

# Innovation @ ALTANA

Entrepreneurs in an Enterprise

Karlsruhe Institute of Technology / Technology Entrepreneurship  
ALTANA AG Guest Lecture, February 17th, 2010

Dr. Georg F.L. Wießmeier, CTO ALTANA AG

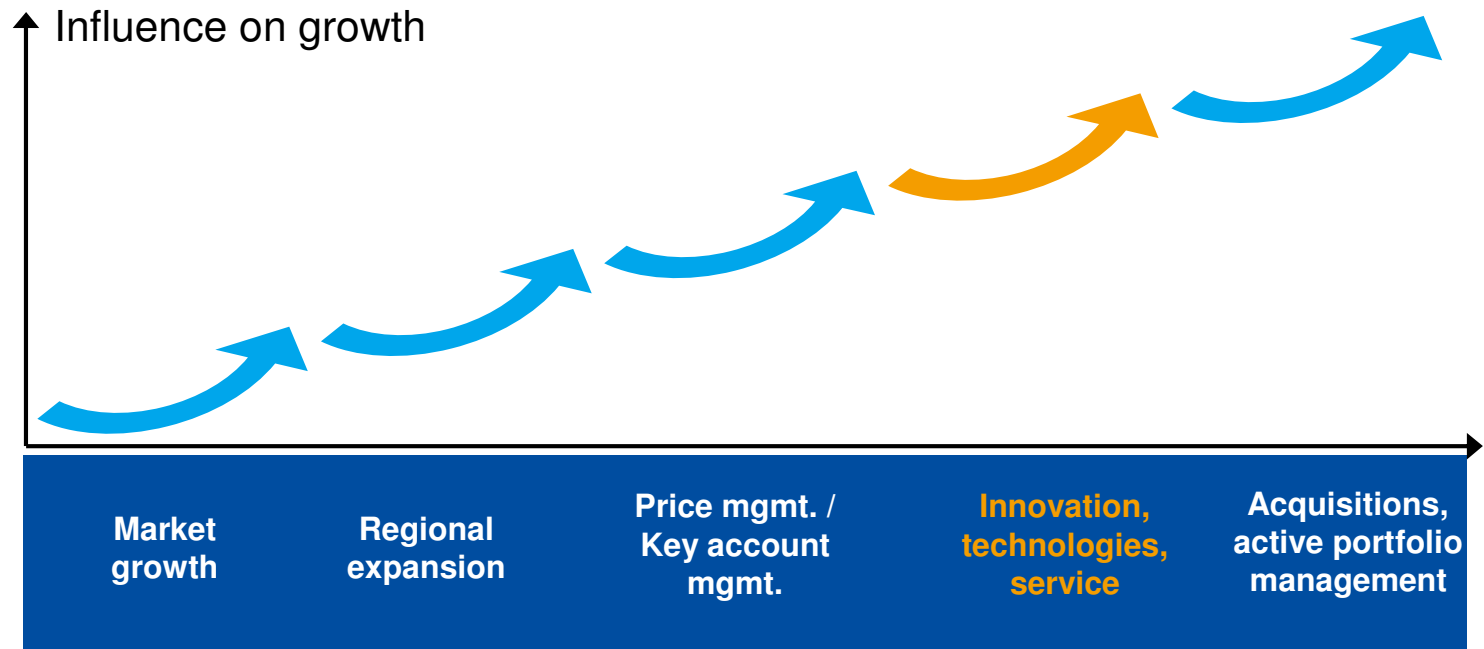


# Significance of Innovation for ALTANA

- Generates / drives growth
- Fosters / secures differentiation
- Delays / avoids commoditization

