



The 2006

# Growth and Innovation Conference

New Business Models for Innovation

Presented with  
assistance from:

**PA** Consulting  
Group



NetCentrics

Pre-Conference Workshop: January 31, 2006

Conference: February 1 - 2, 2006

Marriott East Side  
New York, NY

Thought Leaders and Senior Executives will discuss:

- How corporations today are planning for growth and innovation rather than reacting to these forces
- Why leadership remains a key to success
- How the right team can make the seemingly impossible happen
- How to create more growth and innovation using external resources rather than keeping the boundaries intact
- Why a process for innovation is key to maintaining the innovation pipeline within an organization
- Why evaluating and understanding core competencies is a key to success
- Why companies with different cultures can all be successful
- How to best utilize the customer in the growth and innovation process

## About The Conference Board

The Conference Board is the world's leading business membership organization, with a global network of nearly 2000 enterprises in 61 countries.

The Conference Board creates and disseminates knowledge about management and the marketplace to help businesses strengthen their performance and better serve society.

Working as a global, independent membership organization in the public interest, we conduct research, convene conferences, make forecasts, assess trends, publish information and analysis, and bring executives together to learn from one another.

The Conference Board is a not-for-profit organization and holds 501(c)(3) tax-exempt status in the United States.

## Why Our Meetings Are Different

The Conference Board provides executives from around the world with opportunities to share practical business experience. This focus on actual business experience, rather than theory, primarily from senior executives from major organizations, along with a superior level of networking with peers are the distinguishing features of Conference Board meetings.

The Conference Board's meetings are rated as one of America's leading speaking platforms for top management. More than 150 CEOs address the Board's 12,000 meeting participants each year.

The Conference Board  
845 Third Avenue  
New York, NY 10022-6679  
Tel: 212 759 0900  
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[www.conference-board.org](http://www.conference-board.org)

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Dear Colleague:

Join us at The Conference Board's Growth and Innovation Conference – "New Business Models for Innovation" – on January 31, February 1 and 2, 2006 at the Marriott East Side in New York City.

As I review the material from the experts on how to create, sustain and profit from innovation, there is a demand to find the new business model to make companies more able to harness innovation and create growth. There are also three key drivers discussed – people, process and partnerships. Some experts claim companies will only be successful in innovating if they have the right people. Others suggest this is not the key factor, but rather, a process is needed to repeat the learnings from innovation to innovation. Or, third, partnerships both internal and external are critical to maximize internal capacity and create flexibility so that your organization can anticipate and manage changes in the marketplace. These insights highlight the need to change the paradigm in which business is currently operating. During this conference, you will have a chance to hear from your colleagues in the business community who are successfully harnessing the power of growth and innovation, and see how they are shifting their business models to be innovative growth companies.

Topics to be discussed include:

- Partnering with External Partners for Greater Innovation and Growth
- Customer Driven Innovation
- Finding and Rewarding the Innovative Talent
- Global Implications for Innovation
- Next Iteration of Innovation
- Creating the Alliance Internally to Maximize Speed
- Establishing flexible Balanced Scorecard processes to accelerate "time to results"

As you can see, we have a tremendous line-up of timely topics. Join us for a provocative, informative and enjoyable event.

Sincerely,



**Mary Wright Benner**  
Conference Program Director  
The Conference Board

# Pre-Conference Workshop

Tuesday, January 31, 2006

Workshop Registration: 12:30 - 1 pm

Workshop: 1 - 5 pm

## Innovation for Your Company's Future

Innovation is critical to success in today's ever more competitive markets. But are you satisfied with the pace of innovation in your company? Unfortunately, hardly anyone ever answers "Yes" to that question, because finding innovation, harnessing innovation or encouraging innovation is a challenge for every manager in every company. The path to leveraging your resources to take advantage of innovation is lined with hidden traps and obstacles. So what can you do about it?

