

FRONT END OF INNOVATION TORONTO

**FEI 2014**

THE WORLD LEADER IN ADVANCING INNOVATION™

**THE RITZ-CARLTON**

Toronto, Canada

September 29 - October 1, 2014

## Accelerating Systemic Innovation Growth: From Ideation to Execution



### THE MASTER OF STRATEGY

Vijay Govindarajan, Best-Selling Author,  
*Reverse Innovation*



### THE CREATIVITY AMBASSADOR

rjCardo Crespo, former SVP, Global Creative,  
**Twentieth Century Fox Film Corporation**,  
Chief Creative Officer, TH13TEEN



### THE MIND-BODY CONNECTOR

Gillian Ferrabee, Director, Creative Lab,  
**CIRQUE DU SOLEIL MEDIA**



### THE TREND SCAVENGER

Jeremy Gutsche, CEO & Chief Trend Hunter,  
**TRENDSHUNTER.COM**, Author,  
*Exploiting Chaos*, and *Better & Faster*

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# FEI TORONTO 2014

THE WORLD LEADER IN ADVANCING INNOVATION™

## There is a **global innovation movement** taking place.

This year alone, over 1,100 of your innovation and R&D colleagues have already attended one of the FEI: Front End of Innovation portfolio of events in either Boston, Munich, or Venice.

Amidst the dozens of innovation events that compete for your attention, why has FEI become the brand that innovators on a global scale remain loyal to each year as their trusted source of innovation?

While the mission of FEI is simple- to facilitate the meaningful connection of the smartest leaders across industries and disciplines- the execution is not. To truly be a force for driving and creating new value in your organization, you need more than an event- you need a truly unique, imaginative, hands-on experience.

That's why we are so excited to extend the FEI experience to Toronto this Fall- a city that exudes all the elements essential to the FEI brand- creativity, ingenuity, diversity, and passion.

FEI Toronto brings together Innovators, Designers, R&D Executives, Product Developers, Customer Insights Leaders, Trend Hunters, and Academics to engage in powerful narratives on the 360 degree innovation spectrum- from the front end through the back end- by immersing them in shared experiences. Innovation, ideation, and execution all require more than just sitting back and listening to other people talk about successes and failures.

FEI Toronto requires you to put innovation to work in real-time through collaborative learning sessions and hands-on activities- like business improv sessions, creativity boot-camps, rapid prototyping exercises, and unscripted team building/leadership labs. These experiences aim to push you out of your comfort zone and into an innovation environment that triggers your most creative and valuable "ah-ha" moments.

We welcome you to join the FEI movement this September 29th through October 1st in Toronto and experience transformation first-hand.

## NAVIGATING THE PROGRAM

### EVALUATE with Business Cases

**FEI BUSINESS CASES** on Tuesday center around the Front End of Innovation- ideation, early prototyping, culture, customer insights- these sessions allow you to learn by examples from others in the trenches to evaluate what worked, what didn't, and why.

**BEI BUSINESS CASES** on Wednesday focus on making innovation work - from strategy, to scalability, to commercialization - these sessions focus on learning by example and evaluating the best methods for ideas to cross the business chasm.

### CREATE with Learning Labs

**FEI LEARNING LABS** give you the space you need to collaborate, together with your peers, in an open yet structured environment. Mini innovation workshops create the ideal space to get hands-on and put innovation to work through interactive activities.

### EXPLORE with Field Trips

**FIELD TRIPS** promote adventure learning- encouraging you to literally get outside the conference walls as you visit the HQ's of some of Toronto's most innovation organizations. Visit the website for the most up to date list of explorations.



**Kelly Schram**  
Director: Innovation Portfolio  
IIR: Institute for International Research



**Kim Rivielle**  
Managing Director  
IIR: Institute for International Research



Front End of Innovation



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# The AGENDA•AT•A•GLANCE

## MONDAY, SEPTEMBER 29, 2014: FEI Conference Day One

8:30: Registration & Morning Coffee

### 9:00-3:00 FULL DAY WORKSHOP

**The Neuropsychology of Creativity and Design Thinking**  
 Bill Greenwald, Founder and Chief Neuroleaderologist, **Windsor Leadership Group**

### 9:00-3:00 FULL DAY WORKSHOP

**Building the Right "it" Before we Build "it" Right – An Early Prototype Workshop**  
 Your Guides: Laura Bissmeyer and Bill Morris, both with **Corning Incorporated's** Corporate Innovation Team.