 Secures profitable growth

# Innovation: A key driver for profitable growth

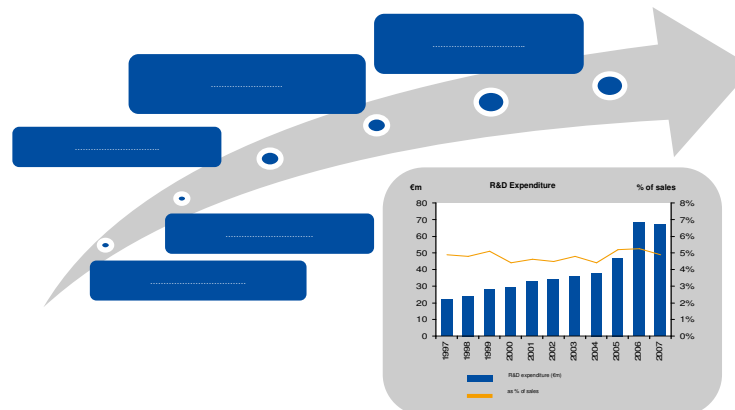


February 17, 2010  
Page 3  
Innovation @ ALTANA

Dr.-Ing. Georg F. L. Wießmeier  
Corporate Innovation  
ALTANA AG

# Growth Through Innovation

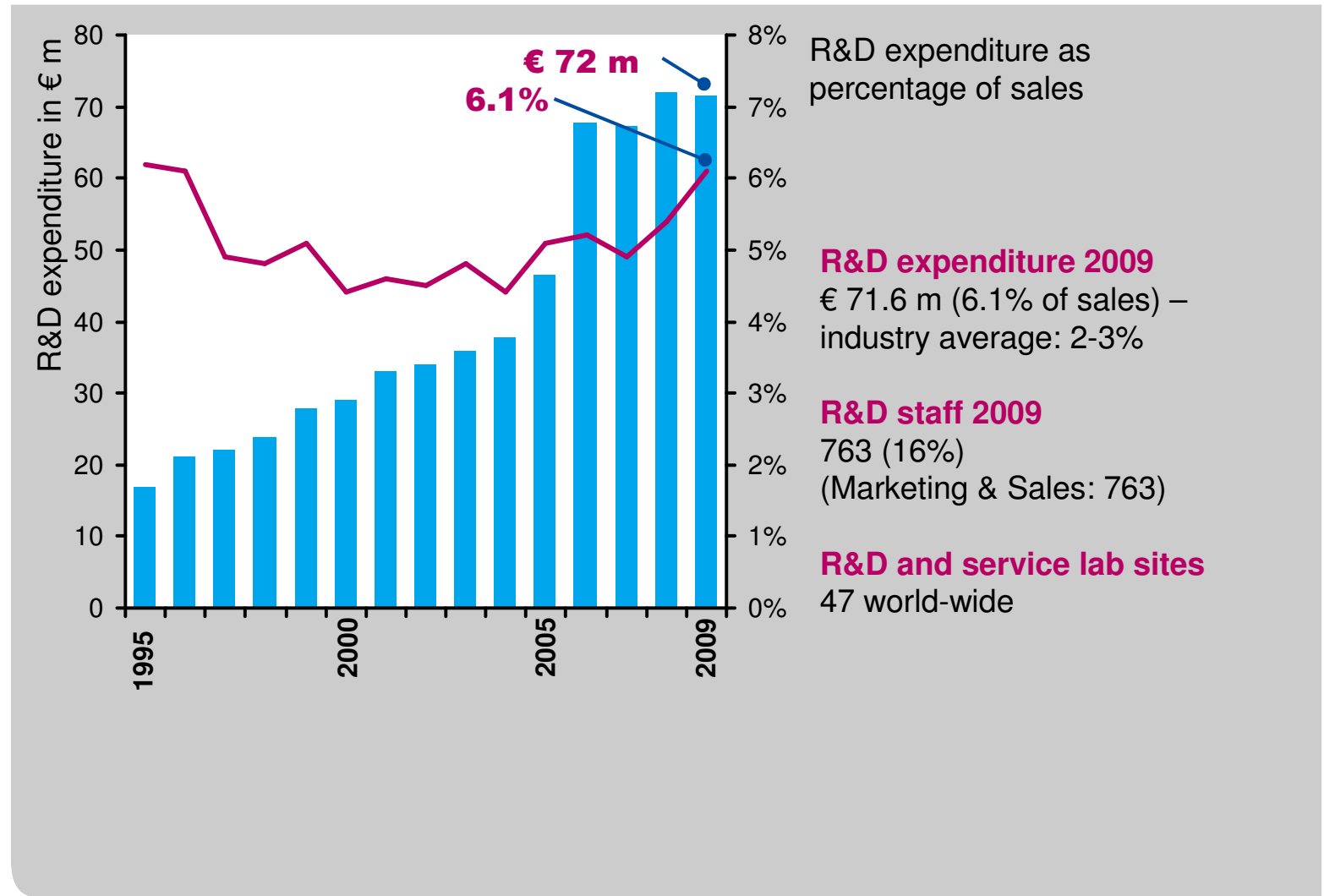
- Increased R&D spending
- Improved processes / efficiency
- Key account cooperation
- Adjacent markets and technologies
- Better leverage and use of internal and external knowledge and intangibles



February 17, 2010  
Page 4  
Innovation @ ALTANA

Dr.-Ing. Georg F. L. Wießmeier  
Corporate Innovation  
ALTANA AG

# R&D Expenditure is High and Growing



February 17, 2010  
 Page 20  
 Presentation @ ALTANA  
 Overview ALTANA 2010  
 Breininger F. L. Wießmeier  
 Corporate Communications  
 ALTANA AG

