Inc.	Diebold	Lexmark	Sanitarium Health Food Co
Alcoa	Dow AgroSciences LLC		
Alliance Management Group	Dow Corning Corporation		
Altacor/Nutriline R&D	Draeger Safety UK		
Altitude Inc.	Duracell		
Alza Corporation	Eastman Chemical Company		
American Chemical Society	Eastman Kodak Company		
American Healthways	Ecolab Inc.		
American Power Conversion	Electronics Scotland		
Amgen	Eli Lilly and Company		
Amylin Pharmaceuticals	Emerson		
Analogic Corporation	Energizer		
Anderson Power Products	Ethicon		

"A lot of great examples and models for reapplication. Great source of contacts for benchmarking. I feel confident we know where we need to start and have knowledge of how to get there."

Michele Cerminaro, GOJO Industries

"Excellent networking opportunity. Very helpful content. I feel a sense of focus to go back and implement some of the best practices that have been shared. I will certainly recommend this conference to others within my company."

Jennifer Azggen, Nestle

Licensing Executives Society	Sara Lee Corporation
LifeScan	Sargento Foods Inc
Lockheed Martin Corporation	Schiphol Group
Los Alamos National Labs	Schlumberger
MIT Sloan	Schneider Electric
Magellan	Shell
Marvin Windows and Doors	Shiple Company
Masco Corporation	Shure Incorporated
McNeil Consumer Healthcare	Siemens
Mead Johnson Nutritionals	Sirris
Meadwestvac Corporation	Sprint
Medrad, Inc.	Standard Aero
Medtronic Inc	Stryker Medical

"I was encouraged to see and hear a broad spectrum of interest on innovation as well as examples and guidance."

Jack Ring, Cyon Research

"I came away with some very valuable thought nuggets on approaching IP in a co-development environment! I look forward to my next opportunity to put some of these ideas into action."

David Maltz, Nektar Therapeutics

Merck & Co Inc	Symbol Technologies
Mercury Computer Systems	TAEUS International Corporation
Micromuscle AB	Tecumseh
Microsoft	Tekes
Milliken & Company	Tektronix
Millipore Corp	Tetra Pak
MoneyGram International	Texas Instruments Inc
Moss Inc	The Boeing Company
Motorola	The Clorox Company
NEMI	The Coca-Cola Company
Nanofilm	The Dial Corporation
National Research Council	The Dow Chemical Company
Nektar Therapeutics	The Launch Institute
Nestle Prepared Foods Company	The Lubrizol Corporation
Newell Rubbermaid	The Metcalfe Group Inc
Nextel Communications	The National Food Laboratory
Nike Inc	The Principal Financial Group
Nikon	The Procter & Gamble Company
NineSigma Inc	The Schwan Food Co

"The conference delivered on what it promised: what seemed like issues in collaborative development were merely challenges."

Morne Barradas, Sasol Technology

Nissan Technical Centre	The University of Auckland
Nokia	Thrivent Financial
Nortel Networks Limited	Timken Company
Northstar Technologies	Torrey Pines Research
Novartis Pharma AG BU Ophthalmics	Tyco Healthcare/Kendall
Novation	Tyson Foods
Novo Nordisk A/S	UC Berkeley
Novozymes Biologicals	UTEK Corporation
OnStar	Unilever
Ortho Clinical Diagnostics	Unovo Inc
Owens Corning	VERITAS Software Corporation
Palm, Inc	Value Networks LLC
Palo Alto Research Center	Velcro Group Corp
Parker Hannifin Corporation	Ventana Medical Systems
Pharmacia	Visa International
Philip Morris USA	Vision BioSystems
Plantronics, Inc.	Visteon
Polk Audio Inc	W.R. Grace
Praxair	WD-40 Company
Procter & Gamble Company	Wardrop
QuadTech	Waters Corporation
Qualcomm Inc	Weyerhaeuser
Quest Diagnostics	Whirlpool Corporation
Reynolds American Inc	WorldTech International
Rheem Manufacturing Company	Wyeth Consumer Healthcare
Roche Diagnostics Corporation	Xerox Corporation
Rubbermaid Inc.	Xyron Inc
	Zurich U.S.

"Very buttoned down. Runs like clockwork."

Brian Matt, Altitude Inc.

Cargill	Innovision Research & Tech
Cascade Microtech Inc	Intel Corporation
Casella Waste Systems Inc	International Paper
Caterpillar Inc	International Truck & Engine Co
Cessna Aircraft Company	ipCapital Group, Inc.
Chevron	John Deere Waterloo
Church & Dwight	Johns Manville
Cisco Systems, Inc.	Johnson & Johnson
Clorox Company	Johnson Controls
Colgate-Palmolive Company	JohnsonDiversey, Inc.
Coloplast A/S	KMD A/S
ConAgra Foods Inc.	KU Center for Research, Inc
Conexo	Keithley Instruments, Inc
Cooper Bussmann Inc	Kellogg Company
Cooper Tire & Rubber	Kennametal Inc.
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Program Information

DATES

CoDev '09 will be held January 26–28. Registration /continental breakfast begins at 7:00 am. Sessions begin at 8:00 am on Tuesday, January 27, and conclude at 3:30 pm on Wednesday, January 28. Pre-conference workshops are offered Monday, January 26, from 8:30am–12:00 noon and 1:30–5:00pm; registration/ breakfast begins at 7:30 am.

VENUE & HOTEL ACCOMMODATIONS

The conference will be held at the **Radisson Fort McDowell Resort**, 10438 North Fort McDowell Road, Scottsdale/Fountain Hills, AZ 85264. Please call **888-201-1718 or 480-789-5300** directly for room reservations; a limited block of rooms are offered at \$208/person; mention the *Co-Development Conference* to receive the special rate (please reserve early to ensure availability).

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Note that *CoDev alumni, MRT FastTrack members and PDMA members receive the Member rate*—\$200 less per person than the non-member rate. Fees include materials binder, breakfast, lunch, breaks, networking receptions, follow-on materials. **EARLY BIRD: Reserve by November 21st and save \$200.** See price chart below.

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Conference + 1 Workshop:	2240	2440	2440	2640
Conference + 2 Workshops:	2785	2985	2985	3185
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Please accept the following registration(s): (please use photocopies for additional people)

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 Pre-conference Workshop(s): (\$545 each with conference registration; \$745 each stand-alone)

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Dr. Kobus Neethling, President, South African Creativity Foundation — on how organizations can empower creative people who can ignite the creative process and foster an environment where open innovation can thrive.



Beth Springer, Executive Vice President, Strategy & Growth, Clorox — on effective models for open innovation networks including organizational and governance structures for your open innovation efforts.



Loria B. Yeadon, Vice President and General Manager, Honeywell Intellectual Property International, Inc. — on key strategies for selecting the right innovation partners to achieve your open innovation objectives.



Max von Zedtwitz, Ph.D., Professor of Strategy & Innovation, Peking University; Vice President, PRTM Shanghai; and author of *Managing Global Innovation* — on how Chinese firms internationalize innovation—whom they choose as partners and how you can position your company as a partner of choice.

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