

Final Programme

R&D Autumn Conference 2012



October 18th and 19th, 2012
Hotel Schönblick ****
in **Eichenberg** (Austria)

« Efficiency in R&D – Improving Collaboration Within the Organisation »

The innovative vigour of an R&D function depends on many things, among them the depth and focus of the represented core competencies, the degree of creativity, the level of motivation, the diversity of the team and, of course, the way it is led by its boss.

Besides these intrinsic elements a major key success factor in the daily efficiency of the R&D organisation is the relationship to its company-internal sister functions like procurement, production, quality, innovation, product management, sales and others.

- How can a company identify the root causes of inefficiency such as lacking processes, blurred definitions of roles and responsibilities or suboptimal communication and what are the strategies to overcome them?
- What can we learn from companies which have experienced failure and established proved methods?
- What are the caveats during the implementation of new processes, methods and tools and how can we measure the success in the daily operations?

We will discuss these and other topics during the 2012 R&D Autumn Conference organised by Kontrapunkt Technology and the Network "The Next Challenge".



**Factory Tour on Friday, 19th at
Diehl Controls in Wangen (Germany)**

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Conference Programme

*« Efficiency in R&D – Improving
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Organisation »*

Thursday, October 18

12:00 Registration and Business Lunch

14:00 **Welcome and introduction**

Martin Paping · Kontrapunkt Technology · Konstanz (Germany)

Salesmen vs. engineers – Overcoming an everlasting conflict

Anders Guldback Christensen · AVK GUMMI A/S · Laasby (Denmark)

Inefficiencies in R&D through lacking focus in the business strategy

Marcel Führen · Kaba AG · Rümlang (Switzerland)

The shift from technology-driven to market-oriented innovation in the appliance business

Joachim Lyszus · Diehl Controls · Wangen (Germany)

16:00 Coffee-Break

Quality assurance in R&D – Curse or blessing?

Christian Kaas · LORENZ Life Sciences Group · Frankfurt (Germany)

Does size matter?

Philip Keller · Metrolab Technology SA · Plan-les-Ouates (Switzerland)

Target costing as a strategic tool to gain market share

Rémi Renoux · Neopost SA · Bagneux (France)

Open Floor Session

Any other topics proposed on last minute base

18:30 End of afternoon session

20:00 Dinner at Hotel Schönblick****

Friday, October 19

8:30 Transfer to Diehl Controls

9:00 **Case Study: Developing the development**

Ulrich Frank and Thomas Kühefuß · Diehl Controls · Wangen (Germany)

9:45 **Factory Tour at Diehl Controls, Wangen**

Organized by Joachim Lyszus · Diehl Controls · Wangen

12:30 Lunch

14:00 Closing of conference



The Diehl Controls subgroup, with more than 2'600 employees in Germany, Poland, Italy, China, USA and Mexico strive to develop and manufacture products of the highest quality and energy efficiency focusing on three different fields: **appliance**, **photovoltaics** and **smart home**.
www.diehl.com/en/diehl-controls/

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Programme Details

Salesmen vs. Engineers – Overcoming an everlasting conflict

Anders Guldback Christensen · AVK GUMMI A/S · Laasby (Danmark)

The relationship between engineers and the sales function has a long tradition of lacking communication, fight for competencies and even disrespect in many companies. On the other hand most of the organisations would agree that the co-development of both the market and the technology is a key success factor for sustainable and profitable growth. Anders has worked in both functions and reports about his effort and learnings to convert a challenging relationship into a fruitful collaboration.

Inefficiencies in R&D through lacking focus in the business strategy

Marcel Führen · Kaba AG · Rümlang (Switzerland)

A precondition for an efficient R&D function is a strong underlying strategic framework: a sound and agreed business strategy, professional portfolio management, unquestioned process quality and an efficient supply chain. Marcel has worked in different organisations world-wide and is currently head of R&D, manufacturing, supply chain, and business services for Access & Workforce Management at Kaba in Switzerland. He will take us on a journey to analyse the essentials of a professional organisation, starting with a helicopter view down to the basics.

The shift from technology-driven to market-oriented innovation in the appliance business

Joachim Lyszus · Diehl Controls · Wangen (Germany)

Industrial innovation management combines technological progress with its implementation in the market. The final business success depends a lot on the smooth interaction between R&D and its peers in marketing, sales and product management. In his presentation Joachim talks about the shift from a technology-driven to a problem-oriented innovation process in the appliance market. In particular he will address the specific situation of acting within the triangle between end customers, the appliance industry and technology suppliers. With the help of specific examples we will learn about the challenges of this setup and share insights of how to deal with it.

Quality Assurance in R&D – Curse or blessing?

