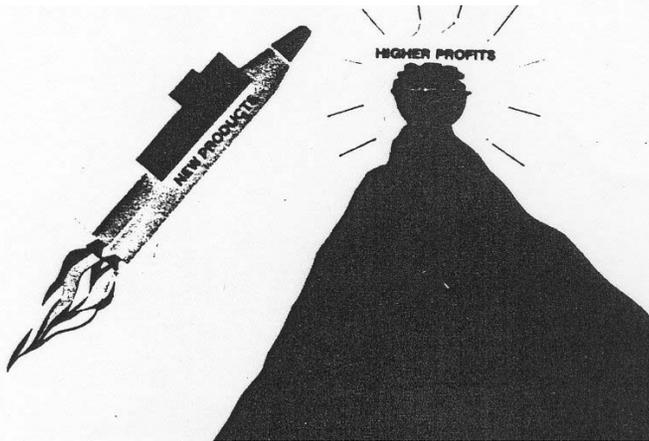




# Global Business Partnerships

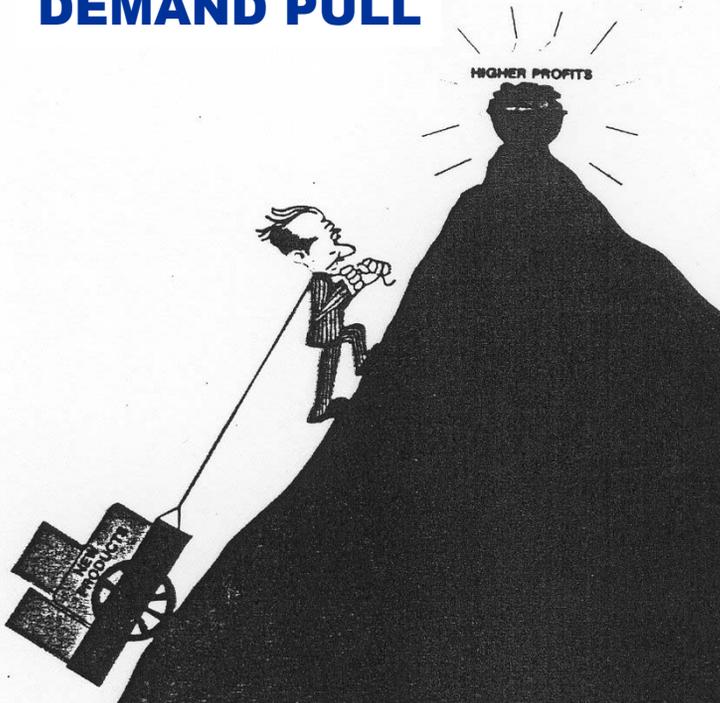
Andrew Dearing  
European Industrial Research  
Management Association

## TECHNOLOGY PUSH



*1981 - The Practitioner's View*

## DEMAND PULL



# Demand Pull or Technology Push?

1981



“It’s about functional interactions, different backgrounds, culture, jargon, motives, working together for common purpose of the customer’s needs and expectations.”

**“Experience shows this process often does not work very well.”**



1996

*Interfaces...*

# Portfolio Management

Research: Money turns  
into knowledge!

Innovation: Knowledge  
turns into money!