**Innovation  
is key  
for  
ALTANA!**



# ALTANA Innovation Council

## Members



Dr. Wießmeier  
Dr. Trummer  
Dr. Jenkner  
Dr. Omeis  
Dr. Sulzbach

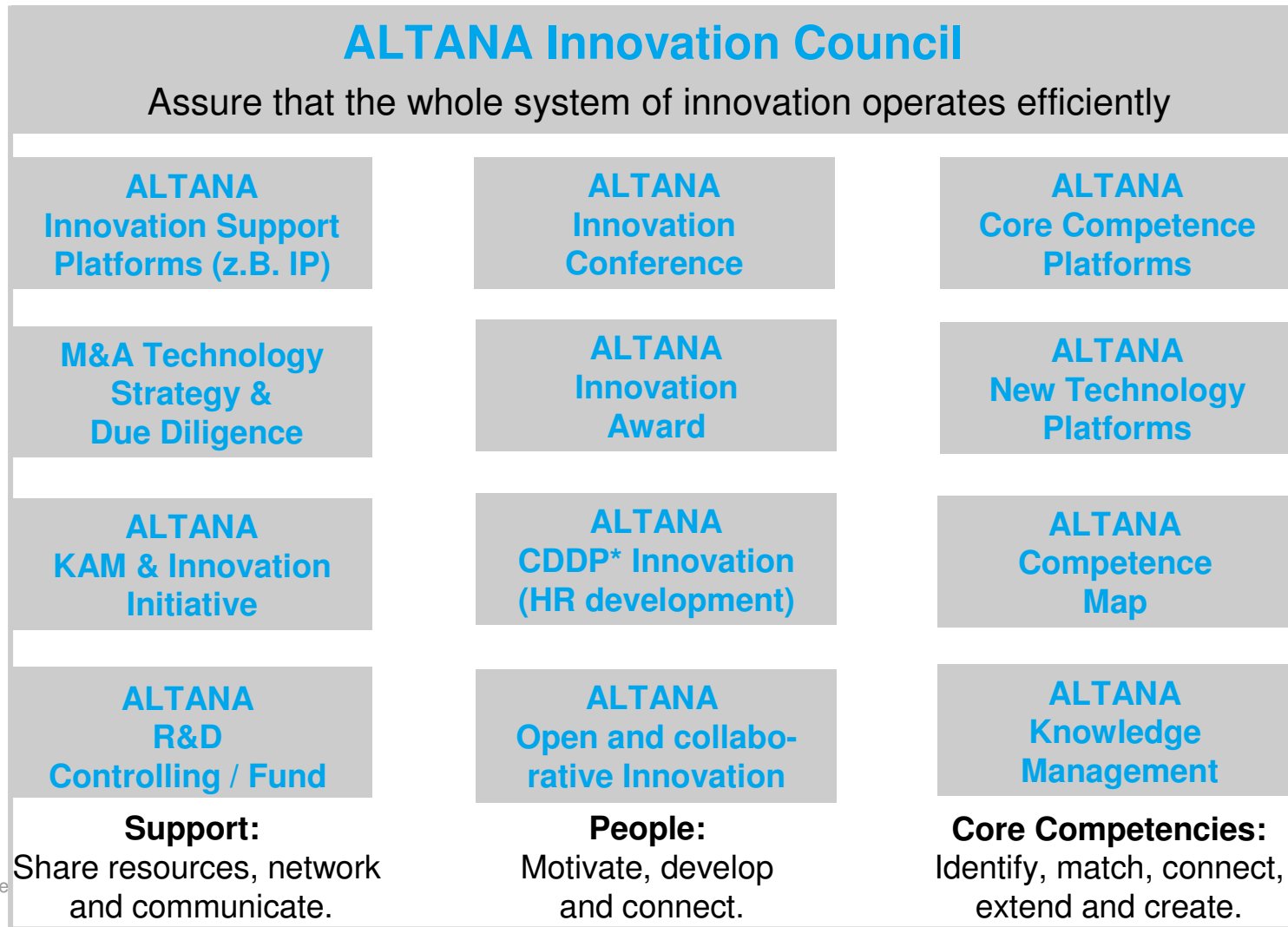
ALTANA AG (Chair)  
ECKART EP  
ACTEGA CS  
BYK AI  
ELANTAS EI