Christian Kaas · LORENZ Life Sciences Group · Frankfurt (Germany)

In order to protect an environment of freedom, creativity and spontaneity many engineers avoid commitments towards processes, documentation, reviews and testing. To combine the desire for liberty with the need of quality can be a real challenge in modern R&D organisations. Christian has started his career as a software engineer in a R&D group and switched over to head the platform management and quality assurance function in the same group later on. As Project Manager of two organizational change projects, he had the chance to develop and implement concepts to bring both mind-sets under one umbrella. In the last years he has come to value LEAN and Agile processes as means to implement sustainable positive changes into organizations supporting the teams to understand and use self management and cross-functionality. In his talk he will share some experiences and challenges with us.

Does size matter?

Philip Keller · Metrolab Technology SA · Plan-les-Ouates (Switzerland)

To what extent does company size affect the collaboration of R&D with other services? In this talk, Philip examines the related economies and diseconomies of scale, based on his experiences at Boeing (> 100'000 employees), ATL (~2'000 employees, now Philips Healthcare Ultrasound) and Metrolab (10 employees).

Target costing as a strategic tool to gain market share

Rémi Renoux · Neopost SA · Bagneux (France)

There are many factors impacting the competitiveness of a new product. Depending on the specific market it could be the functionality, the design, the form factor or the ease-of-use. Besides all attractiveness, innovation and creativity in a product – one factor can spoil it all: the price. The quality and effectiveness of collaboration between R&D and the purchasing function, both on an operational and strategic level depends on clearly defined roles and responsibilities, an ambience of mutual trust and respect and a flat hierarchy. Remi has been working in highly price sensitive market in electronics and office equipment for many years. He will share some insights with us of how to develop a company towards to a cost sensitive target-price oriented organization.

Case Study: Developing the development

Ulrich Frank and Thomas Kühefuß · Diehl Controls · Wangen (Germany)

After entering the photovoltaics market eight years ago Diehl Controls has experienced both the ups and downs in a business which is impacted by many factors: technology, society, regulation and governmental incentives. During the first years of developing the technology and the business the team has focused primarily on time-to-market and differentiation. Alongside growing market share and an increasingly larger organization the business unit started to improve process management and to increase its efficiency. During the talk we will get an impression from two sides: Ulrich (manager business processes) and Thomas (director of R&D) will report about the journey how to turn a startup into an efficient quality-controlled business unit.

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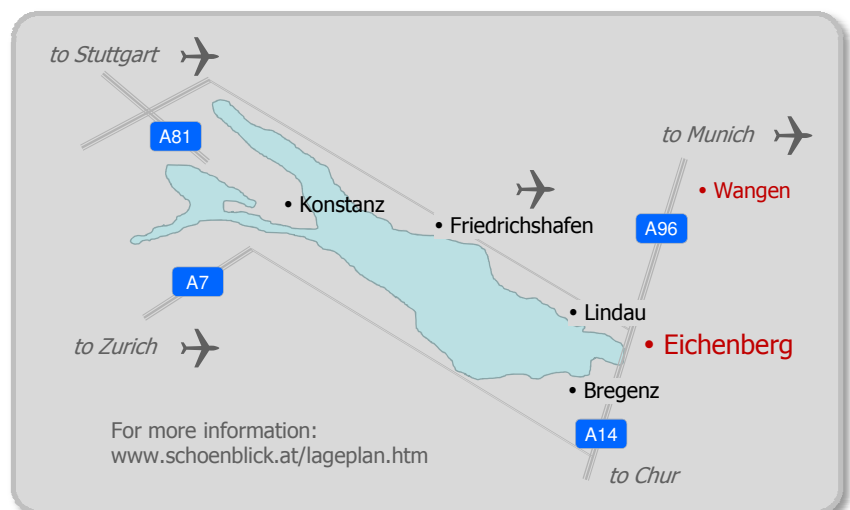
HOTEL · RESTAURANT ★ ★ ★ ★
Schönblick



Situated between Bregenz and Lindau east of the Lake Constance the four-star hotel Schönblick in Eichenberg offers a great opportunity to combine business with leisure. Surrounded by mountains and hiking trails you can enjoy a beautiful view over the lake at an altitude of 800 m.

The hotel is equipped with excellent restaurants, beautiful rooms and a panorama pool.

