



Best Practices: Slides from Top R&D and Innovation Leaders

October 2022



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At InnoLead, we've learned over the years that people really enjoy seeing slides their peers have created. They are a great way to understand how others approach the challenges of innovation, research and development, and new product creation. How do they think about various horizons and timeframes? How do they structure their teams? What criteria do they use to evaluate what moves ahead, and what gets killed?

That's why we were excited to work with our friends at PatSnap to assemble a collection of “best practices” slides from R&D and innovation veterans. We asked our contributors to share the kind of slide that prompts everyone in an audience to grab their phones for a photo when it pops onto the screen.

What did we get? An array of thought-provoking ways to evaluate the innovation pipeline; drive transformation and scout relevant technologies; and overcome internal resistance. Before each section, we've given you a short intro to the contributor, along with some context about the slides they shared with us. (We've left the slides mostly as originally created and designed, making only small adjustments for readability.)

We hope that this collection can help you compare, contrast, and level up your organization's approach to R&D and innovation.

Scott Kirsner
CEO & Co-Founder
InnoLead



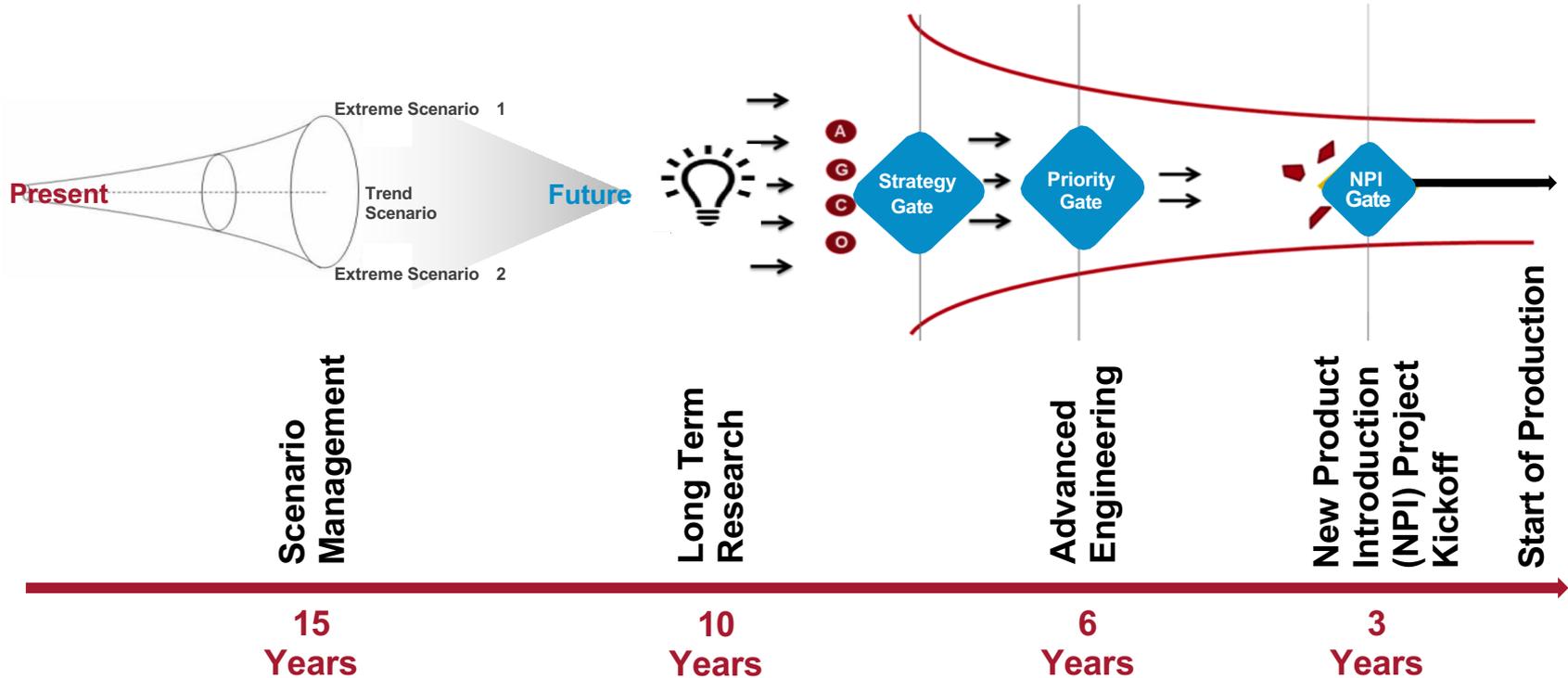
Ravi Godbolé is a Senior Engineering Manager of Global Research and Innovation at AGCO Corporation, a Georgia-based maker of agricultural machinery. Godbolé works to focus the Grain and Protein division’s innovation efforts on consumer-oriented solutions, whether for AGCO-specific products, or for AGCO products that pair with other brands’ existing technology and products. He has worked with AGCO for 15 years.

Godbolé shared slides with us about the ideal way for an innovation process to run. He said the gates of innovation are important when trying to launch a new product, even when making minor, seemingly obvious changes to an existing product. During that process, he said, it’s important for his team to collaborate with other teams, like product management, to make sure there is interest in the project.

“Eighty percent of our projects are aligned with the product management group, and it reduces a lot of friction later,” he said.

Godbolé also shared his team’s multi-faceted approach to partnering external entities, like universities, for research initiatives and recruiting. He said AGCO works with its partners on a variety of different projects, from on-campus hackathons, to sponsored research, and more.