February 17, 2010  
Page 7  
Innovation @ ALTANA

Dr.-Ing. Georg F. L. Wießmeier  
Corporate Innovation  
ALTANA AG

# ALTANA Innovation Council

## Elements and activities



February 17, 2010  
Page 8  
Innovation @ ALTANA

Dr.-Ing. Georg F. L. Wießmeier  
Corporate Innovation  
ALTANA AG

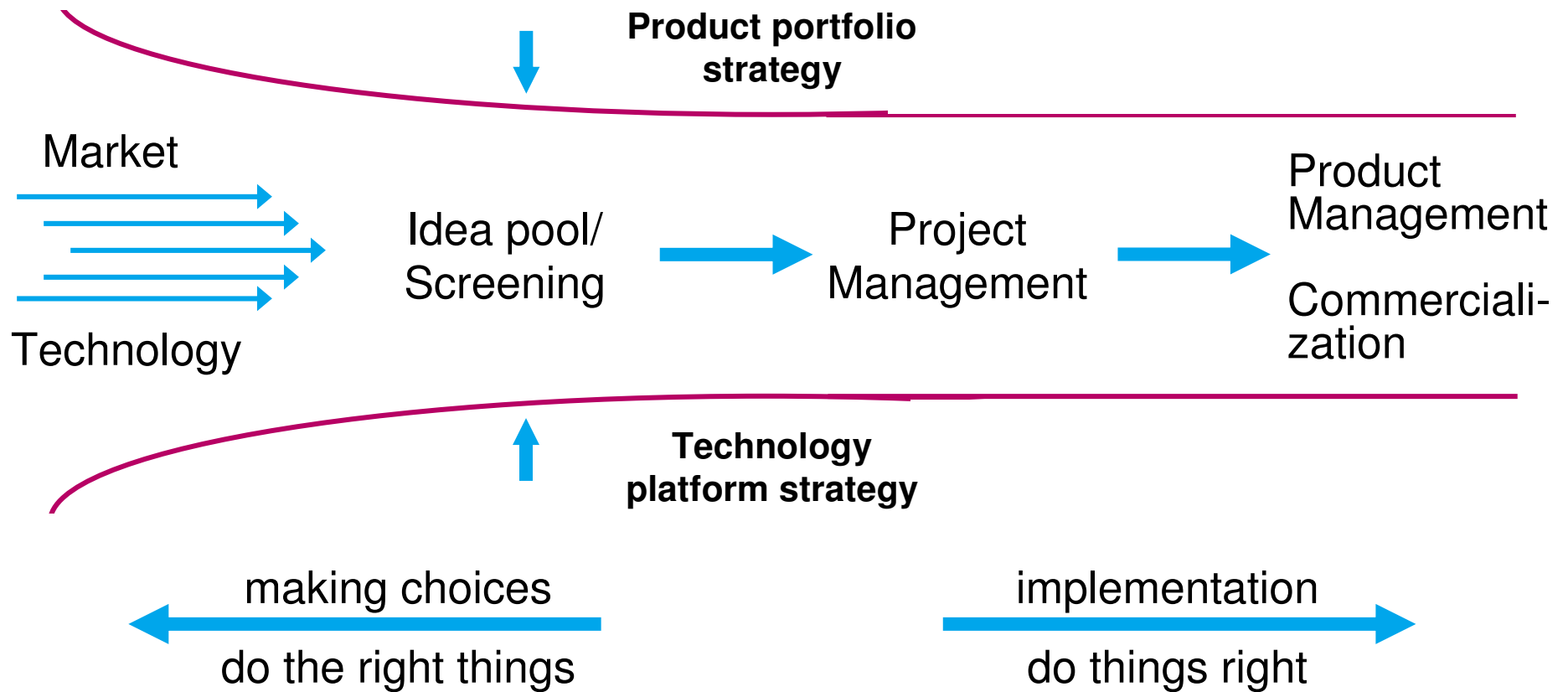
\* CDDP Innovation = Cross Divisional Development Program Innovation



# ALTANA Innovation Culture – Our Goal

1. No structural and functional barriers for efficient cross divisional know-how exchange;
2. Know-how available where it is needed;
3. No “Not Invented Here”;
4. No “Ivory Towers”;
5. Flat hierarchies on long leash;
6. Acknowledgement and prospect of success;
7. Incentives;
8. Creativity (out of the box) and discipline (process) well balanced;
9. Readiness to assume risk;
10. Eagerness to learn;
11. Long-term thinking / goal setting.
12. Responsiveness

# Innovation Process



February 17, 2010  
Page 10  
Innovation @ ALTANA

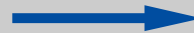
Dr.-Ing. Georg F. L. Wießmeier  
Corporate Innovation  
ALTANA AG

1

2

# Process Drivers

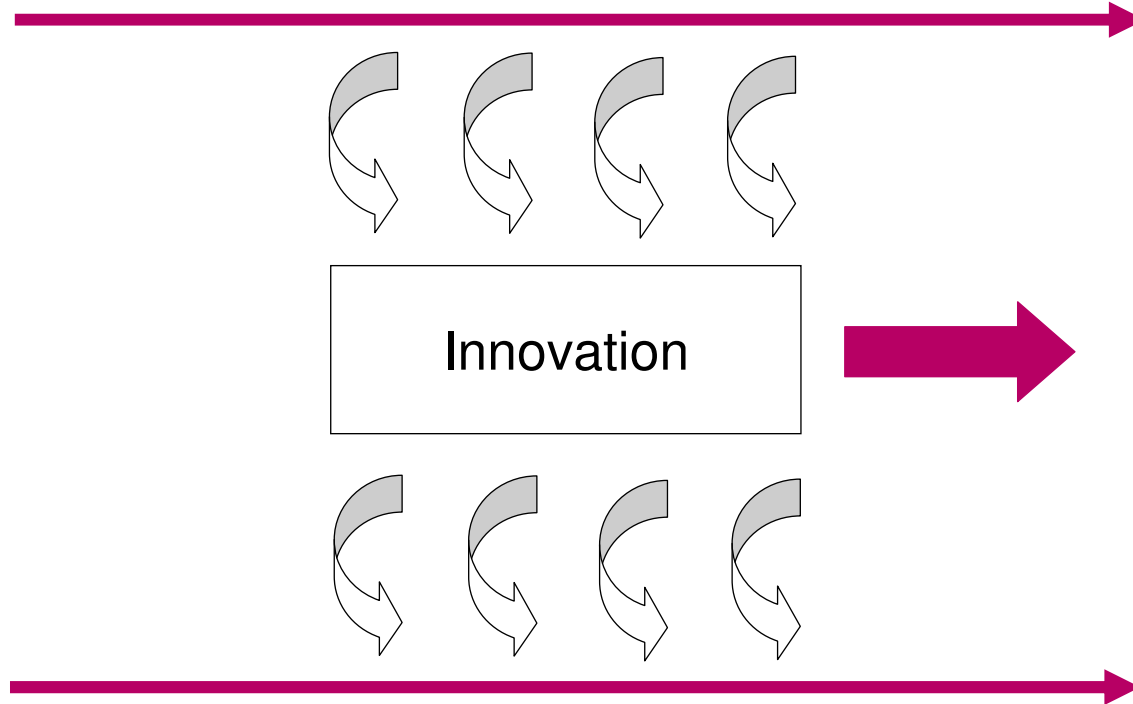
- Business model
- Company (division) set-up
- Markets
- Regional requirements
- Internal synergies
- Culture (country)
- Minimum bureaucracy



