

Some recommendations out of my personal journey in industry



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Government Affairs

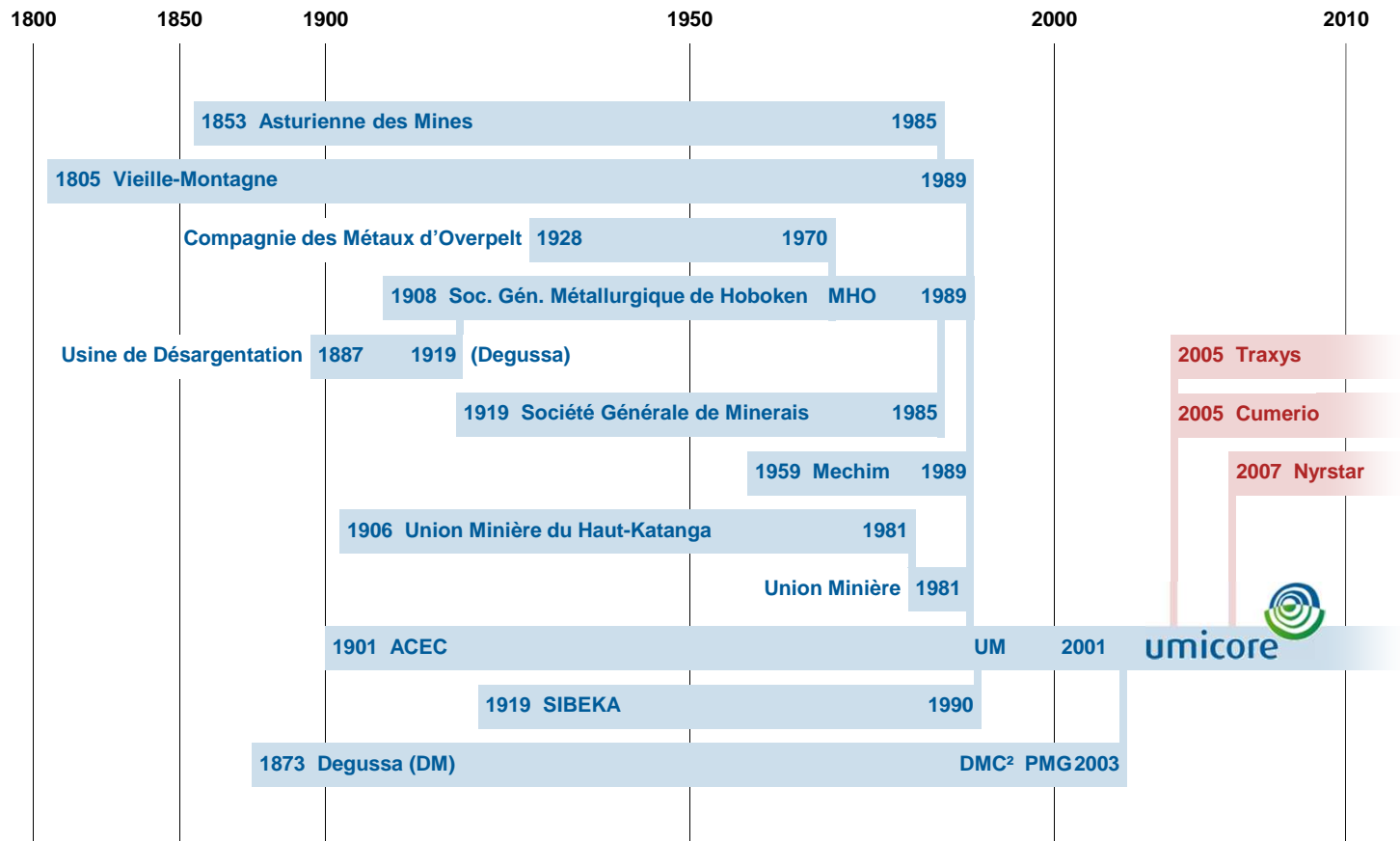
7th Interuniversity workshop: from PhD to job market
Gent, September 19th, 2014

My journey as a PhD in industry



- **1982 - 1987 : PhD in Chemical Engineering**
 - Ugent, Belgium
- **1987- 2005 :Heading R&D Automotive Exhaust Emission Control Catalysts & lecturing at KIT**
 - In Germany, with worldwide travelling
- **2005 – 2013 : Heading Corporate R&D & lecturing at KIT**
 - In Belgium & Germany with weekly travelling
- **2013 – today : Heading global Government Affairs & lecturing at KIT**
 - Worldwide travelling

