

Workshop 1

Manufacturing : can innovation accelerate growth and job creation ?

Moderator: Marc Lhermitte, Partner, Ernst & Young, International Location Advisory Services
Chairman: Mickael Todman, Executive Vice President, Whirlpool Corporation, President Whirlpool Europe
Speakers: Francis Bailly, National Executive President, General Electric France
Georges Douin, Executive Vice President, Strategies and Product Planning, and International Operation CEO, Renault.
Sebastian Mikosz, Executive Vice President, Polish Information and Foreign Investment Agency, PAIZ
Hisataka Nobumoto, Chairman, Akebono Brake Industry

What is innovation and what is the impact ? According to F. Bailly «*innovation is the highest sense of freedom*». Indeed «*to get innovation you need freedom*» S. Mikosz confirms, freedom to test ideas, freedom to invest, freedom to do new things... S. Mikosz also points out that «*for Poland innovation remains something relatively new compared to advanced developed countries like France, Germany...* ». Innovation drives growth, which drives investment, which drives employment and innovation is customer-driven.

There remain some barriers to innovation: Costs for innovation are important (R&D...) so flexibility in regulatory environment is needed. The skills required for innovation are specific. G. Douin stated “*innovation is a state of mind*”, so innovation must start early at school. H. Nobumoto pointed out there is a need to build an understanding, a better communication between different cultural environments to avoid a lack of harmonization (within Europe, and between Europe and the rest of the world).

How can we promote innovation ? F. Bailly proposed to promote diversity especially in technical formation (i.e. more women). S. Mikosz proposed to develop partnerships between universities and companies. M. Todman, proposed to fasten diversity and ease of running across Europe and to different environments (tax and investment systems). Dr. E. Krubasik, Siemens AG (audience), declared that more risk taking encourages competition and therefore innovation.

Workshop 2 :

Outsourcing & partnership : impact on location strategies for research and innovation ?

Moderator: Thierry Muller, Partner, Ernst& Young, Business Process Outsourcing.
Chairman: Jean-Philippe Courtois, CEO EMEA Microsoft, Senior Vice President Microsoft Corporation.
Speakers: Philippe Carli, CEO Siemens Group France
Patricia Francis, President WAIPA
Martin Jahn, Managing Director Czechinvest
Shri B.V. Naidu, Director, Software Technology Parks of India
Koichi Takanami, Senior Managing Director, Dai Nippon Printing Co Ltd
Abderazzak El Mossadeq, Minister Delegate to Prime Minister of Morocco.

As a result of the debates of this workshop, three propositions emerge:

Innovation as a mindset: entrepreneurship must be developed and the fear of risk reduced: it needs 40 days to create a company in Europe while it needs 4 days in the USA; mobility and management skills must be supported.

Legal framework on intellectual property: the understanding of the patents system must be improved; connection between private and public sectors and creation of university modules on patents & IP must be promoted to develop alliances and partnerships.

Balanced eco system to create win/win partnerships: investment must be led on the long term and needs to gather financing, SMEs, researchers and universities in a cluster; the vision of the development of R&D must be European and not national; the advantage of the cultural, lingual diversities and the technological competencies must be taken to accelerate the launch of innovative products.

Workshop 3

People : developing, attracting and retaining strategic human resources

- Moderator : Philippe VANRIE, Managing Director, European Business and Innovation Center Network
- Chairman : Grégoire OLIVIER, CEO, Sagem
- Speakers : Jaroslav DOLEZAL, National Executive for Czech Republic, Honeywell
John W. FOWLER, Director of New Initiatives School of Management-Executive Education, University of Texas at Dallas
Clive GRUNDY, Group Human Resources Director, Compass Group PLC
Tsuyoshi NAKAI, General Director, Jetro Paris
Jean-Dominique PERCEVAULT, Chairman and Managing Director, Schlumberger S.A. Services Pétroliers Schlumberger and Axalto S.A.

Good companies take care of their people: Compass develops measures to be the “best preferred employer”, playing with scoreboard of staff satisfaction link with customers satisfaction indicators. Sagem feeds staff motivation through “employee stock ownership”. Schlumberger invests in R&D on the long-run. Honeywell enhances Easter European scientific knowledge and link them with their operational research.