R&D Technology Timeline: Overarching Innovation Process



R&D: Front End Innovation



Vibrant **Research & Advance Engineering** Team spread across 8 major engineering sites

- Regular R&AE meetings to share, learn and prioritize research areas
- Greater alignment with future product development needs
- Gather and disseminate information about technology, processes, projects

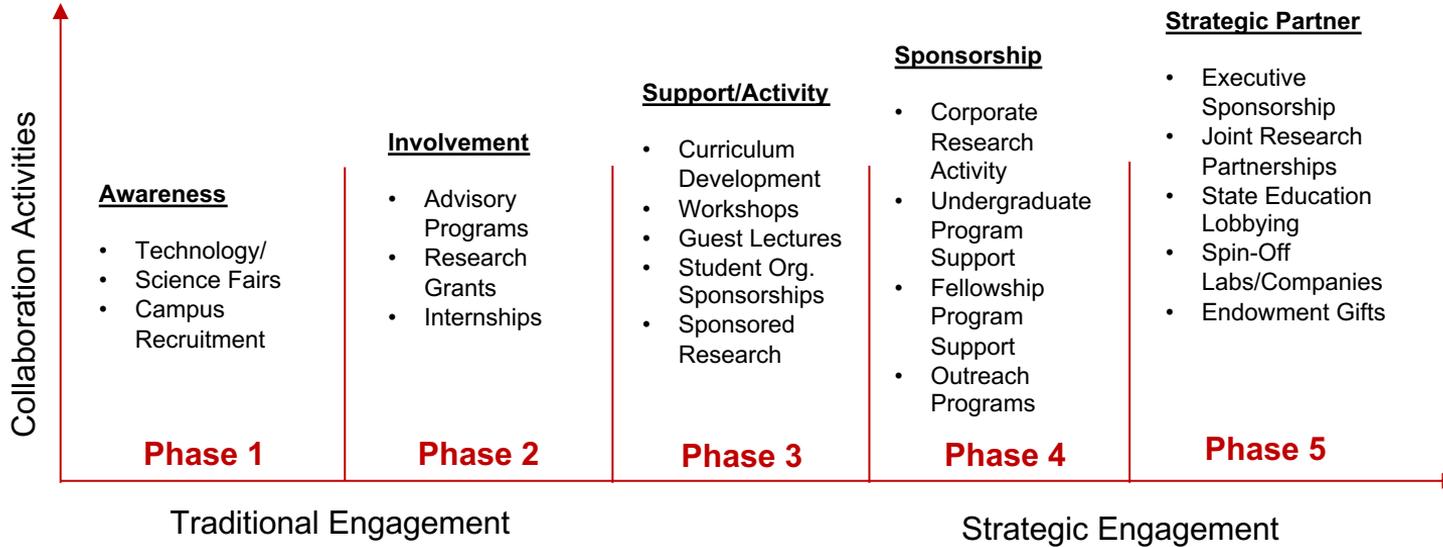
Emphasis on relationships with key **External Partners**

- Develop relations with leading Universities Globally
 - Support Sr. Design projects at campuses
 - Sponsor Graduate Research Student where appropriate
 - Scholarships, Internships to attract future talent
- Engage with Govt. Agencies (e.g. USDA-ARS, DOE, TEKES, EU Agencies)
- Partner with advanced suppliers to develop or use patented technology

Participation in Producer Groups and Research **Consortia**

- Form closer relationships with seed, chemicals and water companies
- Influence policy when we can on standards and regulation matters

University Collaboration Phases



University 'Partners'

While most companies have always operated at 'Traditional Engagement' levels with universities to support recruiting efforts or leverage capabilities for technology projects, many R&D organizations desire to expand collaborative efforts towards 'Strategic Engagement'

Source: *Guiding Principles for University Endeavours*, HP Partnership Consortium, (2006); Council Research.

Best Practices that have worked for AGCO since 2009

- Our relationships fall in different 'phases', depending on university capabilities and AGCO's focus; e.g. hiring, research
- Universities within 2-3 hrs. of AGCO location, Scholarships to create brand awareness, support of Student Clubs & Sr. Design Projects and Employee ambassador (usually an Alum) to foster a relationship



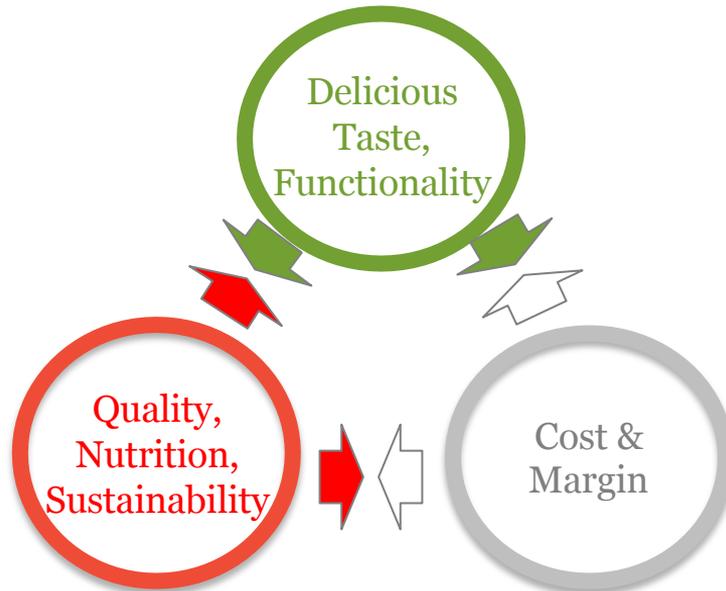
Jeff George is the former Senior Vice President of R&D at Hain Celestial Group, a natural food and personal care company based on Long Island. During his time there, he oversaw transformation within the organization to accelerate innovation and product development, using a Design to Consumer Value approach. He previously worked at Campbell's, PepsiCo, and Hillshire Brands, among other places.

In his slides, George focused on the Design to Consumer Value approach, which he has carried with him throughout his career, after coining the term with his team at Campbell's. He said product design problems often require multi-faceted solutions to please consumers and the company itself. In order to solve those problems, George said he has used Design to Consumer Value, a combination of design thinking and value engineering. He said Hain has used it both for product development and packaging development. The approach marries competing priorities to look for what George called, “the sweet spot,” where a company can deliver multiple attributes while keeping the product low cost.

The approach focuses in on a deep understanding of the consumer; George said, “We’re getting beyond what consumers say at the surface. We get very deep with them and have conversations about their needs, problems that need to be solved. ...We listen to not just what they say, but also their behaviors.”



