



The 2013

## Innovation Master Class

Turn Bolder Ideas into Bigger Profits

May 7-8, 2013

The 3M Innovation Center, St. Paul, MN



- Hear from 3M, Target, Cisco, FedEx, The Mayo Clinic and others fresh insights and concrete tactics to bring profitable innovation to market
- Gain rare access to 3M's Innovation Center during a custom-guided tour and explore "idea-chain reactions"
- Discuss in small groups specific solutions to navigate your own breakthroughs

## Why attend?

Learn from top innovators how to:

- Break down innovation into tangible tactics and approach it with surprising discipline and rigor
- Find and lead the people with minds to push the boundaries of what is possible
- Increase the reach, speed, and quality of your breakthroughs with global networks of people
- Prevent innovation mistakes that others have made
- Adopt a business model that will help turn a bold idea into a driver of profit
- Create an innovation incubator to fast-track the development of new ideas
- Prepare to foster innovation in the coming 10 years and beyond

## Who should attend

Executives responsible for delivering innovation—especially for those accountable for: business processes, business models, people strategies, organizational culture and technology.

3M Innovation

3M

## Partial list of speakers

Kate O’Keeffe, Senior Manager, Cisco Services, Innovation Excellence Center, **Cisco**  
Carlos Pignataro, Cisco Services, Distinguished Engineer, **Cisco**  
Michelle Proctor, Director of Innovation, **FedEx Corporation**  
Barbara Spurrier, Director, Center for Innovation, **Mayo Clinic**  
Bart van Ark, Chief Economist and Head of Research, **The Conference Board**  
Larry Keeley, Chief Executive Officer, **Doblin**  
Mohan Sawhney, Kellogg School of Management, **Northwestern University**  
Robert R. McCormick, Tribune Foundation Clinical Professor of Technology,  
Director, **Center for Research in Technology & Innovation**  
Brian Lieberman, Vice President, Industrial Petrochemicals, **BASF**  
Ryan Armbruster, Vice President, Innovation Competency, **UnitedHealth Group**  
Michael Docherty, Chief Executive Officer, **Venture2, Inc.**  
Andy Gilicinski, Vice President, Product Development, **Georgia Pacific**  
Asoka Veeravagu, Vice President of Transformational Innovation  
**Jarden Consumer Solutions**  
Svetlana Dimovski, PhD, Manager, Open Innovation and Science Relations  
**BASF North America**  
Bob Cass, Partner, **Platinum Group**  
Nathan Domyahn, Director, Peaking and Generation Engineering, **Great River Energy**  
Jamil Ghani, Vice President of Enterprise Strategy, **Target Corporation**  
Deborah Hopps, Vice President of Publishing and Publisher of *Mpls.St.Paul Magazine*,  
**MSP Communications**  
Lisa Bodell, Chief Executive Officer, **Futurethink**  
Brian Christian, Partner, **Inovo Group**  
William C. Schnettgoecke, Vice President, Supply & Operations Chain and Enterprise  
Lean+ Initiative Leader, **Boeing Company**  
Ammar Rayes, Distinguished Engineer / ISSIP President, **Cisco**  
Trisha Pergande, Director, New Category Development, **General Mills**  
Andrew Van de Ven, Professor, Carlson School, **University of Minnesota**

## The 3M Team

Ian Hardgrove, Senior Vice President, Global Marketing Officer  
Marlene McGrath, Senior Vice President, Human Resources  
Robin Torgerson, Vice President, Sales Excellence  
Greg Anderson, Technical Director, Critical and Chronic Care Division  
Matt Scholz, Corporate Scientist, Infection Prevention Division  
Dawn McGinley, Director, HR Communications, 3M Corporate Communications  
Pauline P. Allison, Global Business Director  
Kevin Gilboe, Head of Global Design, Consumer Business Group  
Deb Byers, Innovation Master Class Co-Designer

## Tuesday, May 7, 2013

REGISTRATION AND CONTINENTAL BREAKFAST 7:30–8AM

WELCOME AND INTRODUCTIONS 8–8:20 AM

Ian Hardgrove, Senior Vice President, Global Marketing Officer, 3M  
Robin Torgerson, Vice President, Sales Excellence, 3M

A 8:20–9:05 AM

### Bringing Discipline To the Messy Work of Innovation

Is there a method behind creativity? How do you navigate the non-linear, complicated path to new discoveries? Larry Keeley—a pioneer of effective innovation techniques who has worked with leading companies—will reveal how innovation can be broken down into tangible tactics and approached with surprising discipline and rigor. He also will describe how innovation means much more than new product development. His framework for the 10 types of innovation is a proven roadmap that will change your thinking—and your prospects for success.

