

# A NEW WAY OF WORKING

CONCENTRATION ON SEVEN THEMES

## OUR STRATEGY

On 1 January 2011, TNO entered a new strategy period, described in our strategic plan for the period 2011-2014: 'Innovate with Impact'. The new strategic plan heralds a new way of working for TNO. We are concentrating our activities around seven themes and working from three areas of expertise. We have chosen the themes because they are important for the competitiveness of industry and the welfare of society. Our strategic plan is based on our vision and mission.

## OUR VISION

Innovation has brought progress: a prosperous society and competitive industry. However, shifting relationships around the world and the scarcity of resources in areas such as energy, raw materials, space and health require breakthroughs in terms of concepts and actions. Technological and social innovation is crucial to this, and the whole range of technologies has a role to play. As the boundaries between domains, disciplines and countries fade, national and international cooperation becomes increasingly prominent.

TNO has this combination of technologies and wants to be at the centre of society where it can put its knowledge to optimum use for and with government and industry. We have the people with the right blend of curiosity, creativity and idealism to make it work.

## OUR MISSION

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

## BOARD OF MANAGEMENT

Jan Mengelers (Chairman)  
Dr Tini Hooymans  
Jan Willem Kelder



**TNO CONNECTS PEOPLE AND KNOWLEDGE TO CREATE INNOVATIONS THAT BOOST THE SUSTAINABLE COMPETITIVE STRENGTH OF INDUSTRY AND THE WELL-BEING OF SOCIETY**

**TNO.NL**

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Telephone numbers for staff at all TNO locations now begin with +3188 86. You can contact TNO on the old numbers until the end of March 2011.

You can also contact us via TNO.NL or the TNO Infodesk.

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**TNO INFODESK: +3188 866 08 66**

# WE CONNECT PEOPLE AND KNOWLEDGE

**TNO** innovation  
for life

## SEVEN THEMES

### INFORMATION SOCIETY

**A CONNECTED SOCIETY**  
TNO RESEARCHES THE IMPACT OF THE INFORMATION SOCIETY AND STIMULATES THE INTRODUCTION OF NEW SERVICES, APPLICATIONS AND POLICY, BASED ON THE LATEST ICT, MEDIA AND AEROSPACE TECHNOLOGY.



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### ENERGY

**SUSTAINABLE ENERGY SUPPLY**  
THROUGH INNOVATIONS, TNO IS WORKING TO ENSURE A SUSTAINABLE, EFFICIENT AND SECURE ENERGY SUPPLY.



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### INDUSTRIAL INNOVATION

**STRUCTURALLY COMPETITIVE INDUSTRY**  
TNO REINFORCES THE INNOVATIVE STRENGTH OF INDUSTRY THROUGH INNOVATION IN PRODUCTS AND PROCESSES, WITH A STRONG FOCUS ON SUSTAINABILITY.



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### DEFENCE, SAFETY AND SECURITY

**A SAFE AND SECURE SOCIETY**  
TNO FOCUSES ON A SAFE AND SECURE SOCIETY BY CREATING INNOVATIONS FOR PEOPLE WORKING IN DEFENCE ORGANISATIONS, THE POLICE, EMERGENCY SERVICES AND INDUSTRY.



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### BUILT ENVIRONMENT

**DYNAMIC URBAN ENVIRONMENT**  
TNO WORKS ON TRANSITIONS AND INNOVATIONS THAT CONTRIBUTE TO SUSTAINABLE DESIGN AND BUILDING FOR COMFORTABLE LIVING IN A DENSELY POPULATED COUNTRY.



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### TRANSPORT AND MOBILITY

**TO ACCELERATE INNOVATION**  
TNO ACCELERATES INNOVATION THROUGH THE COMBINATION OF TECHNOLOGICAL INNOVATION, INFLUENCING HUMAN BEHAVIOUR AND SMARTER ORGANISATION TO MAKE MOBILITY CLEAN, QUITE AND SAFE.



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### HEALTHY LIVING

**A DYNAMIC SOCIETY**  
TNO INITIATES TECHNOLOGICAL AND SOCIETAL INNOVATION FOR HEALTHY LIVING AND A DYNAMIC SOCIETY.



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## THREE EXPERTISE AREAS

WE DEPLOY OUR PEOPLE AND APPLY OUR KNOWLEDGE IN PROJECTS WITHIN THE SEVEN THEMES.

### TECHNICAL SCIENCES



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### TNO COMPANIES BV

TNO COMPANIES COMMERCIALISES AND EXPLOITS KNOWLEDGE RESOURCES DEVELOPED BY TNO IN CASES WHERE THIS DOES NOT HAPPEN DIRECTLY THROUGH THE MARKET. WE DO THIS TOGETHER WITH THE PRIVATE SECTOR AND INVESTORS, THEREBY ACCELERATING THE VALORISATION PROCESS. TNO COMPANIES IS ALSO RESPONSIBLE FOR ESTABLISHING NEW COMPANIES AND SPIN-OFFS.



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