3:00: Networking Break

### 3:30 KEYNOTE

**When Business is Personal: An Entrepreneur's Journey to Creating Systematic Societal Change through Insights Driven Innovation**  
 Ken Sim, Co-Founder, **NURSE NEXT DOOR**

### 4:15 KEYNOTE

**How Current Trends are Shaping The 10 Growth Areas of Tomorrow**  
 Jared Weiner, Futurist and Vice President, **WEINER, EDRICH, BROWN**

5:15: Close of Day One

## TUESDAY, SEPTEMBER 30, 2014: FEI Conference Day Two

9:00: Welcome from your FEI Toronto Host

### 9:15 KEYNOTE

**Six Secret Steps to Outsmart, Out-Innovate, and Out-Adapt your Competitors**  
 Jeremy Gutsche, CEO & Chief Trend Hunter, **TRENDSHUNTER.COM**, Author, *Exploiting Chaos*, and forthcoming *Better & Faster*

### 10:15 KEYNOTE

**How to Embed a Culture of Customer Experience in your Innovation Culture**  
 Kelly Harper, Director Customer Experience Learning, **BMO INSTITUTE FOR LEARNING**

### 5:30 KEYNOTE

**FEI Business Model Canvas: A Key for Unlocking the Mysteries of Transformational and Disruptive Innovation Efforts in Large Corporations**  
 Peter Koen, Director for Consortium for Corporate Entrepreneurship, Howe School of Business, **STEVENS INSTITUTE OF TECHNOLOGY**

### TRACK 1: EVALUATE FEI BUSINESS CASES

11:40: **To Innovate in Large Companies You Must Protect the Front End of Innovation**  
 Cristin Moran, **3M**

12:20: **Session Title TBA**  
 TBA, **InnoCentive**

2:00: **The Role of the Consumer in Ideation**  
 Len Ferman, (formerly) **Bank of America**

2:40: **Lego Land: The Building Blocks of Innovation for the Enterprise**  
 Andrew Bolwell, **HP**

4:00: **Transforming Ideas into Innovation through Open Collaboration**  
 Simon Olivier, **GE Canada**

4:40: **Get Involved**  
 Contact Liz Hinkis at ehinkis@iirusa.com.

### TRACK 2: CREATE LEARNING LABS

11:40-1:00: **The Body Mind Connection and Its Role in Innovation Problem Solving**  
 Gillian Ferrabee, **Cirque du Soleil Media**

2:20-3:40: **Innovation Doesn't Follow a Script: Work and Lead UnScripted**  
 Jennifer Spear, Author of upcoming book **UnScripted**

4:00-5:20: **Create Your Own Toy! New Tools for Product Innovation**  
 Ben Varadit, **Spin Master**

6:00: **COCKTAIL RECEPTION**

1:00: Lunch

3:30: Afternoon Refreshment Break

## WEDNESDAY, OCTOBER 1, 2014: FEI Conference Day Three

9:00: Welcome from your FEI Toronto Host

### 9:15 OPENING KEYNOTE

**Execution in Unexplored Territory**  
 Vijay Govindarajan, Leading Expert on Strategy and Innovation, Best Selling Author, *Reverse Innovation*, Professor of International Business at **TUCK SCHOOL OF BUSINESS**, Thinkers50 Award Winner

### 10:15 KEYNOTE

**WALK YOUR TALK (AUTHENTICITY IS KEY)**  
 riCardo Crespo, former SVP, Global Creative, Twentieth Century Fox Film Corporation, Chief Creative Officer, **TH13TEEN**

### TRACK 1: EVALUATE BEI BUSINESS CASES

11:40: **The Need for Speed: "Applying a Flexible Approach to Innovation"**  
 Bill Morris, **Corning Inc**

12:20: **Get Involved**  
 Contact Liz Hinkis at ehinkis@iirusa.com.