Larry Keeley, Chief Executive Officer, **Doblin**

B 9:05–9:45 AM

### Innovation Strategies: How Do CEOs Turn Aspiration into Reality?

CEOs agree: Innovation is one of their top challenges. In a survey of more than 700 CEOs worldwide in 2012, The Conference Board also found that five innovation strategies are most favored among top business leaders. Bart van Ark will review the findings and put them in the context of the current business and economic climate. He will also explain how innovation overlaps with other pressing challenges, such as attracting the human capital you need to succeed. In fact, you will hear that the leading strategies for innovation have a lot to do with the “softer” side of business, which may be the most elusive of all.

Bart van Ark, Chief Economist and Head of Research, **The Conference Board**

### The 5-minute Inspiration:

#### Short Stories of High-impact Insights, Strategies and Successes

Interspersed throughout sessions will be a series of talks that manage to pack a whollop of insight into just five minutes. Hear how varied and thought-provoking stories of innovation can be. Many speakers have been pre-selected, but a few spots are reserved for outstanding ideas that emerge during the breakout sessions.

9:45–9:50 AM 5 MINUTES OF INSPIRATION: BASF STORY

Svetlana Dimovski, PhD, Manager, Open Innovation and Science Relations  
**BASF North America**

9:50–9:55 AM 5 MINUTES OF INSPIRATION: GREAT RIVER ENERGY

Nathan Domyahn, Director, Peaking and Generation Engineering, **Great River Energy**

NETWORKING REFRESHMENT BREAK 10–10:15 AM

Call Customer Service at 212 339 0345

C 10:15–11:15 AM

## Strategic Alliances:

### Creative Ways to Build Stronger Connections with Customers and Drive Growth

Target has transformed itself from a low-price, big-box retailer into a purveyor of chic design in everything from cleaning products to fashion. Its secret: forging game-changing alliances with top designers like Michael Graves and Missoni, along with inventive brands like Method. Most recently, Target has teamed with high-end department store Neiman Marcus, a pairing that once would have been unthinkable. Learn how the company's unique take on innovation changes the meaning of the word "alliance" and shows how new ways of thinking extend far beyond product creation to include business models, marketing, and relationships with partners and customers.

Jamil Ghani, Vice President of Enterprise Strategy, **Target Corporation**

D 11:15 AM–1:15 PM LUNCHEON AND INNOVATION CENTER TOUR

### Experience the 3M Innovation Center: A Customized Tour Through New Ideas

Typically accessible only to customers and employees of 3M, the Innovation Center is like a museum of inspiration—and it will inspire you to think differently. On display is the story of how one idea can spawn many others, often in entirely different realms. While you may be intrigued to learn what 3M has contributed to countless day-to-day products, even more revealing is the process behind the results. We invite you to explore how the innovations you will experience can serve as a springboard for insights into your own business challenges. The Center's technology guides will be on hand to discuss how an "idea chain reaction" could apply to your organization.

LUNCHEON: NETWORKING AND APPLYING INSIGHTS

Join others in a structured discussion of innovation challenges that you and others are facing – and ideas to move forward.

MOVE TO FORUM FOR AFTERNOON MEETINGS 1:15–1:30 PM

E 1:30–2:30 PM

### Building a Comprehensive Innovation Program for Services

What will the Services organization at Cisco look like when the Internet of Everything connects 50 billion people and devices across the globe, and beyond? Innovation will be a critical ingredient, enabling Services to keep up with the changes ahead. This session will explore the components of their comprehensive innovation program, discuss the unexpected benefits and synergies that have amplified the program, and survey the collaboration technologies used to drive innovation.

Kate O'Keeffe, Senior Manager, Services Innovation Excellence Center, **Cisco**  
Carlos Pignataro, Services, Distinguished Engineer, **Cisco**

F 2:30–3:30 PM

## How Today's Best Leaders Create a Culture of Innovation

The boldest breakthroughs start out as fragile forays—and it is all too easy to derail your next great idea without even realizing it. What do leaders at 3M, which was known for innovation decades before Apple and Google even existed, have to say about identifying, protecting and nurturing ideas all the way through to success? Their insights into culture and leadership are far from obvious—and out-of-step with the short-term thinking of many organizations. Featuring personal stories, this panel will offer a rare glimpse into how 3M has fostered both a purpose and a practice around innovation, and how you can borrow from its playbook.

