

Monday, May 22

8:30am – 12:00pm	IRI Board of Advisors
1:00pm – 4:30pm	IRI Committee Meetings
5:00pm – 6:00pm	Welcome Reception

Tuesday, May 23

8:00am – 9:15am	Remote, Inc.: The Digital Workplace Keynote Speaker: Dr. Alexandra Samuel (Author and Data Journalist)
Welcome Remarks and Opening Keynote	
9:30am – 10:30am	Panel: Product Development Strategies and Sustainable Materials
	Panelists: Campbell Soup, DuPont, Nestle Purina Petcare
Keynote Panel	
10:30am – 11:00am	Networking Break
11:00am – 12:00pm	MITRE Quick Ukraine Response Initiative: Leveraging Corporate Culture for Real World Impact
	Speaker: Michael Balasz and Karen Viani (MITRE Corporation)
Breakout Session	
	Following the devastating Russian invasion of Ukraine, MITRE went into action. Learn about MITRE's rapid response to support
	Ukraine by developing practical technology-based solutions, ranging from refugee tracking to defense to war crimes documentation, within months of program launch. This session will outline how MITRE's culture, with a corporate-value foundation of speed, risk taking, and collaboration, enables employees to respond to situations and develop critical solutions at the speed of need. This case study presentation will discuss how MITRE was quickly able to bring diverse cross-organizational expertise to bear in response to the
	Russian invasion of Ukraine, and how these practices can be applied to your organization's innovation initiatives. As part of the





	presentation, the presenters will leverage the MITRE Innovation Toolkit to guide participants through identification of barriers and opportunities within their own organizations. Participants will be exposed to techniques and approaches to breeding an innovative, adaptable environment where speed, risk taking, and collaboration is rewarded.
11:00am – 12:00pm	Innovation ROI Best Practices
Durahant Casian	Speakers: Lydia Carson, Greg Lemmon (Eureka! Ranch International)
Breakout Session	Innovation ROI is difficult to measure for organizations. It is a complex system with many inputs, outputs, stakeholders, and milestones. Without a clear understanding of the overall system's performance toward a specific aim, it can be difficult to manage, predict and finance your innovation efforts. This IRI PILOT project team is working to determine the best practices for measuring the ROI of innovation. Specifically including WHAT to measure, WHEN to measure and HOW to go about collecting the data in a way that is reliable and systematic. Learn more about this IRI PILOT Research project.
11:00am – 12:00pm	Strategic Portfolio Management simulation (90-minutes)
	Speaker: David Matheson (SmartOrg)
Breakout Session	 Experience a career of portfolio decisions in 90 minutes with this interactive portfolio simulation. Will your innovation portfolio drive the growth you need? Where and how much should you invest? This interactive simulation of portfolio decisions and results reveals the crucial and surprising differences between operational and strategic portfolio management. In this workshop, you'll learn how to: Evaluate projects to a common standard Juggle choices across competing areas Resolve conflict Power your company to meet its growth goals
12:00pm – 1:00pm	Lunch
1:15pm – 2:15pm Breakout Session	Roundtable: Diversity, Equity and Inclusion Community Facilitator: Lee Green (IRI)