University of Texas asks for more pragmatism in executive education, less classicism in curricula, and encouraging of entrepreneurship. Jetro pushes cross-training opportunities and exchange programmes between Japan and Europe.

Fighting for talent becomes more competitive, respect to the demographic trends and national and local initiatives to attract talents.

The workshop’s recommendations are the following :

1. Taxes and structure : create a “European expatriate statute”; harmonize support systems and incentives for R&D (European and national).
2. Structural initiatives : promote “large integrating projects” with a focus on R&D and Innovation; promote alliances systematically and specifically between Europe and Japan.
3. Promote Entrepreneurship : promote employee stock ownership; promote venture capital and seed capital; create innovative training scheme; encourage small businesses, spin-off and entrepreneurship.
4. Up-skilling and flexibility : creating “diversity teams”; promote and remunerate up-skilling (inside); promote mobility.

Workshop 4:
Environment and sustainability : the new «green » fields ?

Moderator : Eric Duvaud, Partner, Ernst & Young, Environment and Sustainability
Chairman : Serge Foucher, Executive Vice President, Sony Europe
Speakers : Philippe Audic, Regional Delegate, EDF Pays de la Loire
Christian Brabant, Market Director, President, Whirlpool France
Edith Cresson, Former French Prime Minister, Deputy Mayor of Châtelleraut
Claude Mandil, Executive Director, International Energy Agency
Gilles Martin, Chairman and CEO, Eurofins Scientific Group
Arto Timperi, Manager, Timberjack Energy Technology

What are the real facts ?

There is a common understanding from corporates and individuals that efforts need to be done for protecting the environment. Environmental concerns are now fully integrated in the business chain. Europe has a huge responsibility, its more advanced environmental consciousness, technologies and legislations makes it a model for the rest of the world and European regulations are copied by other countries.

Proposals to turn environmental concerns into a growth driver for Europe :

- Define a shared and widely-published vision of a sustainable European model
- Create a European investment programme on energy, transport, waste management, based on ETAP (Environmental Technologies Action Plan) initiative for example
- Develop local eco-system industrial zones
- Create a worldwide environmental governance which could be built on the World Trade Organisation example
- Strengthen environmental competences and awareness through education

In conclusion, we can say that there is a splendid mind of innovation behind environmental concerns which create new Research and Development activities and jobs which are unlikely to be delocalized.

Workshop 5 :
Clusters are they really attractive ?

*What are the pros and cons to be located in a “hotbed” for large international firms ?
Threats and opportunities of being a specialized region. The road to success...*

Moderator : David Walburn, President, Eurada
Chairman : Mario Armero, Chairman of the Board, General Electric Spain and Portugal
Speakers: Philippe Chalmin, Associate Professor of International Affairs, Paris Dauphine University
Geoffrey S. Connor, Secretary of State, Texas
Eduardo Gouvea Vieira, President, Firjan
Robert Huggins, Chief Executive, Robert Huggins Associates
Ritva Nirkonnen, Managing Director, Jyväskylä Regional Development Company
Jykes Ltd

Before debating on the attractiveness of the clusters, it was necessary to define what a cluster is : a “valley” gathering companies with a networking support, resulting in innovation and expertise through knowledge exchanges.

Due to its short lifetime, a cluster needs to be supported by a European attractiveness policy and managed by public institutions at European, national and regional level to grow and survive.

To do so, attractiveness measures must be established like :

- promote specialized clusters in high-added value processes: concentration of efforts on expertise areas (no need for every region to have its cluster),
- encourage European cooperation between clusters including migration of certain type of functions (outsourcing flexibility),
- develop a “go-to-market” strategy not limited to a single customer or market base,
- provide new role for universities,
- marketing and branding the clusters versus only marketing the region image,
- facilitate a legal framework for talented impatriates,
- integrate cluster support in a European regional development policy : cluster growth vs limited local creation,
- develop a cluster mapping to track the performance.