

A nighttime photograph of a city street featuring a tram. The tram is captured with long-exposure light trails, showing a bright green path above and a yellow path below. The background consists of multi-story buildings with lit windows. The overall scene is dark, with the primary light sources being the tram's lights and the city's interior lights.

› **TORC**
TNO

Prof Dr Ir Paulien Bongers

TNO innovation
for life

OUR MISSION

TNO connects people and knowledge to create innovations that boost the sustainable competitive strength of industry and well-being of society.

‘INNOVATION FOR LIFE’

THE POWER OF TNO

FROM IDEA TO INNOVATION

**DEVELOPING
FUNDAMENTAL
KNOWLEDGE**



With universities

**KNOWLEDGE
DEVELOPMENT**



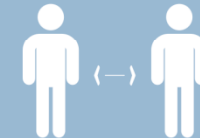
With partners in
the golden triangle

**KNOWLEDGE
APPLICATION**



Contract research
for and with customers

**KNOWLEDGE
EXPLOITATION**



Embedding in the market
(with TNO companies)

THREE ROLES OF TNO



TNO ACTS AS A CATALYST IN PUBLIC-PRIVATE PARTNERSHIPS

- › Through open innovation, as in Holst Centre, and demand from Top sectors Funding
- › Mix of private & public funding



TNO PERFORMS CONTRACT RESEARCH FOR CUSTOMERS

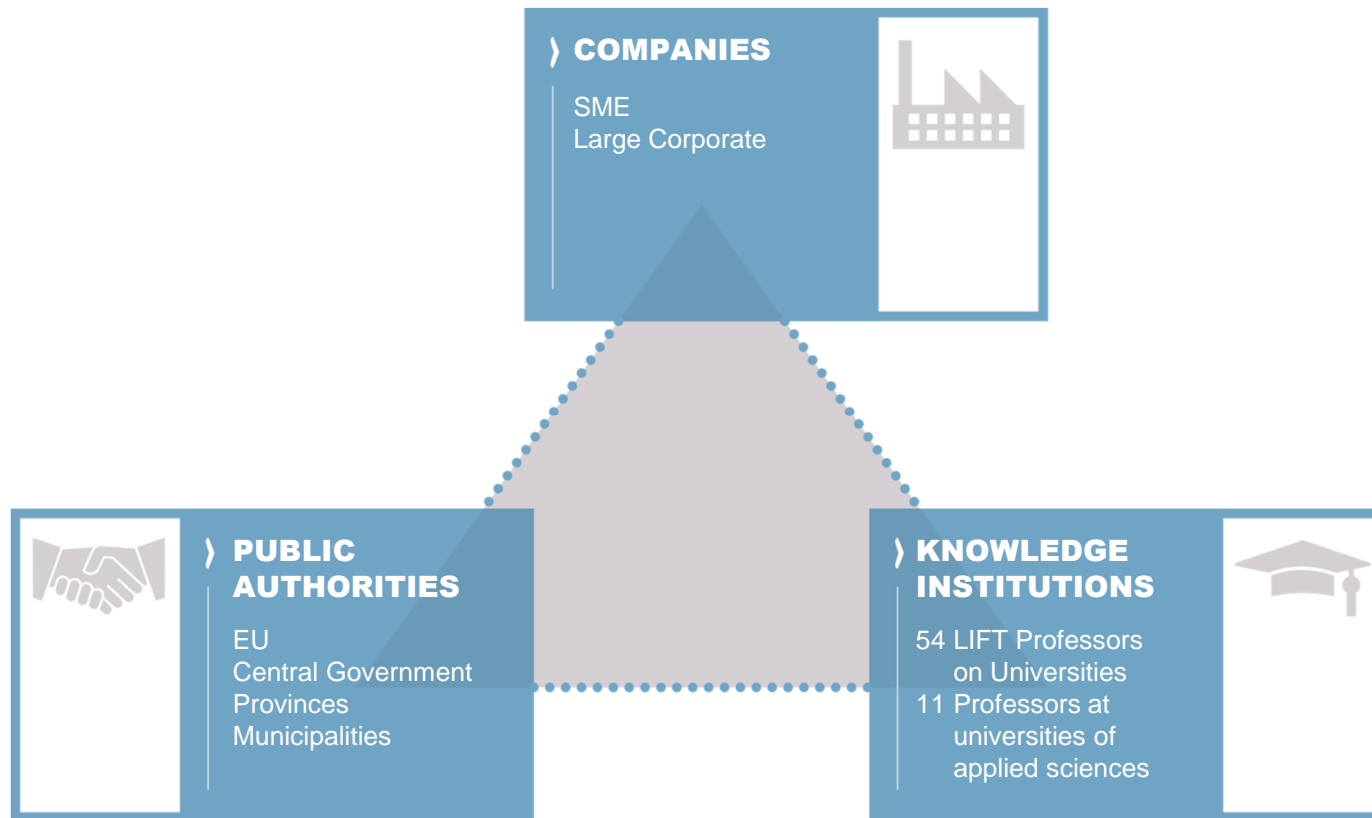
- › Funding: 100% customer financed



TNO UNDERTAKES DESIGNATED TASKS

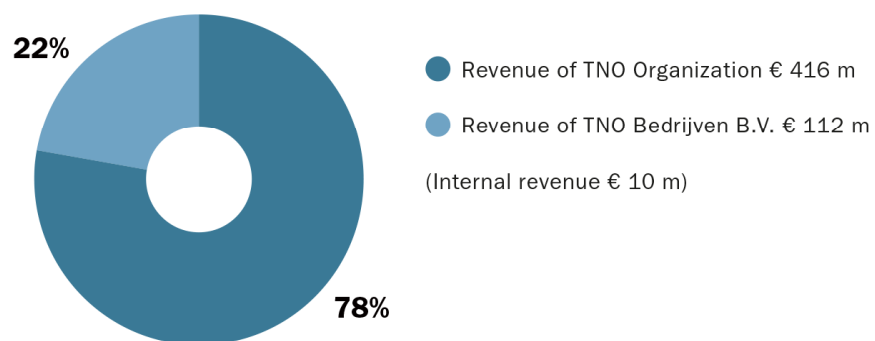
- › Geological Survey of the Netherlands
- › Research for the Dutch Ministry of Defence
- › Research for the Ministry of Social Affairs and Employment

TRIPLE HELIX

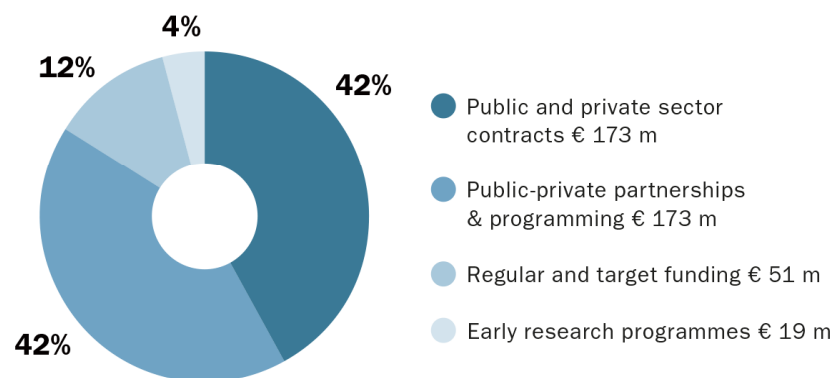


TNO IN NUMBERS 2015

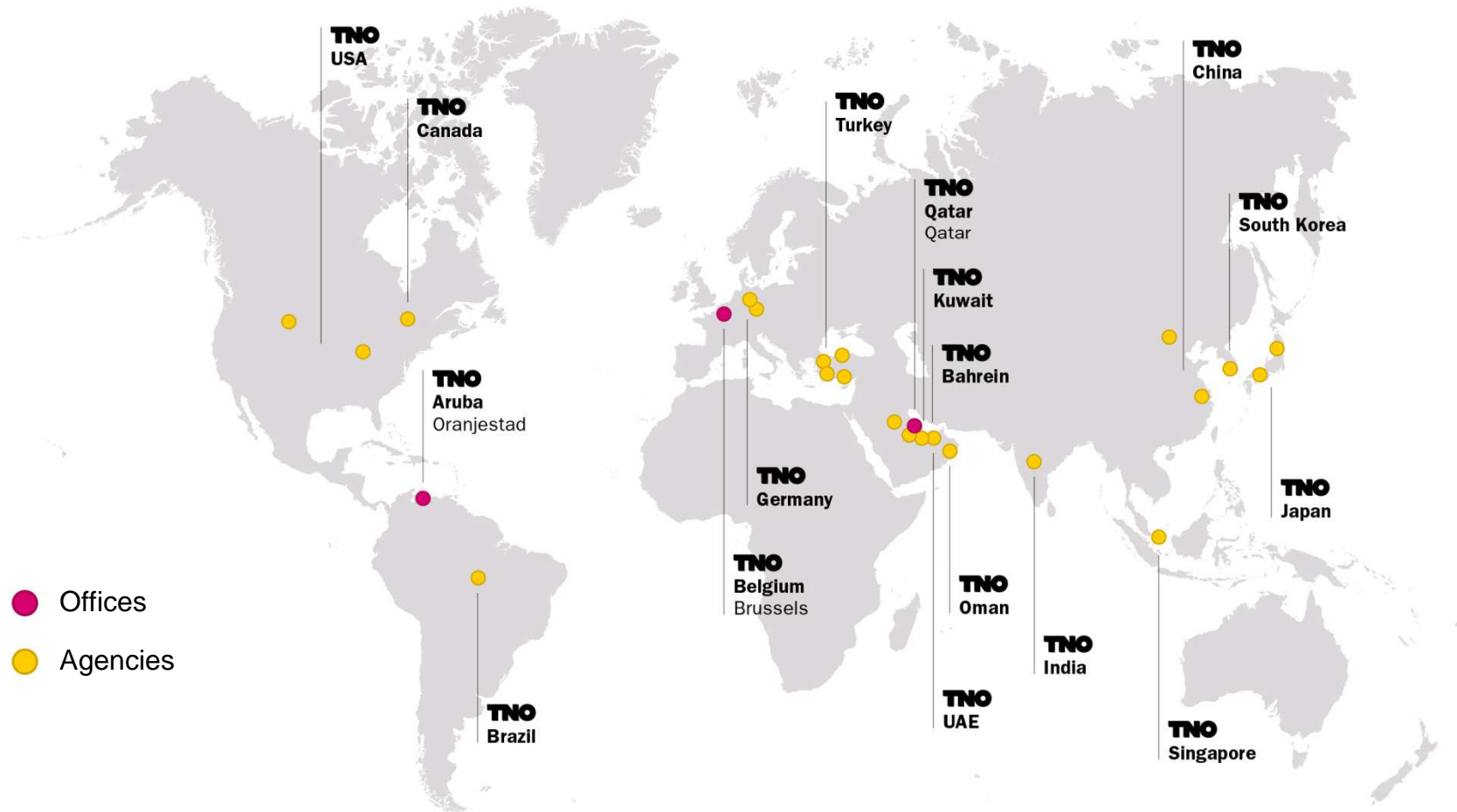
CONSOLIDATED REVENUE 2015 (€ 518 million)