### Moderator

Deb Byers, Innovation Master Class Co-Designer, 3M

### Panelists

Greg Anderson, Technical Director, 3M

Matt Scholz, Corporate Scientist, 3M

Pauline P. Allison, Global Business Director, 3M Consumer Health Care

Ian Hardgrove Senior Vice President, Global Marketing Officer, 3M

NETWORKING REFRESHMENT BREAK 3:30–3:45 PM

3:45–3:50 PM 5 MINUTES OF INSPIRATION: FUTURE THINK

Lisa Bodell, Chief Executive Officer, Future Think

3:50–3:55 PM 5 MINUTES OF INSPIRATION: 3M

Dawn McGinley, Director, 3M

G 3:50–5:30 PM

## Breakout and Report-back Sessions on Innovation Strategies

Listening to ideas is one thing—applying them is another. During the day, our experts will have addressed three of the top innovation strategies identified by CEO's: applying new technologies, creating a culture of innovation, and building new strategic alliances. Now, we invite you to join a small, facilitated break-out group to go deeper. This is a chance to talk about (or debate) what you've heard and explore how it can be applied to your unique challenges and opportunities. We will capture highlights for a report-out to the larger group, as well as for our conference summaries.

INTRODUCTION TO EVENING ACTIVITIES 5:30–5:45 PM

NETWORKING COCKTAILS RECEPTION 5:45–7:30 PM

## Presentation and Experience: Unleashing Innovation That Matters

Move to the reception area for beverages and appetizers, hear insights on creating a context for innovation beyond the confines of your company. During this time, you will also have the option to revisit the World of Innovation, where you will get the chances to select the innovation "hubs" of your choice.

HOSTED BY **GREATER > MSP™**

**Call Customer Service at 212 339 0345**

## Wednesday, May 8, 2013

REGISTRATION AND CONTINENTAL BREAKFAST 7:45–8:15 AM

WELCOME BACK! 8:15–8:30 AM

Robin Torgerson, Vice President, Sales Excellence, **3M**

H 8:30–9:15 AM

### Thought Leader Panel: Lessons from Innovation Failures

If you are not risking failure, you are not innovating. And failures reveal as much as successes about what it takes to navigate the realm of new and unproven ideas. Hear leaders from a range of companies and industries talk about innovations that encountered roadblocks, lost momentum or simply generated too little financial return to justify a continued investment. Among their many insights: what you think will go wrong often doesn't, and what does go wrong might actually be preventable. These are war stories you won't want to miss.

#### Moderator

Deborah Hopp, Vice President of Publishing and Publisher of *Mpls.St.Paul Magazine*  
**MSP Communications**

#### Panelists

Michelle Proctor, Director of Innovation, **FedEx Corporation**

Brian Lieberman, Vice President, Industrial Petrochemicals, **BASF**

Trisha Pergande, Director, New Category Development, **General Mills**

I 9:15–10:30 AM

### Could Your Business Model Be Undermining Your Innovation?

Great innovations don't exist in a vacuum. New ideas must make sense in the marketplace—in other words, they need to make money. One overlooked topic in many discussions of innovation is what types of business models can help turn a bold idea into a driver of revenue and profit. While there are many approaches to meeting customer needs and creating a financial return, this panel will reveal how to customize your business model to best support your innovation. It will also highlight several emerging models, which—like other breakthroughs—are all about rethinking the old and creating something new.

#### Moderator

Michael Docherty, Chief Executive Officer, **Venture2, Inc.**

#### Panelists

Andy Gilicinski, Vice President, Product Development, **Georgia Pacific**

Barbara Spurrier, Director, Center for Innovation, **Mayo Clinic**

Asoka Veeravagu, Vice President of Transformational Innovation

**Jarden Consumer Solutions**

NETWORKING REFRESHMENT BREAK 10:30–10:45 AM

## Presentations

Available online in advance of the conference

J 10:45–11:30 AM

## The Human Dimension: Finding and Leading the People You Need to Innovate

However much technology advances, in the end innovation stems from the mysterious processes of the human mind. But what kinds of minds will push the boundaries of what is possible? And as the fight for talent intensifies, how do you attract, engage and energize them? Learn how 3M goes on a talent hunt and discover the nuances of the human dimension—such as how to customize your engagement and motivation of employees with widely different working styles and perspectives.

Marlene McGrath, Senior Vice President Human Resources, **3M**

11:30–11:35 AM 5 MINUTES OF INSPIRATION: DESIGN THINKING AT 3M

Kevin Gilboe, Head of Global Design, Consumer Business Group, **3M**

11:35 –11:45 AM 10 MINUTES OF INSPIRATION: PLATINUM GROUP

Bill Cass, Partner, **Platinum Group**

K 11:45 AM–12:15 PM

## The Innovation Journey

Author and academic will share his documented lessons learned from an external look at a corporate culture of innovation and on innovation in healthcare.

Andrew Van de Ven, Vernon H. Heath Chair of Organizational Innovation and Change, Professor of Strategic Management/Organization, Carlson School of Management, **University of Minnesota**

NETWORKING LUNCHEON AND APPLYING INSIGHTS 12:15–1:15 PM

Seat yourself at the table with the topic that intrigues you most.

