



VCW - Vereinigung für Chemie & Wirtschaft

1st circular

Conference

“Internationalization of R&D and Innovation”

November 26, 2015 – Evonik Campus, Essen / Germany

The “Vereinigung für Chemie und Wirtschaft” (VCW, Association for Chemistry & Economics) organizes a conference on

Internationalization of R&D and Innovation: A Decade Later - Time for a Review

As part of globalization, the chemical industry started to internationalize its research and innovation activities a decade ago. This (re)distribution of scientific, technical and business development resources and efforts affected all aspects of R&I: foresight & scouting, cooperation with universities and research institutes, industrial research, applied research, product and process development, piloting and business development, development and execution of innovation programs. Now, ten years later we want review the results of this change of course and assess its consequences.

Where and how did we start:

- *What was the vision to embark on the journey of internationalizing R&I?*
- *What was the mission for the new organizational structures?*

Results and their Business Impact:

- *Did the business improve? Was the business strategy executed in a better way?*
- *What competence and productivity improvements were achieved? Do they enable R&I to better support the business?*
- *What cost and investment were associated with the changes? Does the company leadership judge them as a profitable investment and if yes, on what time scale?*

Learnings: Benefits and Watch-Outs for Internationalizing R&I:

- *Organizational structures proven the most suitable: What is the role of the labs in the regions and how different are these? Which region for which scope?*
- *Steering, Coordination, Decision Making: What change of mindsets? What transformation process to get there? How to link the units around the world? What metrics to use to manage the organization? How to manage the inherent tension of ‘competition’ between the regions? What company culture is most suited to channel this energy into constructive and creative collaboration?*
- *People: How to hire talents in the regions? How to retain it?*

**A VCW conference supported by:
Evonik**

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Programme

10:00 Welcome and Introduction

Dr. Hervé Baratte, Dr. Joachim von Heimbürg

10:15 Internationalization of innovation starts with empowerment

Dr. Ulrich Küsthardt, Evonik Industries AG

- Internationalization of R&D and innovation requires strong leadership that empowers regional hubs to build up centers of excellence
- A decade ago, Evonik tried to mirror R&D groups in regions outside Germany working on similar topics.
- Today, Evonik places new innovation fields depending on specific regional expertise and fit around the world.
- Empowerment, accountability and critical mass are key elements for creating new global innovation hubs

11:00 Prerequisites for a Global R&D Verbund

Dr. Valérie André and Dr. Thomas Weber, BASF SE

- Globalization not Internationalization
- The three levers: People, Targets, Cooperation (internal and external)
- Commitment throughout the whole organization
- One size does not fit all

11:45 Internationalization of R&I at Henkel Adhesive Technologies

Dr. Paolo Bavaj, Henkel AG & Co. KGaA

- Internationalization through acquisitions
- Organizational split of incremental and breakthrough innovation
- From Internationalization to globalization
- Importance of truly global networks
- The emerging role of virtual networks and virtual tools

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12:30 *Lunch break and networking*

14:00 **Award Ceremony „VCW-Studienpreis Wirtschaftschemie“**
Dr. Klaus Griesar, Merck KGaA

Awardee 2015: Lisa Kretzberg (Heinrich-Heine-Universität Düsseldorf)

14:10 **Collaboration between multi national companies (MNC) and Chinese Academia: An analysis of drivers and models**
Dr. Ulrike Tagscherer, Fraunhofer-Gesellschaft

- What are the driving forces behind industry – science collaborations in China?
- Which models can be observed?
- Can we identify a number of success factors for these collaborations?

14:55 **TechnoWeb: Linking expert brains across the globe**
Dr. Falk Wottawah, Siemens AG

- How can you collaborate & discuss key problems with internal experts across the globe?
- How can you find the internal expert to solve your problem within minutes?
- Is there more to blogging when communicating in an international R&D setting of a global company?
- Siemens has found the answer with TechnoWeb, an internal expert collaboration platform. Key aspects of this platform and its impact will be presented.

