Building Effective R&D Capabilities Abroad

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Traditional

New

More

Drivers

Sources of Relevant Knowledge Emerge Across the Globe

Increase Speed to Market Required
Adopting a Global R&D

Create a Technology Steering Committee
- Lead the initiative
- Small team of senior managers (technical and organizational knowledge)

What Do We Want From The R&D Site?
1. Home-Base-Augmenting
2. Home-Base-Exploiting

How Information Flows Between Home-Base and Foreign R&D Sites
Adopting a Global R&D

Where Do We Put It?

1. Home-Base-Augmenting
   - Locate in Regional Clusters
   - Must be Able to Tap Into and Become a Part of the Regional Community

2. Home-Base-Exploiting
   - Locate Close to Large Markets & Manufacturing
Establishing a New R&D Facility

- Site Leader - Different Objectives Require Different Types Of Leaders and Management Styles
- Size Matters
- Keep in Close Contact & Make Adjustments During Startup – 1 to 3 years
Integrating the Global R&D Network

- **Global Coordinators**
  - Setting research agendas
  - Monitoring results
  - Creating direct ties between sites

- **Managers of Knowledge**
  - Beyond managing people and processes

- **Communications/Interaction**

- **Determine the need for additional R&D sites**
  - Monitor new regional pockets of knowledge and the company’s expanding network of manufacturing sites