Umicore's history: the roots



Umicore's businesses today



- We develop materials which enable the clean production and storage of energy
- The business is driven by the demand for clean, low-carbon energy solutions



- We operate a unique recycling process to deal with complex industrial residues and end-of-life materials
- The business is driven by materials scarcity and recycling legislation

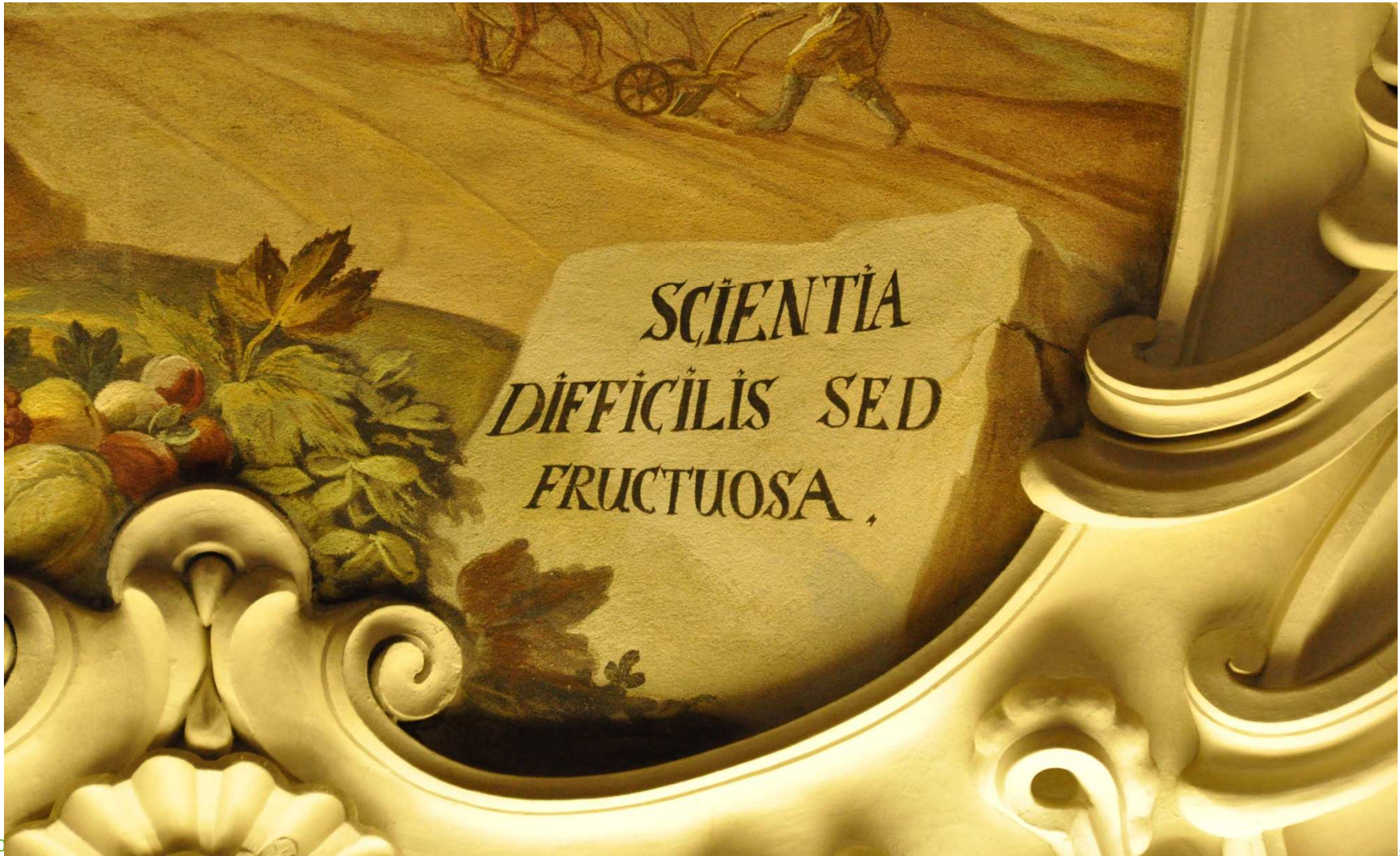


- We develop technologies to treat automotive emissions
- The business is driven by increasingly stringent emission norms to promote clean air

