

11-13 March • Imperial Riding School Renaissance Vienna Hotel • Vienna, Austria

MOBILIZING INNOVATION: Fueling Forward the Innovation Engine



The ONLY innovation event in Europe that puts innovation to work in real-time, creating tangible output for you and your company.

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① MANAGEMENT

Christian Gansch

World Renowned CONDUCTOR

② LEAN START-UP

Peter Koen

Director of the Consortium for Corporate Entrepreneurship, STEVENS INSTITUTE OF TECHNOLOGY

③ CULTURE

Michele R. Weslander Quaid

Chief Technology Officer (Federal), Innovation Evangelist, GOOGLE

④ THINKING DIFFERENTLY

Bas Verhart

Co-Founder and Executive Director, THINK – THE AMSTERDAM SCHOOL OF CREATIVE LEADERSHIP

⑤ CREATIVITY

Christopher Chapman

Global Creativity & Innovation Director, THE WALT DISNEY COMPANY

How do you **#MobilizeInnovation?** Tell us **@FEI_Innovation**

Your Three Day Snapshot

Mobilizing Innovation

In theory, it sounds easy enough.
In practice, it's anything but. It's the common struggle all innovators share:

How do we successfully translate innovation into business?

FEI believes the answer can only be found in the power of "we", where the most impressive innovators from around the globe come together with a shared purpose. With 93% client side participation, it's an event grounded in remarkable people.

That's why FEI EMEA 2015 is ALL about creating meaningful opportunities for innovators to collaborate based on content. The goal of every session is ACTION LEARNING - focusing on creating future value instead of simply hearing about what's been done in the past.

We've shattered the traditional FEI EMEA mold to bring you a truly curated EXPERIENCE.




Kelly Schram
Conference Director
IIR: Institute for International Research

DAY ONE: WEDNESDAY, 11TH MARCH

- 8:00: Registration and Morning Coffee
9:00-15:20: **FUTURE TRENDS SUMMIT**
Featuring Henkel AG, road:infinity, Shell, EY, Piaggio Group, Zaptec AC
9:15-15:20: **FULL DAY WORKSHOPS**
The Neuropsychology of Creativity and Design Thinking **OR**
Learn and Bench Mark your Company against the Top Quartile Practices in the Front End
15:20: Afternoon Networking & Refreshment Break
16:00: **CREATIVITY KEYNOTE:** The Walt Disney Company
16:45: **CULTURE KEYNOTE:** Google
17:30: Close of Day One

DAY TWO: THURSDAY, 12TH MARCH

- 8:15: Registration and Morning Coffee
9:00: Welcome from Peter Meier
9:15: **LEAN START-UP KEYNOTE:** Stevens Institute of Technology
10:00: **RETHINKING BUSINESS KEYNOTE:** THNK- The Amsterdam School of Creative Leadership
Morning Networking & Refreshment Break
10:45: Break-Out Tracks Begin: Choose Between 5 Tracks
11:15-17:15: **Track 1: LEARNING LABS: STRATEGY & EXECUTION**
Featuring Statoil, Engage//Innovate, Google/Fractal Labs
Track 2: LEARNING LABS: CULTURE & LEADERSHIP
Featuring Visual Strategy, Climate-KIC
Track 3: VIENNA TRENZ®WALK
"Artsy" walk, led by Firmenich
Track 4: FEI "UNSCRIPTED"
Featuring Lucerne University, BMW, 3M, European Patent Office, Roche, Airbus, L'OREAL, Strategyn
Track 5: FIELD TRIPS
Ottakringer Brewery, MOSTLIKELY
17:15: Cocktail Reception hosted by  EY
18:30: Close of Day Two

DAY THREE: FRIDAY, 13TH MARCH

- 8:30: Registration and Morning Coffee
9:00: Welcome from Peter Meier
9:15: **INNOVATION GOVERNANCE KEYNOTE:** IMD Business School
10:00: **MANAGEMENT KEYNOTE:** Grammy Winning Conductor
10:45: Morning Networking & Refreshment Break
11:15-15:15: Break-Out Tracks Begin: Choose Between 5 Tracks
Track 1: LEARNING LABS: STRATEGY & EXECUTION
Featuring P&G
Track 2: LEARNING LABS: CULTURE & LEADERSHIP
Featuring Chief Humor Officer, Keter Plastic
Track 3: VIENNA TRENZ®WALK
"Edgy" walk, led by Firmenich
Track 4: FEI "UNSCRIPTED"
Featuring Christian Gansch, IMD Business School
Track 5: FIELD TRIP
Siemens

THANK YOU TO OUR PARTNERS





Adventure LEARNING

Exclusive to **FEI**, real life exploration to some of Vienna's most innovative organizations.

