

Technologiepartner



Doktoranden Camp „Informations- und Kommunikationstechnologie“

Chancen für Doktoranden und
Promovierte aus allen Disziplinen

Technologiepartner
Die Fraunhofer-Welt



Innovationsmanagement
Von der Idee zum Markterfolg

In Kooperation mit:



Interview mit Sultan Haider

"Having an idea is like having a dream"

SciConomy: Hello Mr. Haider. We would like to speak with you about Innovation and Innovation-Management. Your job is "Director of Technology and Business Innovations within Siemens Healthcare Sector". You seem to be quite young for this title and position. How did you get in this position?

Sultan Haider: Well, it started when I was a child. I developed small robots and technical ideas. I remember when I was eleven or twelve I designed a boat that could be transformed into a car and also into a plane. This is not spectacular. But if a child develops such plans at an early age it is exceptional and people start to recognize it. And even if these plans have not been realized, I could present my ideas at science exhibitions at universities, first in India and then also abroad. So I got in contact with Siemens and received a sponsorship for my Bachelor and afterwards for the Master that I finally did in Munich. My education went very well and I also became aware of the structures and the functionalities of the big Siemens organisation. When I moved up in the organisation, I realized that ideas are not only for presentations at conferences, but also for business. So I transformed my way of thinking from writing just for fun into writing also for business. That helped to bring ideas from basic research to business development.

SciConomy: Not everybody has great ideas and new revolutionary ways to solve technical or economical problems. What is your concept for inventing? Do you have a method to generate ideas?

Sultan Haider: I feel it's all driven by nature. It's not the idea that comes to your mind. It's how accurately you observe the object and interlink problems. So I don't start at the level of the state of the art. I observe the problem from the edge. I don't look at the steps that have already been done by other people and try to improve a detail of their

solution. That would not be my way. I start on the basis and try to understand the nature of the problem. Then I try to find my own way to a solution. There are always many ways. Try to find one of your own!

SciConomy: It seems that having ideas and developing new business models is quite important not only in your daily routine but also for you personally. At the same time you are part of a big organisation. There you have to pass on your ideas, the "babies" you have developed. Is it hard for you to pass on your ideas to other people or departments and by doing so losing control of the further process?

Sultan Haider: No absolutely not. Having an idea is like having a dream. It is a great feeling to see many people working on your idea. They make a real product out of it, what I never could do on my own. And there is another aspect that I want to point out: It's not only about my ideas and patents. As patent manager in my business group it is part of my job to motivate employees to find new ways. Then we evaluate the ideas together and discuss the next steps towards intellectual property management. So in this function I'm not the inventor. I motivate and support the generation of new ideas, new solutions and finally patents for the company. And this is also quite challenging!

SciConomy: Your title is Innovation Manager. Can you tell us what innovation is in your opinion?

Sultan Haider: Innovation is much more than filing a patent. Innovation is also the possibility to bring an idea to the market. Innovation is to convince people of your idea and your product. Besides the technical and legal aspects of product development, the innovation process includes marketing, communication, finance etc. Innovation needs all the people who give support on the way from the idea to commer-

Beim **Doktoranden Camp Ende November 2008** in München repräsentierte Sultan Haider die Siemens AG als Workshop-Leiter im Veranstaltungszweig Karriere. Seither haben mehrere Treffen zwischen SciConomy und Sultan Haider stattgefunden. Ausgehend von den methodischen und inhaltlichen Ergebnissen des Workshops wurden mehrere Ideen für eine weitere Zusammenarbeit entwickelt. Unter anderem wird Sultan Haider gemeinsam mit Dr. Carsten Hutt am **4. Juli einen Workshop zu clusterübergreifenden Innovationsprozessen halten** (siehe Seite 44). Darüber hinaus hat Sultan Haider inzwischen einen Lehrauftrag an der Universität Freiburg und wird im Wintersemester gemeinsam mit Dr. Carsten Hutt ein Seminar zu Innovationsmanagement halten.

Zur Person:

Sultan Haider, Director Technology and Business Innovations Siemens AG Healthcare Sector

Sultan Haider ist Key Experte in den Bereichen **Innovationsmanagement, Medical Imaging und Bildverarbeitung bei Siemens Healthcare**. In den letzten sechs Jahren hat er über 100 Patente für Siemens angemeldet und mehrere Auszeichnungen erhalten. Zudem engagiert er sich im Mentoring und der Betreuung von jungen Forschern. Im April 2008 wurde er zum Principal Key Expert ernannt und war damit der jüngste Mitarbeiter bei Siemens Healthcare weltweit, dem diese Auszeichnung verliehen wurde.

Seit 2006 arbeitet Sultan Haider zudem an der **FAU Erlangen** an seiner Doktorarbeit zum Thema „Segmentation and quantification of the visual pathway for finding associations between degeneration of the retinal ganglion cells and cerebral ganglion cells in the forth neuron“ und wurde vor Kurzem vom Universitätsklinikum zum „Honorary Scientist“ ernannt.

Er ist **Vorsitzender von Siemens Intergreat Erlangen** (internationales Netzwerk von Siemens-Mitarbeitern aus allen Sektoren mit über 950 Mitgliedern aus über 45 Ländern) und hat zwei Vereine auf dem Gebiet Gesundheitswesen gegründet: „**Help Humanity**“ in Indien und „**Strangers in need Erlangen e.V. (SinE)**“ in Deutschland.

cial success. And even on this way process innovations can be developed, that e.g. make the production of the product more efficient or less expensive. So innovation is a pattern of ideas and people that work together for better solutions.

SciConomy: What have been your experiences on the way to become an innovation manager? In other words: what lessons did you learn during the last years?

Sultan Haider: I made the experience that you have to be very open. Open to the world, to people from different business departments, companies and professions and countries. You have to be very good in communication. You need to present and communicate your ideas. And I mean not only the technical thing. You have to inspire the people who give you the support for the further development. The way from the idea to the product is long. You must organize all the support necessary for a break through.

SciConomy: Can you explain which are the core characteristics an innovation manager should have, not only to develop but also to organize the support you mentioned?

Sultan Haider: In my opinion, you need three core characteristics: First, an interdisciplinary knowledge. That means that you are open to learn from many different fields. For example I never studied medicine, but I need to understand the problems of physicians, their processes and methodology. I also like to learn their language and their way of thinking, in order to develop solutions in the healthcare sector. Secondly, intercultural competences. One of the big challenges is that you never work alone. You cooperate with specialists from the US, from Europe, Asia and so on. You should try to understand their cultural background and their way of behaviour and communication. Otherwise you won't get them involved in the process. Finally, you need age diversity which means to understand people in different age groups. For example, if you meet someone, who is

about 60 years old, he will have another approach to a problem as you at the age of 30. The age difference can lead to new ideas. You can learn a lot from this person, from his experiences and his approach to problem solving.

SciConomy: If someone would like to become an innovation manager, what would you tell him?

Sultan Haider: I would ask him: Do you see things differently, do you identify patterns between different disciplines or techniques? How do you deal with critics, when you want to go a different way? And last but not least, are you able to observe exactly and then define problems? The ability to observe is the basis for recognizing a problem, defining it and formulating a question. Innovation always starts with a question. As innovation manager you must be challenged by questions that have not been asked before.

SciConomy: Mr. Haider, thanks for your time. ■



Im Gespräch: Sultan Haider

