RECOVERY, REFLECTION, AND THE FUTURE OF INNOVATION

MAY 17-21 2021 — The Next NORMAL

May 17 – Workplace & Workforce	
10:00am – 11:00am *Keynote*	**The New Hybrid Work(Place): How and Where Work Will Get Done** *Janet Pogue-McLarin (Global Workplace Research Leader, Gensler); Jean Anderson (Design Director and Experience Leader, Gensler)* Join us as we share recent Gensler's global workplace research findings and how they relate to the need to redefine who, when, and why the physical work environment still matters. We will explore the newly emerging hybrid workforce and the role of the physical office in a post-pandemic world.
11:10am – 12:00pm Breakout Session	**Breaking the Fourth Wall: Resilience Building Workforce Practices** *Parvathi Karthik (Head of HR, TATA Consultancy Services) & Haridas Unnikrishnan (Business Group HR Head, TATA Consultancy Services)* When the Pandemic hit the world in March 2020 , there was a complete lock down declared in India , as in other parts of the world . Overnight the physical presence had blurred into oblivion. While we defined response strategies for the short term with primary focus being the need to preserve safety and health of our 4,00000 + global workforce , the Leadership team of TCS had already started planning the long-term resilience and adaptability strategy. In the new normal , post July 2020 , the stage is now an individual one and the three walls – two on the side and one at the back [representing systems, processes and people] have been re-erected to offer penetrability to collaborate , connect and communicate at an unprecedented scale. This ensured the adaptation. But will the adaptation achieve its intended outcome sustainability , customer value and productivity ? This session will outline how to build these new practices.
11:10am – 12:00pm Breakout Session	**Industry & Inclusion: Racial Equity and Advancing the Future of Manufacturing** *Jacqui Mieksztyn (Talent Strategist, LIFT); Katy Stanton (Director of Programming & Operations, Urban Manufacturing Alliance); Andy Stettner (Senior Policy Fellow, The Century Foundation); Lee Wellington (Executive Director, Urban Manufacturing Alliance); Ron Williams (Associate Professor, Coppin State University)* COVID-19 brought attention to the need for a strong manufacturing sector -- but we cannot deliver critical goods and create well-paying jobs for communities without a skilled workforce. UMA and TCF have formed a coalition, Industry & Inclusion, to solve our recruitment challenge and forge a racially inclusive future for manufacturing.

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11:10am – 12:00pm Breakout Session	**Encouraging Autonomy and Empowering R&D Teams** *Jen Bailey (Assistant Professor of Technology and Operations Management, Babson College), PJ Guinan (Associate Professor of Information Systems, Technology, Operations & Information Management Division, Babson College), Gina O'Connor (Professor of Innovation Management, Babson College), Derek Shuttleworth (Retired, Goodyear Tire & Rubber Company)* IRI PILOT research project update This project postulates that empowered R&D teams who are able to exercise a high degree of autonomy are: - More engaged/committed to the organization and their projects; and - Are able to produce 'better' projects faster and more efficiently. The project team is looking to establish a set of best practices that companies can take to empower their R&D teams and encourage autonomy in decision-making. In this session, they will provide an update on their findings based on their roundtable discussions with members, literature review, and case studies from two organizations.
12:00pm – 1:00pm	**Open Networking**
1:00pm – 1:50pm Breakout Session	**Organizing Time for Innovation** *Heidi Bertels (Associate Professor of Management, CUNY- Staten Island), Alexander Brem (Professor, University of Stuttgart)* Creativity time is time "during which employees choose what projects to work on and how to complete such projects" (Burkus & Oster, 2012, p. 49). Creativity is critical to organizations' competitive advantage but providing slack time for creativity and innovation is costly. In addition, the relationship between slack time and innovation is not straightforward. On the one hand, slack time has been linked to breakthrough innovation and experimentation as it allows organizations and individuals to allocate time to projects that may be riskier and that are not focused on short-term objectives. On the other hand, slack time has been associated with a reduction in discipline and selectiveness, leading to resource misallocation. This IRI research project aims to identify effective models for organizing slack time for innovation.
1:00pm – 1:50pm Breakout Session	**Remote Working: The Power of Digitizing Brainstorming** *Antu N'jai (Head of Customer Success, SharpCloud) & Lou Troilo (US General Manager, SharpCloud)*