Competing Priorities





Design to Consumer Value

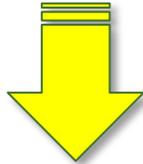
Consumer-centric
Design Thinking

+

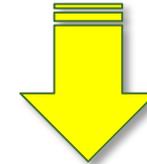
Value Engineering



Deep Consumer Understanding

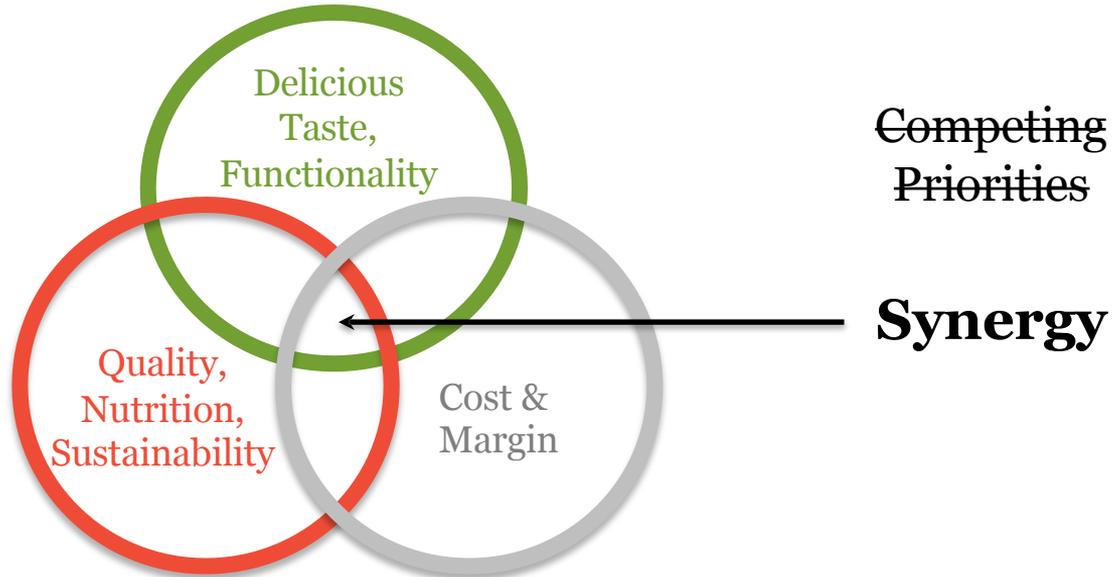


More of the benefits
they value most
(at the lowest cost)



Less of what
they do not value

Design to Consumer Value - Outcome



Design to Consumer Value Approach



Innovation

Cost Savings

Quality Improve

Product

Packaging



Cordell Hardy serves as Senior Vice President of Global R&D Operations, Corporate Research & Development at 3M Company. His responsibilities include hiring/HR processes, crisis management (COVID-19 workplace risk mitigation, for example), analytical laboratories, digital media technical support, and product stewardship.

In the slides that follow, Hardy laid out some of his thinking related to advancing digitization at 3M.

“In the last 20 years, digitization has been a huge trend,” Hardy said. “So, we’ve had to think about what research and development looks like as you incorporate increasing digital content and digital technologies and capabilities and partnerships outside the enterprise and how you measure that. Digital business models look different and they scale differently. The ROI and the P&L itself looks different. For the businesses that we run that are heavily focused on software, they have a much different structure to their profit-and-loss than a business related to abrasives, for example.”

Advancing the digitization of 3M

Digital Enterprise

Improve corporate functional efficiency

Digital Operations

Digital process and data expertise to reduce cost and improve effectiveness

Digital Customer

Digital customer intimacy and seamless customer experience

Digital Products

New digital business models on top of existing product and service



Digital at 3M – The Power of “And”



**Digital Customer:
E-Commerce Acceleration**



**Digital Product:
Oral Care Digital Platforms**



**Digital Operations:
Connected Manufacturing**

Three Main Areas of Focus for Digital Culture



Investing in our People and Advancing Digital Fluency



Customer-Centric, Data-Driven Digital Business Building



Modernizing Structure and Processes to Work Better Together



Michal Preminger serves as Regional Head of Johnson & Johnson Innovation for East North America. She helps the Johnson & Johnson Innovation team to curate and cultivate the most promising, early-stage healthcare innovations in the region. She previously was Executive Director of Harvard University’s Office of Technology Development, Harvard Medical School site. Preminger is currently a member of the Board of Directors at MassBio and the Kendall Square Association, and a member of the Scientific Advisory Board at FutuRx Accelerator.

In her slides, Preminger focused on working collaboratively with other companies and partners, based on the needs of the patient. She said the process described in her second slide occurs once Johnson & Johnson has already decided upon a partner to work with.

“[The slide] really represents the process of going from initial blind date to marriage,” she said. “Bringing both parties’ inputs, we can actually narrow down and zero in on a place in which the innovation would be relevant, and also develop an understanding of what it would take.”

Preminger’s team has a variety of ways to collaborate, she said. Her team tailors its approach to the specific partner it’s working with, and evaluates that particular partner’s needs, whether it’s financial resources, access to mentoring, or otherwise. “There’s no cookie cutter approach,” she said.

Innovation has changed the trajectory of healthcare...



