



“**Disruption** must not be limited  
by the **ability to deliver!**”

# 3DSE Expertenforum 2022

## Success factors for boosting R&D performance between the ability to deliver vs. disruption

### 1 Portfolio – Focus instead of maintain!

Establish clarity in terms of resource utilization for focused portfolio management. Prioritize by identifying and eliminating „zombies“ in your portfolio. Increase the ability to deliver of your true performers while giving disruptive innovation the required resources to mature. Enable rapid and continuous integration into the existing portfolio through modular development. Thus, time-to-market for existing structures and interfaces is reduced. By doing so you revitalize your development and unleash potential for innovation.

### 2 Customer – Involve instead of preset!

Knowing the customer’s needs is not sufficient to lower the risk of an R&D ivory tower. Instead, you better put the entire customer in the center of your development and focus on customer value. Benefit from the drive that an involved customer generates during reviews or demo days. Gather feedback early through continuous

validation of your features. In such manner, you systematically discover the actual customer value and ensure target-oriented innovation.

### 3 Scarcity – Act instead of complain!

The sovereign handling of resource scarcity is crucial to perform in crises. Identify your crucial resources and establish both, timely and transparent monitoring. Enable routine reactions on interferences within pre-defined scenarios for shortages restoring the ability to deliver. Make sure, especially during a crisis, that scarcity will not take effect as showstopper for innovation. Protect resources aimed for development and use the crises as a catalyst for disruption.

### 4 Working model – Hybrid instead of one-sided!

A hybrid working model combines the best of plan-based and agile ways of working. Whether integrated or sequentially combined – make sure your working model suits your company and offers adaptiveness to change. Keep the focus on

consistent responsibilities and clearly defined interfaces within your R&D working model. Consequently, you avoid a „Death valley“ acting as a dead end for disruptive innovation within your R&D.

### 5 Innovation – Island instead of routine!

To provoke disruption, it is essential to break out from existing structures and working environments. Setting up the framework with the right structural space encourages teams to perform their individual skills and to take experimental approaches. Be careful to avoid time- or financial pressure and establish „courage“ as key value within your innovation culture. However, be aware about the possibility of a culture of envy arising between the innovation island and the line organization.

Ensure proactive exchange between these co-existing structures.

### 6 Employees – Enable instead of employ!

A solid knowledge management including a broad training concept is a first step to increase R&D performance. In this way, you break down barriers and arouse interest in new technologies. Set incentives for on-site exchange enabling creative innovation in physical environment despite the trend of decentralization. Generate acceptance for your decisions by giving employees a voice, taking their needs seriously and communicating information transparently. Keep in mind – your employees are the capital of your development!

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