

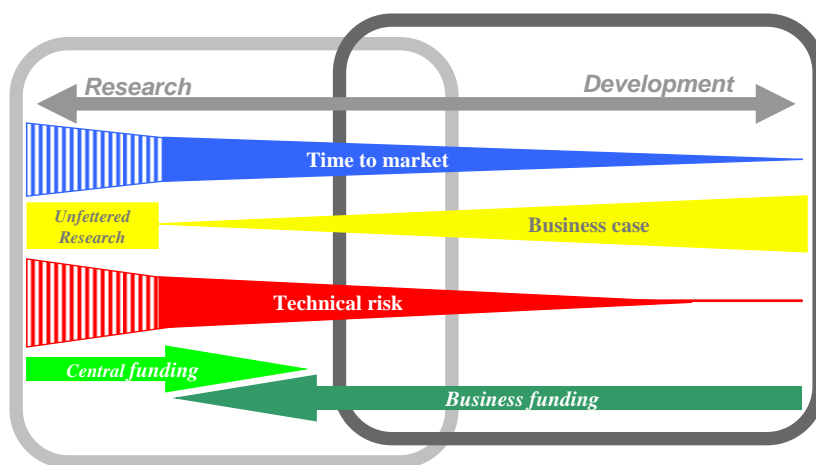
What does your job entail? Research in Industry

Patrick Baudelaire

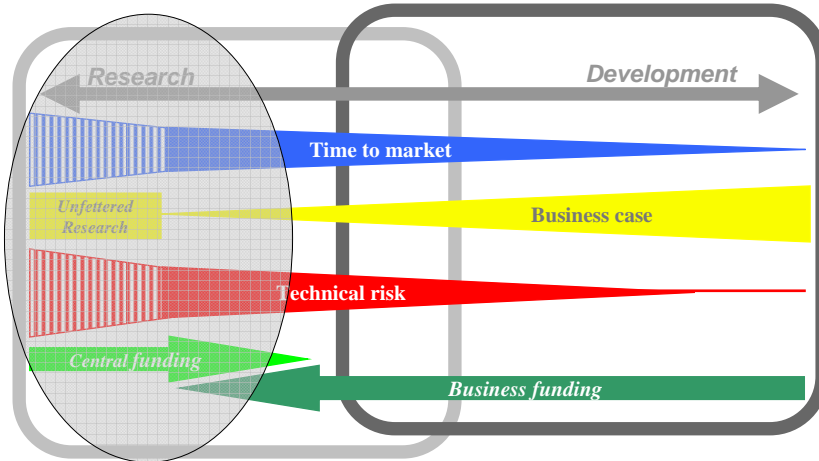
CoNEXT Panel
Lisbon (December 2006)



The R&D Continuum



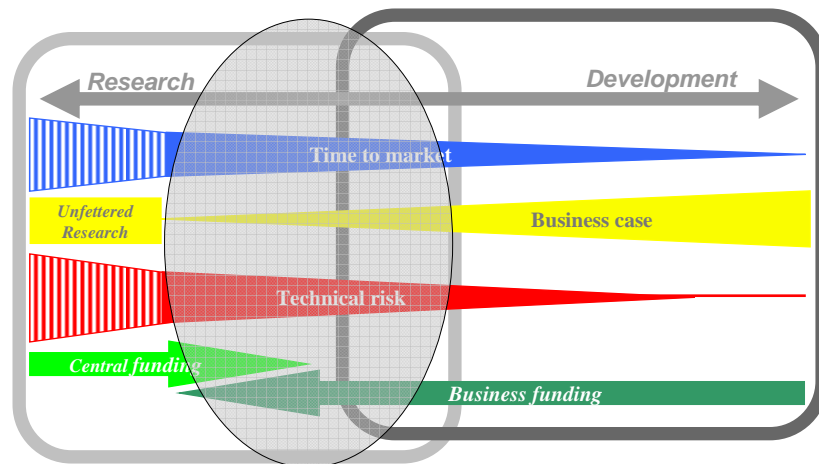
Academic Research



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images & beyond

Industry Research

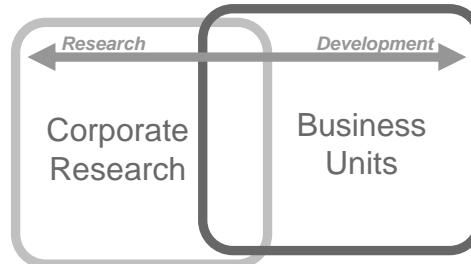


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The Challenge of Technology Transfer

- 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

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The Tensions of Industry Research

- | | | |
|---------------------------------|--|---|
| 1. Choosing what to do | <ul style="list-style-type: none"> • Bottom up initiative • Idea driven | <ul style="list-style-type: none"> • Top down planning • Objective driven |
| 2. Justifying what to do | <ul style="list-style-type: none"> • Short-term Return On Investement (ROI) | <ul style="list-style-type: none"> • Long-term Return On Investement (ROI) |
| 3. Research work style | <ul style="list-style-type: none"> • Scientific approach • Prototype for proof | <ul style="list-style-type: none"> • Engineering approach • Develop for use |
| 4. Research results | <ul style="list-style-type: none"> • Publish | <ul style="list-style-type: none"> • Protect Intellectual Property |

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