REVENUE TNO BY TYPE OF RESEARCH 2015 (€ 416 million)



INTERNATIONAL OFFICES / AGENCIES



VISION

THEMES IN TRANSITION

INDUSTRY



HEALTHY LIVING



DEFENSE, SAFETY & SECURITY



URBANISATION



ENERGY



THEMES AT TNO



HEALTHY LIVING



DEFENSE, SAFETY & SECURITY



INDUSTRY



ENERGY



URBANISATION

ROADMAPS

FOOD & NUTRITION

development of healthy and safe food

PREDICTIVE HEALTH TECHNOLOGIES

better understanding of health and disease

PREVENTION, WORK & HEALTH

innovations to keep people healthy

ROADMAP PREVENTION, WORK & HEALTH

- › Develop human capabilities to flourish in life
- › Create an enabling context
- › Empower organizations and people to adapt to a rapidly changing society and future world of work



TRAINING FOR OPERATIONAL RESILIENCE CAPABILITIES

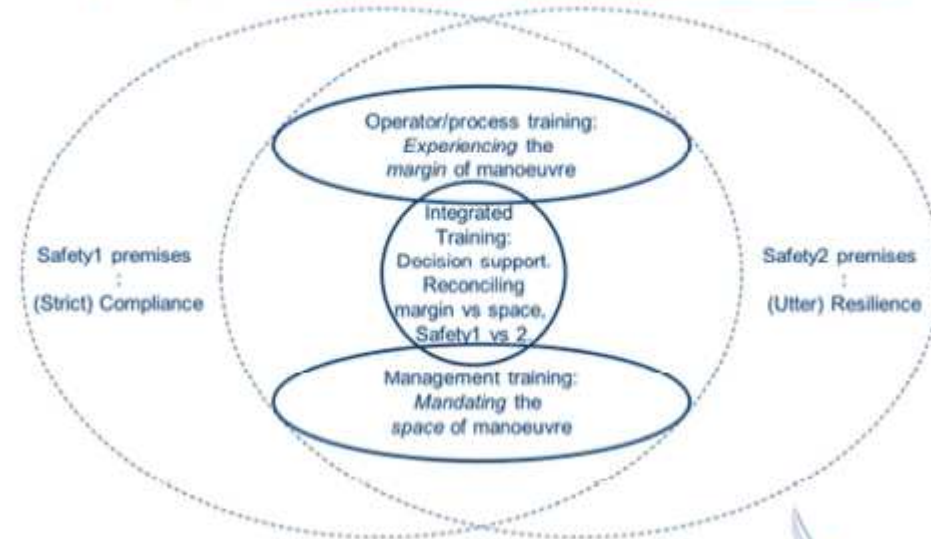


TORC



TORC

Training for Operational Resilience Capabilities



TORC STRENGTH:

1. The Combination:

- Minimize error and failure
- Maximize adaptation

2. The Challenge:

- Make it possible to be both adaptive and compliant
- Install trust that it will be no threat to accountability

3. The Bridge

- Translate the theory to the practical level
- Resilience on company level (do not rely on unstructured improvisation but acquiring confidence in what to do...)

BY VIRTUE OF TNO THE CONCEPT OF RESILIENCE GOT FEET AND SO WE COULD WALK IT TO THE COMPANY

- Empirical support

A nighttime photograph of a city street. In the foreground, a modern building with a curved facade and glass panels is illuminated. A long-exposure light trail of a vehicle, showing green and yellow streaks, curves across the middle of the frame. In the background, other city buildings are lit up, and a street with a railing is visible. The overall scene is a blend of urban architecture and dynamic light trails.

› **THANK YOU FOR
YOUR ATTENTION**

Take a look:
TIME.TNO.NL

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for life