ALTANA's Innovation process is a combination of processes adapted to the individual requirements of each division.

# Innovation is both, customer and competence driven

**Technology / competence “push”** (technology, expertise, problem solution))



**Customer/market “pull”** (existing and new marked needs)

# Future Growth Areas

## Improvement of our quality of life (1)



- Health and nutrition
- Information- and communication technology
- Consumer goods for an improved quality of live
- Security technologies
- Mobility / transportation



February 17, 2010  
Page 13  
Innovation @ ALTANA

Dr.-Ing. Georg F. L. Wießmeier  
Corporate Innovation  
ALTANA AG

# Future Growth Areas

## Preservation of our environment (2)



- Energy
- Climate impact
- Alternative sources for raw materials
- Environmental protection
- Preservation of resources



February 17, 2010  
Page 14  
Innovation @ ALTANA

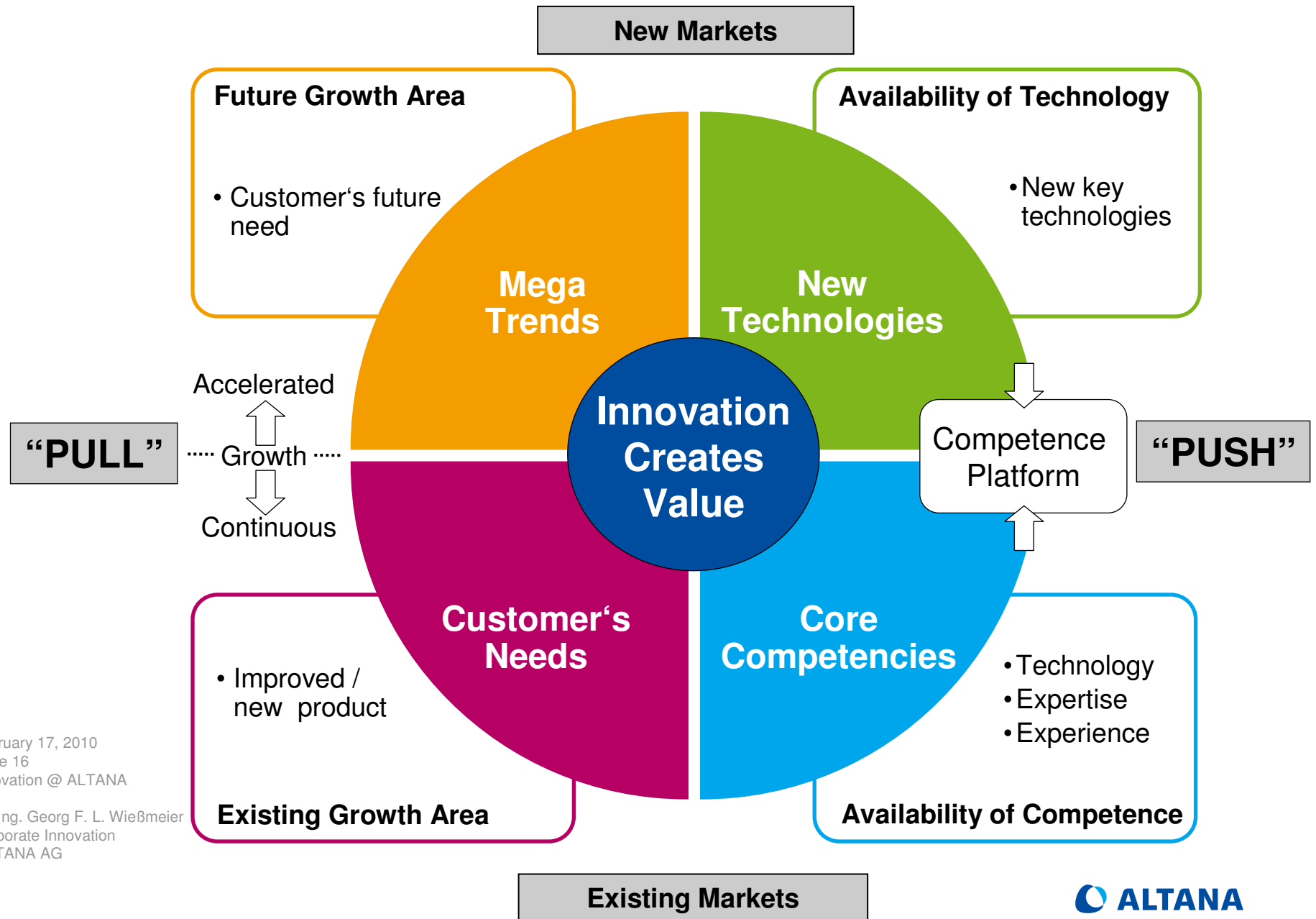
Dr.-Ing. Georg F. L. Wießmeier  
Corporate Innovation  
ALTANA AG