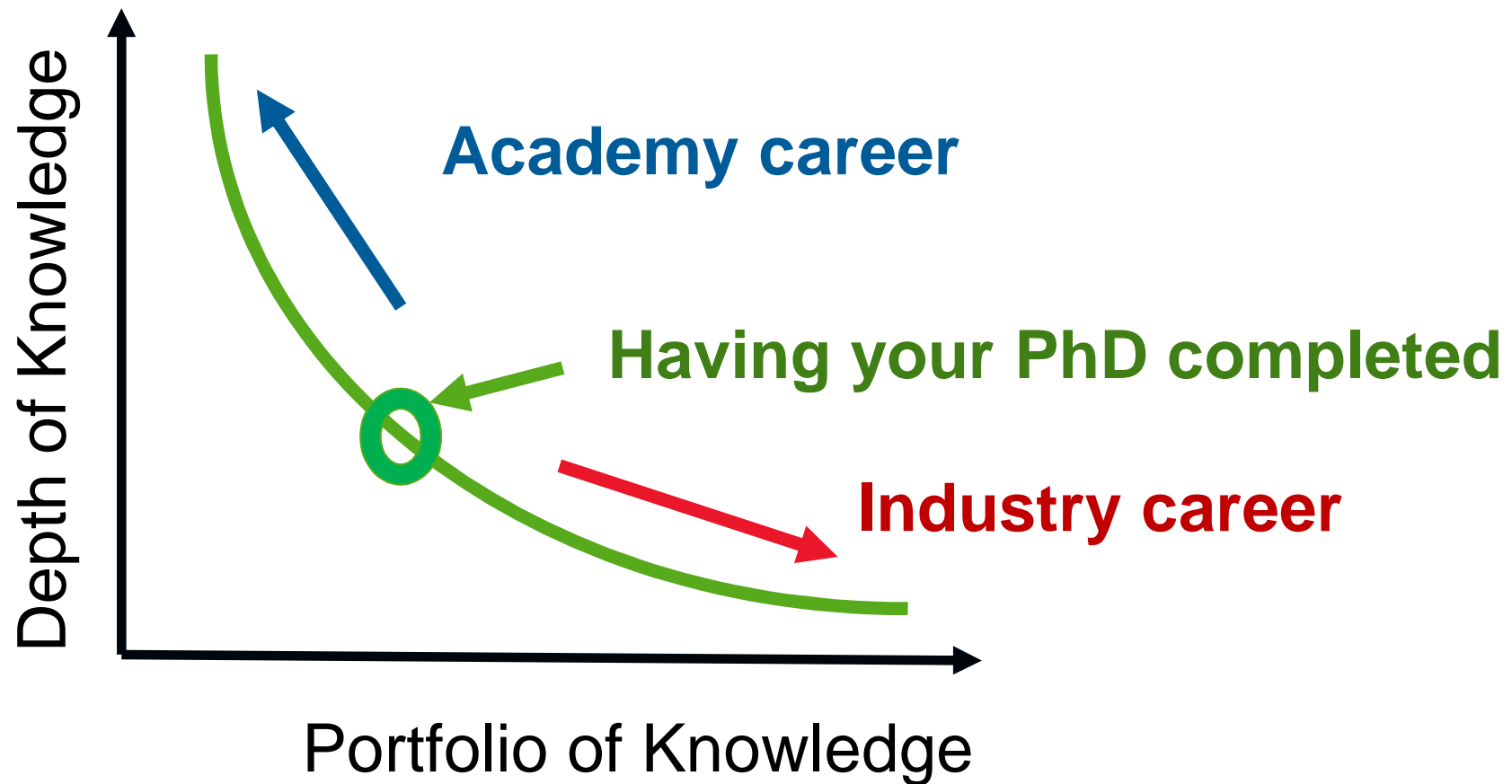


- We produce a range of essential materials and chemicals based on precious metals and zinc
- Diverse applications: e.g. high-purity glass, construction, pharma, electrics/electronics

Congratulations on your PhD!



Academy versus Industry Career



Teamwork for system thinking



Coming together is a beginning

Keeping together is progress

Working together is success

Henry Ford

Instrumented. Intelligent. Interconnected.

How we use data. How industries collaborate. How we make a smarter planet.



Our definition

Industries in focus

On a smarter planet, we want to change the paradigm from react to anticipate



How to lead and win in the era of "smart"

For five years, IBMers have been working with companies, cities and communities around the world to build a Smarter Planet.

We've seen enormous advances, as leaders are using an explosion of data to transform their enterprises and institutions through analytics, mobile technology, social business and the cloud.

We've also seen how this new era is starting to create winners. They're changing how their decisions are made. They're



We don't make decisions on instinct. [Now we use data and analytics.](#)



You live in a social world. [But do you work in one?](#)



We used to do business at the office.