2:00: **Successfully Bridging Operational Management and Real-Time Innovation**  
 Mike Steep, **PARC, a Xerox Company**

2:40: **Customer Experience Innovation**  
 Janet LeBlanc, **Janet LeBlanc + Associates Inc.**

### TRACK 2: CREATE LEARNING LABS

11:40-1:00: **From Systems Thinking to Artful Innovation: Assessing the Unknown and Believing in the Invisible**  
 Timothy Grayson, **Canada Post**

2:00-3:20: **Reducing Delay and Waste in the Front End with Iterative Processes**  
 Carla Kuesten Ph.D., **Amway**  
 John S. Farnbach Ph.D., **Silver Streak Partners LLC**

11:30: Welcome from the Chair

1:00: Lunch

3:20: Close of FEI Toronto 2014



9:00-3:00 FULL DAY WORKSHOP

## The Neuropsychology of Creativity and Design Thinking

Your Guide: 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. While mastering the art behind the science of creativity and design thinking can be a daunting task, it is not a futile endeavor. It is, indeed, a mystery that, with the help of neuroscience, has already been decoded. This high-impact, highly engaging learning event introduces participants to a plethora of methods, models, and leading practices that will help them experientially “crack the code” on the art behind the science of creativity. Participants will 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. Participants will walk away from the workshop with a personally designed unique set of tools and conditions (within their control) that serve to unlock creativity for them, their teams, and their organizations.

9:00-3:00 FULL DAY WORKSHOP

## Building the Right “it” Before we Build “it” Right – An Early Prototype Workshop

Your Guides: Laura Bissmeyer and Bill Morris, both with Corning Incorporated’s Corporate Innovation Team.

Imagine an approach where you are able to confirm your hypothesis of your “customer willingness” to buy before investing a lot of money! There is significant pressure to reduce the time to market for new product or service innovations. It is known that opportunities are missed for a number of reasons including an incorrect evaluation of the “customer problem to be solved” and the insufficient speed at which solutions are offered for the customer to “test”. Many companies have launched products or services only to have them sit on the shelf. Better that we gain the knowledge that a product or service idea is going to fail in a market before we sink a large investment in time and/or money. They look to build for perfection, building the ‘it’ right before they are sure that they have the right ‘it’ only to be sent back to the drawing board by the frustrated customer.

This workshop leverages the creativity of your team to first determine the critical questions you are trying to answer with your customers before you invest the time and money to develop a fully functional offering. Learn several techniques that will encourage you to think outside the “fully functioning” box and use other methods to validate the desirability of your offering in the intended market. Prototyping approaches need to be considered as soon as you begin to formulate the questions to validate your early assumptions, testing your ideas on your ‘it’ before you begin to build or try to sell. Leave with a new understanding of creative tools; skills that will help you and your team more quickly iterate on your product & service ideas to test your customers desirability to buy the product or service early and with the appropriate investment. Wear comfy clothes and prepare to unleash your inner childlike creativity!

3:30 - 4:15 OPENING NIGHT KICK-OFF KEYNOTE:

## **When Business is Personal: An Entrepreneur's Journey to Creating Systematic Societal Change through Innovation**

Ken Sim, Co-Founder, **Nurse Next Door**

Ken Sim founded Nurse Next Door with partner John DeHart in September 2001 after his own bad experience with home health care; his wife's new caretaker turned out to be a brand-new hire the home health care company hadn't even met. Ken takes you on his entrepreneurial journey- describing how these personal insights led to the business model innovation of Nurse Next Door, the now dominant private duty home health care company in Canada and an emerging brand in the United States that revolutionized the healthcare business model. The company has been recognized as a model in growth strategy, the # 1 Place to Work in British Columbia by B.C Business, one of the top places to work in Canada by the Globe & Mail, and one of the top 20 most innovative companies by BC Business. Ken has been recognized with numerous business achievements including Ernst & Young's 2006 Emerging Entrepreneur of the Year Award and a spot on Business in Vancouver's Top 40 Under 40 list.



