Leveraging R&D and Engineering for Competitive Advantage

Date: 2015-08-26 - 2015-08-28

Venue: Tata Management Training Centre, 1, Mangaldas Road, Pune 411001

Overview

Technological innovation is a source of great competitive advantage in many industries. The last century saw many inventors, working independently, ushering in an era of technological change. But in the present age it is more about collaboration based endeavor, and will be more so in the future. The advent of global R&D and Engineering (RD&E) teams has reduced the cycle time for delivering technological innovations. In addition, a deep understanding of trends in emerging sciences, technological advancements and consumer preferences is driving innovations. Moreover, it has become essential for RD&E to realize the strategic import of its activities in an organizational context. Hence, creating and managing an RD&E organization that incorporates all these realities is a significant need for many organizations.

As Tata companies look for new products and services to compete and differentiate themselves, an efficient and proactive R&D and Engineering capability becomes a pre-requisite. An effective management of the R&D function requires a systems perspective of an organization; collaboration with other organizational functions; an in-depth understanding of IP creation and protection; and an ability to connect the dots through tools such as technology road mapping.

The distinctive ability of RD&E to explore and operationalize new ideas and newer ways of doing things underscores the strategic importance of the RD&E function. A self-recognition of the value it brings to a business could radically change RD&E's relationship with other functions such as manufacturing, marketing, and finance. It is in this context that TMTC presents this program, to help participants think critically about their function, and its place and potential for impact within an organisation.

Objectives

The key objective of this program is to build a perspective that RD&E needs to be aligned with the strategic intent of the organization. The program therefore aims to:

- Develop the strategic thinking capability of RD&E Managers, in order to improve the management of the RD&E function to develop better products and services
- Develop an ability to manage relationships with other business functions, in order to ensure that the RD&E function plays a more strategic role in the firm

This unique program will provide participants tools, methodologies & frameworks to:

- Align RD&E strategy with business strategy
Understand how technologies evolve and demonstrate their linkage to RD&E strategy
Identify defensive and offensive intellectual property management tactics
Leverage learning and collaboration concepts with customers, lead users, and suppliers
Engage RD&E talent within and outside the organization such as partners, vendors, universities & research institutions

Curriculum

Day 1

Aligning R&D Strategy with Business Strategy
Case study discussion
Metrics for R&D Success
Strategic Technology Road-mapping
The S-Curve Technology Progression and Analysis
Group Activity – Developing Technology Road-Map

Day 2

Collaboration and Eco-system Development
Collaboration relationship with customers, lead users and suppliers
Organizational routines and Global R&D networks
Intellectual Property Management
Managing Intellectual Property effectively and linking IP portfolio strategy with business strategy
IP litigation and Litigation management

Day 3

Financial tools and their effective use in R&D Projects
Financial Feasibility of Capital Expenditure Decisions
Financial Feasibility Techniques- Innovation Killers?
People Capability and Individual development
Building processes and structures to enhance people capability
Innovators’ DNA: A self-assessment and personal development plan to ensure commercialization of R&D outputs.

Methodology

Participants will engage in interactive sessions during which program faculty will discuss tools used by world-class RD&E organizations. Other learning elements will include case studies, discussions, role plays, group activities, lectures, and most importantly – experience sharing sessions by professional leaders from industry.
Dr. Rajiv Narvekar - Rajiv, a practice leader at TMTC, helps organizations drive innovation initiatives for best-in-class organizational performance. He is associated with the Tata Group Innovation Forum (TGIF), a group level initiative, to encourage and foster innovations in Tata Companies. He has worked extensively in new product and new service development for past several years, having handled a range of projects in FMCG, process engineering and IT Services sectors. His engagements at TMTC are aimed at developing scholarly reflection and insights for executing innovation initiatives.
Prior to joining TMTC, he led R&D strategy, planning and operations at Infosys. Through innovation workshops, he engaged internal and external stakeholders, co-creating business value for Fortune 500 clients. He has designed technology road-mapping frameworks that capture insights on emerging technologies & disruptive business trends leading to new corporate investments initiatives. Rajiv was awarded a PhD from IIT Bombay for his thesis titled “The dynamics of intellectual capital and technological innovation”. Rajiv graduated as an electronics engineer and has a management degree from Goa University.

