

## **PUBLIC PRESENTATIONS**

Jay E. Paap

### **On-Going Executive Seminars**

MIT Executive Education Program: “Building Leading and Sustaining the Innovative Organization,” two-day program presented 3 times a year at MIT since December 2002.

Management Roundtable: “Technology Scouting for Rapid Innovation,” two-day program presented twice a year since 2004.

Management Roundtable: “Product and Technology Roadmapping for Future Growth,” two-day program presented twice a year since 2010.

### **Previous Programs**

California Institute of Technology: “Technology Strategy for R&D and Product Development”, two day program presented 3-4 times a year at Caltech, 1985-2009.

Society of Competitive Intelligence Professionals Annual Meeting, Pre- and Post-Conference Seminar programs: “Using Technical Intelligence to Enhance Technical Decisions and Stimulate Innovation,” 1994-2005.

California Institute of Technology: “Competitive Technology Intelligence: Driving Innovation While Anticipating Competitors’ Actions”, two day program presented 3-4 times a year at Caltech, 1996-2009.

Cal Berkeley Haas School of Business and Seminarium: “Management of New Product and New Business Development,” two day executive program presented in Monterrey and Mexico City, Mexico; Santiago, Chile; and Quito, Ecuador; 2004-2005

Academy of Competitive Intelligence: “Anticipating Innovation,” one day program; 2005-2011.

### **Public Presentations by Topic Area – 2006-2012 (earlier talks listed at end)**

- **Innovation, Technology Management and New Product Development**
- **Open Innovation, Corporate Venturing and Alliance Management**
- **Competitive Intelligence**

### **Innovation, Technology Management and New Product Development:**

“Product & Technology Roadmapping for Future Growth – Linking Markets, Products and Technology” A Pure Insight Master Class Executive Seminar, London, March 27-28, 2012.

“Does Gated Product Development Kill Innovation?” an Executive Interview sponsored by The Technology Marketing Center, January 31, 2012.

“Strategies for Innovation Success,” An InnoDecision executive seminar, Shanghai, China, August 29-30, 2011.

“Competing With Innovation” University of Sao Paulo MBA/MOT Program, Bentley University, Waltham, MA, June 6, 2011 (also with Bentley MBA joint program with TiasNimbus Business School, The Netherlands, June 16, 2011).

“8 Strategies for Innovation Success,” A Pure Insight Master Class Executive Seminar, Johannesburg, South Africa, April 12-13, 2011.

“Implementing Technology Scouting to Increase Innovation,” A Pure Insight Master Class Executive Seminar, London, March 30-31, 2011.

“Fostering Innovation in Companies Optimized for the Short Term,” A Pure Insight Master Class Executive Seminar, Amsterdam, May 10-11, 2010.

“Competing With Innovation” University of Sao Paulo MBA/MOT Program, Bentley University, Waltham, MA, June 6, 2011 (also June 23, 2009).

“Adapting Stage Gate to be Innovation Friendly,” Caltech Executive Webinar, May 19, 2009.

“Possibilities and Challenges of Innovation in a Global Economy” Keynote address for 1<sup>st</sup>. International Congress of Innovation in Rio Grande do Sul, Brazil, Porto Alegre, Brazil, November 17, 2008.

“Technology Sourcing for Faster Innovation and Business growth.” Keynote address at Management Roundtable Summit on Technology Scouting and IP, October 28, 2008.

“Implementing Technology Scouting: Setting up programmes to increase innovation” Pure Insight Executive Seminar, London, UK, October 2-3, 2008.

“From Concept to Market: Growing through innovative product development.” Seminar/University of Notre Dame Executive Seminar. Monterrey, Mexico, September 2-3, 2008.

“Accelerating Growth Through Open Innovation”, Workshop presented at ANPEI 2008 Annual Conference on Industrial Innovation, Belo Horizonte, Brazil, May 20, 2008.

“Using Technology Roadmaps to Stimulate Innovation” Caltech Executive Webinar, April 18, 2008.

“Anticipating Breakthrough Technologies: Using CTI to leverage technical innovation.” SCIP Webinar, July 17, 2007.

“Customer Driven Technology Strategies: Successfully anticipating and meeting future needs” Pure Insight Executive Seminar, London, UK, London, UK. March 27-28, 2007.

“Technology Scouting: Accelerating Innovation Using External Technologies,” Pure Insight’s Spring Conference 2006 on Products of Tomorrow, Newcastle upon Tyne, UK, May 8-9, 2006.