4:15 - 5:15 KEYNOTE:

## **The Future Begins Now: How Current Trends are Shaping the Growth Areas of Tomorrow**

Jared Weiner, Futurist and Vice President, **WEINER, EDRICH, BROWN**

Jared Weiner leverages his experience as a futurist working with some of the world's largest companies to uncover several emerging consumer trends for 2014...and beyond...that are revolutionizing the future. This session will focus on how major technological, social and economic trends are shaping the 10 growth areas of the emerging Metaspaces Economy. Together, we will take a quick journey into the short- and long-term future to uncover the growth opportunities of tomorrow.

9:15 - 10:15 KEYNOTE:

## Six Secret Steps to Outsmart, Out-Innovate, and Out-Adapt your Competitors

Jeremy Gutsche, CEO & Chief Trend Hunter, **TrendHunter.com**, Author, *Exploiting Chaos*, and forthcoming *Better & Faster*

**BETTER & FASTER** - After researching 250,000 innovations with an audience that is like a 100,000,000 person focus group, Jeremy Gutsche and Trend Hunter have uncovered six patterns of opportunity that can enable your research team to more quickly out-innovate, outadapt and outsmart your competitors. Gutsche dives into the psychological traps that block innovators (and researchers) from realizing their full potential, and how to unlock your hunter instincts to find better ideas faster. The framework has also been battle tested with several hundred brands, billionaires and CEOs who rely on Gutsche, ranging from Victoria's Secret and Coca-Cola to IBM and Hughes Aerospace.



10:15 - 11:00 KEYNOTE:

## How to Embed a Culture of Customer Experience in your Innovation Organization

Kelly Harper, Director Customer Experience Learning, **BMO INSTITUTE FOR LEARNING**



Delivering great customer experiences begins with embedding customer experience within your organization and fostering a customer focused culture. This keynote provides an overview of the BMO Customer Experience Journey, how BMO defines Customer Experience, and shares how BMO organizes itself around Customer Experience, and highlights key programs developed to engage employees and embed customer experience in day-to-day business activities and innovation processes.

### FIELD TRIP:

Love the keynote session from Jeremy Gutsche of TrendHunter.com? Want to see where all the trend magic and predications happen? Then register early and reserve your spot in the field trip session to the TrendHunter.com headquarters in Toronto, taking place Tuesday afternoon after lunch. Limited to 40 people on a first come first serve basis.

5:30 - 6:00 KEYNOTE:

## FEI Business Model Canvas: A Key for Unlocking the Mysteries of Transformational and Disruptive Innovation Efforts in Large Corporations

Peter Koen, Associate Professor, Director for Consortium for Corporate Entrepreneurship, Howe School of Business, **Stevens Institute of Technology**



Using the business model canvas as a unifying brain-storming tool is a central theme of the lean start-up movement. Unfortunately the more popular tool, the Osterwalder business model canvas, while excellent for evaluating both development and sustaining innovation is fundamentally flawed for use in transformational and disruptive innovations. The FEI canvas combines key elements of the business model canvas with critical attributes required for developing transformational and disruptive innovations in large companies. A unified process for using the tool which embraces the lean start-up movement, human centered design and the use of the minimum viable product concept is presented in order to dramatically shorten the time needed to create transformational and disruptive innovations.

9:15 - 10:15 KEYNOTE:

## Innovation Execution in Unexplored Territory

Vijay Govindarajan, leading expert on strategy and innovation, Best Selling Author, *Reverse Innovation, How Stella Saved the Farm*, Earl C. Daum Professor of International Business at **Tuck School of Business at Dartmouth College**, Thinkers50 Award Winner

Govindarajan illustrates ten rules to help organizations overcome top challenges, and shows how firms must rewire their "organizational DNA" across four main areas: staffing, structure, systems, and culture, in order for a promising new venture to succeed. He also spells out the critical role senior executives must play in managing the inevitable tensions that arise between today's business and tomorrow's. Breakthrough growth opportunities can make or break companies and careers. Govindarajan reveals where firms go wrong on their journey from idea to execution - and outlines exactly what it takes to build a breakthrough business while sustaining excellence in an existing one.