60% increase in life expectancy¹



Near normal life expectancy with HIV, treat with one pill, once-a-day



Targeted therapies and personalized solutions



Robotics and digital surgery



Long-acting treatments

...but tremendous challenges remain

Major healthcare challenges with significant global burden:

- Cancer
- HIV
- Alzheimer's Disease
- Heart Disease
- Tuberculosis
- Ebola & other pandemics
- Safe surgery
- Covid-19

Our collaborative approach

Identify

areas of mutual focus on unmet healthcare need

Fuel the idea

at early stages of innovation leveraging our scientific and cross-functional expertise & resources

Collaborate & co-create

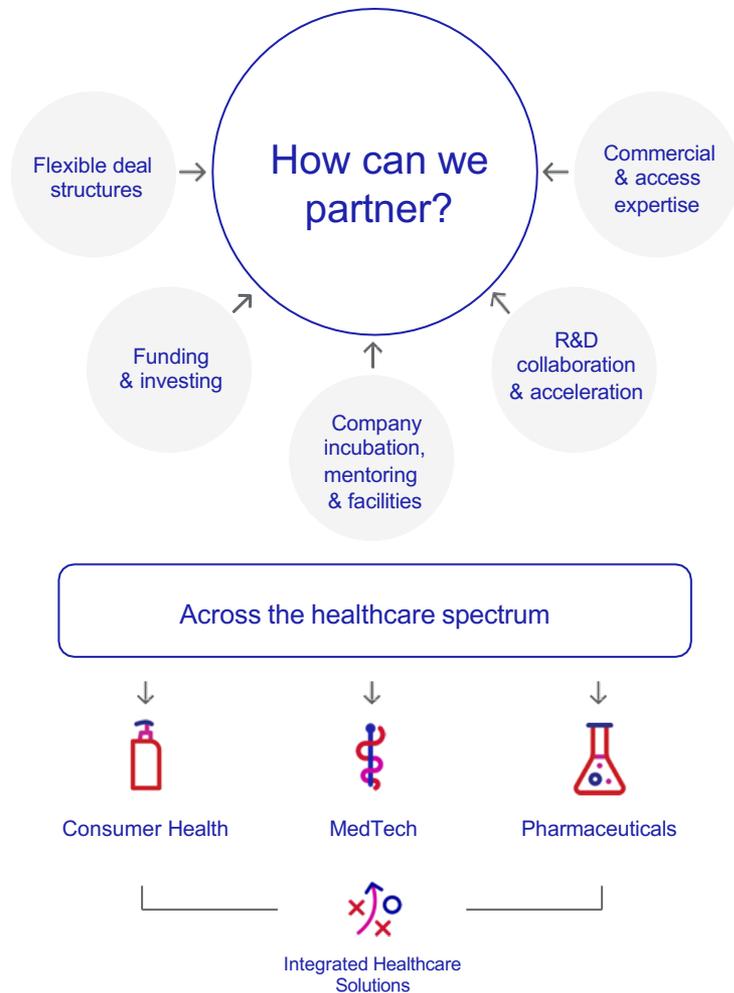
to build a targeted action plan with clear milestones

Scale the opportunity

to deliver value and hope to consumers & patients around the world

THE PATIENTS ARE WAITING

Key ingredients for a successful collaboration





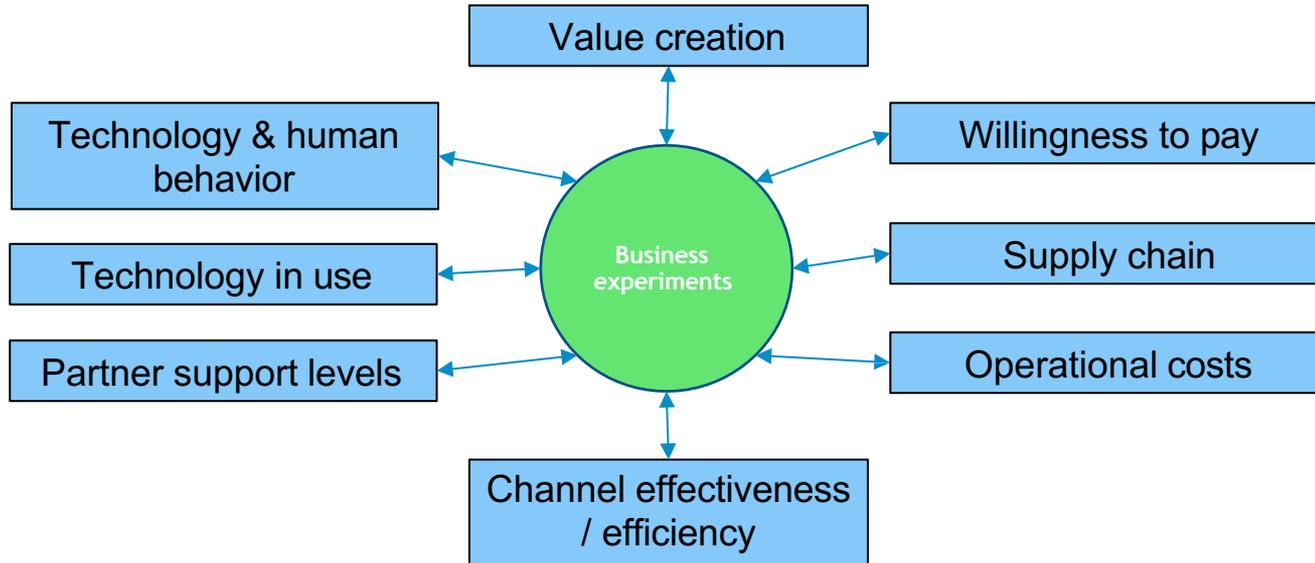
Jim Euchner is Editor of the journal *Research-Technology Management* and author of the recent book, *Lean Startup in Large Organizations*. He is founder of the consultancy Outside Insight Consulting, and the former VP of Global Innovation at Goodyear Tire & Rubber.

In his slides, Euchner discussed the various types of experiments that can be run to test a new concept, as well as some of the common sources of resistance that innovators face.

“Resistances are very natural,” Euchner said. “They happen for a reason. As an innovator, you shouldn’t bemoan that you live in an organization with people who can’t see the future, but instead ask, ‘How do I work with people in order to make what I need to have happen, happen?’”

His third slide illustrates what he calls the “business model pyramid.” “What you will encounter as you climb up this pyramid are many of the resistances [listed on the previous slide.] You’ll confront the first set when you’re trying to do the experiments. But the last three kinds of resistance you’ll confront at the executive level when people finally say, ‘Here’s the business, here’s the market size, here’s why we can win.’ Then, people start asking if they’re willing to take the risks of trying something this new.”