FIELD TRIP 1: Thursday, 12th March, 10:45-12:45

MOSTLIKELY

Wolfgang List, Partner, **MOSTLIKELY**

MOSTLIKELY combines architecture, computer graphics, design and sound. Their outstanding projects vary from buildings to art-installations as well as from videos to music productions, whereas boundaries between branches are most likely free flowing. The agency is run by the five partners Wolfgang List, Kurt Mühlbauer, Maik Perfahl, Mark Neuner and Robert Schwarz. The tour to the Vienna office will give you an inside look of how the factory of the future may look like. The design branch of MOSTLIKELY specialized since 2012 on small scale, just in time and on demand production of affordable goods in the light and jewelry sector. The worldwide distribution of the goods is handled via E-commerce and regular wholesale by the office. For their extra ordinary products MOSTLIKELY received awards like "The Prix Découvertes" at the "Maison et Objet" fair in Paris and the "MINI COOPER Design Award" at the "Blickfang" fair in Vienna.



FIELD TRIP 3: Friday, 13th March, 10:45-15:00

Innovation at Siemens: Living Lab Seestadt Aspern

Paul Pavetich, Head Research and Technology Center Regional Development Austria, **SIEMENS CORPORATE TECHNOLOGY**

Vienna is launching a large smart city project at the lakeside district of Aspern, one of the largest urban development projects in Europe. The vision is to create a world-class research project in a real environment (a "living lab"), where the energy-saving technologies needed for the city of tomorrow can be analyzed and optimized. The tour to Siemens Austria will give you the possibility to learn more about the research activities of Siemens for the smart cities of the future. Get insights about corporate technology, the competence center for innovation within Siemens, and its research groups. In a guided tour through Siemens City, see the energy-saving technology implemented in the sustainable office building.

FIELD TRIP 2: Thursday, 12th March, 3:15-5:15

Ottakringer Brewery

Led by the team at **OTTAKRINGER**

For more than 175 years, Ottakringer has brewed the most refreshing beer in Austria and is the only urban brewery and one of the last major independent breweries in Austria. As a medium sized family business, this success came from the combination of both tradition and innovation. Experience this innovation first hand as you go on a guided tour of the brewery that gives insight into their innovative production and brewing process, as well as the history, marketing, and current market situation, all followed by a tasting.

Note: Field trip sessions are limited to 30 people on a first come, first serve basis and are limited to 1 field trip per paying attendee. Register early to ensure a spot, as field trips will reach capacity quickly.



Learning Formats

INNOVATION ISLANDS:

These facilitated roundtable discussions are designed to bring you and your peers together to debate, discuss, and ultimately create solutions to your most pressing innovation challenges.

KEYNOTE JAMS:

After you hear their presentations, join keynotes in these unscripted sessions, where you can engage in smaller, more intimate Q&A discussions to get YOUR questions answered by these visionaries.

FIELD TRIPS:

Get outside the conference walls as you visit the offices of some of Vienna's most innovative organizations and explore their innovation ecosystem in real-time.

TRENDZ® WALKS:

Learn how to see differently and signal trends in their infancy as you embark on Trendz® Walks around both edgy and artsy areas of Vienna- all while generating new, actionable insights.

LEARNING LABS:

Mini innovation workshops create the ideal space to get hands-on with the content and put innovation to work through interactive activities with your peers.

BUSINESS CASES:

Learn by example from others in the trenches at best in class organizations to evaluate what worked, what didn't and why. All business cases focus on the impact future trends will have on your organization now.

Workshops: **WEDNESDAY**

FULL DAY IMMERSIONS: For left & right brain innovators.

DAY ONE: WEDNESDAY, IITH MARCH

9:00 - 15:20: **The Neuropsychology of Creativity and Design Thinking**

**Bill Greenwald, Founder and Chief Neuroleaderologist,
WINDSOR LEADERSHIP GROUP**



The journey for leaders and organizations aspiring to become more innovative and creative is often a bumpy ride. It is, indeed, a mystery that, with the help of neuroscience, has already been decoded.

This high-impact, highly engaging learning event introduces you to a plethora of methods, models, and leading practices helping them experientially "crack the code" on the art behind the science of creativity. Explore the core constructs of creativity and design thinking through the lens of personal genetics, culture, and brain science.

Through the use of self-assessments, self-exploration, case studies, and hands-on learning exercises, participants are guided and coached through an experiential journey leading to personal discovery and the ability to design and sustain high performing leadership teams and service cultures that harness the power of creativity and design thinking. Walk away from the workshop with a unique set of tools and conditions (within their control) that serve to unlock creativity for them, their teams, and their organizations.