10:15 - 11:00 KEYNOTE:

## Walk Your Talk (Authenticity is the Key)

riCardo Crespo, former SVP, Global Creative, **Twentieth Century Fox Film Corporation**, Chief Creative Officer, **TH13TEEN**

Most brands tell you what they are and what they do. Exceptional brands demonstrate WHY they are... and with that exceptional ability, leverage branded content and messaging to authentically bridge engagement with their audience. In this keynote, riCardo will share his applied insights around the critical importance of resonating. Not only with your potential marketplace, but personally, within your workspace, with your colleagues, your market. riCardo will intelligently-provoke [INPROV©] the thought-leadership space to understand the importance of consistent and holistic projection of a marketing professionals value proposition.

## TRACK 1: EVALUATE ... WITH FEI & BEI BUSINESS CASES

**What's it all About?** BUSINESS CASES centered around the FRONT END (ideation, early prototyping, culture) and BACK END (strategy, commercialization, execution) allow you to learn by example from others in the trenches to evaluate what worked, what didn't, and why.

### CONFERENCE DAY TWO: TUESDAY, SEPTEMBER 30TH FRONT END OF INNOVATION FOCUS

#### 11:40: **To Innovate in Large Companies You Must Protect the Front End of Innovation**

Cristin Moran, Front End Innovation Manager, **3M**

The biology of a business is similar to that of a living thing. High stress levels in a human, or an organization, can prevent that organism from progressing the way it should, and keep it focused on fighting the constant trauma rather than on higher level functions. To encourage growth and development in a business you must create the right environment, provide nourishment and remove sources of stress, which can be even more challenging in large companies. Without a commitment to front end innovation, the organization is bound to cease growing and spend its energy focused on survival. What does it take to create a pervasive culture of front end innovation in an organization, and how do you sustain it? Learn how the 3M Health Care Business is building this methodology into their many divisions, and blending the practice of front end innovation into their long-standing culture of innovative technology and product development.

#### 12:20: **InnoCentive Session Title TBA**

Please visit the website for the most up to date session info.

#### 2:00: **The Role of the Consumer in Ideation**

Len Ferman, former Head of Ideation, **Bank of America**, Managing Director, **Ferman Innovation**

Many companies have experimented with including consumers in the ideation process. Drawing on experiences in running ideation projects for Fortune 500 companies over the past 25 years, Len provides a viewpoint on how to best include the consumer in the process of ideation. In addition, Len reveals an end-to-end process for managing the front end of innovation. Len will deliver the talk in his unique style with everyone up on their feet learning how to juggle (literally!).

#### 2:40: **Legoland: Building Blocks of Innovation for the Enterprise**

Andrew Bolwell, Director of Innovation, Printing and Personal Systems Group, **HP**

Explosive technological advancement has created a molten landscape of disruption, reinvention and creation. New services arrive and become versatile building blocks for new ideas, products and businesses. As intuitive and intelligent technology relieves us of administrative burdens, we can spend more energy on what matters: curiosity, imagination, personal connection, and reflection. As technology blurs lines between work and home, physical and digital, there is profound opportunity not just in what these new technologies are but in why they matter in human terms. Andrew Bolwell, HP Printing and Personal Systems Director of Innovation, reports from the dawn of the new Innovation Age.

#### 4:00: **Transforming Ideas into Innovation through Open Collaboration**

Simon Olivier, Vice President - Growth, Market Strategy and Business Development (M&A), **GE Canada**

Speed to market, access to the best minds, and the agility to respond rapidly to ever-changing market dynamics are essential to executing innovation and this rarely occurs in isolation. Organizations that excel at transforming ideas into game-changing innovations do so through the power of partnerships. This session explores the importance of forging open and outcome-driven collaborations with diverse stakeholders to bring new perspectives, approaches and capabilities to the innovation process.