This entertaining, dynamic, and hands-on interactive workshop will provide you with vital practical knowledge to assess your current innovation level, spot key weaknesses and opportunities in your innovation methodology, and leverage the innovation talent in your company. At this session you will:

- Examine the difference between the four major types of innovation
- Identify four ways to find great ideas
- Discover how to turn great ideas into great innovations
- Explore what distinguishes creative thinkers from me-too thinkers
- Delve into the importance of team diversity in creating innovation
- Strategize on how to manage innovation risk
- Learn how to harness the knowledge your company already has and where to find the new knowledge you need
- Discuss strategies to overcome the persistent organizational obstacles to innovation
- Measure the innovation capacity of your organization
- Begin to develop an action plan to achieve innovation success

**Langdon Morris**

Co-Founder and Partner  
InnovationLabs

To register today, call Customer Service at

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**Advisory Committee**

**Tom Davenport**

Professor and Director of Research  
Babson Executive Education  
Babson College

**Diane Hessian**

President and Chief Executive Officer  
Communispace Corporation

**Larry Huston**

Vice President of Innovation and Knowledge  
Procter & Gamble

**Kal Patel**

Executive Vice President - Strategy and International  
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Manager, Executive Communications  
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EXECUTIVE EDUCATION

# Growth and Innovation Conference

Wednesday, February 1, 2006

Registration and Continental Breakfast: 8 - 8:45 am

Welcoming Remarks: 8:45 am

## Transformational Innovation

General Session A: 8:50 - 9:45 am

Innovation without transformation means business as usual. Transformational innovation requires new internal and external ways of gaining value. As you think about your current situation, ask yourself: Are your suppliers seen as sources of innovation? Are your internal groups more worried about who gets credit for what, than the overall benefit of the organization? Do you compensate all critical players in your organization for innovating? Do you have the right processes in the hands of the appropriate people? Is your CFO involved? All these questions are critical to creating and sustaining innovation. In this session, you will learn how to:

- Transform your internal relationships to allow for innovation
- Identify the tools to manage the challenges of knowledge transfer especially in China and India
- Upgrade your customer and supplier relationships for mutual innovation contributions
- Partner in ways conducive to joint gain – how to develop transformational creative options
- Elevate the innovation equation to the Office of the CFO – new metrics for value

Speaker

**Lorraine Segil**

Partner

Vantage Partners, LLC

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## The Customer as Key Partner in Innovation

General Session B: 9:45 - 11 am

As more and more companies commit to being truly customer-centric, it becomes critical to ensure that innovation is based, at least in part, on a deep understanding of customers: their needs, wants, preferences and dreams. In this session, we will explore how a few companies are ensuring that customers have a loud and clear voice in innovation. What role does market research play? What are the new technologies available to understand customers' desires? Hear some examples of ways companies are using customers to shape products and technologies never thought of before.

Moderator

**Diane Hessian**

President and Chief Executive Officer  
Communispace Corporation

Speakers

**Mark J. Barrenechea**

Executive Vice President  
Technology Strategy  
Chief Technology Architect  
Computer Associates

**Murray Martin**

President and  
Chief Operating Officer  
Pitney Bowes

**Joseph Anthony**

Founder and Chief  
Executive Officer  
Vital Marketing

**Frederick L. Kitson, Ph.D.**

Vice President & Director  
Applications, Content & Services  
Research Center  
Motorola Labs  
Chief Technology Office

Networking Refreshment Break: 11 - 11:15 am

Register Online

[www.conference-board.org/growth.htm](http://www.conference-board.org/growth.htm)

# Growth and Innovation Conference

Concurrent Sessions C1, C2 & C3: 11:15 am - 12:30 pm  
(choose one)

## Measuring and Managing Innovation

Concurrent Session C1: 11:15 am – 12:30 pm

To create growth and drive innovation requires resources and in today's corporate environment, any resource used must be measured. But how do we measure the expenditures on future success? Discover how this company grew ten-fold and leveraged Hall of Fame Balanced Scorecard best practice processes for measurement, meeting and issues management, performance based compensation and innovation. Learn how to set up metrics to help make decisions on continuing innovation and growth, how to show decision-makers what they need to know in order to continue to fund projects and ideas. These speakers will give specific examples of how they developed and optimized balanced scorecard, six sigma and customer survey methodologies to successfully communicate to all stakeholders.

Speakers

**Ted B. Miller, Jr.**  
Chairman and Chief  
Executive Officer  
M7 Aerospace

**Bob Paladino**  
Managing Partner  
Bob Paladino and Associates  
Former Senior Vice President  
Global Performance  
Crown Castle International

## The Hiring and Rewarding of Fantastic Innovators

Concurrent Session C2: 11:15 am - 12:30 pm

Who are these innovators and where do I find them and once I do have them, how do I keep them working for me rather than going somewhere else? Is it lifestyle, rewards and recognition, bonuses, incentives? What are the strategies that seem to work best? Hear from these companies how they have segmented their staff to help please the majority and how they continually recruit those who continue to contribute to the innovation efforts?

