



UIDPCONNECT
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Can You Say What Your R&D Strategy Is?

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Many if not most great innovations have technology as an enabler, but the promise of new technologies takes place against declining R&D productivity

DRIVERS OF PRODUCTIVITY DECLINE

Increasing number of tech. spaces to monitor and pursue



AUTOMOTIVE

- Electrification
- Autonomy
- V2V & V2X comms.
- ...



CHEMICALS

- Biologics
- Recyclability
- Digital tools
- ...

Increased complexity of technology development

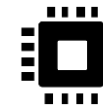
21x

Increase in the number of researchers to keep pace with agricultural productivity since the 1970s¹



18x

Increase in the number of researchers to keep pace with the doubling of transistors prescribed in Moore's Law since the 1970s¹



Organizations need to be more intentional about the technology spaces they go after and the capabilities required to succeed

FIVE QUESTIONS FOR A ROBUST **R&D STRATEGY**

- 1 What is the **purpose** of your R&D organization?

Gain clarity into the fundamental problems an R&D unit is supposed to be solving for an org. (e.g., support core, hedge against disruption, create new opportunities)
- 2 What is your aligned **view of the future**?

Align on a point of view of not only which technologies are trending, but the specifics of timing, impact, and certainty and the corresponding implications
- 3 What are the R&D organization's **focus areas**?

Frame a portfolio of priority spaces or "focus areas" at the intersection of a technology, a capability/solution that provides commercial advantage, and a market opportunity
- 4 How will you **sync** business and R&D?

Engage in proactive tactics to ensure an impedance match between business and R&D (e.g., shared view of the World, triangle teams, cross-functional input)
- 5 How will you **program** key initiatives?

Bridge the gap between strategy and execution with strategic programming: set charters, allocate resources, and establish governance mechanisms

Participant Poll

Which question is the most challenging for your organization?

1 What is the **purpose** of your R&D organization?

2 What is your aligned **view of the future**?

3 What are the R&D organization's **focus areas**?

4 How will you **sync business and R&D**?

5 How will you **program** key initiatives?