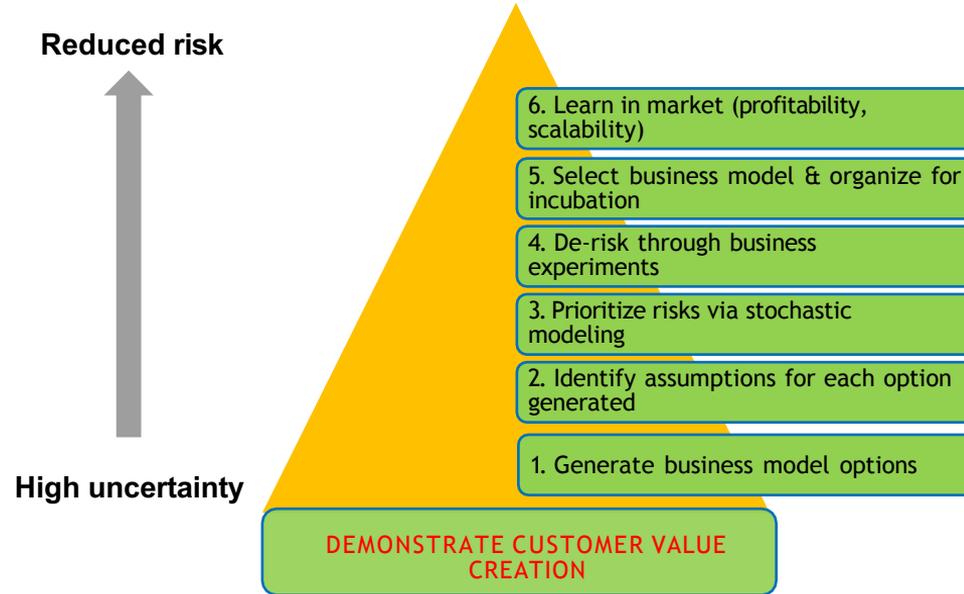
Types of business experiments



6 Sources of Resistance to Innovation

1. **Fear of Chaos:** Lean Learning Loops, a key, knowledge-gathering element in Lean Startup, can lead to fears of an unmanaged innovation process
2. **Fear of Disruption:** Creation of Minimum Viable Products (MVPs), another Lean Startup tool, can disrupt the operations of core internal functions (especially engineering and IT)
3. **Fear of a Loss of Identity:** Creating a Value Hypothesis for the new venture can lead to opportunities that the company cannot exploit (orphans)
4. **Fear of Cannibalization:** New ventures may succeed by damaging the core; The Business Model Pyramid can help to find solutions
5. **Fear of Misallocation of Resources:** Investing in a new venture can drain needed resources from the core
6. **Fear of Making a Blunder:** Investing in new spaces introduces new kinds of risks

The Business Model Pyramid



Source: Euchner and Ganguly: Business Model Innovation in Practice - RTM 2014



Paul Konasewich is the General Manager of the PACCAR Innovation Center in Silicon Valley. PACCAR is the maker of Peterbilt, Kenworth, and DAF trucks. Konasewich is a founding member of the Innovation Center; his office works on finding emerging tech opportunities for PACCAR. He previously worked in R&D at Microsoft and in startup partnerships at Honda, among other opportunities.

In his slides, Konasewich focused on the importance of finding quality startups to work with — and the attributes of a startup that corporate leaders should be considering before agreeing to work with one. Those attributes include a tangible demo, investor backing, and fit for the team.

But working with startups isn't a one-way street — corporate leaders need to share information with a startup they anticipate they might be working with. That information could come in the form of advice, information about the corporation's goals, or the corporation's track record for working with startups. Even though the goal for many startups is to have corporate customers, they still have to be selective about the proper fit, just as a corporation does.

“Incentives are quite different between established companies and startups. Frank discussions on goals and expectations are an important tool to manage those differences,” Konasewich said.

Factors to look for in good startups.

1. The Right Team, with Appropriate Skills, Education, and Work History
2. A Working Demo, That We Can See
3. A Credible Path to Commercialization, Especially Cost and Quality
4. Backing From Great Investors

What else do you look for?

Info You Might Share with a Startup.

- Interest level your company has in their technology area, and why.
- Your realistic timing for go-to-market w/ new tech.
- How your company will think about their startup. Be constructive, but be frank.
- Competitors they should be watching.
- Ways you've successfully worked with startups.

What else do you share with startups?