### **Open Innovation, Corporate Venturing and Strategic Alliances:**

“Technology Scouting Summit: Building Organizational Capability, Expanding Globally”, Chairperson, Sponsored by Management Roundtable, Cambridge, Massachusetts. Nov 15 – 16, 2011

“Implementing Technology Scouting to Increase Innovation,” A Pure Insight Master Class Executive Seminar, London, March 30-31, 2011.

“Technology Scouting to Accelerate Innovation,” An InnoDecision executive seminar, Shanghai, China, August 31 - September 1, 2011.

“How to Create Technology Need Statements.” Pure Insight webinar, August 18, 2011.

“Using Technology Scouting to Drive Innovation” half day workshop for PDMA’s CoDev 2011, Scottsdale, Arizona, January 24, 2011.

“Technology Sourcing for Faster Innovation and Business growth.” Keynote address at Management Roundtable Summit on Technology Scouting and IP, October 28, 2008.

“Implementing Technology Scouting: Setting up programmes to increase innovation” Pure Insight executive seminar, London, UK, October 2-3, 2008.

“Accelerating Growth Through Open Innovation”, Workshop presented at ANPEI 2008 Annual Conference on Industrial Innovation, Belo Horizonte, Brazil, May 20, 2008.

“Reopened Innovation: Open Innovation Over Four Decades” Yet2Com Leadership Conference, Cambridge, Massachusetts, November 6, 2006.

“Technology Scouting: Accelerating Innovation Using External Technologies,” Knowledge Roundtable Europe's Spring Conference 2006 on Products of Tomorrow – Exploiting Global Trends and Technologies, Newcastle upon Tyne, UK, April 8-9, 2006.

### **Competitive Intelligence:**

“Competitive Technical Intelligence – Driving Innovation While Anticipating Competitors’ Actions” Pure Insight Masterclass, Amsterdam, The Netherlands, October 10-11, 2012.

“Does gated Product Development Kill Innovation?” an Executive Interview sponsored by The Technology Marketing Center, January 31, 2012.

“Anticipating Innovation,” Academy of Competitive Intelligence, October 27, 2011.

Technology Scouting to Accelerate Innovation,” An InnoDecision executive seminar, Shanghai, China, August 31 - September 1, 2011.

“Implementing Technology Scouting to Increase Innovation,” A Pure Insight Master Class Executive Seminar, London, March 30-31, 2011.

Using Technology Scouting to Drive Innovation” half day workshop for PDMA’s CoDev 2011, Scottsdale, Arizona, January 24, 2011.

“Competitive technical Intelligence: How to position your business for innovative growth” RA Knowledge Forums Seminar, Mumbai, India, March 3-4, 2009.

“Anticipating Breakthrough Technologies: Using CTI to leverage technical innovation.” SCIP Webinar, July 17, 2007.

“Drive Innovation by linking Science with Market Potential to Anticipate Future Commercial Success.” “ CBI 3rd Annual Conference on Predictive Intelligence, Princeton, New Jersey, January, 2007.

“Anticipating Disruptive Innovation” SCIP Annual meeting, Orlando, Florida, April, 2006

### **Public Presentations by Topic Area – 1980-2005**

- **Innovation, Technology Management and New Product Development**
- **Open Innovation, Corporate Venturing and Alliance Management**
- **Competitive Intelligence**

### **Innovation, Technology Management and New Product Development:**

“Innovation and the Technology Paradox,” Society of Chemical Industry – Chemical Heritage Foundation’s Innovation Day 2005, Philadelphia, PA, September 6, 2005.

“Competing in the Innovative Economy,” University of Sao Paulo Executive MBA/MOT Program, Bentley College, Waltham, MA, April 20, 2005.

“TI and Innovation: Competing With Intelligence,” SCIP – Minnesota Chapter Meeting, Minneapolis, MN, February 16, 2005.

“Anticipating Disruptive Technologies: Using CTI to Minimize the Disruptive Effects of Innovation,”

SCIP – Connecticut Chapter Technology Early Warning Seminar, New Haven, CT, June 9, 2004.

“Building and Sustaining Innovative Organizations,” College of Southern Maryland’s Executive Leadership Program, LaPlata Maryland, June 23, 2003.

“Anticipating Disruptive Technologies: Keys to Making the Technology Plan Work,” Industrial Research Institute Annual Meeting, Colorado Springs, Colorado, May 21, 2003.

