



NUI Galway
OÉ Gaillimh



Building Collaborative Networks for Innovation

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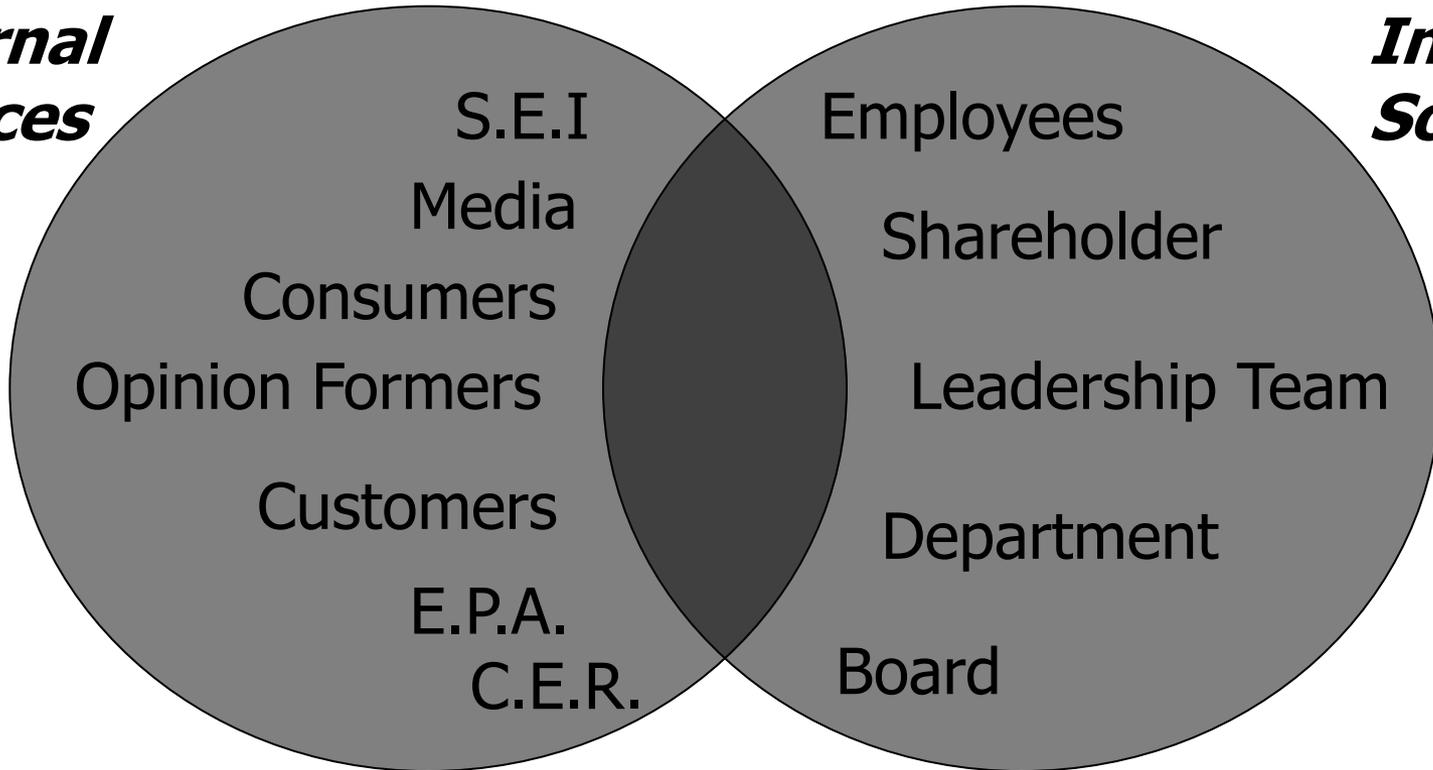
InterTradeIreland 2010 Innovation Conference
University College Dublin

28-29 June 2010

Developing Our Vision

Objective – To engage with and obtain inputs from both External and Internal sources