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	Some companies may find themselves in uncharted territory as we all begin working remotely. Almost every company culture includes some aspects of collaboration and innovation. While in "fire-fighting" mode where tasks are delegated to the "next person available", these core values are being ignored. How are you able to prioritize what the company deems critical and more importantly who is defining what is critical? How are you generating a single source-of-truth where everyone in the organization can see all of the tasks being initiated and how they are connected to the overall goals? There are typically different frames-of-reference based on the different roles/responsibilities within an organization and there is virtually no visibility targeting "are we doing the right things" because we are very busy just doing things….this will cripple an organization. Join us for a very interactive session where you, the participant, will engage in digital, remote brainstorming.
2:00pm – 2:15pm TIM Talk	*Topics in Innovation Management, presented by Perception Partners* **Competitive landscaping haiku - what is knowable in 10 minutes or less?** *Dashboards map value* *Hindsight, insight, and foresight* *Plot tech wins quicker* Managing Partner Barry Brager presents a brief TIM talk using Carbon Capture competitive intelligence dashboards to engage, inspire and connect with sustainability-minded R&D leaders.
2:15 – 3:15pm Keynote	**Diversity & Inclusion as a Driver for Innovation** *Talita Erickson (General Counsel, Americas, and CEO of Casa Barilla Restaurant, Barilla Group)* The Barilla Group implemented an extensive diversity and inclusion program in 2013, taking a unique approach in focusing on unconscious bias and targets rather than quotas. This led to an increase in the number of women in leadership positions and in the leadership pipeline (from 32% in 2014 to 41% in 2015), and receiving a perfect score of 100 in the Human Rights Campaign's Corporate Equality Index. This session will explore the business case for DE&I driving innovation, stories to inspire action, and the steps leaders can take to make deep, meaningful changes to their organization.
3:30pm – 5:30pm	**Facilitated Roundtables and Open Networking**

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May 18 – Industry 4.0 & Digital Transformation	
10:00am – 11:00am *Keynote*	**IRI Medalist Keynote – Demis Hassabis (CEO, DeepMind)**
11:10am – 12:00pm Breakout Session	**Leading Digital Transformation in Chemical Plant Operations** *Jerry Grunewald (VP of Operations Transformation, INVISTA)* INVISTA is a global leader in the production of Nylon 66 intermediates, polymer, fiber, and resin. Since 4Q2018, the Operations team has been focused on transforming how work is done in our plants and how our employees themselves are transforming using the power of today's digital technology. With the goal of converting Data to Knowledge, Knowledge to Action, Action to Value, Jerry will describe progress in four workstreams -- process control, connected worker, material flow automation, and asset performance management.
11:10am – 12:00pm Breakout Session	**Industry 4.0: Improving Pandemic Response** *Shah Karim (CEO, Saferock)* While the COVID pandemic led to a remarkable response in terms of vaccine production, it also exposed weaknesses in the supply chain. We discuss how to strengthen supply chain for IRI companies to strengthen response in a future pandemic. By drawing from Industrial supply chain and S&OP practices, Shah Karim discusses how to strengthen and improve flexibility in supply chain response during a public health emergency. We relate this to IRI's R&D leadership as we progress with Industry 4.0. Using Big Data, digital systems and analytics, companies can execute with greater efficiency - and flexibility - while reducing risk and removing bottlenecks in future pandemic responses.
11:10am – 12:00pm Breakout Session	**R&D in the New Normal (IRI Research)** *Sebastian Fixson (Associate Dean of Academic Programs & Innovation, Babson College), Lee Green (VP of Knowledge Creation, IRI), Gina O'Connor (Professor of Innovation Management, Babson College)* <u>IRI PILOT research project update</u>

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	IRI and Babson College have teamed up to conduct a longitudinal study on the impact that the coronavirus pandemic is having on R&D and innovation management. The project focuses on best and next practices in the following areas: 1. Impact on R&D effectiveness 2. R&D execution: Delivering value 3. Maintaining R&D organizational culture and employee engagement 4. Managing R&D remotely 5. Maintaining and developing R&D knowledge and expertise in the long term In this session, attendees will be broken into groups to discuss how the abrupt shift in working has impacted their organizations, specifically regarding the topics above.
12:00pm – 1:00pm	**Open Networking**
1:00pm – 1:50pm Breakout Session	**The Stories We Tell: Understanding How Innovators Solicit, Share, Collect, and Circulate Innovation Stories** *Katie Trauth Taylor (Untold Content)* This session will reveal data from a mixed methods research inquiry into innovation storytelling, reporting on qualitative insights from 45-minute interviews with over 100 global innovation leaders, plus quantitative survey data collected from global innovation leaders. This resulting "State of the Field" report will reveal the statistical significance, financial and personnel resources, training commitments, and resources allocated to innovation storytelling across 80 innovative companies and federal government institutions. Participants will gain insight into the role of storytelling within the innovation process, learn key drivers of the process. Attendees will gain access to comparative data that can support them in evaluating the effectiveness of their institution's innovation storytelling efforts.
1:00pm – 1:50pm Breakout Session	**Corporate Entrepreneurship** *Lou Musante (Echo Strategies), Richard Stachel (Director of Master of Healthcare Administration Program and Assistant Professor of Healthcare Administration and Business, Gannon University)* This fast-paced TEDx-style presentation addresses three questions currently being researched by an IRI transformational innovation and corporate entrepreneurship pilot. The session will include three 15-minute presentation addressing each of these questions and