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15:40 R&D on the move; organizing for success

Dr. Frederik van Oene, Arthur D. Little

- What really drives the internationalization of R&D and innovation?
- How do companies make trade-offs?
- Examples from leading companies and regions
- Outlook and implications

16:10 Fishbowl discussion

All

16:50 Debriefing and Summary

Dr. Hervé Baratte, Dr. Joachim von Heimburg

17:00 End of conference and networking

17:30 - VCW General Meeting

18:30 (All VCW members received a separate invitation to this meeting)



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Participants:

Participants: Around 120-150 participants are expected – mostly from the chemical industry and its major customers, involved in Business Management, Marketing & Sales, R&D, Innovation Management, Business Development, Strategic Operations, etc.

Location:

Evonik Industries AG, Rellinghauser Straße 5, D-45127 Essen, Germany

Your visitor pass will be handed out at the entrance of Rellinghauser Straße 5 (Building 5).

Your way to Evonik: see next page.

Registration:

Your registration via GDCh is necessary. Deadline: November 23, 2015.

Online registration is now open please use the link below:

www.gdch.de/vcw2015

The participation is free of charge.

In case that you need assistance or if you want to cancel your registration, please contact Ms. Claudia Birkner (GDCh, Varrentrappstr. 40-42, 60486 Frankfurt, Phone: 069/7917-366, E-Mail: c.birkner@gdch.de)

Vereinigung für Chemie und Wirtschaft (VCW):

The Association for Chemistry & Economics (VCW) is the established network for chemists and other employees in the German chemical industry with focus on economical issues. VCW is a forum of discussion for chemists with economy-oriented background and economists working in the chemical industry. VCW organizes activities, such as conferences, workshops, training and seminars. For more information: www.gdch.de/vcw - feel free to join in!

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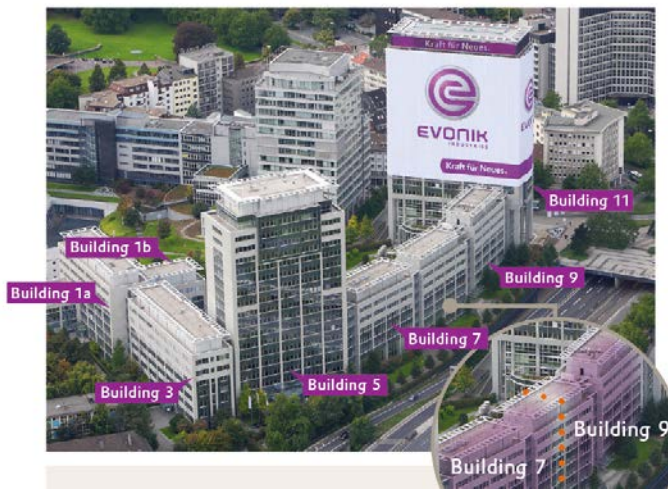
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Your way to the Business Headquarters of Evonik Industries AG at the Essen Campus, Germany:

Parking lots:

- Freiheit 5, Hauptbahnhof (Central Train Station), chargeable
- Helbingstraße 58, Evonik, free but limited (no parking guarantee)



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The speakers:



Dr. Ulrich Küsthardt

„Local market & customer needs require empowered regional R&D hubs. Easily said, but in reality a huge leadership task.“

- Graduate degree in Chemistry from the Johann Wolfgang Goethe University Frankfurt (Diplom-Chemiker) and Ph.D. in Chemistry from TU Munich
- 5 years experience as Postdoctoral Fellow and Assistant Professor for Bio-inorganic Chemistry at University of Arizona, Stanford University and TU Munich
- 4 years international Management Consulting experience with A.T. Kearney in Europe and Asia mainly in the Process Industry (Reengineering, Supply Chain Optimization, Strategy, Benchmarking)
- Since 1997 with SKW and later Degussa with positions in Division Controlling, Turnaround Project Management, global M&S responsibility and global head of Business Units (Flavors & Fruit Systems, Aerosil & Silanes, Coatings & Additives)
- Key experience include international experience (France, USA, Germany) in Marketing & Sales Management, General Management, Controlling and Innovation Management
- 2008-2014 President of BU Coatings & Additives (Evonik Industries AG) responsible for a business of 1,8 bn € sales and ~ 2.500 employees worldwide. Member of Evonik's Executive Committee
- Since 2015 Chief Innovation Officer of Evonik Industries AG