9:00 - 15:20: **Best of the Best: Learn and Bench Mark your Company against the Top Quartile Practices in the Front End**

Peter Koen, Associate Professor, STEVENS INSTITUTE OF TECHNOLOGY



What are the best practices, methods and tools used in the Front End to consistently increase the value, amount and success probability of high profit concepts entering the new product development funnel? Koen brings together practices from over 350 companies in order to provide evidence based top quartile management practices, this will be discussed during this highly interactive symposium.

- Learn important senior management activities leading to successful front end outcomes.
- Understand what the most successful tools, techniques and processes which companies may use to maintain and enhance their sustaining product and project platforms.
- Compare your practices against successful tools, techniques and processes which companies use to create both transformational and disruptive innovations.

A survey will also be included so that attendees can compare their own practices against top quartile companies and compare themselves against other companies attending.



Summit: **WEDNESDAY**

FUTURE TRENDS: Case-based sessions from executives in the trenches

DAY ONE: WEDNESDAY, 11TH MARCH

10:00: **Think Ahead: Foresight Management, Scouting and Incubation – “Lighting 2025”**

Paolo Bavaj, Head of New Business Development Adhesive Technologies, HENKEL AG & CO. KGAA

How do we make sure our innovation activities are significant in size and based on trends that offer genuine growth opportunities for the future? We construct future scenarios by applying trends identified by our foresight management approach, and then evaluate search fields through a systematic scouting process. This leads to substantial new business opportunities that have strong relevance for the longer term future, and not just for today. Our new business incubators then makes sure our new business opportunities receive the support they need to develop to their full potential. Through the example of our “Lighting 2025” project, receive an insight into how our processes support us in connecting New Business Development with our core business.

11:00: **How to Make a Dent in the Universe**

Erika Ilves, Founder and Idea Capitalist, ROAD:INFINITY

The presentation is based on in-depth interviews with founders of companies that embark on missions of cosmic proportions (e.g. create a multi-planetary civilization, make food without agriculture, create inter-planetary resource economy) and yet manage to create a self-sustaining or even profitable stepping-stones on the way to their mission. They've been called "supermen", "visionaries", "crazy ones". They don't set out to innovate, win or disrupt. They set out to change the trajectory of the ongoing human project. And in the process, they end up innovating, creating new industries and raising eye brows. Explore why they do it, how they do it and whether you could do what they do.

11:40: **Shell GameChanger for Ideas That Can Drastically Impact the Future of Energy**

Joep Huijsmans, GameChanger, SHELL GLOBAL SOLUTIONS INTERNATIONAL B.V.

Shell GameChanger connects with any innovator and creative community to identify and nurture unproven ideas that have the potential to drastically impact the future of energy. The program was founded in 1996 and has been designed to prove the technical and commercial viability of an idea quickly and affordably. GameChanger has worked with over 1500 innovators and turned more than 100 ideas into reality. We seek unproven ideas that have the potential to drastically impact the future of energy; we listen to any innovator, especially if they have ideas that are unproven and unusual, and we cooperate with innovators to prove the viability of their ideas quickly and affordably.

13:20: **Commercialization through Collaboration**

David Jensen, Global Innovation and Digital Strategy Leader, EY
Markus Heinen, EMEA STRATEGY LEADER, EY

Many innovators are struggling with different aspects of their innovation efforts. One area in particular is the full commercialization of their innovation choices. The market is witnessing a surge in



collaboration, coopetition and use of agile methodologies. Research has found collaborating with external partners, particularly smaller entrepreneurs and startups, help identify and scale promising new products and processes more efficiently. In fact, 64% of executives recently polled agreed that collaboration with smaller entrepreneurial firms has become critical to achieve success. Partnering with small firms unlock the agility and creative thinking that larger organizations need to unplug innovation bottlenecks.

14:00: **Developing for Emerging Markets: Insight through Empathetic Research in Developed Countries**

Luca Sacchi, Senior Vice President, Head of Strategic Innovation, Product Marketing, PIAGGIO GROUP S.P.A.

Many global companies and research departments face difficulties given by the need for developing products for a global market (or specific regions) in the face of budget reductions. There are many possible ways to address these challenges, and the Piaggio Group (that includes the Vespa, Piaggio, Aprilia and Moto Guzzi brands) uses a number of them. This session shares a research project recently completed by Piaggio using an empathic design research strategy. The study involved people that come from emerging countries but that have now settled - in this case - in European cities to see if we could capture some “tensions”/needs/aspirations typical of researches conducted going in field in the analyzed locations - this time just by going “down the road”.