### CONFERENCE DAY THREE: WEDNESDAY, OCTOBER 1ST BACK END OF INNOVATION FOCUS

#### 11:40: **Need for Speed: Applying a Flexible Approach to Innovation**

Bill Morris, Innovation Effectiveness Manager, **Corning Inc.**

Corning Incorporated is the world leader in specialty glass and ceramics. Drawing on more than 160 years of materials & technology experience, Corning creates and makes keystone components that enable high-technology systems for consumer electronics, mobile emissions control, telecommunications and life sciences. Gain insights on the trends and continuous evolution of Corning's Innovation approach to adapt to these trends. Learn how Corning is applying a flexible approach based on experience and judgment and customized their process to meet the specific needs of their new product teams.

#### 2:00: **Successfully Bridging Operational Management and Real-Time Innovation: Crossing the Technology Chasm into the Realm of Innovation Leadership**

Mike Steep, EVP Business Innovation, **PARC, a Xerox Company**

Innovation is everywhere. It has to be. Almost every tech invention becomes obsolete, or at least outdated, every couple of years. As a result, most companies have put innovation at the heart of their corporate culture. But, three things remain true about innovation today: Pervasive disruptive technologies are reshaping entire industry business models for NON-technology companies; Disruptive technologies have become out of control despite technologist pledges to "do no evil;" and Proven companies, even famous innovators, know little about managing innovation in the context of technology disruption. Steep walks the audience through a few case studies, showing how successful organizations innovate in the real world.

#### 2:40: **Customer Experience Innovation—Reinventing the Back-Office**

Janet LeBlanc, President, **Janet LeBlanc + Associates Inc.**

Identifying compelling opportunities for customer experience innovation is a strategic imperative of customer-centricity. Customer experience innovation is not only the responsibility of the marketing, product management, or front-office teams, but rather should be found throughout an entire organization. Janet LeBlanc draws on examples of how to help organizations drive client-centricity through back-office innovations.



## TRACK 2: CREATE ... WITH LEARNING LABS

**What's it all About?** FEI LEARNING LABS give you the space you need to collaborate, together with your peers, in an open yet structured environment. Mini innovation workshops create the ideal space to get hands-on and put innovation to work through interactive activities.

### CONFERENCE DAY TWO: TUESDAY, SEPTEMBER 30TH FRONT END OF INNOVATION FOCUS

#### 11:40-1:00: **The Body Mind Connection and Its Role in Innovation Problem Solving**

Gillian Ferrabee, Director, Creative Lab, **Cirque du Soleil Media**

Innovative thinking is its own unique form of "problem solving" - essentially innovators are looking for third way options, rather than a direct line logical solution, or a compromise. As innovators, we are tasked with discovering the thing that isn't yet visible, and putting existing information together in new formations. In seeking solutions, we often leave out one of our most basic realities, and one of our quickest adapters to new ways of seeing— our own bodies. "Body-mind connection" examples abound from creators and inventors who describe their best ideas, eureka's and discoveries that come to them while dancing, walking, while in the shower...in effect, when they are engaged with their bodies and senses. In this interactive session we explore exercises and tools that facilitate and enhance this body-mind connection within the creative space, allowing the innate instinctive intelligence of our bodies and the rich connectivity of our senses, to work collaboratively with our cognitive mind and drive new ideas and more innovative thoughts (as well as intuitive and creative).

#### 2:20-3:40: **Innovation Doesn't Follow a Script: Work and Lead UnScripted**

Jennifer Spear, President & Creative Strategist, **Clean Slate Strategies**, Author of upcoming book, *UnScripted*

The pace of change today is unparalleled and accelerating, the plans that worked in the past are no longer working, you cannot stick to the script and expect to innovate. We need to learn to work and lead UnScripted. The UnScripted Mindset is a business mindset that allows us to face uncertainty and ambiguity and create opportunity. Based on the principles of improv and problem solving it will allow you to react effectively to change and arm you to manage in the moment and spur you to innovate without fear in order to remain relevant to your customers and stakeholders. Laugh while you learn the critical skills to manage the unexpected, the unpredictable and the unavoidable.

