

Agenda – TMN Meeting #52

Meeting topic: **“Maximising value from external collaborations, with focus on delivering New Energies goals”**

Date: 2nd – 4th November 2021

Contacts: Crispin Keanie / Sally Marriage, OTM Consulting,
Mobile: +44 (0)7789 716205 / +44 (0)7943827702

Previous meetings for context:

- 2016 – Maximising value from 3rd party innovation
- 2014 – Optimising Technology Relationships with Suppliers

Introduction:

The last time we looked at the subject of 3rd party external collaborations was in 2016, so it is a good time to revisit. At the same time, there is a shift in business priorities & goals due to the energy transition, which shifts the external landscape, peer group technology partners and other stakeholders. This meeting will consider how to leverage maximum value from external collaborations and how the traditional models have morphed to address New Energies and the Energy Transition.

External collaborations can be varied, considering combination:

- Type of partner (e.g., Energy company peer, energy suppliers, non-energy suppliers, academia / research and technology organisations, technology start-ups) and the
- Collaboration model (e.g., Fee-for-service/product, Joint Venture, JIP, Consortium, spin out)

With this in mind, interested to hear lessons learned on effective external engagements, but also evolving thinking / strategies on how to adapt for success in the new landscape.

Discussion topics to prepare on:

What is the process of determining what's best to tackle via 3rd party external collaboration? What would you say are the main benefits and rationale for external collaborations?

- Does this shift for New Energies and Energy Transition?

What are some of your success stories where external collaboration has worked really well? And what were the key success factors?

How do you measure and monitor the success of your collaborations?

Conversely, are there any failures where initiatives promised a lot (fanfare senior management signings), but failed to deliver? What are the main reasons in your organisation for failure to extract value from 3rd party external collaboration?

What tactics do you employ?

- Would you look to incentivise 3rd party suppliers to innovate in a timely and appropriate manner?
- How do you engage with start-ups (in or out of CVC) to avoid stifling innovation culture?
- What engagement do you commit to ensure success?
- How do you land external ideas internally, avoiding any 'not invented here syndrome'?
- How do you bring the view of the partner into discussions and decisions?
- Do you look to collaborate on a program of work, or on specific challenges?

As you look at New Energies and Energy Transition – what are some of the new challenges that you see with regards to collaborations?

- How are you overcoming these and
- Is there more to gain in this new space to help quickly advance?

Based on some of the typical issues we come across and discussed in recent TMN meetings, please consider and address from your company's perspective. There are likely too many topics to cover them all, so please select the most important/ pertinent for your organisation.

Agenda

Day 1 – Tuesday, 2nd November (07:30 – 11:00 (CST Houston) / 13:30 – 17:00 (BST UK) / 14:30 – 18:00 (CET Europe)			
1	Welcome, introductions and objectives/ agenda	OTM/ all	13.30
2	Round table sharing of successful practices/ case histories etc. related to meeting topic (see guidelines above)	All attendees	13.45
	Tea / coffee break		15.00
3	Round table sharing (continued)	All attendees	15.15
4	Wrap-up discussion Day	OTM	16.30
5	Intro to REMO and Test	All attendees	16.45
	End of day 1		17.00

Day 2 – Wednesday, 3rd November (06:30 – 10:15 (CST Houston) / 12:30 – 16:15 (BST UK) /13:30 – 17:15 (CET Europe)			
1	Networking in REMO, review of day 1	OTM / all attendees	12.30
2	Round table sharing of successful practices/ case histories etc. related to meeting topic (see guidelines below)	All attendees	13.00
	Tea / coffee break		14.30
	Round table sharing (continued)	All attendees	14.45
3	Guest presentation	Tbc	15.30
4	Wrap-up discussion Day 1	OTM	16.00
5	End of day 2	All attendees	16.15

Day 3 –Thursday, 4th November (07:30 – 11.00 (CST Houston) / 13.30 – 17:00 (BST UK) / 14:30 – 18:00 (CET Europe)			
1	Welcome, introductions and objectives/ agenda, review of day 2		13.30
2	Further round table sharing of successful practices/ case histories etc. related to meeting topic	All attendees	13.35
	Tea / coffee		15.00
3	Round table sharing (continued)	All attendees	15.15
4	Plenary discussion – final wrap-up	OTM/ All attendees	16.00
5	TMN future plans – meeting topics etc./ Any other business	OTM/ All attendees	16.30
	End of day 3		17.00