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	the PILOT research team's findings. 1) How well is my company oriented toward corporate entrepreneurship? *IRI-Echo Strategies Pilot: Stevenson Benchmarking Tool* 2) How important is language in cultivating a culture of entrepreneurship? *IRI-Echo Strategies Pilot: The Language of Transformational Innovation* 3) How can one identify collaboration boundaries, bridges, or bottlenecks? *Corporate Innovator Network Analysis: Lessons Learned*

2:00pm – 2:15pm
TIM Talk
	Topics in Innovation Management (TIM) Talk – presented by Dolcera Corporation
	A.I. - The New Norm for the Open Innovation Professional
	Manik Bala (Director - Marketing, Dolcera Corporation)
	
	Artificial intelligence is not new to most of us. It has been here for a few years already. But how have A.I. tools helped with tech transfer and the tech scouting fraternity embraced this? There are several tools available in the market but how does a tech transfer / tech scouting professional make his/her life easy with these advancements? Most of the tools are like black boxes that shed little or no understanding as to what happens behind the screens. Without this transparency, it is only natural for professionals to have little faith in these tool's results. In this presentation, we will be sharing the following:
	    1. How Dolcera's A.I. helps the tech transfer / tech scouting professionals with specific use cases?
	    2. Transparency in the A.I. approach to help gain credibility
	    3. Dolcera's Supervised Automation (Machine Learning) approach to get the best of both A.I. and manual analysis for the benefit of tech transfer / tech scouts.

2:00pm – 3:15pm Keynote	**How Worried Should You Be About AI and the Future of Work?** *Darrell West (The Brookings Institution)* Dr. West will discuss the accelerating pace of tech innovation, the opportunities and risks of AI, possible impact on the workforce, and a policy blueprint for moving forward. The session will include recent case studies of of AI applications in healthcare, finance, and e-commerce and what they tell us about the future of work.

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3:30pm – 5:00pm	**Roundtable – Artificial Intelligence Brainstorm for Tech Transfer Professionals and Tech Scouts** *Facilitator: Manik Bala, Director - Marketing, Dolcera Corporation* This interactive roundtable will explore the benefits and challenges faced by the tech transfer and tech scouts using artificial intelligence for their specific needs.

May 19 – Sustainability ***(in partnership with the European Industrial Research Management Association)***	
10:00am – 11:00am *Keynote*	**The European Green Deal** *Doris Schröcker (European Commission DG Research & Innovation, Directorate Prosperity, Industrial R&I Agendas & Business Intelligence)*
11:10am – 12:00pm Breakout Session	**Bending the Line: Strategies to Take Your Business Model from Linear to Circular** *Kerry Slade (Temple University)* Business model innovation allows a company to gain new competitive advantage by changing how they engage with customers or partners. Many multinational companies already have begun to move to circular business models in the name of sustainability, and this session will examine some of the most successful strategies for doing so. This breakout session or interactive roundtable will teach participants the basics of business model innovation and apply those concepts to an example case study to allow participants to engage with the techniques right away.
11:10am – 12:00pm Breakout Session	**The Role of Hydrogen in the Energy Transition** *Olivier Letessier (VP Research & Development, AirLiquide)*
11:10am – 12:00pm Breakout Session	**Carbon Dioxide Management** *Carlos Härtel (Chief Technology Officer, Climeworks)*
11:10am – 12:00pm Breakout Session	**Industrial Material Recycling** *Yves Van Rompaey (Senior Vice President Corporate Research & Development, Umicore)*