L 1:15–2 PM

## Thought Leader Panel:

### Balancing the Chaos of Creativity with the Need for Order

You can't be creative on a schedule—or can you? Is creativity always unpredictable, existing outside the bounds of process and order? And how do large organizations, especially, make room for creative chaos while maintaining the orderly processes needed to meet their financial goals and serve their customers in a consistent way? Change is known for bringing discomfort, and new ideas by definition mean introducing change and even disorder. At the same time, it is possible to manage such change so that it unites an organization and makes it even stronger than before. This panel will explore how design thinking can help you keep hold onto creativity while reining in chaos. It will also help you find your balance, so that you combine the best of both order and disruption.

#### Moderator

Brian Christian, Partner, **Inovo Group**

#### Panelists

Ryan Armbruster, Vice President, Innovation Competency, **UnitedHealth Group**

William C. Schnettgoecke, Vice President, Supply & Operations Chain and Enterprise Lean+ Initiative Leader, **Boeing Company**

Ammar Rayes, Distinguished Engineer / ISSIP President, **Cisco**

**Call Customer Service at 212 339 0345**

2-2:05 PM 5 MINUTES OF INSPIRATION

2:05-2:10 PM 5 MINUTES OF INSPIRATION

M 2:10-2:55 PM

### **Connected Innovation: Your Best Idea May Come from Outside Your Company**

Innovation is no longer about top-secret projects in which a select few huddle over their ideas. Today, innovation is about openness and your networks of people and communities that can “turbo-charge” your breakthroughs, increasing their reach, speed, and quality. Citing such examples as IBM, Unilever, Dupont and Procter and Gamble, Sawhney will make his case for why “knowledge is better when it is socially constructed.” He will also explain why “the smartest people might not work for you,” and more important, how you can connect with and harness insights of those outside of your firm.

Mohan Sawhney, Kellogg School of Management, **Northwestern University**

2:55-3:05 PM

### **Evaluations and Wrap-Up**

Media Partners:



### **Post-Conference Optional Bonus**

3-5 PM

#### **Time at the Innovation Center to Delve Deeper with Selected Peers**

Choose one of the following options:

- Spend time selecting the top 1-2 things you will take action on, develop those action plans. Share with 1-2 other attendees for enhancement ideas.
- During the conference, schedule this time to further conversations with fellow attendees.
- Work with your company’s team on next steps.
- Pre-scheduled time with one of the speakers or other key resources.

5 PM TIME TO LEAVE WITH NEW IDEAS AND CONTACTS



## Registration Information

**Online** [www.conferenceboard.org/innovation2](http://www.conferenceboard.org/innovation2)

**Email** [customer.service@conferenceboard.org](mailto:customer.service@conferenceboard.org)

**Phone** 212 339 0345 8:30 am to 5:30 pm ET Monday through Friday

## The 2013 Innovation Master Class

Turn Bolder Ideas into Bigger Profits

### Conference (964013-2)

Dates: May 7-8, 2013

Location: 3M Innovation Center, Saint Paul, MN

Associates \$2,295

Non-Associates \$2,595

### Hotel Accommodations

Fees do not include hotel accommodations. For discounted reservations, contact the hotel directly no later than the cut-off date and mention **The Conference Board Innovation Master Class**.

Holiday Inn St. Paul I-94-East (3M Area)  
2201 Burns Avenue  
St. Paul, Minnesota 55119  
Tel 888 465 4329  
Tel 651 731 2220

**Hotel Reservations Cut-off date:**  
Monday, April 15, 2013

### Conference Location

3M Innovation Center  
2350 Minnehaha Avenue  
Maplewood, MN 55144  
Tel 888 364 3577

### Cancellation Policy

Full refund until three weeks before the meeting. \$500 administration fee up to two weeks before the meeting. No refund after 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 three or more registering from the same company at the same time, take \$300 off each person's registration.

One discount per registration. Multiple discounts may not be combined.



Printed on New Leaf Insight (FSC®), which is made with 100 percent recycled fiber and 100 percent post-consumer waste, processed chlorine free, and designated Ancient Forest Friendly™. Printed and bound by Sheridan Communications Inc., Alpha, NJ, an FSC®-certified printer. No films or film-processing chemicals were used in the printing.

The Conference Board® and the torch logo are registered trademarks of The Conference Board, Inc. Program subject to change. February 2013



**THE CONFERENCE BOARD**  
Trusted Insights for Business Worldwide

**The Conference Board**  
845 Third Avenue, New York, NY 10022-6600

**The 2013  
Innovation MasterClass**  
Turn Bolder into Bigger Profits



**May 7-8, 2013**  
**The 3M Innovation Center, St. Paul, MN**

Promotion Code