Dr. Ajay Kolhatkar - Ajay is a Senior Practice Consultant in the Strategy and Innovation practice at TMTC. His responsibilities include conceptualizing, designing and helping deliver consumer experiences in technology enabled services and e-business strategy. He has expertise in areas such as Service Excellence, Service Innovation, Self-service technologies, Technology Management and Digital Consumer experiences. Ajay comes with over 18 years of industry experience in project management, new product development, corporate training, business consulting, and research evangelization.
He recently attended a 12 weeks long Innovation Leadership program at the University of Oxford, Said Business School under the Chevening Rolls- Royce Scholarship awarded by the British Government. Ajay has a PhD from IIT Bombay, an MBA in Marketing from Symbiosis Institute, Pune and an Electrical Engineering degree from the Government College of Engineering (COEP), Pune.

Dr. Gayatri Phadke - Gayatri is a Senior Practice Consultant in the area Leadership & Organization. She has been a consultant with Tata AutoComp Systems Ltd. where she supported the designing and roll-out of development centers, position profiling and was responsible for personality profiling. She has previously worked with Reliance Industries Ltd (Petroleum Business), Mumbai where she was associated with many Managerial Development activities. Gayatri has also been with Institute of Banking Personnel Selection, Mumbai, she has conducted and coordinated various training programs, designed Psychometric Tests. She has been an assessor for Assessment / Development Centers conducted at various organizations. She has also been a guest faculty at various management institutes where she taught subjects like Personnel Assessment, Quantitative Techniques in HRD and Organization Behaviour.
Gayatri is a Ph. D in the area of Industrial Psychology and Masters in Industrial Psychology from Mumbai University. She is a Diploma holder in Personnel management from Prin. L. N. Welingkar Institute of Management Development and Research, Mumbai and in Training and Development from Indian Society for Training and Development, New Delhi.Thermax.
Mr. Shantanu Gokhale - MBA (Finance), McMaster University, Canada, MS Lehigh University, USA. Faculty at TMTC; has been associated with leading management education institutes in Pune and has conducted several Corporate Training sessions.

Mr. Subramaniam Vutha
Areas of Special Interest:
- Information Technology Laws, Intellectual Property Rights, E-Commerce Laws
- More than 12 years of specialized legal consulting in the areas of IT Transactions and complex IT contracts (international and domestic)
- Developing corporate frameworks for Intellectual Property assets and corporate compliance - policies, strategies, processes, guidelines, checklists, training and licensing of technology
- Former Senior Vice President - Legal, at Tata Infotech Ltd.

Corporate work experience of over 25 years with leading organizations, including Monsanto India Ltd., IL & FS Ltd., and Schoolnet India Ltd

Education:
- B.Com. (Honours) of Bombay University.
- LL.B. and LLM - Bombay University, With specialization in Commercial Laws
- Associate Member of the Institute of Company Secretaries of India.
- Diploma in Tax Management of Bombay University - covering direct and indirect taxes

Committees/Affiliations:
- Member, Computer Law Association, U.S.A.[now International Technology Law Association] a worldwide body of computer lawyers
- Past President and Member of the Board, Licensing Executives Society (LES), India, an affiliate of the Licensing Executives Society, International - A worldwide association of lawyers, technologists, business executives and other professionals engaged in advising on licensing of technology and IPR
- Former Advisory Board Member, BNA International Inc., London's erstwhile publication titled World Internet Law Report
- Lecturer on IT Laws at the University of Mumbai's Department of Law, for LLM students
- Former Member, Working Group on TRIPS, Confederation of Indian Industries
- Former Co-Chairman, WTO & Intellectual Property Rights Committee of the Bombay Chamber of Commerce & Industry
- Former Member of a Legal Advisory Group constituted by the Controller of Certifying Authorities, Ministry of Information Technology, Government of India
- Former Member of the in-house counsel panel constituted by the erstwhile World e Business Law Report, London.
- Founder member of the Technology Law Forum, a forum dedicated to Building Bridges between Technology and the Law

Who Should Attend

This program is designed for executives with 8-12 years of experience who have been working in R&D / Engineering in the following roles:
- Managers involved with R&D / Engineering and working towards new product or process development
Because Technology Architects and Solution Development Leaders from technology intensive service
organizations
As well people who make critical business decisions in their functions and as well as executives who
are moving into these roles and wish to understand tools to enhance R&D capability.

**Benefits**

This unique program will provide participants tools, methodologies & frameworks to:
- Align RD&E strategy with business strategy
- Understand how technologies evolve and demonstrate their linkage to RD&E strategy
- Identify defensive and offensive intellectual property management tactics
- Leverage learning and collaboration concepts with customers, lead users, and suppliers
- Engage RD&E talent within and outside the organization such as partners, vendors, universities &
research institutions

**Fees**

Rs. 36000 plus applicable taxes per participant. The fee includes the
program kit, reading material, stay (double occupancy basis) and all meals.

**Program Directors**

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