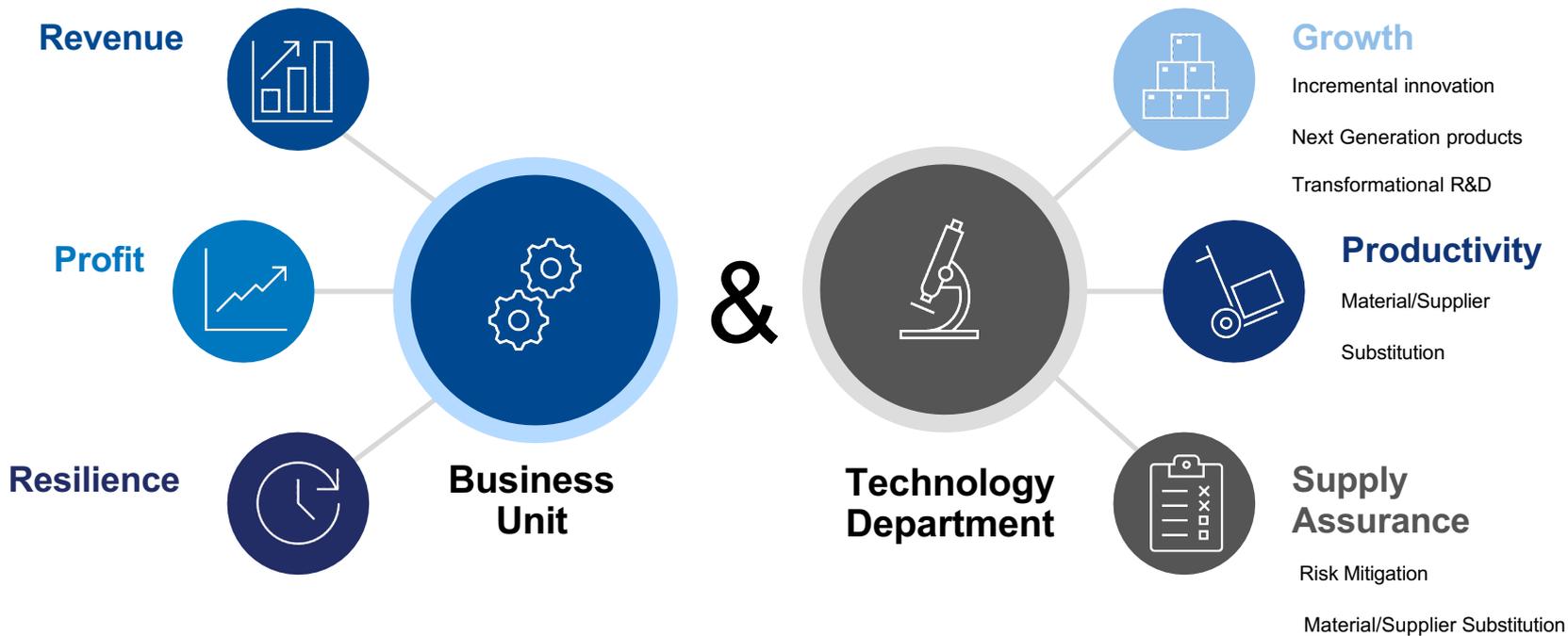
Laura Buen Abad is the Senior Director of Technology and Marketing for the Flexible Packaging business unit at SONOCO. In her role, she leads R&D, product development, product marketing, business development, and acquisitions. Buen Abad has over 20 years of experience in the industry, having worked in several countries.

In the slides she shared with us, Buen Abad addresses how R&D and innovation leaders can align with the business units in an organization to create successful processes and outcomes. She said having diversity of perspectives in innovation helps an organization to succeed, both in the long term and in the short term.

“A lot of times, what you find is corporate R&D groups... are put in a box,” she said. “It becomes this black box of activity. Money goes there; resources go there, but it’s very difficult for the business to see the benefit, because they may not be aligned on what [R&D] is working on.”

She said sharing goals, assigning cross-functional responsibilities, and showing other teams how the newest innovation or idea can help them throughout the process can mitigate these misunderstandings and share value to the larger organization.

Business and Technology Strategic Alignment



Key success factor: Balance of short- and long-term priorities

Technology Delivering Results Through Cross-Functional Collaboration



- Shared objectives among functions
- Aligned processes to prioritize (and reprioritize), and clearly define roles and responsibilities
- Teamwork, project management, accountability, strategic thinking vs tactical approach to detail
- Flexibility – ready to pivot together in crisis

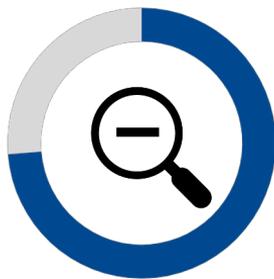
Innovation Process

Innovation by serendipity is not repeatable, innovation needs a process



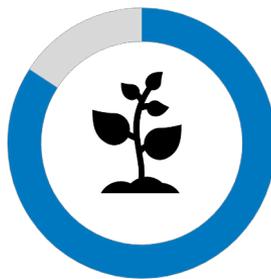
New foresights and insights

Society problems
Regulations
Technology advancements
Strengths and capabilities



Grow and Defend

New products
New services



New ideas, solutions

Right problem
Right solution
Right time and cost



INNOVATION

New problems, wants and needs

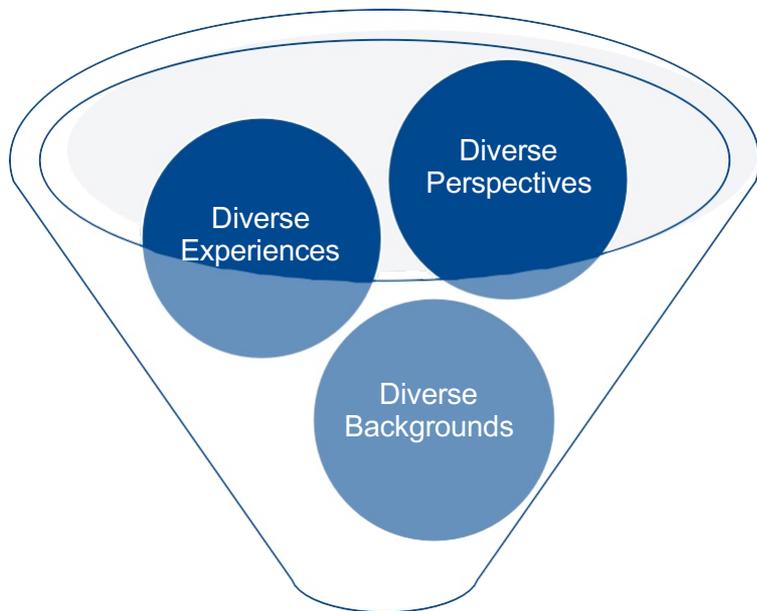
Technology roadmaps
Portfolio project management



Innovate via:
Stage-Gate
Design Thinking
Lean Startup
Agile

Key success factor: parallel advancement of technical solutions and business experiments

Diversity & Innovation



Better decision making, problem solving, and financial results

Diverse teams are more likely to:

- Embrace diverse perspectives
- Develop more unique solutions
- Attract and retain diverse talent
- Outperform homogenous teams on innovation
- Drive higher financial returns

“Diverse and inclusive cultures are providing companies with a competitive edge over their peers.”
The Wall Street Journal's first corporate ranking that examined diversity and inclusion among S&P 500 companies.