Dr. Paolo Bavaj

Dr. Paolo Bavaj joined the Adhesive Technologies business unit of Henkel AG & Co. KGaA as Corporate Director Strategy and Business Development in December 2010. In April 2013 he became Head of New Business Development, with responsibility for identifying and evaluating innovation opportunities through strategic Foresight Management, Scouting and Incubation. He holds a PhD in Chemical Engineering and began his career in scientific research. He joined Celanese Chemicals in 1996, where he led a global R&D and New Business Development team, gained experience as Area Sales Manager in the United States, and ran the Celanese Emulsions Textile and Engineered Fabrics business in Europe as well as their global Glass Fiber business.

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The speakers:



Dr. Valérie André

Dr. Valérie André studied Chemistry at Pierre et Marie Curie University in Paris, France and joined BASF in 1990 after completing her doctorate in plasma physics.

At the beginning of her professional career Valérie André was in charge of the Surface Tension Laboratory in the Polymer Physics Department in Central research. She moved after ten years to the Marketing Unit Cosmetic and was responsible for the development and market launch of new sunscreen filters. In 2008 she moved to BASF Future Business where she as a scout evaluated market potential of several technologies in biotechnologies and nutrition.

Since 2011 Valérie André has been part of the "Innovation Management" group at BASF SE and since 2013 lead for the Open Innovation project.

*“Think measuring effectiveness of R&I is tough?
Globalize R&I, and the tough gets... tougher.”*

Dr. Thomas Weber



Dr. Thomas Weber studied Chemistry at Siegen and Osnabrück universities and joined BASF in 1988 after completing his doctorate on superconductors.

At the beginning of his professional career Thomas Weber was in charge of Research and Development, Technical Service and Plant Management in the "High-Performance Composites Division". Following a three-year term as an internal consultant he moved to the Operating Division Dispersions where he was initially responsible for strategic and investment planning. Subsequently Thomas Weber led the Global Marketing for Acrylic Polymers and the Business Unit "Coating Raw Materials". In early 2001 he took charge of the Research Department "Solution Polymers". In 2007 he was appointed Managing Director of BASF Future Business.

Since 2012 Thomas Weber is in charge of the unit for "Innovation Management" at BASF SE.

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The speakers:



Dr. Ulrike Tagscherer

“IP protection remains one of the biggest issues when discussing collaboration with Chinese partners from academia, even though during the direct collaboration it is much less a problem than one might expect.”

Dr. Ulrike Tagscherer studied geography, political sciences and modern Chinese at Heidelberg University, receiving her doctoral degree in 1999. She joined Fraunhofer Headquarters in 2000 as Manager Asia and became Director International Business Development Asia in 2004. In 2008 she joined the Fraunhofer Institute for Systems and Innovation Research in Karlsruhe and a few months later worked at the Institute of Policy and Management of the Chinese Academy of Sciences (CAS IPM) as an Integrated Expert for strengthening the cooperation between Fraunhofer ISI and CAS IPM. From 2013 to 2015 she worked in the ‘Joint Center for Innovation Research’ between CAS IPM and Fraunhofer ISI in Beijing. Since September 2015 she works at the Fraunhofer headquarters in Munich as Manager for Business Modell Development.



Dr. Falk Wottawah

“Speed & IT are the 2 most prominent trends shaping international R&D collaboration across the globe.”

- since 2012: Siemens Corporate Technology, Technology & Innovation Management (Head of Visioning & Scouting)
- 2012: Siemens Corporate Technology, Central Projects (Project Manager)
- 2006 – 2012 Siemens Management Consulting (Consultant and Project Manager)
- 1998 – 2006 Ph.D. and research in biophysics at University of Würzburg, University of Texas at Austin, and University of Leipzig

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The speakers:



- Partner, Technology and Innovation with Arthur D. Little
- Education: Chemical Engineering and Business Administration
- 25 years of growth and innovation consulting in the chemical industry

Dr. Frederik van Oene

“Nearly 80% of the top 500 R&D spenders are now in China and nearly 50% in India, including many chemical companies. How is the R&D work taking place there, different from what is happening in the major R&D hubs in Europe and the US? How is this likely to change and what are the implications?”

GDCh