“Innovation Dynamics,” Saudi Society for Technology Transfer & Development (SESTET), Dhahran, Saudi Arabia, April 29, 2003.

“Elements of Technology Strategy,” Saudi Aramco Technical Exchange Meeting (TEM), Dhahran, Saudi Arabia, April 28, 2003.

“Managing Innovation Through Competitive Technical Intelligence.” CBI's Conference on Business and Competitive Intelligence for Bio/Pharmaceutical Companies, Philadelphia, PA, January 23-24, 2003..

“Technology Intelligence: An Industrial Tutorial on Developing and Using TI Operations to Enhance Your R&D Planning & Decision-Making Capabilities,” The Industrial Research Institute, Washington, DC, June 10-11, 2002.

“Managing Technology in a Dynamic World: Using CTI to Anticipate Change and Foster Innovation, CTI Open Research Project, Tokyo, Japan, February 20, 2002.

“Competitive Intelligence and Technology Forecasting: Keys to Technology Leadership,” Management Roundtable’s Fourth Annual Product & Process Leadership Conference; Pre-Conference Workshop, Cambridge, Massachusetts, April 4, 2001.

“Innovate With Customer Focused Strategies: Stimulating New Product Development, Through Customer Intimacy,” Two day executive workshop sponsored by GATIQ Technoregion Quebec et Chaudiere/Appalaches, Quebec City, Canada, 1-2 March 2001.

“Creativity and Innovation: Creating Growth Through Technology ,” public Lunch Presentation, GATIQ Quebec City, Canada, March 2, 2001.

“Competitive Technical Intelligence: Driving Innovation While Anticipating Competitors’ Actions.” SCIP Minnesota Chapter, Bloomington, Minnesota, November 29, 2000.

“Using Competitive Technical Intelligence to Drive Innovation and Enhance Technical Decisions.” Kanata, Ontario, 14 November, 2000.

“Making Program/Project Management Decisions With Intelligence,” Industrial Research Institute Technology Intelligence Tutorial, San Antonio, Texas, November 10, 1999.

“The Role of Management in Managing Alliances” PDMA/IIR Strategic Partnerships & Alliances in New Product Development Conference, Cambridge, Massachusetts, May 4, 1999.

“Tools for Managing Technology: Customer Focused Technology Planning and Competitive Intelligence.” Palmerston North, New Zealand, March 4, 1999.

“Managing the Spin-off Process.” Spin-offs ’96 Conference, New York, NY, February 12, 1996.

“Balancing Consumer Need (Pull) and Technology (Push) in New Products.” Conference on New Product Development, New York, NY, November 14, 1995.

“Fostering Technological Innovation,” The Planning Forum, Hartford, Connecticut, March 4, 1995.

“Co-development and Partnership,” 1994 International PDMA Conference, Boston, November 10, 1994.

“Overcoming Corporate Resistance to Using Externally Developed Technology,” Technology Transfer

Conferences, Hartford, Connecticut, June 15, 1994.

“The Business Implications of Technology,” The Planning Forum, Hartford Chapter; May 11, 1993.

“Organizing and Managing the Spinoff Process,” Corporate Spin-offs in the Electronics, Computer & Communications Industries Conference; New York, NY, March 18, 1993.

“Corporate Spinoffs: New Returns on Corporate Technology Investments” (Session Chair); Corporate Venturing Conference 92; Boston, Massachusetts, June 24, 1992.

“Financing Technology Based Businesses,” Twelfth Seminar on 'Property and High Risk Project Financing', Cuernavaca, Mor., Mexico; November 11, 1991.

“Venturing and Successful New Product Development” (Session Chair); Product Development & Management Association International Conference; Boston, Massachusetts, October 16, 1991.

“Critical Factors in Corporate Spinoffs: Venture Financing,” Spin One '91; September 24, 1991.

“Sources of Innovation: Corporate R&D” (Session Chair); Specialty Materials and Chemicals Ventures Conference; Boston, Massachusetts, October, 1990.

“Using Your Operating Units to Drive Corporate Development,” Corporate Venturing Conference '90; Boston, Massachusetts, June 1, 1990.

“New Trends in Venture Capital Around the World: The Role of Corporations in International Venturing & Technology Transfer,” MIT Center for Technology, Policy, & Industrial Development; Feb. 15, 1990.