***External
Sources***



***Internal
Sources***

Our Vision

A NEW CONTRACT WITH  NATURE

Bord na Móna Group of Companies

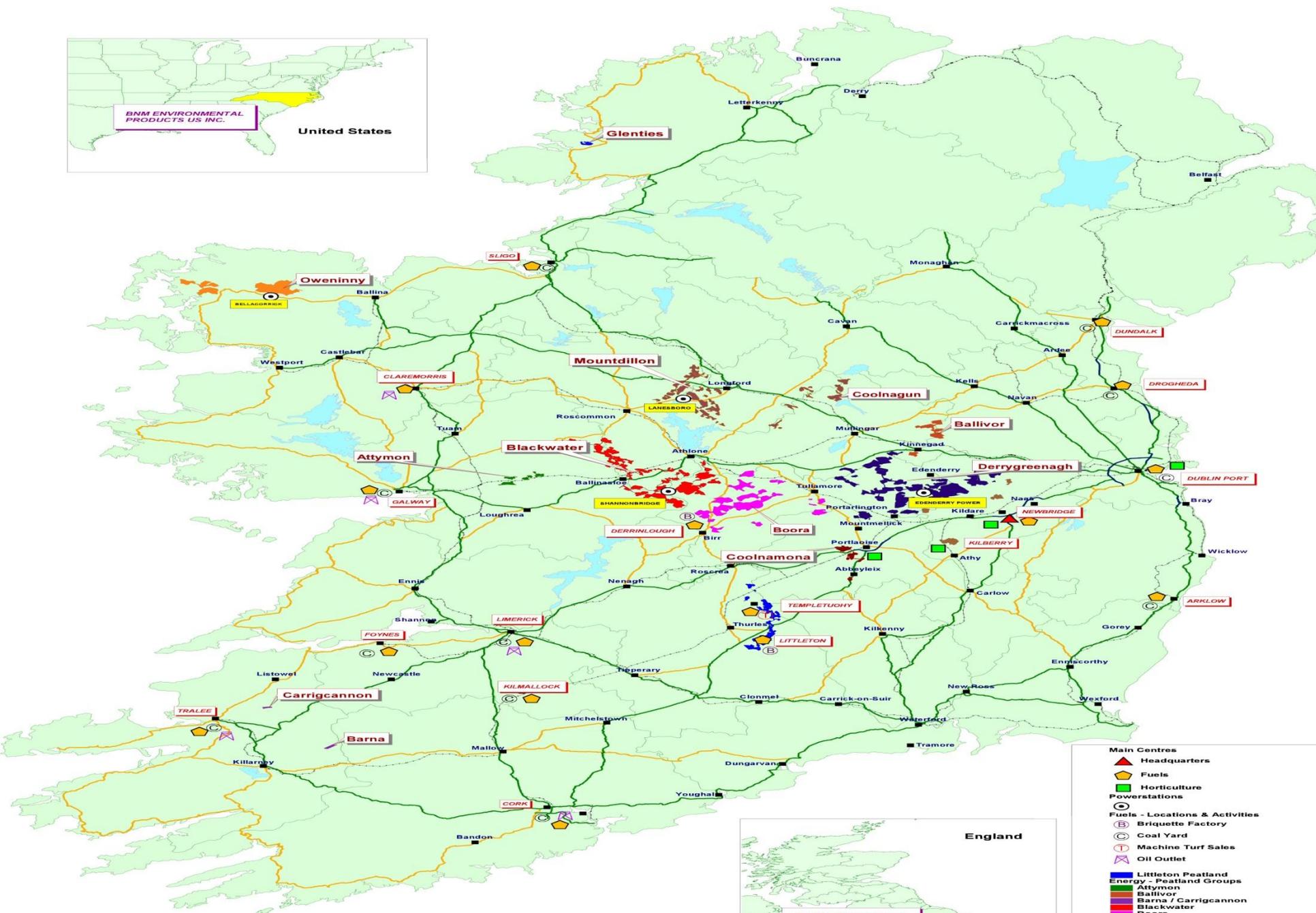
Five Main Businesses:

- Energy (Feedstock, Power Gen)
- Horticulture Growing Media
- Residential Heating Products
- Environmental Solutions
- Resource Recovery

Business Development:

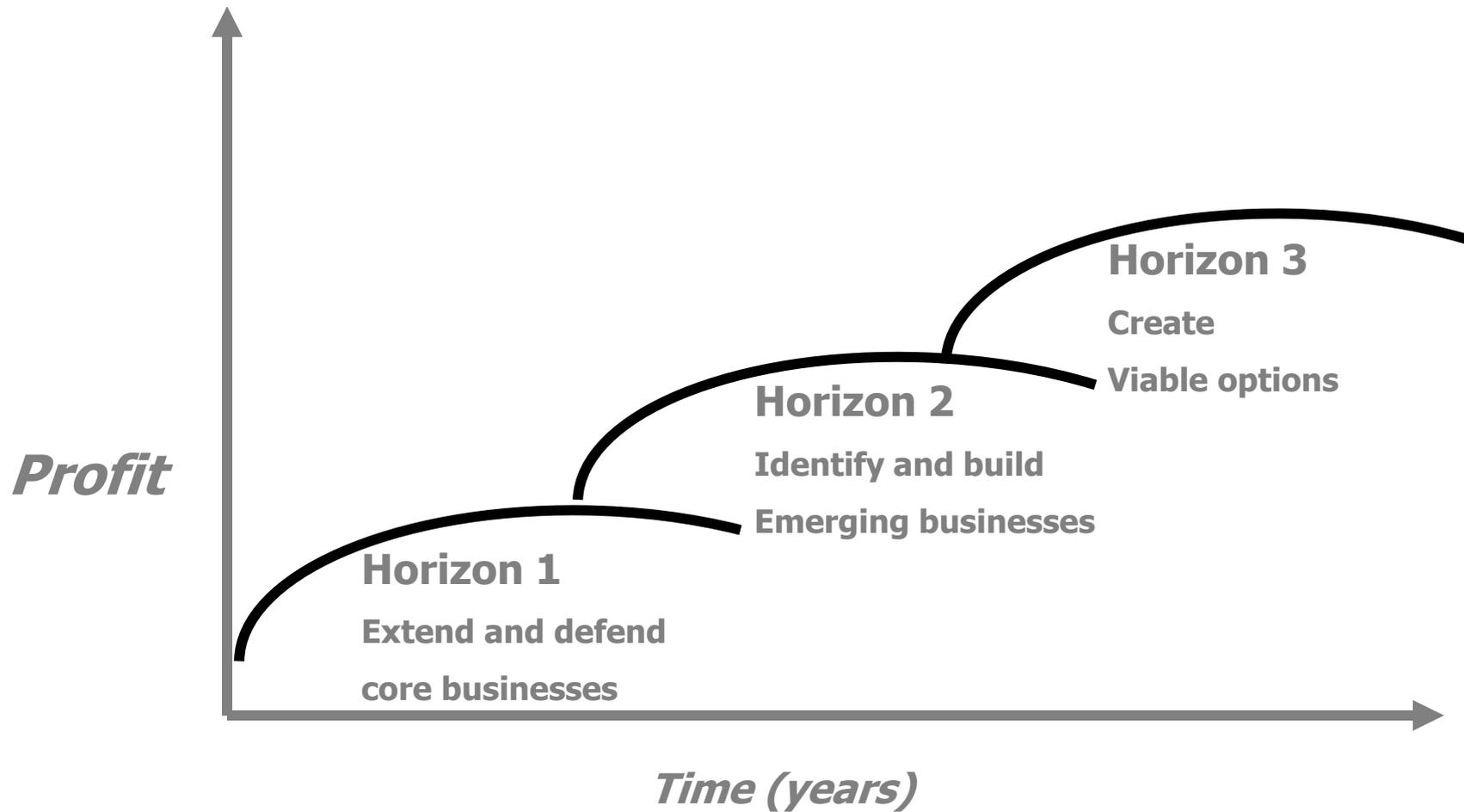
- Land and Property
- Water Project
- Community Heating

BORD NA MÓNA



- ▲ Main Centres
- ▲ Headquarters
- ⬠ Fuels
- Horticulture Powerstations
- Locations & Activities
- Ⓛ Briquette Factory
- ⓐ Coal Yard
- ⓐ Machine Turf Sales
- ⓐ Oil Outlet
- Littleton Peatland Energy - Peatland Groups
- Attymon
- Ballivor
- Barna / Carrigcannon
- Blackwater
- Boreen

Defending the Three Horizons



Horizon 1

Is the **current cash generative business activities** within BnM. Any innovation here is about doing what we do better or **incremental improvement** of our current product/service offering.

Innovation is centred around *'Mastering the Basics'*.



The Operators

Horizon 2

Is **new business activities** proposed which will enable BnM to expand past the next number of years and become cash generative to enable further innovation to proceed. It is about what do we do next to create a competitive advantage and generate tomorrows cash generative businesses. Any innovation here is focused on **Step change improvements**.

Innovation is centred around *'Raising the bar'*



The Builders

Horizon 3

Is the **future business activities** or **'tomorrow's world'** which will shape the business in the future. It is the so called **'blue skies'** innovation.