#### 4:00-5:20: **Create Your Own Toy!: New Tools for Product Innovation**

Ben Varadit, Executive Vice President and Chief Creative Officer, **Spin Master**

Ben Varadit has worked in the toy industry for 20 years. Together, you will embark on a LIVE, PRACTICAL Journey to INNOVATE a Toy!!! Show Up to Learn More - and Be Ready to Play Along! At the end of our interactive dialog, you will have learned a few new tools to develop and innovate any idea or product. (Note from Ben, your host: Punch me in the Face if you don't learn something. :)

### CONFERENCE DAY THREE: WEDNESDAY, OCTOBER 1ST BACK END OF INNOVATION FOCUS

#### 11:40-1:00: **From Systems Thinking to Artful Innovation: Assessing the Unknown and Believing in the Invisible**

Timothy Grayson, Director, Emerging (Growth) Services Development and Management, **Canada Post**

As innovators, we want "systems" to be both creative and manage the process. We want structure and predictability in a business where none can exist. The paradox of innovation is that it's based on unknowns. Many tools and frameworks promise that if you follow their rules you will be more successfully innovative. Right! You will be more methodical and may be more innovative around the edges. Breakthrough innovation relies on assessment of the unknown and belief in the invisible. There is art in identifying value in the unknown. In this session, we will explore the few common ways that analytic techniques let you down as an innovator; Learn how to blend art with the science to identify opportunities to innovate in ways that can't be easily quantified today; and reveal the stubbornly secret oxymoron that innovators and entrepreneurs know about vision, luck, and persistence. During the session the group will go through one or two simple interactive processes for identifying the hidden "x-factors" that could make a good idea great; a good product a hit; a good campaign outstanding.

#### 2:00-3:20: **Reducing Delay and Waste in the Front End with Iterative Processes**

Carla Kuesten Ph.D., Senior Research Scientist in Consumer Product Research, **Amway**

John S. Farnbach Ph.D., Principal, **Silver Streak Partners LLC**.

Too much process structure in FEI research can cause, rather than eliminate, delay and waste because it postpones critical learning. Conducting research in short iterations with frequent loop-backs will actually minimize project re-boots and wasted effort. This working session identifies belated learning as a predominant cause of delay and waste in research projects, and explores iterative processes adapted from agile software development as a means of accelerating learning and reducing risk in research projects. Attendees will participate in peer discussions and exercises to explore the ideas.

## BONUS CONTENT: ONE PASS. ALL ACCESS.

ONE INVESTMENT GIVES YOU ACCESS TO FEI AND THE NORTH AMERICAN CONSUMER INSIGHTS EVENT

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## Innovation you can Trust

The team behind the world's largest insights event, TMRE (The market research event), and the conference known as the world leader in advancing innovation (FEI) have done it again.

Introducing the North American Consumer Insights Event co-located alongside FEI Toronto which draws upon the intersection of insights and innovation for competitive strategy.

This news translates into another offering for our insights community that focuses on the power of insights in motivating smarter decision making and shines a particular lens on the local flavor of shopper insights in Canada. FEI Toronto showcases local Canadian culture in its storytelling.

The same relentless commitment to quality and value means more choice, diversity and a change of scenery.

## Local Canadian Culture

Canada is uniquely International boasting a unique food culture, movie culture and global flare. With new entrants like Target Canada, rapid changes in technology and increasingly discerning customers, the Canadian retail industry is in a constant state of change, challenging players to adapt strategies and tactics to remain relevant.

## FEATURED SPEAKERS

John Rocco, Director Marketing, Brand & Category,  
**TARGET CANADA**

James Ryan, Vice President, Living Merchandising Division,  
**CANADIAN TIRE**

Joyce Ann-Lindbloom Salisbury, Technical Director, Global  
Market Research, **GENERAL MOTORS**

Tim Benner, Director, Consumer Insights & Analytics,  
**SAMSUNG TELECOMMUNICATIONS AMERICA**