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11:10am – 12:00pm Breakout Session	**Building Your Corporation Sustainability Strategy** *BASF Corporation*
12:00pm – 12:45pm	**Open and Facilitated Networking**
12:45pm – 1:15pm Lunch Panel	**Panel: U.S. Sustainability Goals and The Road Ahead**
1:30pm – 1:45pm TIM Talk	*Topics in Innovation Management (TIM) Talk – presented by Elsevier* **AI based Retrosynthetic Analysis for Green and Sustainable Chemistry** Elsevier is using AI technologies to enable our mission in delivering analytics to support researchers and healthcare professional's advance science and improve health outcomes for the benefit of society. The foundation of this work is the Entellect data integration platform that enables insights from data to drive effective innovation. The platform adheres to FAIR Principles, and facilitates access to clean, reusable data and metadata, enabling R&D scientists to optimize decision making. It enables better data governance and helps drive accurate AI/ML based discovery. A recent example of this work is the collaboration with the Pistoia Alliance and Mission Cure which used Elsevier data and 3rd party data to predict drug repurposing candidates for a rare disease. We are now investigating how AI based Retrosynthetic analysis can be utilized for Green and Sustainable Chemistry.
1:30pm – 3:30pm Keynote	**Designing for Sustainable Tech and Innovation** *John Warner (President & CTO, Warner- Babcock Institute for Green Chemistry)*
3:30pm – 5:00pm	**Facilitated Roundtable and Networking**

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May 20 – Strategic Innovation Management

10:00am – 11:00am Keynote	**The Transformation Myth** *Dr. Gerald Kane (Professor of Information Systems, Faculty Director, Edmund H. Shea Jr. Center for Entrepreneurship, Boston College)*
11:10am – 12:00pm Breakout Session	**Foresight to Enable Post-Pandemic Innovation** *Christian Crews (Principal, Wavepoint); Staci Ball (Director of Human Insights, Clorox Company); Scott Winston (Senior Manager for Commercial Science, Diageo)* The pandemic has created a disruption that will continue long after vaccines end the crisis. After a short period of celebration, people's post-pandemic behavior is very uncertain. This makes initiating and managing innovation projects difficult. Missing the market through indecision, however, is equally risky. Companies have commissioned foresight projects to provide guidance on post-pandemic market scenarios to ideate new products, services and experiences, and provide milestones to manage innovation projects to land at the right time with the right value proposition. This session will explore background motivation for the foresight projects, the methods used and rationale, as well as impact on the innovation portfolio. Discussion points will include organizational challenges to the projects, unexpected outcomes, and lessons learned applicable to all companies.
11:10am – 12:00pm Breakout Session	**Partnerships for Enterprise Transformation: Success Factors & Lessons Learned** *David Beckoff (Vice President, Product Development & Insights, MAPI); Talal Butt (VP of Enterprise Transformation and Architecture, Rockwell Automation); David Schulenberg (Director of Product Management, Briggs & Stratton)* Manufacturers Alliance for Productivity and Innovation (MAPI) research finds that a deliberate "ecosystem" approach to building external partnerships helps manufacturers go further and faster in strategic initiatives such as digital transformation, doubling performance levels on metrics for innovation and speed of new production development. Join this panel discussion with operations, finance and HR leaders for cross-function insight on what matters most in partnerships that accelerate transformation today.
11:10am – 12:00pm Breakout Session	**Effectiveness of University Engagements** *Rhonda Crate (Advanced Information Technologist, The Boeing Company); Saurabh Sircar (Senior Manager of Advanced Services, The Boeing Company)*

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12:00pm – 1:00pm	**Open Networking**
1:00pm – 2:00pm Breakout Session	**iHOPe Project Panel: Horizon 2 Thought Leadership and Practical Experiences** *Scott Mathews (Leader, The iHOPe Project); Stephanie Hartwig (Leader, The iHOPe Project); John Bayless (Director of Strategic Programs, Brunswick Corporation); Tim Houlihan (Chief Behavioral Strategist, BehaviorAlchemy); Niamh O'Reilly (Portfolio Manager, Henkel Corporation)* The iHOPe Project brings together a panel of individuals representing some of the best practices of Horizon 2 opportunity management. We know from prior IRI studies that a large percentage of companies struggle to achieve internally consistent decision-making satisfaction for their Horizon 2 opportunities. The panel members bring not only a wealth of practical experience of the ins and outs of dealing with a variety of opportunities, but also have given considerable thought about how to best (or better) manage product development activity in multidisciplinary teams. Horizon 2 initiatives are staged between uncertainty and certainty and require a demanding blend of management and leadership. As Geoffrey Moore argues, the corporation should assign its very best people to Horizon 2 challenges. The panel discussion will be led by Stephanie Hartwig and Scott Mathews, Co-chairs of the iHOPe Project. Questions will be based on the patterns of practices and insights that they learned during a year of research for the project.
1:00pm – 1:50pm Breakout Session	**Publishing and Promoting Your Research in RTM** *Michelle Goff (Portfolio Manager for Business, Taylor & Francis); Sophie Forster (Marketing Executive, Taylor & Francis); Vicki Whittaker (Global Head of Portfolio – Business, Economics, and Management Journals, Taylor & Francis)* At a time when scholarly communication is primarily online, it has become even more important that authors understand the process for publication and promotion of their research. This session will focus on best practice and specific processes for submitting articles to Research-Technology Management and highlight key skills for promoting your published article via social media. The session will present the Author Toolkit designed by the marketing and editorial departments at Taylor and Francis specifically for Research-Technology Management which aims to help guide authors through the process of publication and self-promotion and shares valuable links and resources. It will also provide the opportunity for participants to ask questions about best practice in publishing your research articles more broadly.
1:00pm – 1:50pm Breakout Session	**Alternative Strategies for Addressing IP Infringement** *Omar Hakim (Professor of Practice, Texas A&M University)*