Dr. Francesca Scire-Scappuzzo has been a professor, an inventor, an entrepreneur, and an executive in small and large high-tech corporations, both in Europe and in the US. She has been Sr. Director of Advanced Technology and Innovation at BAE Systems Inc., a large aerospace and defense corporation. She also has extensive experience in small business in the commercial sectors, as President and CEO of Ondetech, and as Vice President of R&D and CTO for Metamagnetics Inc. In addition to her industry experience, she was Tenured Professor of Electrical Engineering at University of Catania in Italy.

Scire-Scappuzzo said innovation is a process of transforming an idea that comes from a need that transforms a product into something that creates value to society, a definition she feels is often misunderstood. “In R&D, we sometimes don’t understand that you can come up with the greatest idea, [but] until it brings value to society, it’s not an innovation — it has to make an impact,” she said.

She offered Thomas Edison as an example. While he did not invent the lightbulb, he found a way to make it widely available to consumers. He took a pain point and used an existing idea to solve it.

In her slide, she portrays a structured approach for creating value to consumers once ideation has already begun. She said the development and commercialization phases are extremely important — and where most startups fail, because it’s hard to scale up. She said she recognizes that the journey is not linear, nor simple, which is why she included the curved road graphic on her slide, featured next in our deck.

Technology Innovation

The process of transforming an **idea** that comes from a **need** into a **product** (or service) that brings **value** to society

Problem



Solution



Pain
Point

NEED

Theoretical
Solution
and Demo

IDEA

Development

PRODUCT

Commercializ-
-ation

SCALE UP

Availability
to Customer

VALUE

Entrepreneurs
versus
Academics

(problem first
vs idea first)

Internal R&D
IP Licensing
External R&D
Prototyping
Testing

Business Plan
Team
\$ Funding
Growth
Customer Identification

Production
Manufacturing
Supply Chain
Scale-up
Voice of Customer

Distribution (#)
Affordability (\$)
User friendliness
Cyber resilience
Sustainability

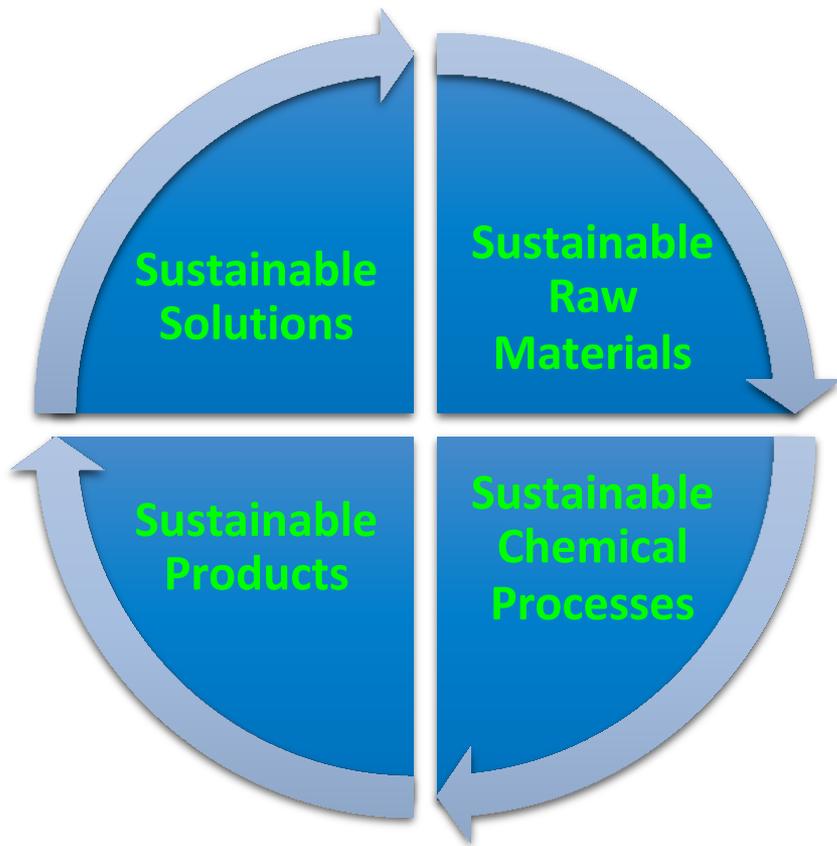


Ari Kar is VP and Chief Technology Officer at SACHEM, a Texas-based provider of chemical services. He was previously a Senior Technology Director at Halliburton, and a Director of R&D at Nalco Champion, a chemical supplier to the oil industry.

In his first two slides, Kar shares his thinking on how sustainability should drive innovation. “You can build sustainability into new product development by considering sustainability aspects through the value chain and across the four dimensions shown on the first slide. This will provide a better understanding of the innovation opportunity decisions you are making, and the impact these decisions will have downstream.”

The third slide illustrates a process for moving ideas from concept to market. Kar explained, “We use an integrated idea-to-launch innovation process based on the Bob Cooper Stage-Gate methodology, and incorporating principles of design theory, Technology Readiness levels, sustainability and portfolio management. We are incorporating sustainability concepts into our NPD process, such that sustainability is considered from Stage 1 including raw materials selection – to stage 5 and manufacturing process – and then finally through to the customer application and the impact on the community.”