Denise Brien, Senior Director, Consumer Analytics &  
Research, **AOL**

Rohit Chauhan, Senior Vice President, Advanced Analytics,  
**MASTERCARD**

Jacqueline Chen, Director, Consumer Insights & Strategy,  
**KRAFT FOODS GROUP**

Derek Colfer, Vice President, Strategy, **VISA CANADA**

Nick Drew, Head of Research, Canada, **YAHOO!**

Jean Enloe, Market Research Manager, **3M COMPANY**

Saeed Haniff, Head Foreman + ideafactory,  
**GENERAL MILLS CANADA**

Andrew Judd, Sr. Director, Indulgent Desserts and  
Beverages, **SAPUTO**

Carissa Luch, Manager, Meals Shopper Consulting,  
Consumer and Marketplace Insights, **NESTLE USA**

Kalindi Mehta, Head of Consumer Insights,  
**COLGATE PALMOLIVE**

Alisa Olander, VP, Strategic Insights & Research,  
**UNIVERSAL MUSIC GROUP**

Parul Verma, Knowledge & Insights Manager,  
**THE COCA-COLA COMPANY**

Susan Williams, Senior Director, Strategic Insight,  
**CADILLAC FAIRVIEW**

## THANK YOU to our Supporters



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|-----------------------------------|---|------------------------------------|-------------------------------------|---------------------------------------|-------------------------------------|------------------------|
| <b>Main Conference + Workshop</b> | Access to Full Day Workshop on Day 1 & Main Conference Activities on Day 2 & 3  | \$2,795                            | \$2,895                             | \$2,995                               | \$3,095                             | \$3,495                |
| <b>Main Conference Only</b>       | Access to Day 1 Opening Night Keynote & Main Conference Activities on Day 2 & 3 | \$1,795                            | \$1,895                             | \$1,995                               | \$2,095                             | \$2,495                |

## DATE & VENUE

September 29 – October 1, 2014

The Ritz-Carlton  
Toronto, ON M5V 3G7  
Canada

Phone: 1-416-585-2500

Web: www.ritzcarlton.com/toronto

## HOTEL RESERVATIONS

A block of rooms is on hold at the Ritz-Carlton for FEI Toronto attendees. Reserve your room directly with the hotel by calling 1-800-241-3333 and requesting the group rate for Front End of Innovation Toronto. Discounted room rates are available until Friday, September 5th or until sold out.



Tiered pricing is valid through expiration date. New Pricing takes effect at specific dates indicated. All fees must be paid in full by expiration date or your price will increase to the next level tier. Please Note: Registration costs do not include the 13% HST

## DO YOU QUALIFY FOR A DISCOUNT?

- Are you a Government, Non-Profit, or Academic? **Save 30% off the standard rate.**
- Is your company sponsoring the 2012 event? **Save 25% off the standard rate.**
- Is your company speaking at the 2012 event? **Save 20% off the standard rate.**

No two discounts can be combined. Please note that early registration discounts may be a better value than some of the discount opportunities here, so please register today.

## GROUP CONCIERGE:

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

## ATTEND IN A GROUP & 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      |

Groups of 11+ Contact Anastasia Ioannou at aioannou@iirusa.com.


NOTE: All registrations must take place at the same time for discount structures to apply.

**PAYMENTS:** Due to unforeseen circumstances, the program may change & IIR reserves the right to alter the venue and/ or speakers. 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: M2618. If payment has not been received prior to registration the morning of the conference, a credit card hold will be required.

**CANCELTION & SUBSTITUTION:** For information on IIR's cancelation and substitution policy, please visit [www.iirusa.com/feitoronto/pricing-info.xml](http://www.iirusa.com/feitoronto/pricing-info.xml)

**INCORRECT MAILING INFORMATION:** If you are receiving multiple mailings, have updated information, or would like to be removed from our database, please call 212.661.3876 or fax 212.661.3014.

**WHAT SHOULD I WEAR:** Casual & comfortable attire is suggested. We recommend bringing a sweater, as the conference room may be cool.

 **AUXILIARY AID:** Any disabled individual desiring an auxiliary aid for this conference should notify IIR at least 3 weeks prior to the conference in writing, by faxing 212.661.6045.

**REUSE. RECYCLE. REFER A COLLEAGUE:** If you've already received a mailing, please pass this to someone else who might be interested in attending. Together let's keep the earth clean and the network growing.

# FEI 2014

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