What does your job entail?
Research in Industry

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The R&D Continuum

- Research
- Development
- Time to market
- Business case
- Technical risk
- Central funding
- Business funding
Academic Research

Research

Unfettered Research

Technical risk

Central funding

Business case

Time to market

Development

Business funding

Industry Research

Research

Unfettered Research

Technical risk

Central funding

Business case

Time to market

Development

Business funding
The Challenge of Technology Transfer

- Traditional company structures break the continuum
  The organizational interface between R and D is a challenge for technology transfer

- Overlap & osmosis are a necessity
  - CR and BUs should both do Advanced Development
  - CR and BUs should do joint projects
  - Researchers must consider accompanying mature projects from research into development

The Tensions of Industry Research

1. **Choosing what to do**
   - Bottom up initiative
   - Idea driven
   - Top down planning
   - Objective driven

2. **Justifying what to do**
   - Short-term Return On Investement (ROI)
   - Long-term Return On Investement (ROI)

3. **Research work style**
   - Scientific approach
   - Prototype for proof
   - Engineering approach
   - Develop for use

4. **Research results**
   - Publish
   - Protect Intellectual Property