14:40: **Think Outside the Planet: Innovating Business Models for Space**

Brage W. Johansen, CEO, Zaptac AC, Chairman, Space & Energy INNOVATION NETWORK

Over the last twenty years our perception of space has changed. Today there is a global explosion of companies that are racing to innovate business models for space. The open innovation network Space & Energy is driving Norwegian oil and gas technologies into the space era. Brage opens your eyes to a new paradigm and show space as business generator both on- and off-Earth. You will get space on your radar for innovation opportunities, be inspired to seek cross industrial partnerships and learn to Think Outside The Planet.





FEI Keynotes: MAIN STAGE SPEAKERS THAT CHALLENGE YOU TO PUSH

SPOTLIGHT ON: Creativity

Wednesday, 16:00:

Innovation & Creativity: Purpose Passion & Penguins

Christopher Chapman, Global



Creativity & Innovation
Director,
THE WALT DISNEY
COMPANY

Why is it that sometimes I can't get others to collaborate with me? How can I harness others passions to make sure my project lives up to my vision? These and many more questions will be answered and explored as Christopher Chapman will unfold his entertaining style and even rebellious attitude to take you on a journey and breathe life into collaboration, creativity, innovation, purpose, passion and yes even penguins. You will gain a deeper understanding of process, tools, structures and psychology that create the best creative innovators in the history of the world.

SPOTLIGHT ON: Culture

Wednesday, 16:45:

When an Inspired Idea Meets an Inspired Culture



Michele R. Weslander Quaid,
Chief Technology Officer
(Federal), Innovation
Evangelist, GOOGLE

How an idea is assessed and communicated internally is often more important than the idea itself. Everyone has experienced it. Companies want to continue to do well at what they already do, and are often resistant to the 'new' or giving the time or space for an idea to grow. Google is the exception. Michele speaks to Google's corporate philosophy and innovative culture and shares relevant examples, insight and advice per her 20+ years of experience leading innovation and organizational transformation in both industry and government. Prior to joining Google in April 2011, Michele's work experience included nearly 20 years in the national security community, to include over a decade in industry as an Image Scientist

and Chief Engineer supporting government programs, before being asked to join the US Government in 2002 where she served in various transformational roles to include CTO, CIO and other senior executive positions.

SPOTLIGHT ON: Lean Start-Up

Thursday, 9:15:

Transformational and Disruptive Innovation Implementation Lessons and Best Practices Learned from Over 30 Large Companies



Peter Koen, Associate
Professor, Wesley J. Howe
School of Technology
Management, Director of the
Consortium for Corporate Entrepreneurship,
STEVENS INSTITUTE OF TECHNOLOGY

Large companies are innovative along the sustaining trajectory, but fail in the development of transformational and disruptive innovation. Two of the reasons for this failure are that transformational and disruptive innovations require a new business model and lack a unifying development process comparable to stage gate. The lean start-up process represents a new paradigm which allows companies to dramatically shorten the time needed to 1) create transformational and disruptive innovation: 2) pivot to a new business model or 3) stop the project. However, most of the published examples are from small start-ups. Large companies, based on implementation experiences from over 30 large companies, typically make the following mistakes: 1) incorrect problem definition; 2) confuse solution attributes and the solution; 3) use the Osterwalder canvas rather than the FEI canvas; 4) focus on the wrong customers; and 5) fail to embrace early prototyping. Best practices to avoid these implementation mistakes will be presented.



Grammy-winning conductor Christian Gansch compares innovation management with that of an orchestra.





BEYOND YOUR INNOVATION BOUNDARIES.

SPOTLIGHT ON: Thinking Differently

Thursday, 10:00:

Rethinking Business as Usual: The Art of Thinking Differently



Bas Verhart, Co-Founder and Executive Director, THINK – THE AMSTERDAM

SCHOOL OF CREATIVE LEADERSHIP

Organizations of all types, shapes and sizes are struggling to stay customer focused and to drive breakthrough innovation at the same time. According to a recent IBM Global CEO Study: In a world of increasing complexity and uncertainty, creativity is the most important leadership quality. Some organizations are so involved in daily operations- and keeping their heads above water - they are blind to emerging customer needs. Others recognize the challenges around them and are struggling to develop a vision for the future. THINK a new school for global innovators is on a mission to develop and realize the creative potential of the next generation of leaders. Explore the importance of creative leadership, talk about user centric innovation and give pointers on how to think differently.