# Innovation: Claim for Sustainability

**Innovation must assure that the continuous improvement of our quality of life (1) is well in balance with the preservation of our environment (2).**

**Following both issues opens the opportunity for sustainable and profitable growth of our business.**

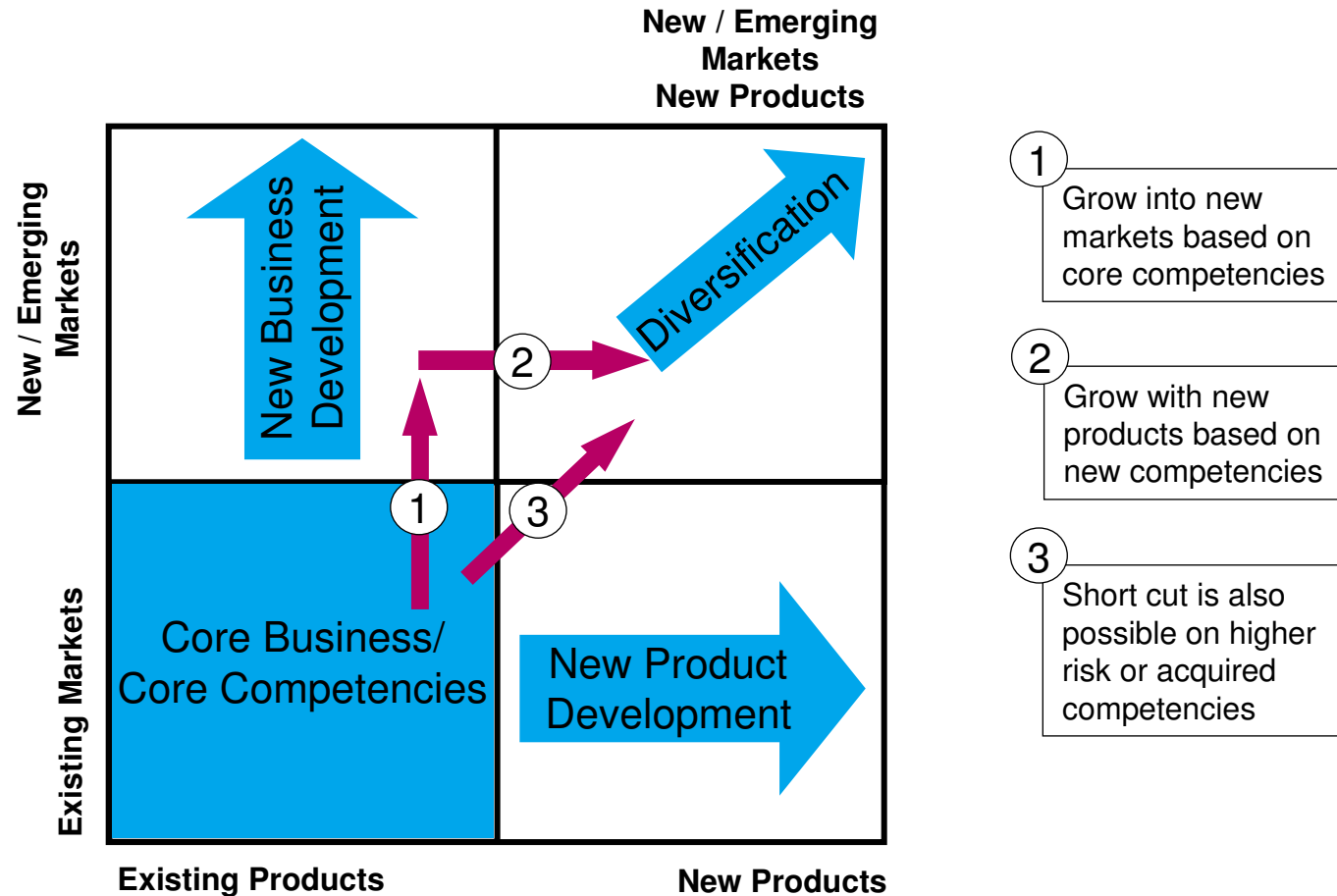
# Market Pull Meets Competence and Technology Push