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	This session will discuss recent developments in trade secret legislation and copyright infringement case law. These developments may have created new opportunities to address IP infringement, a critical problem causing significant financial losses for right holders and legitimate businesses around the world.
2:00pm – 3:15pm Keynote	**2021 Holland Award: Long-Term R&D Strategy & Planning – The Paradox of Innovation** *Pam Henderson (CEO, NewEdge); Terry Rosenstiel (Emeritus, USG Corporation); Kent Young (Senior Director of Technology for Global Supply Chain R&D, Sherwin-Williams Company)* The future is impossible to predict with confidence. Companies are experiencing new stresses as they seek to make investments that will protect them from disruption and lead them to new opportunities and growth. This pressure is magnified for R&D which is responsible for allocating resources to future innovations and technology platforms that support future business growth. R&D teams must make investments in technology development for products that extend beyond the timeframes for which businesses have insights on where markets, customers and competitors will be. We will recap our work and insights found on the state of R&D planning for longer-term timeframes where insights regarding the future are limited.
3:30pm – 5:30pm	**Facilitated Roundtable: Virtual Tech Scouting in the New Normal** *Chris Townsend (Wellspring Worldwide)* In response to the global pandemic, Tech Scouting and Open Innovation practices have evolved to accommodate virtual work. Over the past year, as both in-person conferences and routine business travel disappeared, scouting teams relied heavily on work-from-home processes. To one degree or another, bedrock practices have all shifted online – ecosystem scanning and technology sourcing; partner vetting and selection; due diligence and relationship building; etc. In this roundtable, we'll discuss pitfalls, opportunities, and lessons learned from adapting to these "virtual tech scouting" practices. Questions we may cover include: 1) Which virtual scouting practices will survive when the pandemic is over, and to what extent? 2) What new tools and techniques have you gained? 3) How have your relationships with internal stakeholders evolved? 4) Has your scouting mission seen any longer-term change in focus or direction? 5) Where might your team still have room to grow and adapt?

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May 21 – Tech Treks and Workshops	
10:00am – 12:00pm	**Virtual Tech Treks**
1:00pm – 5:00pm Workshop	**(Part 1) i101 Bootcamp: Essential Tools for Managing Innovation** *Jim Euchner (Editor in Chief, Research-Technology Management), Spencer Pugh (Principal, Prospect Ridge Consulting)* The IRI Virtual i101 course is designed to provide an introduction to topics of managing corporate innovation. In it, the participants will learn both the essential tools for managing innovation and how to deal with organizational issues. We will be holding a two-part course on May 21 and 26th. Part 1 of the course will cover traditional topics, such as the Stage-Gate methodology and Voice of the Customer as well as more contemporary topics such as design, risk management, open innovation, and lean startup. Note, that while the two parts of this course have some themes in common, neither is required for the other, and they can be taken independently. Each session will include break-outs to work with the tools and techniques and build connections with the other participants Part 1: Essential Tools in Managing Innovation will cover: • Defining innovation • Design methods and Customer Insight • Idea Generation and Open Innovation • Risk Management • Stage-Gate and Agile systems • Lean Startup . *May 26, 1:00pm – 5:00pm* **(Part 2) i101 Bootcamp: Organizational Issues in Managing Innovation** This course is designed for both researchers who have recently assumed a team leadership role and for individual contributors who seek to lead an innovation team in the future. It is designed for those who want to broaden their knowledge of innovation

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	management and to learn more about the practical aspects of key innovation topics and tools. It is also appropriate for an innovation team member who wants to develop a broader understanding of innovation practices. This course can be viewed as a springboard to the participant's professional advancement. Part 2: Organizational Issues in Managing Innovation will cover: • The challenges to innovation and how to address them • Building support for your ideas • Managing creative people • Overcoming organizational resistance • Portfolio management
3:30pm – 5:00pm	**IRI Committee Meetings**

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