SPOTLIGHT ON: Governance

Friday, 9:15:

Innovation Governance: Who is in Charge of "Total Innovation" in our Organizations

Prof. Jean-Philippe Deschamps, Professor Emeritus Technology and Innovation Management, IMD BUSINESS SCHOOL, Author,



INNOVATION GOVERNANCE: HOW TOP MANAGEMENT ORGANIZES AND

MOBILIZES FOR INNOVATION



Bas Verhart and THINK are on a mission to realize the creative potential of the next generation of leaders.

Innovation is an essential competence to embed into corporate structure through organizational leadership. For this to happen, companies need a holistic system that sets and aligns goals, defines policies and values, prioritizes processes, allocates resources and assigns roles, responsibilities and decision-making authority to key players. And that system has to originate from the C-suite. This is the task we call innovation governance. This keynote addresses three key themes: (1) Focusing leaders on innovation governance: Why should top management get more involved? How to define the scope of innovation governance? (2) Choosing an organizational governance model: Which models have been adopted? How effective are these models? (3) Checking the effectiveness of your governance system.

SPOTLIGHT ON: Teams/Management

Friday, 10:00:

From Solo to Symphony: Many Voices - One Sound



Christian Gansch, Grammy Winner, WORLD-RENOWNED CONDUCTOR

A highly respected conductor and a renowned management coach- makes him uniquely equipped to compare communication, leadership and innovation in organizations with that of an orchestra. Explore how people can maintain their individuality and work together to create "one sound" and achieve the corporate goal. A functioning orchestra is a prime example of efficient management, leadership and conflict-solving strategies. No other group has such highly qualified individuals working together on a daily basis for hours on end and in such close quarters. How does this lively interplay of forces function in terms of "listening to each other – acting together"? How many soloists can one team handle? What are each person's freedoms and areas of responsibility? What decisions are brought about and how does communication take place? What voice takes priority when? How are management and team ideas and visions developed, and how are they implemented in practice? Learn how innovation and excellence can flourish in any scenario.





Track I: THURSDAY & FRIDAY

① STRATEGY & MANAGEMENT LEARNING LABS: Extended hands-on workshops.

DAY TWO: THURSDAY, 12TH MARCH

11:15: **STRATEGY: Innovating the Strategy Function**
Kristian Ebbesen Fjelde, Head of Corporate Strategy Support, Global Strategy and Business Development, STATOIL ASA

Innovation is a key driver for growth for all companies regardless of industry. In this session new ways of working with strategy will be discussed and examples of how new approaches are applied to shift the pace of strategy development and progress. You will gain insights into how an oil and gas company is responding to industry challenges, revitalizing business strategy and preparing for future growth. The session will highlight how you as an Innovation Director/Manager can work more closely with strategy to drive innovation across your organization.

13:45: **Strategy Tools- In Action**

Led by Christian Rangen, Elisabeth Ovstebo and Inger Hanne Vikshaland

Founders, ENGAGE // INNOVATE & authors, Strategy Tools for the Next Generation.

Strategy and innovation is changing. The world needs new strategy tools. We design tools to make strategy & innovation happen at your company. This hands-on workshop will give you five new tools for Strategic Innovation, Business Model Innovation, Innovation Mindset and Innovation Mapping, with case studies on Tesla Motors, Google and Amazon. This action-driven workshop will provide you with emerging tools for strategic innovation. You will apply these to your ongoing innovation challenges – and put the tools to work in your own organization. Master new tools to change how your company works on innovation. Take-away your personal toolkit and “Dream Bigger: Your Personal Innovation Sketchbook”

15:45: **The Psychology of Numerology -- Making Data Driven Decisions**

Nicholas Heller, Former Head of New Business Development, GOOGLE EMEA, Co-Founder & CEO, FRACTAL LABS

We have reached an important inflection point in the history of computing. For decades, humans have been slaving away in the background on behalf of machines. For the most part, we are still responsible for maintaining the functional status of a device and the drivers that are needed for the machines to run and ultimately provide value. The same is true in business. Machines have made us more efficient, but ultimately, we continue to do the heavy lifting. However, by 2015, machines will have slowly become more intelligent, and will have finally begun to predict, learn and assist humans. Artificial intelligence is becoming a reality and there are some practical business benefits. As product designers, developers, and business leaders we strive to create value by identifying the correct product market fit, playbook for success, and scaling strategy. In this interactive session, we will explore how predictive analytics, benchmarking and forecasting are driving better business decisions. We will explore the power of data, and how best to practically use it for business.