Openess of mind mandatory

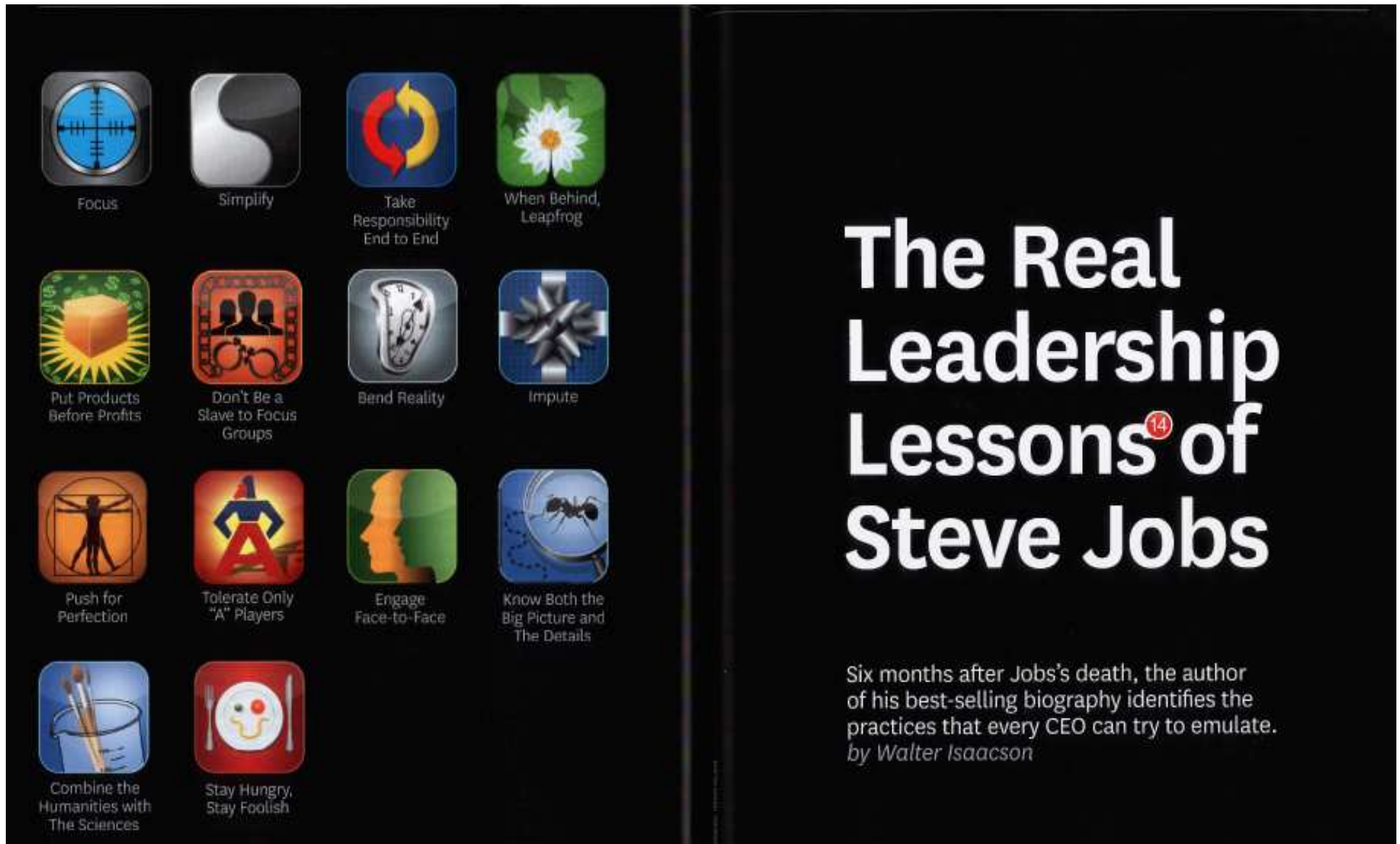
**Most of the mistakes are
made by laymen...
But the worst mistakes
are made by specialists !**

„Keep It Simple & Stupid“ is always valid ! umicore 



(courtesy Deutsches Museum Muenchen)

Innovation Best Practices - Today



The Real Leadership Lessons¹⁴ of Steve Jobs

Six months after Jobs's death, the author of his best-selling biography identifies the practices that every CEO can try to emulate.
by Walter Isaacson

A recommendation...

**Be carefull what you
ask...
...you might get it !**

Welcome to the world of global competition

- 1. Don't expect fair play all the time !**
- 2. Don't expect that the things you have to do all make sense !**
- 3. Rest assured, if you don't do it somebody else will !**

Always remember...



**The only constant
in life is change**

