Open Innovation and R&D Alliances:
Techniques and Tools for Collaborative Growth

Learn 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 4–5, 2007 • Cambridge, MA

LEARN:

- *Why the strategic planning process in most firms is broken and how leading companies are fixing it*
- *How to implement Open Innovation using the "Want, Find, Get, Manage" Model*[sm]
- *How to overcome special problems with Open Innovation relationships, including those that are not meeting expectations*
- *Methodologies to integrate external resources into your New Product Development process*
- *To identify partnership opportunities that will generate maximum value from intellectual assets and R&D investments*

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:

Matthew W. Sagal
Co-author of *The Strongest Link*
and Senior Partner,
Alliance Management Group

Stan Lech
Vice President,
Global Innovation R&D,
GSK Consumer Health

Mark Deck
Director,
PRTM

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WHY THIS WORKSHOP IS IMPORTANT TO YOU

Innovation and corporate growth are foremost 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 and Collaborative Growth. Procter & Gamble, Eli Lilly, and Roche bring entirely new products to market by combining their resources with complementary resources of partners. Boeing and Unilever form relationships with venture capital companies to search the world for the "next big thing." IBM and Phillips generate billions of dollars licensing their patent portfolios to others, including competitors. Still others are entering—and, in some cases, even creating—new markets through partnering arrangements. 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.

Open innovation is both an art form and a science. Leading companies execute their open innovation strategy through the use of proven management tools. This course provides a practical roadmap and specific techniques used by many *Fortune* 500 companies to identify, build and leverage external relationships.

Gene Slowinski, Ph.D., 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. His new book, *Reinventing Corporate Growth,* chronicles the experiences of leading firms. Matt Sagal, co-author of their first best-selling book, *The Strongest Link,* will walk participants through the Alliance Framework®—the leading tool for planning, structuring and negotiating collaborative relationships.

Special presentations by Stan Lech, Vice President, Global Innovation R&D, at GSK Consumer Health, and Mark Deck, Director, PRTM, provide additional perspectives on open innovation implementation.

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: improving your firm's market presence and increasing the bottom line.

WHO SHOULD ATTEND

Executives responsible for new product development, innovation, R&D, business development, partnerships/alliances/licensing, marketing, and strategy. The skills covered are also critical for corporate lawyers, intellectual property managers and financial executives.

This workshop is an excellent opportunity for joint planning; please note group discounts are offered (see page 4).

6 Key Deliverables

1 Hands-on guidance and advice from leading experts, including recommendations for your unique challenges and opportunities

2 Proven framework for implementing Open Innovation

3 Survey results to benchmark your organization's Open Innovation progress

4 A complimentary signed copy of *Reinventing Corporate Growth* by Gene Slowinski

5 Full set of reference materials which you may share with others in your firm

6 New network of peers and colleagues to exchange ideas now and after the session ends

AGENDA

Day 1
(Registration and continental breakfast: 7:30 – 8:30 am)

8:30 - 9:00 — Introductions and Expectations. *The course will be tailored to the needs of attendees.*

9:00 - 10:00 — ***Implementing Open Innovation—Road Warrior or Road Kill; It's Your Choice***
- The impact of open innovation on the firm. This is not your father's company
- Leading the organization into the world of open innovation by changing the cultural mindset
- How single deals transform the nature of competition in an industry
- How collaborative innovation can grow—or destroy—a firm
- Lessons from the leaders

10:00 – 10:15 — Cross Talk

10:30 – 11:30 — ***Using the "Want, Find, Get, Manage" Model to Achieve Collaborative Growth***
- How managers are using the "Want, Find, Get, Manage" Model to achieve rapid results
- Why the strategic planning process is broken and what leading firms are doing about it
- Techniques for identifying what you "Want"
- Techniques for "finding" an innovation pin in the world's R&D haystack
- Using the make/buy/partner decision to achieve growth without bricks and mortar

11:30 – 12:15 — WORKSHOP 1 ***Determining What Your Firm "Wants" to Access Externally***

12:15 – 1:15 — Lunch

1:15 – 2:30 — ***Summary of PRTM's Open Innovation survey results*** – **Mark Deck,** PRTM

2:30 – 3:00 — ***Using the "Want, Find, Get, Manage" Model to Achieve Collaborative Growth*** *(continued)*
- Gaining management buy-in
- Transforming "not invented here" into "proudly found elsewhere"
- Special problems of sourcing innovation from suppliers and university relationships

3:30 – 4:30 — WORKSHOP 2 ***"Finding" the External Assets the Firm "Wants"***
- 8 tools and techniques, including e-Scouting

4:30 – 5:00 — Summary of first day and adjourn

5:00 – 6:00 — Networking Reception

Day 2
(Continental breakfast: 8:00 – 8:30 am)