DAY THREE: FRIDAY, 13TH MARCH

11:15: **Get Involved!**

If you'd like to lead the attendees in a hands-on learning lab experience, please contact Liz Hinkis at ehinkis@iirusa.com or 646-616-7627.

13:45: **Designing Future Scenarios for Supplier Innovation**

Sergio Barbarino, Supply Chain Innovation, Connect & Develop, PROCTER & GAMBLE, Open Networks Workgroup Lead, ALICE

Containerization of goods has been a key enabler of the globalization of markets. The Physical Internet Concept promises to bring this revolution to the last mile, by opening up supply chains for mutual benefits and breakthrough improvements in assets utilization and service level opportunities. In this workshop we will briefly explain the Physical Internet Concept and then challenge you to think what business models could be enabled that are impossible to realize today due to the current expensive and/or unreliable supply chain solutions available. We will take both a business perspective and a consumer/ end-user perspective and design scenarios for the future. (Some of the best concepts/needs will be taken back to the European Technology Platform for Logistic Innovation for eventual inclusion in the EU funded research & innovation program).

Holger Nils Phol helps you develop the tools for visual communication in your business.





Track 2: THURSDAY & FRIDAY

② CULTURE & LEADERSHIP LEARNING LABS: Extended hands-on workshops.



DAY TWO: THURSDAY, 12TH MARCH

11:15: **VISUAL STRATEGY THINKING: Raising Collaboration, Productivity, and Clarity in the Innovation Process**

Holger Nils Pohl, VISUAL STRATEGY FACILITATOR

Visual working methods can help significantly in many different communicative settings. This workshop gives you the opportunity to learn to develop the tools for visual communication in your business. In strategy and innovation meetings, simple and easy drawings can not only clarify and support your message and help you get “to the point”, but also reduce the chances of a conversation in which the parties talk ‘at’ rather than with each other. This energizing, concentrated, and intense workshop leads you through different methods, tips and tricks to help you get started. “No master is made in one day” but everyone has to begin at some point!

13:45: **Get Involved!**

If you’d like to lead the attendees in a hands-on learning lab experience, please contact Liz Hinkis at ehinkis@iirusa.com or 646-616-7627.

15:45: **Explore the Role of Innovation Manager: An Experiential Workshop**

Mike Hatrick, Innovation Lead at the Nordic co-location centre of CLIMATE-KIC, former innovation manager at BOMBARDIER AEROSPACE and SWISSLOG

What is it really like to be an innovation manager? The fact is, innovation manager is a new role in many organisations and because of that it is not well defined nor well understood. This fun and highly interactive workshop will help you gain a broader and deeper appreciation of the role of innovation manager, the challenges they face and how they overcome them. Attendees at each table will play the role of a team within a fictional company, tasked with a “quest” to deliver innovation. Take this journey by working together to overcome a series of structured challenges, by proposing the use of different approaches, processes and tools – all of which are typical of the portfolio used by an innovation manager. Each table will represent a different fictional company and therefore a different quest.

Elizabeth Ovstebro gets hands-on helping attendees make strategy & innovation happen for their business models.

DAY THREE: FRIDAY, 13TH MARCH

11:15: **Inserting Humor Back into Innovation**
Jaspar Roos, Founder, CHIEFHUMOROFFICER.COM

After several years of researching humor, Jaspar shares his latest insights how to use fun, play & humor interventions to spark an innovation culture. What can you do yourself? How can you start your own culture hack movement? From psychological insights to practical how-to lists, your innovation leadership will never be the same. This workshop will be fun and also very hands on.

13:45: **Innovation Through Education: Teaching and Encouraging Innovation for Management**

Gavin Ivan Suss, PhD, Vice President, Corporate, KETER PLASTIC

Innovation Through Education (ITE) is the result of theory and practice. On the one hand, it is based on learning from those organizations that have implemented innovation successfully. On the other hand, it has come out of years of experience in implementing innovation through educating managers and interns in the Keter Group. Innovation is not only about devising new products; it can and should be applied into every process in organizations and that’s why it’s such a big issue. ITE is a training program that can help organizations to become innovative, understand information, change, and create value that will enable them to have the competitive advantage that is critical for organizations to survive and thrive during these hectic times. Explore a comprehensive overview of the program as it was implemented in the Keter Group and hands on exercises with the audience enabling them to experience tools that encourage innovation and creativity among effective teams.