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Moderator

**Chris Trimble**

Co-author, *Ten Rules For Strategic Innovators – From Idea To Execution*  
Professor, Tuck School of Business at  
Dartmouth College and Senior Fellow  
Katzenbach Partners

Speakers

**Robert Gaudreau**

Executive Vice President  
Sales Marketing and Operations  
The Regus Group

**Kevin Lord**

Global Director  
Commercial Leadership & Development  
GE

## Innovating Out of Crisis

Concurrent Session C3: 11:15 am – 12:30 pm

Sometimes crisis is the mother of innovation. There are many products considered “tried and true”. They have great brand recognition, have a loyal following, but market forces are making it more difficult to maintain a market leader position. Add financial difficulties to the mix and the only way out of certain financial ruin is through innovation. Learn from this turn-around situation how, with speed and focus, the company managed to jump-start innovation, capture the attention of the marketplace and reinvent a product.

Speaker

**Jacques Roizen**

Chief Marketing Officer  
Interstate Bakery

## Leadership of Growth and Innovation

Luncheon Session D: 12:30 – 1:45 pm

No two companies attack the issue of Innovation the same way. This fact is because each company has a different corporate culture, different fundamentals, different customers and different leadership. Hear from this CEO how the organization was built and/or retooled into an organization to embrace a culture and systems that celebrates thinking “outside the box” while remaining systematic and financially sound.

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[www.conference-board.org/growth.htm](http://www.conference-board.org/growth.htm)

## **Ben Horowitz**

President and Chief Executive Officer  
Opsware Inc.

Concurrent Session E1 & E2: 1:45 - 3 pm (choose one)

## **Creating High Performance Alliances**

Concurrent Session E1: 1:45 - 3 pm

Companies use strategic alliances to grow the bottom line of their organization. In this session, you will be introduced to The Alliance Framework - a rigorous, structured approach for creating alliances that is designed to create high quality relationships quickly. Adopted by many Fortune 1000 firms, The Framework includes tools, metrics and management techniques that focus on every aspect of an alliance. It is an integral part of the many companies ability to grow their bottom line. Specifically, you will learn:

- What is an “Alliance Framework”, and why is it so important (and challenging) to prepare?
- What are the fundamental early planning requirements for a successful alliance, and what mistakes are often made?
- Who should be on the alliance planning team, and what are their responsibilities?
- How do you evaluate the short list of prospective partners, and what are the most important questions to ask during the first meeting?
- What can managers do in the negotiation phase to accelerate alliance implementation and goal achievement?
- How are deal-killers identified and dealt with?
- What are the early warning signs of trouble? What should managers do about them?
- How can an alliance that is not meeting expectations be turned around?

## **Gene Slowinski, Ph.D.**

Director, Strategic Alliance Research  
Graduate School of Management  
Rutgers University

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## Putting it all Together: Innovating on Purpose

Concurrent Session E2: 1:45 - 3 pm

Companies can and should build an innovation management system equivalent to other critical business processes, such as sales pipeline management, quality management, and project management. Companies need to generate, capture, evaluate, prototype, develop, and launch new products and services into the marketplace consistently and repeatedly. In this session you will learn how to Innovate on Purpose™ – by combining an innovative business process with the appropriate cultural changes, metrics and tools that will help put all the ideas in your business to work. Through case studies the presenter will show how this system has led to better and more consistent corporate performance.

**Dean Hering**  
Chief Innovator  
NetCentrics

Networking Refreshment Break: 3 - 3:15 pm

Concurrent Sessions F1 & F2: 3:15 - 4:30 pm

## Putting Innovation into the DNA of the Organization

Concurrent Session F1: 3:15 - 4:30 pm

Companies are always working to match the culture of the organization to its goals. This phenomenon can be seen in the way companies adopted quality measures and other tools for increasing productivity. So how do successful innovative companies get the message of innovation out? What tools have they employed to get organization-wide buy-in as they introduce new structures and systems? Walk with these company leaders and learn how they have put innovation into the heart of their organizations.