“Unconventional Strategies for Deal Flow: Corporate Spinoffs, Federal Labs, Universities” Venture Forum '88; Boston, Massachusetts, October 28, 1988.

“Selecting and Managing Technical Staff,” Rochester Institute of Technology: Technology Management Executive Program; Rochester, NY, October 21, 1985

“Selecting Technical Staff to Enhance Innovation and Productivity,” Sperry International Management Seminar School, St. Paul de Vence, France; August 1, 1985. (Also presented at Regional Conference, on Managing Technology, Lubljana, Yugoslavia; June 28, 1985).

“Managing External Relations for Efficient Innovation,” Regional Conference on Managing Technology, Lubljana, Yugoslavia; June 27, 1985.

“The Integration of the Technical Plan with the Strategic Business Plan,” San Diego State Conference on Managing Technology; June 18, 1985.

“Dual Ladders: A Consultant's Perspective,” Northeastern University College of Business Administration Conference: 'Changing Strategies for Changing Problems'; October 25, 1984.

“Technology Transfer: Fact or Fantasy,” Innovations '83; November 3, 1983.

“Selecting Technical Staff to Enhance Innovation and Productivity,” Boston Research Director's Club; October 13, 1983.

“Developing Inter-functional Cooperation in New Product Planning: A Team Development Approach,” TIMS/ORSA/CORS National Meeting, Toronto, May 1981.

“Overcoming Inter-functional Conflict: Team Development for New Product Planning,” PDMA National Meeting, Washington, DC, October 1980.

### **Open Innovation, Corporate Venturing and Strategic Alliances:**

“Assessing Strategic Alliance Opportunities,” Management Roundtable Conference on “Maximizing and Measuring the Value of Technology Alliances,” Boston, June 2-3, 2003 (also Chairperson).

“Responsible Technology Partnering: Minimizing Unintended Loses in Collaborative Environments,” Keynote address for the Carnegie-Bosch Institute’s “The Global Acquisition, Protection and Leveraging of Technological Competencies,” University of Pittsburgh, Pittsburgh, PA, October 21, 2002. "

Chairperson, and Workshop Leader (“Technology Intelligence Techniques to Drive Partnering and IP Strategies”), Management Roundtable Global Alliance & Technology Acquisition Summit, Seattle, Washington, September 23-24, 2002.

“Forging Strategic Alliances That Work,” CSMA Mid-Year Meeting, Chicago, Illinois, June 15, 2000.

“Strategic Alliances and Knowledge Management: Partners in Progress,” Northwestern University Conference on Knowledge Management: The New Manufacturing Environment, Chicago, Sep 24, 1999.

“The Role of Management in Managing Alliances” PDMA/IIR Strategic Partnerships & Alliances in New Product Development Conference, Cambridge, Massachusetts, May 4, 1999.

“Forging Alliances and Joint Ventures That Work.” Association for Corporate Growth Intergrowth 1999 Conference, Palm Springs, April 22, 1999.

“Creating Effective Technology Based Alliances.” Research Directors Association of Chicago; Chicago, December 7, 1998.

“Leveraging External Sources of Knowledge: Using Partnering to Create a Knowledge Advantage.” The Strategic Leadership Forum Knowledge Advantage Conference, San Diego, December 9, 1996.

“Providing Growth Through Acquisitions and Advanced Development,” The Planning Forum International Conference, Dallas, Texas; April 25, 1995.

“Codevelopment and Partnership,” 1994 International PDMA Conference, Boston, November 10, 1994.

“Overcoming Corporate Resistance to Using Externally Developed Technology,” Technology Transfer Conferences, Hartford, Connecticut, June 15, 1994.

“Corporate Partners as Sources of Capital, Markets, Sales, and Technology,” The IEEE Entrepreneurs' Network, Waltham, Massachusetts, May 3, 1994.

“Core Incompetencies: The Missing Link,” Planning Forum Annual Meeting, New York; April 11, 1994.

“How to Grow Your Business With Strategic Alliances,” SBANE Emerge Council, March 29, 1993.

“Strategic Alliances and Joint Ventures,” The Planning Forum, Boston, Massachusetts; Feb. 8, 1993.

“Appraisal of Assets and Deal Structure” (Session Chair); Spin Two '92 Corporate Spin Off Conference; Wilmington, Delaware, October 15, 1992.

