



**Meeting: TMN Meeting #30 – “Creating business pull for technology”**  
**Date:** Thursday 6<sup>th</sup> - Friday 7<sup>th</sup> May 2010  
**Venue:** Hilton Houston Post Oak Hotel, 2001 Post Oak Boulevard, Houston, TX 77056, (713-961-9300)  
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Day 1 (Thursday 6 <sup>th</sup> )			
1	Welcome and review of agenda	OTM	08.00
2	Introductions and objectives	All attendees	08.15
3	Round table sharing of successful practices / case histories etc related to meeting topic (see briefing notes on attached sheet)	All attendees	08.45
	Coffee		10.15
4	Round table sharing (continued)	All attendees	10.30
	Lunch		12.45
5	External perspective on business pull for technology - 1	Martin Trehwella, OTM Consulting	13.45
6	External perspective on business pull for technology - 2	Frank Adamek, GE Oil & Gas	14.30
	Tea		15.15
7	Round table sharing (continued)	All attendees	15.30
	End of day 1		17.00
	Dinner (details to be confirmed)		19.00
Day 2 (Friday 7 <sup>th</sup> )			
	Start of Day 2		08.00
8	Discussion on emerging themes and practices	All attendees	08.00
	Coffee		10.00
9	Further round-table discussion and conclusions	All attendees	10.15
10	TMN future plans – meeting topics etc Any other business	All attendees	11.30
	Lunch		12.00
	End of meeting and departure		13.00

As has happened so successfully at recent TMN meetings, it has been agreed that all TMN members attending the meeting will each present a few overheads/ slides on their company's practices/ lessons learnt relating to the meeting topic. Please bring no more than ten slides for your presentation, to ensure we have plenty of time for open discussion and Q&A throughout the meeting.

**Based on the topic (see above), please answer the following questions in your presentations:**

- a) What do you perceive as the main barriers to the 'acceptance' of new technologies within your business units, and what steps does your company take to overcome these?
- b) What steps to create real business pull for new technologies have worked well in your company, and which ones haven't?
- c) What metrics/ performance measures does your company use to promote the application of new technologies?
- d) Regarding the increasing proportion of open/ collaborative innovation occurring within the oil & gas industry - how does your company address the additional challenges of creating business pull when the 'innovators' are external to your organisation?
- e) To what extent are 'technology marketing' initiatives (e.g. from within central technology) seen as helping to create a genuine business pull for new technologies (as opposed to self-serving attempts by central technology to justify their existence)?
- f) To what extent do 'new ways of working' (eg lean approaches to R&D and Business Unit management) help or hinder business pull for new technologies?
- g) Please give some real examples and case histories – including both successes and failures!

No.	Date	Topic	Host	Guest Speakers
1	15/10/98	Technology Needs Identification	Conoco, Aberdeen	BNFL
2	02/02/99	Selection of Technology Solutions to Meet Prioritised Needs	Elf, London	Glaxo, Cambridge University
3	11/05/99	Technology Strategy	Saga, Sandvika	Kvaerner, UK DTI
4	08/09/99	The Profitable Application of Technology	Mobil, Banff	Anglian Water
5	15/03/00	The Value of Technology	Shell, London	Borealis Group
6	06/06/00	The Acquisition of Technology	Norsk Hydro, Bergen	
7	14/09/00	Technology Knowledge Management	BP, London	Granherne
8	30/11/00	Increasing the Take-up of Technology	TFE, Pau	Coflexip Stena Offshore
9	31/05/01 - 01/06/01	Globalisation of Technology Development	Norske Conoco, Stavanger	Halliburton, INTSOK
10	04-05/10/01	How to Promote and Manage Radical New Technology	ENI Agip, Milan	Saipem, Fiat
11	31/01/02 - 01/02/02	Optimising Supplier Relationships for New Technology	BG, Reading	Schlumberger, OTM
12	23-24/5/02	Optimising Internal Organisation and Human Resources for New Technology	OMV, Vienna	EFS
13	10-11/10/02	Optimising Links with Universities and Research Institutes	Statoil, Trondheim	NTNU, Sintef
14	30-31/01/03	Accelerating the uptake of technology	Shell, Rijswijk	Heerema, Petrobras
15	22-23/05/03	Knowledge management	Norsk Hydro, Porsgrunn	Hydro Aluminium, ChevronTexaco
16	19-10/10/03	Performance improvement including performance measurement/kpis	BP, Sunbury	Shell
17	05-06/02/04	Technology marketing	Petro-Canada, London	Imperial College London
18	27-28/05/04	Technology resourcing	Chevron, Aberdeen	Qinetiq, Woodside
19	07-08/10/04	IP (intellectual property) strategies	ENI, Milan	Saipem, STMicroelectronics
20	27/01/05	R&D Portfolio Optimisation	BG, Reading	Rolls Royce, Schlumberger
21	13-14/10/05	Innovation stimulation and delivery in the future	Shell, Rijswijk	Oxford University
22	04-05/05/06	Strategies for technology field trials / demonstrations	ConocoPhillips, Houston	ConocoPhillips
23	21-22/09/06	Technology value analysis/ business case definition	Statoil, Trondheim	EMGS
24	15-16/03/07	Technology Cooperation with 3 <sup>rd</sup> parties	OMV, Vienna	Vienna University of Technology
25	20-21/09/07	Long-term technology strategy planning	Hydro, Bergen	Statkraft
26	13-14/03/08	Strategies for technology collaboration with other oil companies	BP, Sunbury	BP Research Institute
27	06-07/11/08	Technology transfer and knowledge management	Total, Paris	Technip
28	04/06/09	Managing Cost Pressure through Innovation	BP, Aberdeen	
29	03-04/12/09	Technology Value Analysis and Business Cases	Statoil, Stavanger	DEMO 2000, OTM
30	06-07/05/10	Creating business pull for technology	Chevron, Houston	OTM