RI May 22–25 Philadelphia, PA 2023 ANNUAL CONFERENCE

	Join your colleagues for a roundtable discussion on challenges and successes in bringing diversity, equity, and inclusion into R&D and innovation functions and teams. Practitioners will share real world examples from their organizations and all attendees will have the opportunity to benchmark on metrics and best practices. Topics will include culture, filling the talent pipeline, the importance of leadership, and employee resource groups.
1:15pm – 2:15pm	The Human Side of Digital Transformation
Breakout Cossion	Speaker: Brant Cooper (Moves the Needle)
Breakout Session	The increased complexity and interconnectedness of the digital world brings massive amounts of uncertainty to the business community. But the way we've traditionally managed companies is based on the simpler, assembly-line constructs of the Industrial Age. But we're not in the Industrial Age any longer. Company leadership and employees require a new mindset - one that can match the speed and agility of today's economic activity while solving real-world problems that benefit us all. This session charts a path forward to creating RAD organizations: resilient to endless disruptions, aware of changing customer needs, and dynamically able to change course to create real value. Based on his 5Es of the RAD mindset - empathy, exploration, evidence, equilibrium, and ethics - attendees will receive inspiration and practical, actionable advice on how to kick-start and accelerate meaningful change inside their organizations.
1:15pm – 2:15pm	Understanding Organizations' Adoption of Novel Design Practices
Breakout Session	Speakers: Michael Helms, Julie Linsey (Georgia Institute of Technology)
2:15pm – 2:45pm	Networking Break
2:45pm – 3:45pm	The Evolution of the Corporate R&D Organizational Chart: How Diverse R&D Teams Drive Innovation Speaker: José Méndez-Andino (EVP and Chief of R&D, Owens Corning)
Keynote	
	The role of corporate R&D is evolving as companies from every industry face disruption and more high-stakes challenges than ever before. Therefore, R&D leaders must challenge the status quo as they seek new, innovative solutions to complex challenges from sustainability to advanced manufacturing and everything in between. And while inclusion is a precursor to innovation, how should





	leaders really be thinking about inclusion in the lab? While some are just beginning to work toward a more representative team, those who are ready to look further must now consider multidisciplinary approaches inclusive of Human Science. We'll explore the inner workings of a truly diverse R&D team, and the inclusive environment required for breakthrough innovation. Because natural sciences and engineering alone can't invent all that is required to build a sustainable future. And the world is counting on us.
3:45pm – 4:00pm	Networking Break
4:00pm – 5:00pm	Speaker: Peter Hughes (CTO, NASA Goddard Space Flight Center)
Keynote	
5:30pm – 6:30pm	Reception
6:30pm – 8:30pm	Dine Around (sign-up required)

Wednesday, May 24

8:30am – 9:30am	IRI2038 Futures Study Revisited
	Speaker: Christian Crews
Keynote	
	In 2011, IRI launched the IRI2038 Futures Study to focus on one specific question: <i>How might future trends, developments, and events impact the art and science of research and technology management over the next 25 years?</i> . Led by Ted Farrington and Christian Crews, this project examined hundreds of trends, weak signals, and implications to develop four future scenarios and a 'Top Ten' of potential future trends and themes - such as the Hollywood Model, Augmented Humans, the Era of Women, Cognitive Computing, and more. What scenarios are still on track? What did the project get wrong? And what does this mean for the future of innovation? <u>Read the original IRI 2038 Future Study Report.</u>
9:45am – 10:45am	Industry 4.0 and the Future of Manufacturing





Keynote Panel	
10:45am – 11:15am	Networking Break
11:15am – 12:15pm	Reducing Uncertainty in Breakthrough and Transformational Opportunities through Ecosystem Immersion Speakers: Margaret Pafford (Lubrizol), Mark Putnam (NewEdge)
Breakout Session	
	Breakthrough and transformational growth opportunities can create confusion and frustration for organizations regarding if and how to move forward. How does an organization explore an area that is vastly different than their current businesses, capabilities and knowledge base. How can leaders make decisions with more confidence throughout an innovation journey when many unknowns exist.
	In this session, we will showcase multiple examples from Lubrizol Corporation on how they have leveraged and embedded themselves in external ecosystems to build foundational knowledge in new and transformational growth areas. In the process, speeding up buy- in, reducing uncertainty, increasing confidence and driving action within the organization. Additional topics will include: How to identify the right ecosystems? Various ways to engage with ecosystem experts. Learnings that Lubrizol had during their journey.
11:15am – 12:15pm	Organizing Time for Innovation
	Speaker: Heidi Bertels (CUNY)
Breakout Session	
	This ongoing IRI PILOT Research project aims to identify best practices for how companies can effectively deploy 'slack time' initiatives to maximize opportunities for innovation. Creativity time is time "during which employees choose what projects to work on and how to complete such projects". 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. Therefore, the decision of how to allocate time and effort for innovation programs should be considered carefully. While companies in practice experiment with different time models for creativity, there is no systematic research that documents different configurations' pitfalls, how organizations overcome them, and