Innovation here is centred around *'Changing the Game'*



The Visionaries

My Objective

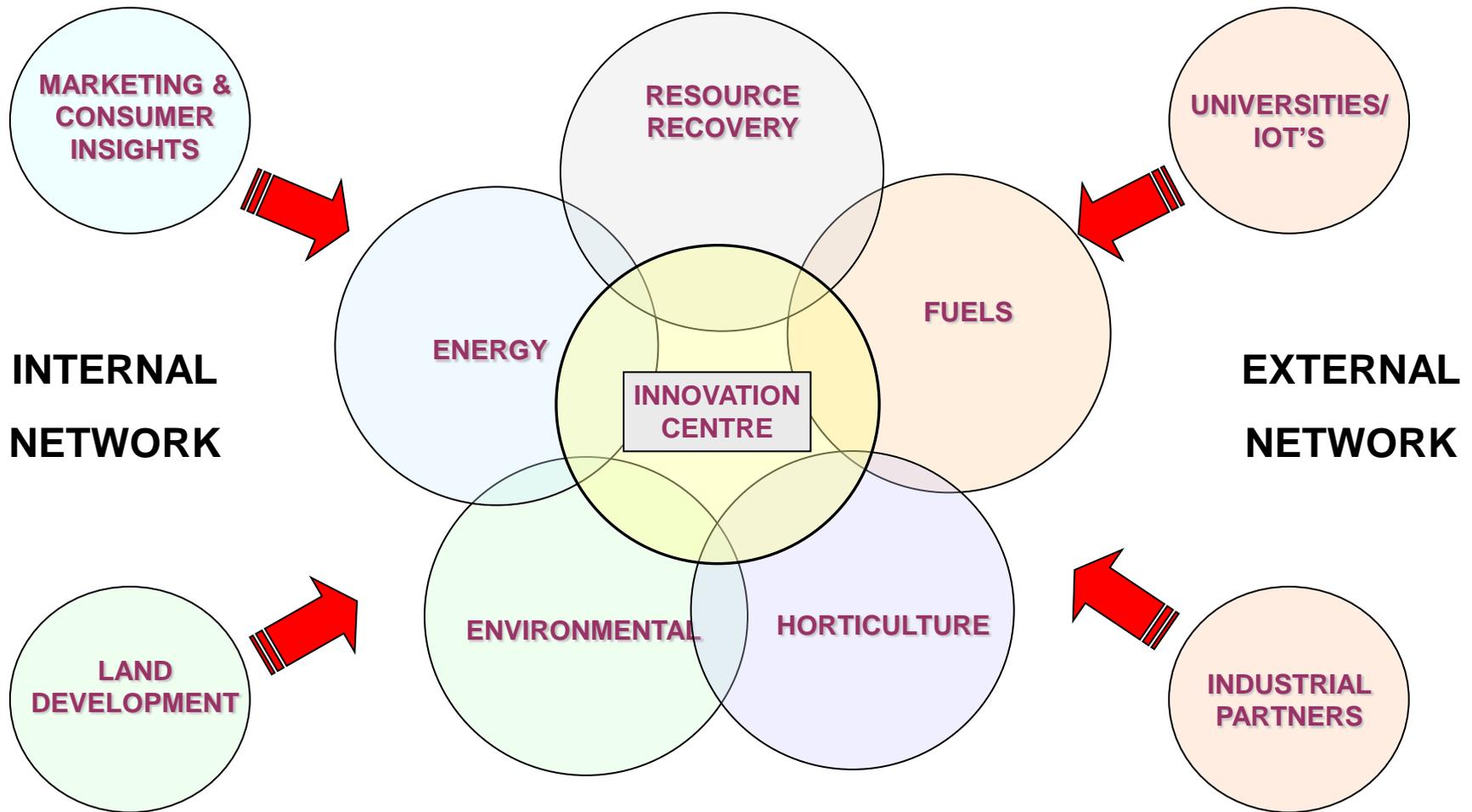
‘To Put Innovation at the Heart
of All We Do’