**Henry (Hank) Marcy, Ph.D.**  
Vice President, Corporate Innovation and Technology  
Whirlpool Corporation

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## Next Generation Innovation

Concurrent Session F2: 3:15 – 4:30 pm

Many companies have been working at innovation for a long time, and have succeeded in making a number of gains. They have worked on their processes, incentives, and culture, and have seen results. What's next? Some companies are pushing the boundaries of innovation and taking it to the next level. This presentation will examine case studies on next generation innovation in terms of best practices around technology, process, measures, and techniques.

Moderator

**Brian Wilkerson**

President and Chief Executive Officer  
WisdomNet, Inc.

Speakers

**Terry Scott**

Senior Vice President  
Creative Services  
Hasbro Incorporated

**Robert Loe**

Enterprise Digitization Manager  
3M

## New Business Models for Innovation

General Session G: 4:30 – 5:30 pm

Corporations are always looking for ways to achieve above average growth. Strategic plans have tended to focus on trying to leverage current resources more effectively making them vary little from year to year. Most organizations have used both organic growth and mergers and acquisitions to generate improved results. But there is a third way to look for growth — looking outside the company's own resource pool to look to others to innovate and achieve remarkable growth rates. Hear from these successful consumer products companies how they have managed to create significant measurable and systemic growth.

Moderator

**Gene Slowinski, Ph.D.**

Director, Strategic Alliance Research  
Graduate School of Management  
Rutgers University

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February 1 - 2, 2006

**Gary Stach**  
Executive Director  
Alliance Management  
Eli Lilly and Company

**Kurt Schilling, Ph.D.**  
Vice President, Advanced Technologies  
Johnson & Johnson Consumer &  
Personal Products Worldwide

Networking Reception: 5:30 - 6:30 pm

**PA** Consulting  
Group



**NetCentrics**

**Thursday, February 2, 2006**

Continental Breakfast: 7:45 - 8:30 am

Breakfast Roundtables hosted by: PA Consulting Group and Wipro

Welcoming Remarks: 8:30 - 8:40 am

**Mary Wright Benner**  
Conference Program Director

## **Designing, Implementing and Believing in an Innovation Process**

General Session H: 8:40 - 9:30 am

Developing new and creative ideas is sometimes the easy part of innovation. Deciding who reviews them, who allocates resources, who decides to scale up or how to back off can be much harder. Hear how the methodology that allows all the people in the process to know they are being treated fairly was created and how it has generated substantial growth for the bottom line.

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## **Madan Birla**

Author, *FedEx Delivers: How the World's Leading Shipping Company Keeps Innovating and Outperforming the Competition*

## **The Impact of India and China on Global Innovation Models**

General Session I: 9:30 - 10:30 am

As companies look toward the future, the international marketplace is where much of the growth will occur. This first meant that Innovation and R&D could not be centralized at US corporate headquarters and that products needed to be made to work in other cultures. However, with the growth of the Indian and Chinese market as both buyers of goods and now as suppliers of resources, the equation continues to change. Significant collaboration with these countries will be critical to success. Employees in all parts of the world need to find innovative ways to address emerging customer needs which can go beyond developing a new product, or tailoring an existing product, and involves finding a new way to help customers create a market, seize an opportunity or solve a problem. Learn how companies use demographic information to determine future growth areas in the international marketplace; how to use international talent to develop innovation; what are the ripple effects from these innovations on core market growth; and what adjustments growth in the international market has on business models, channels, business partners, brands, and in the customers' experience.

## **Kal Patel**

Executive Vice President  
Strategy and International  
Best Buy

Networking Refreshment Break: 10:30 – 10:45 am

Concurrent Session J1, J2 & J3: 10:45 am - 12 noon (choose one)

## **Innovation in the Service Sector**

Concurrent Session J1: 10:45 am – 12 noon

The future of the United States economic success is dependent upon the services and knowledge-intensive industries that now represent about

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80% of the national economy. Innovation has traditionally been associated with manufacturing and stereotypical high tech, often employing corporate R&D, venturing and new technology. However, the sources and patterns for successful improvements/innovations in services may differ substantially from what we have witnessed even recently with regard to innovation. Does services innovation require great ideas from individuals, which are then applied randomly? Or, is there a new “science” for services innovation? Finally, how can services innovate at the same fast rate seen recently in the high tech arena?