# New Markets – New Competencies

## Paths to Growth Through Innovation



February 17, 2010  
Page 17  
Innovation @ ALTANA

Dr.-Ing. Georg F. L. Wießmeier  
Corporate Innovation  
ALTANA AG

New Markets:      New for us  
Emerging Markets:      New for all

# Strengthen ALTANA's Competence Platform

## New key enabling technologies for ALTANA

Nanotechnology

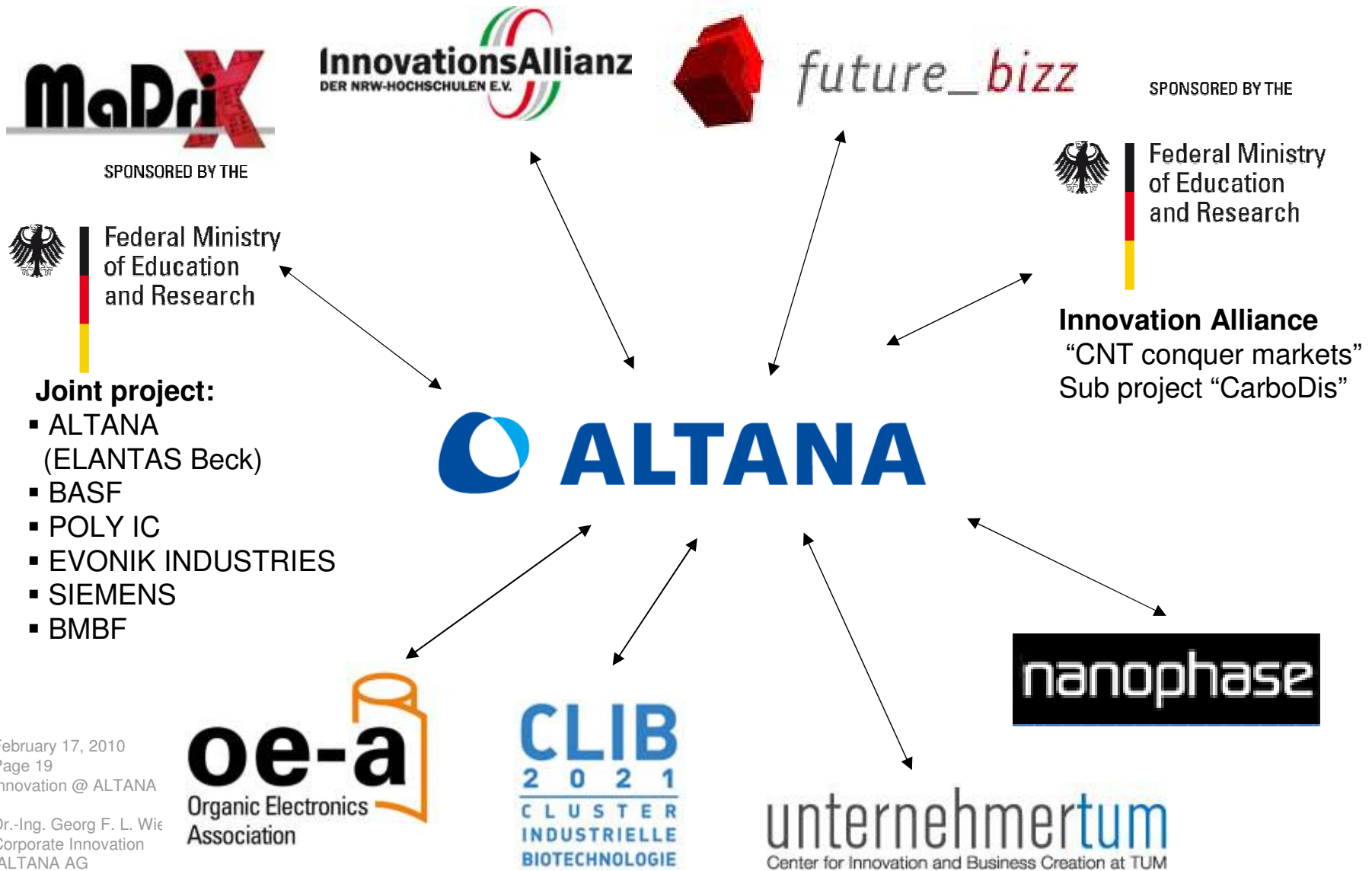
Printed Electronics

Industrial Biotechnology

February 17, 2010  
Page 18  
Innovation @ ALTANA

Dr.-Ing. Georg F. L. Wießmeier  
Corporate Innovation  
ALTANA AG

# Open & Collaborative Innovation



February 17, 2010  
Page 19  
Innovation @ ALTANA

Dr.-Ing. Georg F. L. Wie  
Corporate Innovation  
ALTANA AG



**Innovation is driven ...**

Participants of the ALTANA Innovation Conference 2009