Aims

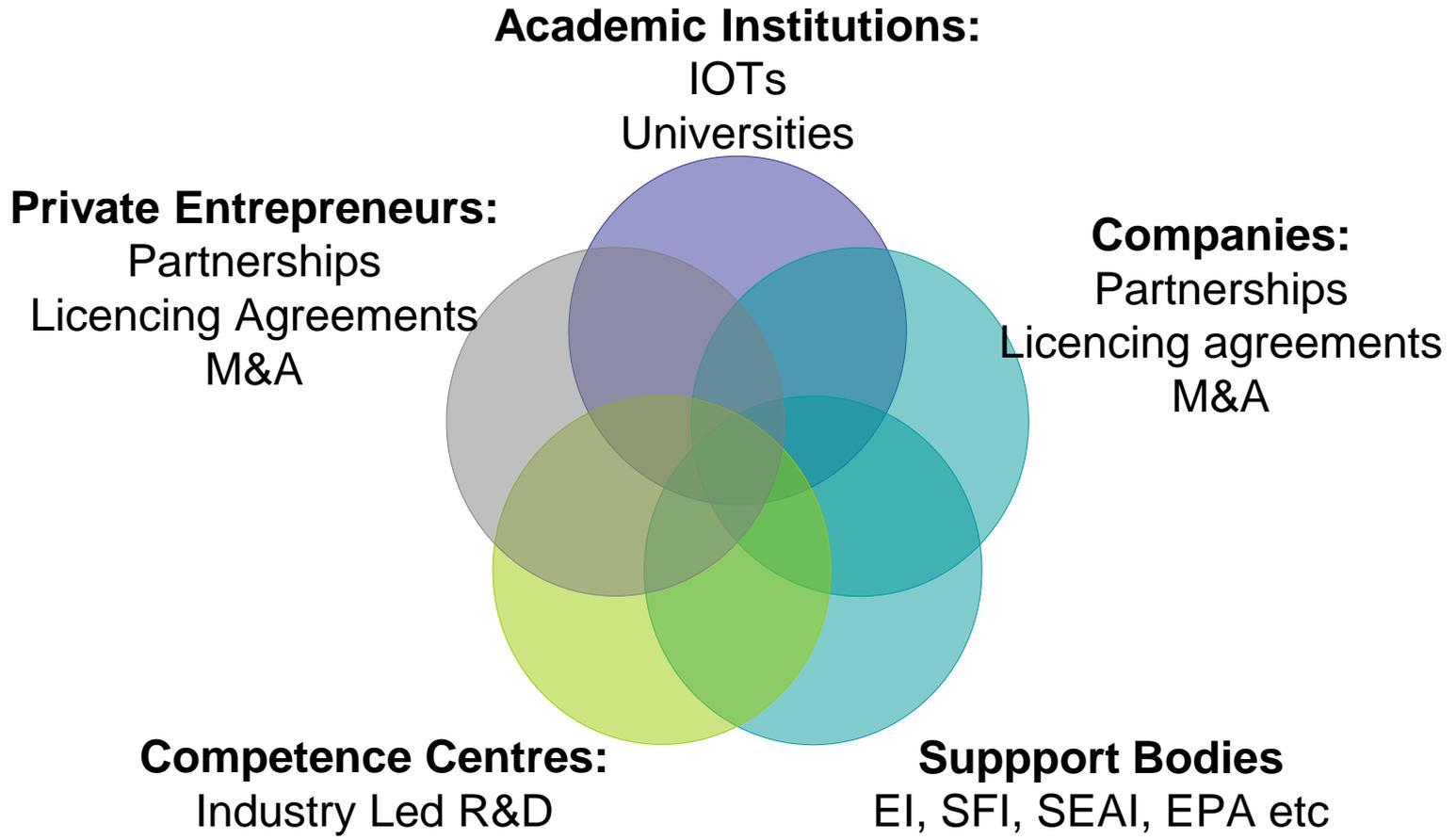
Achieved by delivering on the following Aims:

- (i) Establishing an Innovation Centre within BnM to conduct **applied** Innovation activities
- (ii) Establishing Cross-Functional Satellite Groups within each Operational Directorate to conduct **business specific** innovation activities.
- (ii) Building internal and external **collaborative networks** (an innovation 'eco-system') to facilitate this process
- (iii) This will be in turn be overseen at a senior level in the company by introducing and operating the concept of '**Balanced portfolio management**'

The Innovation Ecosystem Model in BnM



External Partners in the BnM Innovation Ecosystem



Where Are We Now?

We operate a WBS approach to assist in achieving our objectives as follows:

- (i) Refinement of the Innovation Management Process
- (ii) Embed this Innovation Process Internally
- (iii) Drive innovation by:
 - a. Feeding ideas into the pipeline, starting projects and delivering new products/services
 - b. Demonstrate value to Stakeholders (internal and external)
 - c. Create and monitor innovation behaviour
 - d. Strengthen existing, and develop new, external collaborative networks

Ideas Management Across the Group

June 2010

OBU/DBU/Area	Ideas Logged	Ideas Banked	Live Projects
Feedstock/ PowerGen	80	72	19
Environmental	102	52	29
Fuels	63	25	8
Horticulture	102	95	19
Resource Recovery	30	30	10
Innovation Centre	72	66	9
Community Heating	12	11	4
Biodiversity	17	3	15
Total	478	354	113



Thank You

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