“Do's and Don'ts of Putting Together a Good Partnership Between Companies,” Technology Council of Greater Philadelphia; Philadelphia, Pennsylvania, September 18, 1992.

“Do's and Don'ts of Strategic Alliances: How Experienced Corporations Have Made Alliances Work,” Southwest CEO Council; Dallas, Texas, October 4, 1991.

“Joint Venturing: Technical Management Implications,” 8th World Congress of Food Science and Technology; Montreal, Canada, September 30, 1991.

“Implementing the Desire to Partner: An Overview,” SBANE Conference: How to Develop a Strategic Alliance; Boston, Massachusetts, January 30, 1991.

“Making Strategic Alliances Work,” The Planning Forum 1990 International Conference; May 1, 1990; and New England Business Conference Exposition: Gaining Competitive Advantage; April 26, 1990.

“What is Strategic Partnering and What Can It Do For You?,” SBANE Conference: Strategic Partnering for Emerging Companies, Boston, Massachusetts, March 28, 1990.

“Partnering/Strategic Alliances: Opportunities and Pitfalls,” New England Entrepreneurship Council Seminar: Strategies for Success in the Medical and Biotech Industries; March 22, 1990.

“Corporate Venturing as a Strategy of Investing in New Technologies,” Boston Research Directors Club; March 7, 1990.

“Raising Money Internationally: Corporate Partnerships Provide More than Money,” MIT Enterprise Forum: Annual Entrepreneurial Conference; Cambridge, Massachusetts, October 28, 1989.

“Setting the Stage: What is Partnering and What Can It Do For You?,” Massachusetts Computer Software Council: Strategic Planning Conference; September 22, 1989.

“Promoting International Alliances: Implications for Government Policy,” Ministry of Industry Sponsored Trade Seminar on Venturing, Jerusalem, Israel; September 20, 1989.

“Trends in International Strategic Alliances,” Israeli Industry Center for R&D, Seminar for Entrepreneurs, Tel Aviv, Israel, September 18, 1989.

“Strategic Partnering Between Japanese Firms and American Venture Businesses,” Nomura Research Institute Seminar, Tokyo, Japan; August, 1989.

“Shaping a Corporate Venturing Strategy,” Corporate Venturing Conference; June 19, 1989.

“Realizing Value in Corporate Venturing,” The Planning Forum 1989 International Conference; New York, NY, April 3, 1989.

“Current Trends in Strategic Partnering,” Japan/US Strategic Partnering Conference; San Francisco, November 17, 1988.

“Creative Corporate Venturing,” Corporate Venturing Conference ‘88; Boston, June 2, 1988.

“Criteria for Choosing the Best Venture Partner,” Institute for International Research Seminar on Strategic Technology Alliances; San Francisco, California, January 18, 1988.

“The Use of Seed Capital to Start-Up New Ventures,” Technology Transfer Conference; Nov. 17, 1987.

“After the Deal: How to Make Strategic Alliances Work,” Chicago Hi-Tech Association; Feb. 28, 1987.

“Strategic Partnering: Creating Value?,” Venture Forum '87; October 28, 1987.

“Corporate Venturing,” The Strategic Planning Institute 'Seminar on Corporate Renewal'; Sept. 30, 1987.

“After the Deal is Done: Making it Work,” Strategic Partnering Symposium; June 5, 1987.

## **Competitive Intelligence:**

MN, February 16, 2005.

“SCIP CTI Conference” Chairperson, Boston, Massachusetts, October 28-29, 2004.

“Anticipating Disruptive Technologies: Using CTI to Minimize the Disruptive Effects of Innovation,” SCIP – Connecticut Chapter Technology Early Warning Seminar, New Haven, CT, June 9, 2004.

"Applications of Technology to Intelligence Analysis," Canadian Centre of Intelligence and Security Studies Conference: “Intelligence Analysis-2: Evolving Tasks, Emergent Capabilities”, Ottawa, November 6, 2003.

“Competitive Technical Intelligence,” CBI's Business and Competitive Intelligence Conference for Pharmaceuticals, Philadelphia, PA, January 23-24, 2003.

Chairperson, and Workshop Leader (“Technology Intelligence Techniques to Drive Partnering and IP Strategies”), Management Roundtable Global Alliance & Technology Acquisition Summit, Seattle, Washington, September 23-24, 2002.

“Implementing CTI: A Guide to Collecting and Using Technical Intelligence,” CTI Open Research Project, Tokyo, Japan, 26 June, 2002.