RI May 22–25 Philadelphia, PA 2023 ANNUAL CONFERENCE

the circumstances under which the different setups may be most advantageous. Therefore, this research looks at the following question: <i>How should companies organize creativity time to maximize creative output?</i> Learn more about this IRI PILOT Research project.
Diversity, Inclusion, and Innovation: Creating a More Inclusive Workplace
Speaker: Navin Kunde (former Head of Open Innovation, The Clorox Company)
Diversity, Equity and Inclusion initiatives had a resurgence during COVID, with increased awareness within the Fortune 500. A key concept within the Diversity Equity Inclusion space – Belonging – is the secret sauce to delivering impact from DEI initiatives. If Diversity is having a seat at the table, and Inclusion is having a voice, Belonging is believing that your voice will be heard. Belonging cannot be mandated by HR or C-Suite leaders; it must come from employees. Unfortunately, many organizations don't know how to measure Belonging, interpret results, and act on them in a way that improves a sense of Belonging among employees while driving business results. During this interactive roundtable, Dr. Navin Kunde, formerly head of Open Innovation at The Clorox Company, will share how the DEI culture team he led measured Belonging within R&D, interpreted the results, and then dove underneath the surface via employee focus groups to uncover barriers and potential solutions. He will discuss challenges in communicating the importance of increasing Belonging to leaders and managers, and the difficulty of putting in place practical steps to deliver this aspiration in a way that would be well-received by a skeptical R&D and innovation community.
Dr. Kunde will discuss both Barriers to Belonging as well as the Solutions implemented at Clorox, but the ultimate goal of this session is to share his insights and experiences so they can be useful to other R&D and Innovation leaders and managers who are serious about improving Belonging.
Lunch
Strategies for R&D Leadership to Improve Supply Chain and Increase Company Value Speaker: Shah Karim (Saferock)
R&D plays a key part in company success, by providing find the right operational and technical directions, narrowing down on a specific path, and enabling this with specific Advanced Analytics such as Demand Forecasts and Inventory simulations. We will discuss





Breakout Session	<i>Facilitator: Lee Green (IRI)</i> What metrics should you use to calculate the ROI on your sustainability initiatives? How should sustainability drive your innovation priorities and the focus of your new product development team? How can you keep better track of the shifting regulatory landscape? Join us for a panel discussion on these key sustainability topics followed by a peer-to-peer exchange of ideas and best
1:15pm – 2:15pm	Roundtable: Sustainability and Innovation – from the IRI Sustainability Community
Breakout Session	This IRI PILOT Research project will address ways that IRI leaders can effectively lead employees through the speed of today's technological change, with focus on change management in an agile environment, resistance management and capability building, and reinforcement. They will research what is working, and what isn't, at large, legacy companies. As a result, this research will provide specific recommendations for how to adopt an agile people-first approach to change management, and recommend best practices leaders can take to cultivate the acceptance and ability needed to guide employees through successful digital transformation across their company. Learn more about this IRI PILOT Research project.
1:15pm – 2:15pm	The Human Side of Technology: Leading People Through Digital Transformation Speakers: Beth Dawson (Mars, Inc.), Cliff Tironi (Thinaer)
	how R&D can provide the company executives with leadership in 2023 and beyond. COVID has shown it's critical to have a responsive supply chain and manage spikes and force majeures. The goals are to avoid supply shortages as these can have a devastating impact on your company and your customers. We will examine the key lessons learned, ideal ways to evaluate your current supply chain, and ways to make it more resilient and preserve company value. This presentation will focus on lessons learned in terms of supply chain and analytics - and their impact on company value - in the aftermath of COVID. How should your company prepare to be a strong player in 2023? This and more will be answered with a deep dive into big data and how such insight can help to steer your company successfully going forward. The presentation will end by discussing the future of AI/ML in creating company value.





A.I. and Supply Chain Optimization
Panelists: Georgia Institute of Technology, The Home Depot, ADTC
IRI Medalist Keynote
Awards Reception
IRI Awards Dinner

Thursday, May 25

9:00am – 12:00pm	Tech Treks (TBA)
	Attendees can choose from one of four off-site field trips to Philadelphia-area manufacturing facilities, university labs, and more. These field trips feature both a tour and interactive breakout session. Pre-registration is required as space is limited to 25 seats per site. A shuttle bus will transport groups to their field trip location and then to the Philadelphia International airport (arriving no later than 1:30pm ET). Visit the conference website for more information.