*It's OK to make money!*

### **Licence**

Make your patents work for you

### **Spin In**

Rejuvenate the portfolio and culture

Access high growth business area

Prepare for M&A

### **Spin Out**

Foster technologies outside core

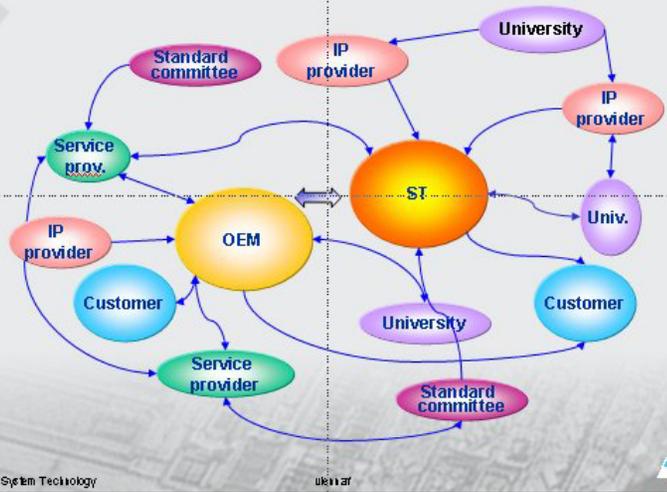
Overcome in-house barriers

Share risk

**2003**

**Changing Attitudes  
to  
Entrepreneurship**

# A World of Opportunities



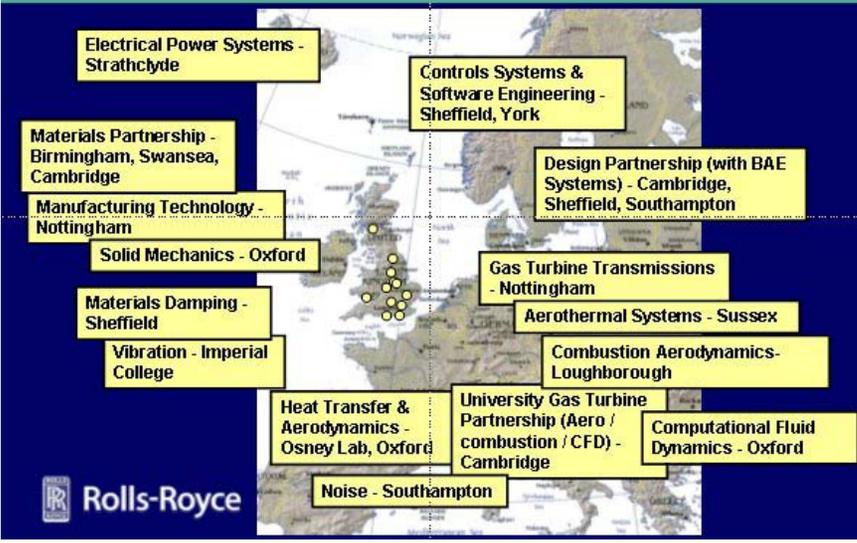
Advanced System Technology

UKRI



*Use Others' Capabilities  
Open Innovation*

## Rolls-Royce UK University Technology Centres



2002

**Collaboration  
and  
Networking**

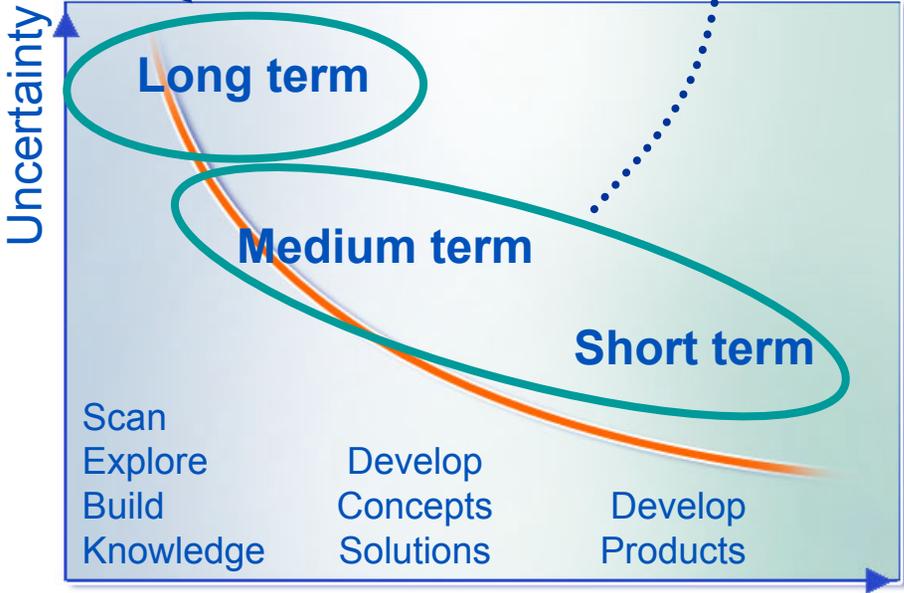
Understand business

Gain credibility

Make effective decisions

Customer relations

*Deal with Tomorrow  
as well as Today*



Expenditures

Research Center

Business activities

**NOKIA**

2003

Getting the  
Balance Right

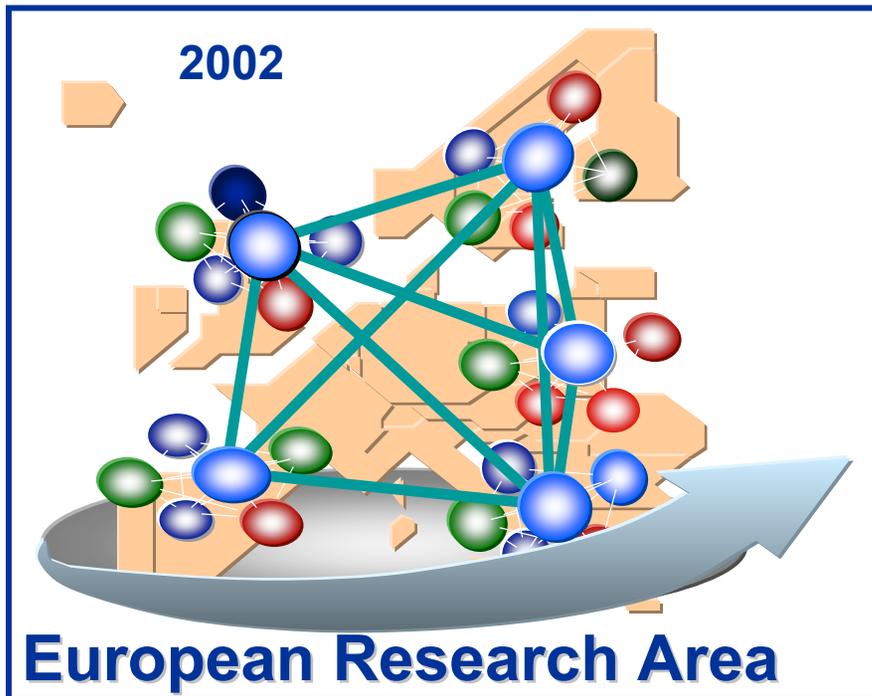
**1967**

“The USA has a strong tradition of product development. We tend to concentrate on scientific research and are rather bad at development ... But the most important factor is American skill in organising and managing complex programmes.”



*Among the remedies recommended were cooperation and specialisation*

*Get the Whole Environment Right*



Framework  
Conditions

When motivation is not totally clear upfront , the alliance does not work. It will not be based on trust.

Being a partner you need to do more and better than other suppliers.

Top down alliances do not work. Bottom-up has to be won day by day as if the framework would not exist.

The contract does not guarantee the business. Rather, it sets higher expectations.



2002

*Weak Communication  
Mismatched Expectations!*

## Alliances - Learning from Failures

## Openness

Can only work together if  
we know what is needed  
longer-term and today

## Project Management

Critical mass

Cross-disciplinary effort

Technology transfer in the  
widest sense

## Attend to differences

Legal systems,  
motivation, skills

## Build excellence and trust



**Making  
Partnerships Work**