Moderator

**Mel Horwitch**

Professor of Management

Chair, Department of Management

Director, Institute for Technology and Enterprise

Polytechnic University

**Thomas Mazzone**

Vice President

Fidelity Investments

**Dr. Jack Lord**

Senior Vice President and

Chief Innovation Officer

Humana

## Balancing Innovation Investment with Fiscal Soundness

Concurrent Session J2: 10:45 am - 12 noon

Like any other part of the business, innovation costs money. But how does a company know if the dollars are well spent? What kinds of processes are developed to be certain that the investments are resulting in useful advances for the company? How does the company’s investment square with Wall Street expectations for prudent financial management? Learn from these managers how they have developed a successful model for investing in their companies’ futures.

Moderator

**Robert Posten**

Co-Chairman

Landis Strategy & Innovation, LLC

Speaker

**Michelle Judson**

Geoscience Technology Unit Leader

BP

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## Keeping the Entrepreneurial Spirit Alive in a Corporation

Concurrent Session J3: 10:45 am - 12 noon

Much of what we associate with innovation is similar to the attributes ascribed to entrepreneurs. However, much of American business takes place in organizations whose initial entrepreneurs have long since been replaced with bureaucracies. How do larger, more structured firms that have to contend with regulations, rules and processes manage to create and encourage entrepreneurial spirits? How do you as an individual learn to be more free wheeling and unburdened by the very framework that may have made you successful initially?

**Eric Mankin**  
Executive Director  
Innovation & Corporate  
Entrepreneurship Research Center  
Babson College

**Vikram Prabhu**  
New Ventures Manager  
DuPont Bio-Based Materials

## Interpreting the Risk of Innovation

Closing Session K: 12:10 - 1 pm

No great idea is free from risk – but no risk, no reward. How do companies integrate risk analysis into their decision making processes? How do companies decide how much risk is appropriate for what kind of innovation or growth? How do different segments of the company evaluate risk/return and how does senior management chart the correct course given these different interpretations. The presenters will discuss how they have managed risk within their operations; how they have managed their varying shareholder demands for caution and results.

**Jon Moynihan**  
Executive Chairman  
PA Consulting

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# Registration Information

## The 2006 Growth and Innovation Conference

- Online**      [www.conference-board.org/growth.htm](http://www.conference-board.org/growth.htm)
- By Phone**      Call Customer Service at 212 339 0345  
8 am to 6 pm ET Monday through Friday
- By Fax**      Complete the registration form and fax to:  
212 836 9740
- By Mail**      Complete the registration form and mail to:  
The Conference Board, Inc.  
P.O. Box 4026, Church Street Station  
New York, NY 10261-4026

### Cancellation Policy

Full refund until three weeks before the meeting. \$250 administration fee up to two weeks before the meeting. No refund later than two weeks before the meeting. **Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.**

### Team Discounts per person

For a team of two or more registering *from the same company at the same time*, take another \$100 off each person's registration.

### Hotel Accommodations

Fees do not include hotel accommodations. For reservations, contact the hotel directly no later than the cut-off date and mention The Conference Board's Growth and Innovation Conference.

Marriott East Side  
525 Lexington Avenue  
New York, NY 10022  
Tel: 212 755 4000  
Fax: 212 980 6175

Hotel Reservations Cut-off Date: January 6, 2006

## Unconditional Guarantee

For more than 80 years, The Conference Board has been providing senior executives worldwide with opportunities to share practical business experience. If for any reason you are not satisfied with this conference, please let us know. We will immediately credit your attendance to another conference of your choice, or, if you prefer, promptly refund 100% of your registration fee.

# Registration Form

## Pre-Conference Workshop

January 31, 2006

## Conference: The Growth and Innovation Conference: New Business Models for Innovation

February 1 - 2, 2006

Marriott East Side

New York, NY

Please type or attach a business card; for additional registrants, duplicate this form.

Name \_\_\_\_\_

Title \_\_\_\_\_

Functional Area \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Telephone ( ) \_\_\_\_\_ Fax ( ) \_\_\_\_\_

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Please select your preferred Concurrent Sessions.

### Wednesday, February 1, 2006

C1 or  C2 or  C3 choose one

E1 or  E2 choose one

F1 or  F2 choose one

### Thursday, February 2, 2006

J1 or  J2 or  J3 choose one

### Pre-Conference Workshop (B61006-3)

Conference Board Associates .....\$495

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### Conference (933006-3)

Conference Board Associates .....\$1,995

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