Track 3: THURSDAY & FRIDAY

③ VIENNA TRENZ® WALK



TRENZ® WALK

A Revolutionary Approach to Predict the Future:

Steven van der Kruit, Creative Director & Visionary, **FIRMENICH PERFUMERY**
Mikel Cirkus Global Director, Conceptual Design, **FIRMENICH FLAVORS**

Thursday 11:15-17:30: Arsty Trenz® Walk
Friday 10:45-14:45: Edgy Trenz® Walk

To succeed in today's consumer landscape, we must blend art and science to spot the trends and quickly translate the trends into actionable strategic opportunities. "Cool Hunting" to identify these trends results in culturally relevant business opportunities, from branding to product development to delivery.

As "cultural anthropologists", we'll go on a voyage of discovery into the latest. Exploring various retail environments from restaurants to unique boutiques while incorporating our tracking skills of slowing, looking down, and expanding perceptions to generate new insights and creative thinking.

***LIMITED TO 20 PARTICIPANTS PER DAY. REGISTER EARLY!**

Track 4: THURSDAY & FRIDAY

④ FEI UNSCRIPTED: Keynote Jams & Innovation Islands

DAY TWO: THURSDAY, 12TH MARCH

Thursday, 11:15: **Bonus time with Peter Koen**
Peter Koen, Associate Professor, STEVENS INSTITUTE OF TECHNOLOGY

Learn how the learn start-up process can be implemented in your organization specifically and how this could help dramatically shorten timelines to create truly disruptive innovation.

Thursday, 12:00: **Bonus Time with Bas Verhart**
Bas Verhart, Co-Founder and Executive Director, THINK – THE AMSTERDAM SCHOOL OF CREATIVE LEADERSHIP

THINK is on a mission: to develop the next generation of creative leaders that will have a societal impact on the world. This isn't just about generating ideas. It's about making innovation happen.

Thursday, 13:45: **INNOVATION ISLANDS**
ISLAND 1: How Can an Established Company Stay Innovative?
Matthias Meyer, Leader, Innovation Process, Research & New Technologies, BMW

ISLAND 2: Creativity Under Pressure
David Vrba, Managing Director, Area Leader Marketing and Sales, 3M

ISLAND 3: Balancing Breakthrough vs. Incremental Innovation
Catherine Eder, Director Change Management & Internal Communications - Patent Administration, EUROPEAN PATENT OFFICE

Liliane Geels, Business Process Manager, Change Management Team - Patent Administration, EUROPEAN PATENT OFFICE

ISLAND 4: Changing Company Culture to Better Support Innovation
Dr. Shaun West, Lecturer for Product and Service Innovation, LUCERNE UNIVERSITY OF APPLIED SCIENCES AND ARTS

Thursday, 15:45: **INNOVATION ISLANDS**
ISLAND 1: Challenging your Innovation Culture: Using Guerilla Teams to Leap Innovation Roadblocks
Jochen Hurlebaus, Head of Central R&D Services - Innovation & IP Management, ROCHE

ISLAND 2: Increasing the Speed of Innovation
Dr.-Ing. Markus Durstewitz, Head of Innovation Methods and Tools, AIRBUS OPERATIONS GMBH

ISLAND 3: Industrial and Academic Partnerships for Research: Finding a Shared Interest and Managing Expectations
Céline Farcet, European Open Research Manager, Research & Innovation, L'OREAL

ISLAND 4: The Future of Medical Devices: Creating Unique Value Offerings around the Job-to-be-Done
Matthias Kahl, Vice President Marketing Patient Access, Global Marketing & Sales Hospital Care, B. BRAUN MELSUNGEN AG

DAY THREE: FRIDAY, 13TH MARCH

Friday, 11:15: **Bonus Time with Christian Gansch**
Christian Gansch, Grammy Winner, WORLD-RENOWNED CONDUCTOR

Grammy winner Christian Gansch is a highly regarded internationally as a conductor, producer and consultant. Benefit from smaller group Q&A time with Gansch to more fully understand the "orchestral consciousness" of your organization.

Friday, 12:00: **Bonus Time with Jean-Philippe Deschamps**
Prof. Jean-Philippe Deschamps, Professor Emeritus Technology and Innovation Management, IMD BUSINESS

Every innovation practitioner should feel concerned by the way their company manages innovation. Explore the opportunity to deepen your understanding of just what "Innovation Governance" means.