8:30 – 10:00 — ***"Getting" External Assets Using the Alliance Framework*®** – **Matt Sagal,** Alliance Management Group
- Six steps for putting together a high-quality alliance…rapidly
- Allocating patent rights in a collaborative innovation relationship
- Financial models for allocating risks and rewards
- Engaging early stage technology firms at the fuzzy front end of innovation
- First-contact issues and confidentiality agreements during early discussions

10:30 – noon — WORKSHOP 3 ***Integrating External Resources into Your Firm's New Product Development Process***

Noon – 1:00 — Lunch

1:00 – 2:30 — ***Implementing the "Want, Find, Get, Manage" Model in the Consumer Health Industry—Case Example*** – **Stan Lech,** GSK Consumer Health

2:30 – 3:00 — WORKSHOP 4 ***Becoming YOUR Industry's "Partner of Choice"***

3:30 – 4:30 — ***Tools for "Managing" Open Innovation Relationships***
- Proven tools, metrics and open innovation management techniques
- Managing inside your partner's firm
- Linking decision-making structures, resolving conflict
- Dealing with cultural issues (both organizational and national)
- Building a communication infrastructure

4:30 — Adjourn

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.

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12 Key Benefits

In this interactive session, you will learn how to:

1. Implement Open Innovation using the "Want, Find, Get, Manage" Model.

2. Determine what resources your firm "Wants" to access externally.

3. "Find" the resources you "Want." Screen and qualify potential partners, particularly at the 'fuzzy front end.'

4. "Get" resources rapidly using the Alliance Framework. Solve first-contact challenges around intellectual assets and disclosure; decide quickly whether the partnership is a go or no-go.

5. Structure mutually beneficial arrangements that take into account such issues as allocating intellectual asset rights to jointly created new technology.

6. "Manage" collaborative relationships to success. Build in processes and incentives to ensure achievement of both parties' joint and individual objectives.

7. Overcome special problems with collaborative R&D relationships.

8. Deal with open innovation relationships that are not meeting expectations. Know when and how to end a partnership.

9. Link with the venture capital community to find the "next big thing." Explore various financial models of open innovation.

10. Become the "partner of choice" in an increasingly competitive market for new ideas and technologies.

11. Evaluate the long-range growth of prospective opportunities and partnerships; assess market expansion potential and other strategic outcomes.

12. Implement 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.

REINVENTING CORPORATE GROWTH
GENE SLOWINSKI

ABOUT THE COURSE LEADERS

Gene Slowinski, PhD

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. 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. His articles on managing strategic alliances can be found in *Business Horizons, Research • Technology Management, Mergers and Acquisitions, Economic Development Quarterly, Les Nouvelles, Cooperative Strategies in International Business, The Journal of Advanced Management,* and *Managing the High Technology Firm.* With Matt Sagal, he co-authored the book *The Strongest Link.* His newest book is *Reinventing Corporate Growth.*

Matthew W. Sagal

Matthew W. Sagal is a Senior Partner of the Alliance Management Group and co-author (with Gene Slowinski) of the book *The Strongest Link: Forging a Profitable and Enduring Corporate Alliance.* Dr. Sagal has been a scientist and an R&D executive at Bell Laboratories, as well as a product management and manufacturing executive, and Vice President of Business Development for Lucent Microelectronics (now Agere Systems). He held senior R&D and product management positions and managed the expansion of Lucent's semiconductor manufacturing in the US, Europe and Asia. He also played a central role in the formation of Lucent's strategic alliances in those regions and in the U.S.

Stan Lech

Stan Lech is currently Vice President of Global Innovation R&D at GSK Consumer Health. In this capacity, he has the responsibility to build and drive a robust pipeline of innovative and consumer relevant products. Stan has previously held positions at Block Drug Company, Unilever, and Warner-Lambert. He joined SmithKline Beecham in 1997 as Associate Director, Modified Release Products, where he led the development of environmentally-friendly, aqueous based polymer delivery systems for the Contac capsule franchise. In 2001, Stan was promoted to Head of New Product Development, North America. In January 2005 he was promoted to Vice President of Global Innovation for Research and Development.

Mark Deck

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. Mark is also responsible for PRTM's practice management, knowledge management, and alliance management. With 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. Mark is the 2002 past president of the Product Development & Management Association (PDMA). Prior to joining PRTM, Mark was a vice president at Mercer Management Consulting and led the firm's practice in high-performance new product development.

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4 WAYS TO REGISTER:

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

FAX TO: **781-398-1889**

INTERNET: **info@roundtable.com** or **www.ManagementRoundtable.com**

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DATES: The workshop will be held June 4-5, 2007. Registration/continental breakfast begins at 7:30 a.m. on June 4; session begins at 8:30 a.m. and concludes at 4:30 p.m. on June 5.

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. Please reserve early; this rate is only assured through May 5, 2007, on a space-available basis.

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.