**... by people**

# ALTANA Innovation Award 2009



20 applications globally  
5 nominations  
1 award winning team

ALTANA Innovation Conference 2009  
November 11-12, 2009 Wesel

February 17, 2010  
Page 21  
Innovation @ ALTANA

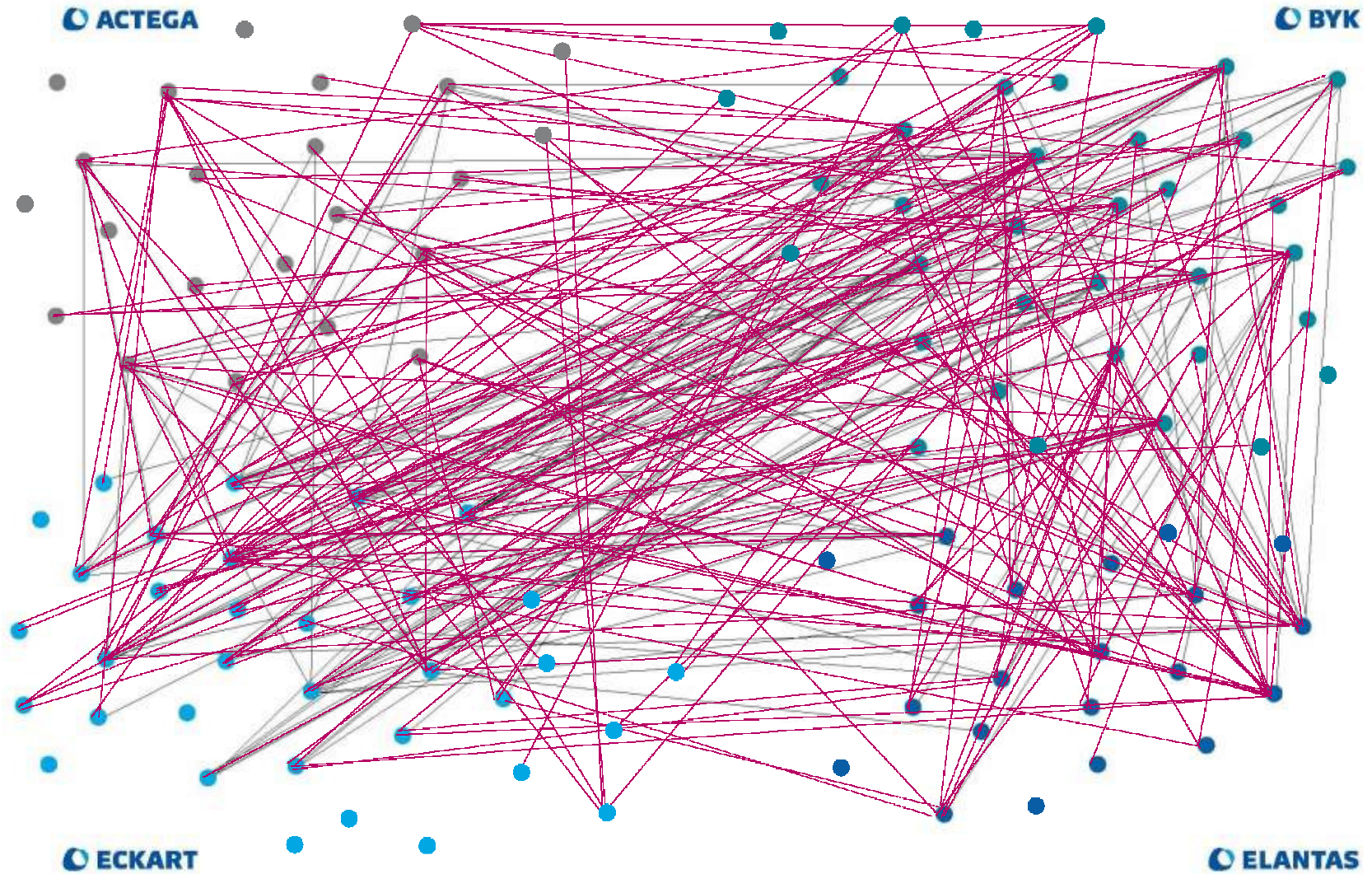
Dr.-Ing. Georg F. L. Wießmeier  
Corporate Innovation  
ALTANA AG



ALTANA AG

# growing together ...

ALTANA Innovation Conference 2008 – 2009



... enabling synergies

The background of the slide features a light blue gradient with several translucent, overlapping bubbles of various sizes. A white rectangular box with rounded corners is positioned in the center, containing the text. A solid blue vertical bar is on the left side of the white box, and a solid blue horizontal bar is at the bottom of the slide.

Thank you for your  
attention.