“Technology Intelligence: An Industrial Tutorial on Developing and Using TI Operations to Enhance Your R&D Planning & Decision-Making Capabilities,” The Industrial Research Institute, Washington, DC, June 10-11, 2002.

“Managing Technology in a Dynamic World: Using CTI to Anticipate Change and Foster Innovation, CTI Open Research Project, Tokyo, Japan 20 February, 2002

“Using CTI to Position Your Technology in Uncertain Times: Anticipating Change and Supporting Alternative Development Strategies,” The Society of Competitive Intelligence Professionals Canada - Eastern Ontario Chapter Meeting Ottawa, Ontario. 8 November, 2001.

“Technical Intelligence in the Corporate Setting: Structuring the Intelligence Process to Enhance Technical Decisions” SCIP CI Educational Days, London, June 22, 2001.

“Competitive Intelligence and Technology Forecasting: Keys to Technology Leadership,” Management Roundtable’s Fourth Annual Product & Process Leadership Conference; Pre-Conference Workshop, Cambridge, Massachusetts, April 4, 2001.

“Competitive Technical Intelligence: Driving Innovation While Anticipating Competitors’ Actions.” Minnesota Chapter of SCIP Bloomington, Minnesota, November 29, 2000.

“Institutionalizing TI: Starting Up the Program,” Industrial Research Institute Technology Intelligence Tutorial Washington, DC, November 17, 2000.

“Using Competitive Technical Intelligence to Drive Innovation and Enhance Technical Decisions.” Kanata, Ontario, Canada, November 14, 2000.

Chairperson, SCIP’s Competitive Technical Intelligence Symposium: “Real-Time CTI – Enhancing Technical Decisions in Dynamic Environments,” San Francisco June 8-9, 2000.

“Technical Intelligence in the Corporate Setting: Structuring the Intelligence Process to Enhance Technical Decisions,” 2000 European Conference, London England, October 25, 2000; May 19, 2000.

“Competing With Intelligence: Getting Started With TI,” IRI Technology Intelligence Tutorial, Washington, DC April 27, 2000.



“Anticipating Change: Finding and Analyzing Technical Intelligence,” The Seventh Annual Frost & Sullivan Competitive Intelligence In Business Conference, Boston, Massachusetts, April 18, 2000.

“Technology Intelligence Techniques” Industrial Research Institute Innovation Leadership Conference II, Palo Alto, California, April 4, 2000.

“Beyond Primary and Secondary: A Comprehensive Strategy for Data Collection” SCIP 2000 Annual International Conference Atlanta, Georgia. March 31, 2000, .

Making Program/Project Management Decisions With Intelligence,” Industrial Research Institute Technology Intelligence Tutorial, San Antonio Texas, November 10, 1999.

“CI and the R&D Function.” Wisconsin Association of Research Managers, Milwaukee, Dec 8, 1998.

“Organizing the CTI Function,” SCIP’s Competitive Technical Intelligence Symposium: CTI Linkage to Business Processes Philadelphia, October 30, 1998.

“Competing With Intelligence: Using Competitive Intelligence to Enhance Technology Transfer,” Technology Transfer Society Annual Meeting, Denver, Colorado, July 23, 1997.

“Science and Technology Intelligence for Business Development,” Connecticut High Tech Council, Hartford, Connecticut, March 17, 1997.

“Leveraging External Sources of Knowledge: Using Partnering to Create a Knowledge Advantage.” The Strategic Leadership Forum Knowledge Advantage Conference, San Diego, December 9, 1996.

“Competing With Intelligence.” Research Directors Association of Chicago; Chicago, October 7, 1996; (Also at The Conference on Concurrent Commercialization, U Mass, Lowell, September 27, 1996.)

“Competitive Technical Intelligence: Enhancing the Return on Your Technical Investment,” SCIP Boston Chapter Meeting, Lexington, Massachusetts, November 1, 1995.

“Technical Intelligence from the User’s Perspective.” 1995 SCIP Conference on Technical Intelligence for Leading-Edge Companies, Los Angeles and Washington DC, October, 1995.

“Competitive Intelligence: Providing Context for Company Strategy,” Massachusetts Software Council Executive Program, Newton, Massachusetts, March 23, 1995.

“Using Competitor Intelligence to Identify High Potential Technical Investments,” SCIP Annual Meeting, Pre-Conference Seminar; Boston, April 1994.