Registration DETAILS

3 EASY WAYS TO REGISTER



CALL:
+1-941-554-3500



EMAIL:
register@iirusa.com
Include code M2750



ONLINE:
www.iirusa.com/feieurope

Investment Packages	Package Includes	Register by 14 November SAVE £500	Register by 12 December SAVE £400	Register by 16 January SAVE £300	Register by 6 February SAVE £200	Register by 27 February SAVE £100	Standard & Onsite Rate
Day 1, 2, & 3 (Wednesday, Thursday, & Friday)		£2,000.00	£2,100.00	£2,200.00	£2,300.00	£2,400.00	£2,500.00
Day 1 & Day 2 (Wednesday & Thursday)		£1,600.00	£1,700.00	£1,800.00	£1,900.00	£2,000.00	£2,100.00
Day 2 & Day 3 (Thursday & Friday)		£1,600.00	£1,700.00	£1,800.00	£1,900.00	£2,000.00	£2,100.00
One Day (Wednesday, Thursday OR Friday)		£1,600.00	£1,600.00	£1,600.00	£1,600.00	£1,600.00	£1,600.00

***Please note: Registration does not include the 20% VAT. No two discounts can be combined.**

Dates & Venue

11-13 March, 2015

Imperial Riding School

Renaissance Vienna Hotel

Ungargasse 60, 1030 Wien, Austria

+43 1 711750

HOTEL RESERVATIONS & DISCOUNTED RATE

A block of rooms is on hold at the host hotel for FEI attendees at a discounted rate of EUR 135/night including VAT and All American Buffet Breakfast. Reserve your room directly with the Hotel by calling +43 1 711750 and requesting the group rate for the Front End of Innovation event. Discounted room rates are available until 9 February, 2015 or until sold out. The hotel will require a first and last night's non-refundable deposit at the time the reservation is made. Any further reservations requests sent after this date can only be offered subject to availability.



Additional ways to save

- Is your company speaking at the 2015 event? **Save 20% off the standard rate.**
- Is your company sponsoring the 2015 event? **Save 25% off the standard rate.**
- Are you a Government, Non-Profit, or Academic? **Save 30% off the standard rate.**

New For 2015! Group Concierge:

The best inspiration and output comes from getting your team outside the office and into an environment that cultivates learning and enhances creativity. FEI EMEA has a dedicated Group Attendance concierge to create customize packages with your conference and business objectives in mind.

Send your team in a group and save*. PLUS, get group perks:

SAVE	SEND
30% off the standard rate	Group of 8 - 10
25% off the standard rate	Group of 5 - 7
20% off the standard rate	Group of 3 - 4
15% off the standard rate	Group of 2

For groups of 11 or more, please Contact Anastasia Ioannou at aioannou@iirusa.com.

*NOTE: All registrations must take place at the same time for discount structures to apply. For info on customized group packages & standard group discounts, call Anastasia Ioannou at 1.646.895.7306.

The larger the team the greater the benefits available to you

Please contact Anastasia Ioannou, aioannou@iirusa.com to begin creating your organization's personalized group experience today. Customized packages may include an assortment of the following:

- Discounted registration rates
- Team building activities including wine tasting, trendzwalks, private interactive sessions, cooking classes, inspiration safaris etc. (* exclusive team building activities available for team of 10 or more)
- Private group registration
- Reserved team seating in keynote sessions and lunch
- Private team office fully loaded with Wi-fi so your onsite team can debrief and keep in touch with your team back at work as necessary (available for teams of 20 or more)
- Priority pass for book signings and VIP Meet and Greet
- Private jam sessions with selected speakers
- Organized group dinners or vouchers towards a group dinner on conference property
- Assistance in helping you grow your group to activate higher levels of value adds and saving

PAYMENTS: Payment is due within 30 days of registering. If registering within 30 days of the event, payment is due immediately. Payments may be made by check, Visa, MasterCard, Discover, Diners Club or American Express. Please make all checks payable to the "Institute for International Research, Inc." and write the name of the delegate(s) on the face of the check, as well as our reference code: M2750. If payment has not been received prior to registration the morning of the conference, a credit card hold will be required.

CANCELLATION & SUBSTITUTION: For information on IIR's cancellation and substitution policy, please visit www.iirusa.com/feieurope/pricing-venue.xml

INCORRECT MAILING INFORMATION: If you are receiving multiple mailings, have updated information, or would like to be removed from our database, contact +1 646-895-7417.

AUXILIARY AID: Disabled individuals desiring an auxiliary aid for this conference should notify IIR at least 3 weeks prior to the conference in writing, by faxing +1 212-661-6045 .



Front End of Innovation



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FEI 2015

Institute for International Research
708 Third Avenue, 4th Floor
New York, NY 10017-4103



If you've already received a mailing, please pass this along to someone else who might be interested in attending. Together let's keep the earth clean and the networking growing.

For 3 days, in Vienna, **MOBILIZE INNOVATION**

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ALL NEW! Innovation Islands:

Facilitated roundtables to create solutions to your most pressing challenges.

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Smaller, more intimate Q&A debates & discussions with world-class keynotes.

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