



Closing Remarks

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Markets and Consumers

- **Market changes accelerate**
- **Customers seek top competence globally**
- **Further outsourcing of R&D**
- **Customers' R&D continues to be short-term**
- **Customers seek new businesses**
- **The significance of a brand in addition to the contents of services will increase**



Research and Innovations

- **Technology competition is global, only internationally high-level research has an impact**
- **Fast exploitation of technology, importance of knowledge underlined**
- **Innovations created at the interfaces of different competencies, multidisciplinary**
- **Open innovation becomes common**



General trends in the operating environment and society

- **Globalisation becomes the norm, activities are increasingly market-determined**
- **Manufacturing and R&D close to markets**
- **Emerging economies gain strength and switch from copying to innovation**
- **Innovation becomes a more important competitive factor**
- **Sustainable development and mitigation of climate change underlined in technological development, energy prices rise**
- **Greater emphasis on individuality**
- **Importance of health & safety increases**
- **Population continues to age, especially in the EU**
- **Investments targeted at the developing world will increase**



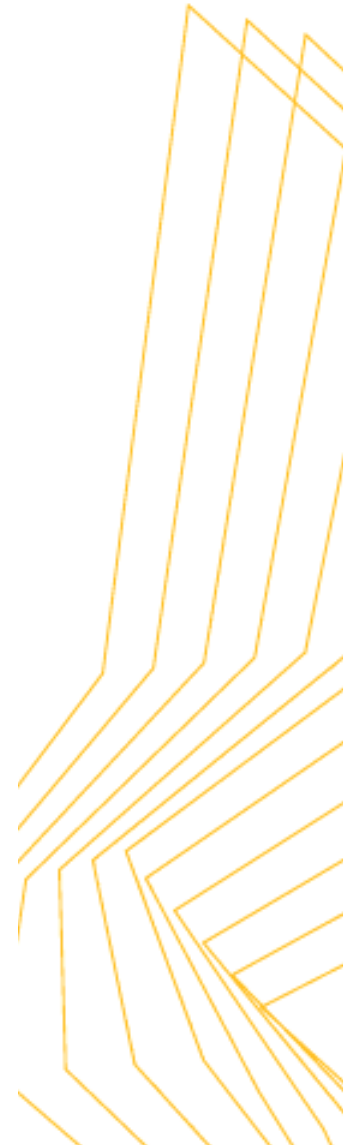
What does this mean for RTOs? I

1. OUR WORLD IS CHANGING

- High requirement on delivering value to our stakeholders
- Less government funding
- A must to act smart in a global world
- Co-operation – competition
=> co-opetition

2. WE MUST CHANGE TO STAY RELEVANT

- Higher productivity in R&D
- Develop higher competence in innovation
- Broaden the knowledge base “out of box thinking”
- Tighten the strategy “know what good looks like”
- Loosen control “the only way to have a successful opportunistic strategy”



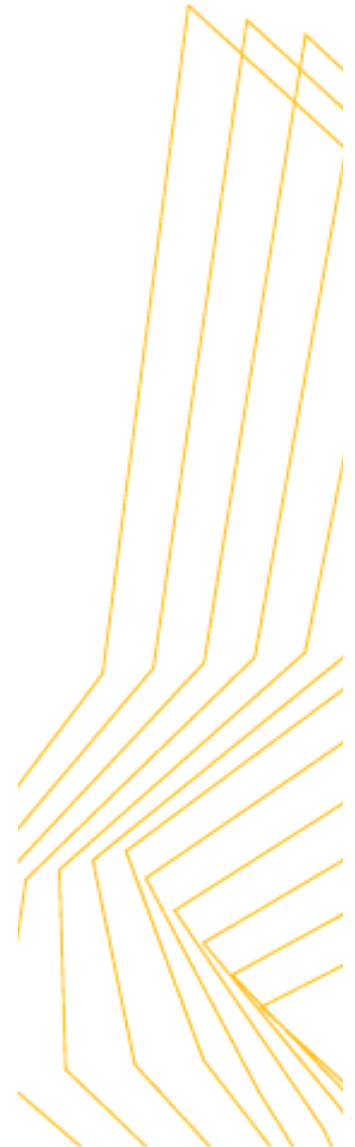
What does this mean for RTOs? II

3. CHANGE IS CONTINUOUS

- Processes and systems that can handle change whilst remaining both efficient and effective
- Attitude and behaviour that embrace the opportunities presence through change
- Leadership that provides stability in an uncertain world
- Profitable projects provides the basis for marketing our own destiny

4. FAILURE IS NOT AN OPTION!

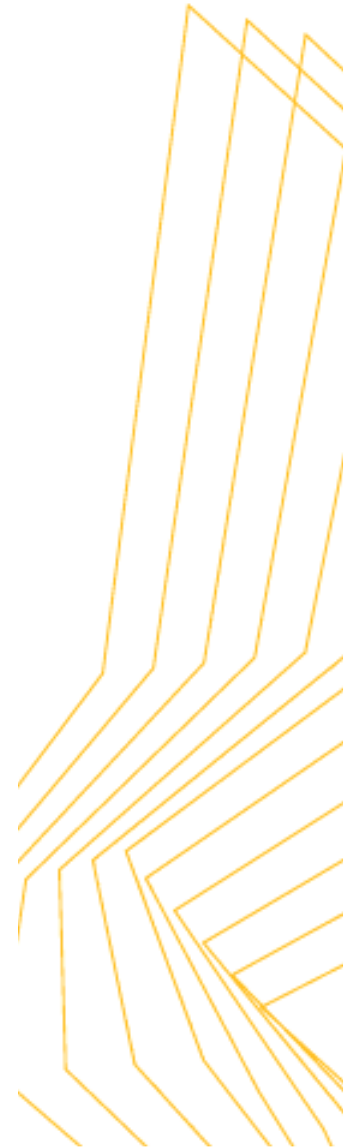
- If we fail it will have major consequences for our stakeholders



**VTT HAS STARTED THIS
JOURNEY.**

IT IS NOT EASY.

**BUT WE DO NOT HAVE ANY
OTHER CHOICE BUT
SUCCESS!**



THANK YOU FEDIT

**SEE YOU NEXT YEAR IN
PARIS**