Hotel Schönblick
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<http://www.schoenblick.at>



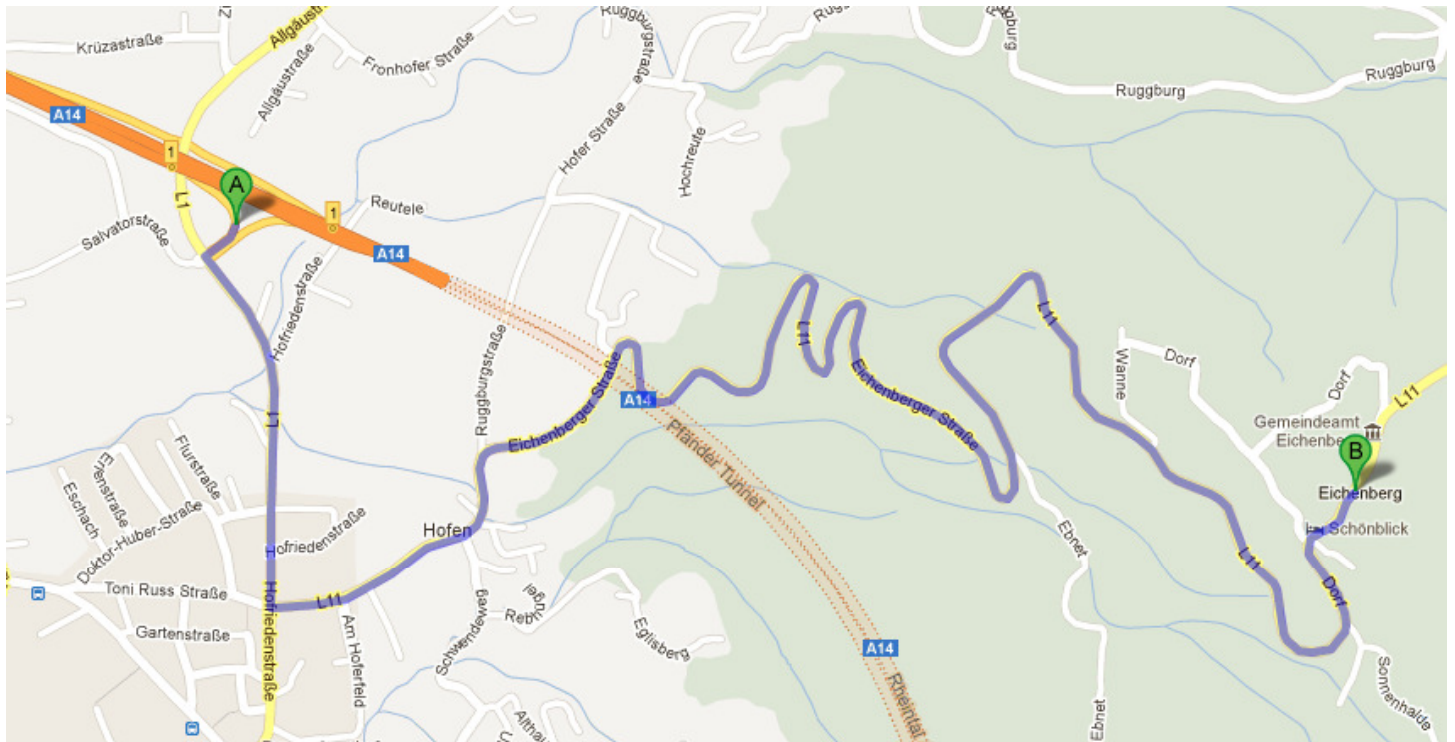
For more information:
www.schoenblick.at/lageplan.htm

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By car:

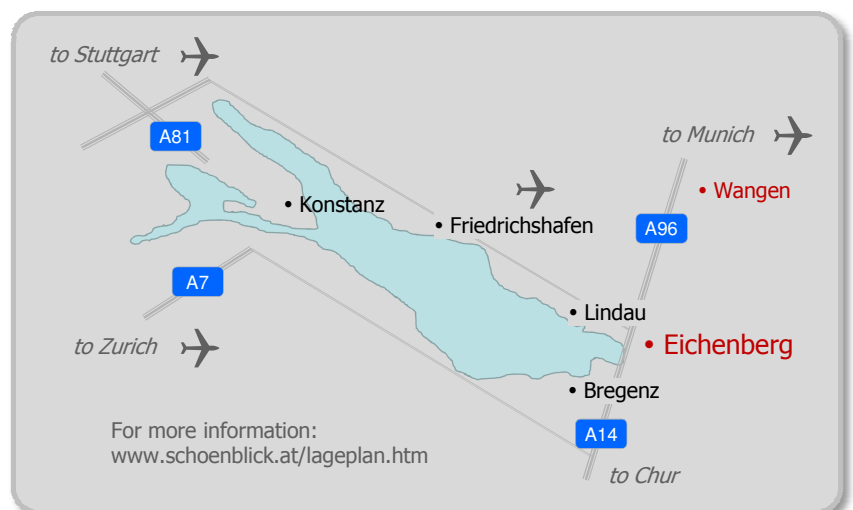
Travelling on highway A14 take Exit 1 (Hörbranz-Lochau). Follow signs to Bregenz and then turn left to Eichenberg



By plane:

Next airports are Munich, Friedrichshafen, Memmingen, Altenrhein und Zurich.

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