

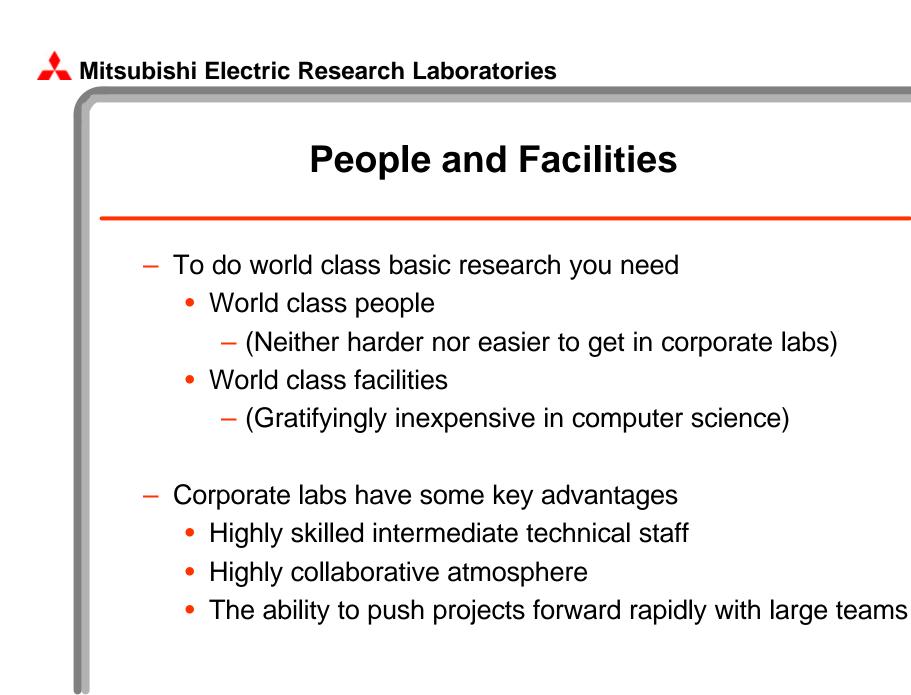
Basic Research in Corporate Labs

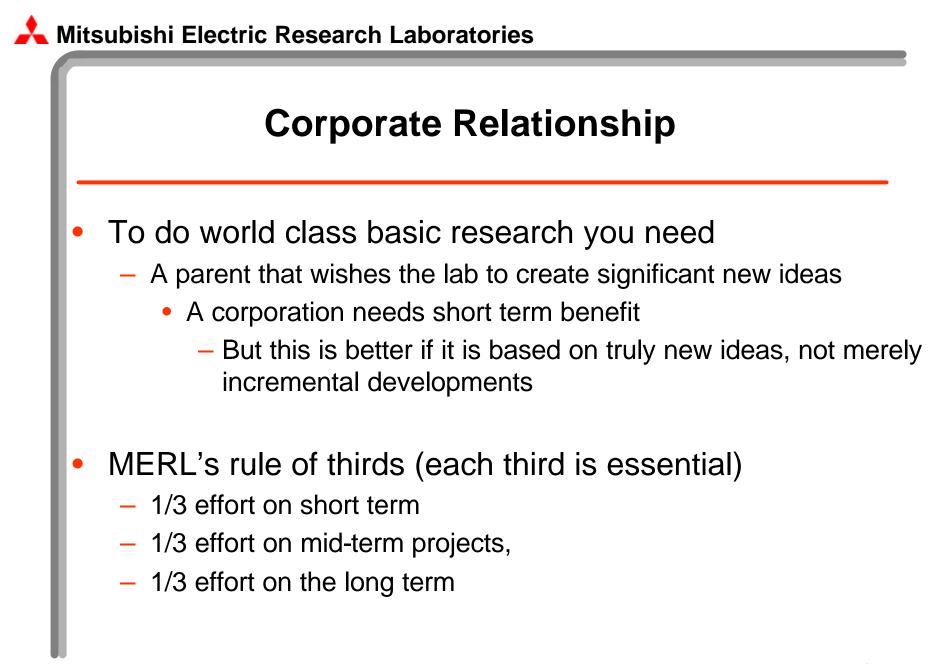
R. C. Waters President & CEO Mitsubishi Electric Research Labs (MERL)

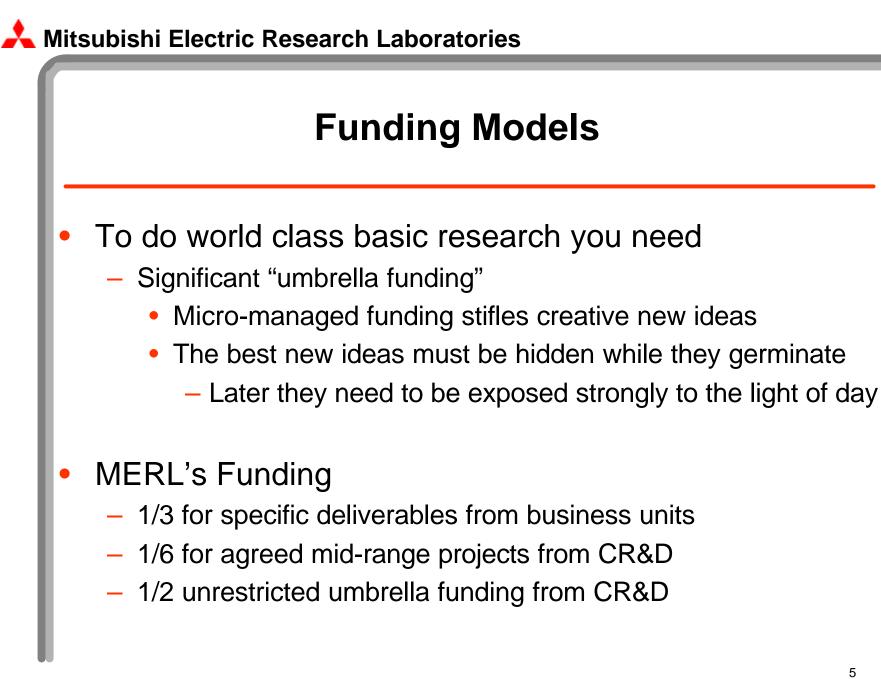
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Basic Research in Corporate labs?

- This talk focuses on corporate research Labs
 - Labs where one corporation pays the bills and expects the results
 - (In contrast to contract research labs with many funders)
- Can corporate labs do basic research?
 - Yes, but it requires the right circumstances
 - The right people and facilities
 - The right corporate attitudes
 - The right funding models
 - The right research management models
- Should corporate labs do basic research?
 - Yes! It is in the long term interest of the corporate parent









Research Management

- To do world class basic research you need
 - For innovative ideas, let many flowers bloom
 - For quality, expose ideas to open external criticism
 - For company relevance, make everybody responsible
 - To make space for good projects, sick projects must die
- MERL's project assessment
 - "Activities" not assessed
 - "Projects" assessed by
 - Scientific, Market & Parent company merit



Conclusion

- At corporate labs a minority of activity is basic research
 The majority is more closely related to products
- At universities a minority of activity is basic research
 The majority is more closely related to education
- However at both kinds of institution, significant numbers of people can direct a majority of their time to basic research
- It is important for a corporation to have its own basic research, so the research can be more closely in tune with the long term needs of the corporation

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