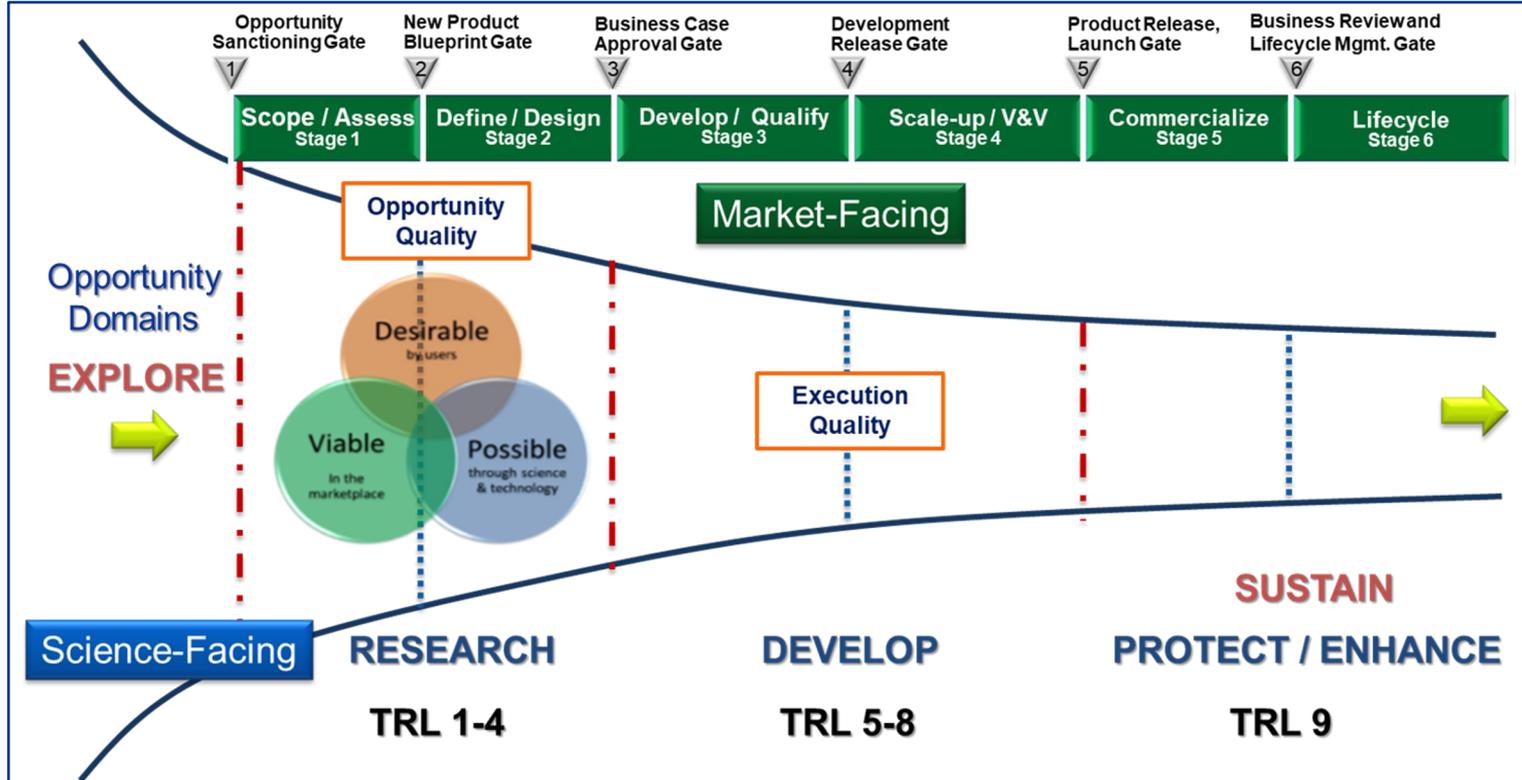
Sustainability-Driven Innovation Framework



Good for the Planet
Good for the Customer
Good for the Company

- 1 **Sustainable Raw Materials** – e.g. RM's derived from plants and sustainably harvested and processed
- 2 **Sustainable Chemical Processes** – green chemistry principles, e.g. less waste, safer, energy efficient
- 3 **Sustainable Products** – sustainable downstream processing, cradle-to-cradle considerations
- 4 **Sustainable Solutions** – applications that positively impact air, water, safety, circularity, quality of life

Integrated Idea-to-Launch Innovation Process





Joyce Sidopoulos is the Chief of Operations at Mass Robotics, an incubator in Boston for robotics startups. She began her career as an engineer at the Naval Undersea Warfare Center, and later served as a deputy program manager at General Dynamics Information Technology, and a community manager at the Massachusetts Technology Leadership Council.

In her slides, Sidopoulos lays out her thinking on how robotics may impact established industries, and some of the big trends in robotics in 2022.

Markets Disrupted by Robotics: nearly ALL

- Manufacturing
 - Multi-arm collaborative, packaging, inspecting
- Logistics
 - Material moving, intelligent kitting, warehouse optimization
- Transportation & Delivery
 - Autonomous vehicles & busses, mobility aids, last mile delivery
- Healthcare
 - Surgical, rehabilitation, exoskeleton, monitoring
- Agriculture
 - Inspecting, planting, spraying, harvesting
- Construction
 - material handling, surveying, 3D printing, demolition
- Defense & First Responders
 - search & rescue, surveillance, security
- Hospitality, education, in-home

Big Trends – Enabling Robotics to Accelerate

- 5G / Cloud Robotics
- New Sensors
- Robot Operating System(ROS)
- Mobile Manipulation
- Modularity
- Interoperability
- Business Models (RAAS)



Jeremy Tole is the Senior Vice President of Azbil Corporation’s Innovation Center, located in Silicon Valley, California. He oversees integrating new technologies into the Japan-based company, which builds and advances automation processes and services for its customers. Prior to joining Azbil, Tole worked in product line management and marketing on semiconductors. He is the Vice President and Board Director of the Wireless Communication Alliance.

In his slides, Tole focused on the importance of effective technology scouting — both in terms of location and strategy. He said technology scouting allows companies to expand their capabilities and learn about what may be coming around the next bend of the road.

“We’re trying to avoid this ‘technology tourism’ thing, where you're just going in and talking with different startup companies and getting information from them, but we're not really providing information back to the companies. I always feel like we need to have a two-way street,” he said.

Azbil does much of its technology scouting in North America, because of technology centers and the wealth of startups in places like Boston and Silicon Valley. He said a good technology scout has a basic understanding of a wide array of technologies a company has interest in, while also having a curious, outgoing personality.

What is Technology Scouting?

- Identifying emerging technologies
- Channeling technology related information into our company
- Supporting the acquisition of technologies
- Matching process between external technologies & internal requirements for strategic purposes
- Part of competitive intelligence & strategy
- Method of technology forecasting & corporate foresight

Technology scouting is an essential element of a modern technology management system

What is a Technology Scout?

- A **lateral thinker**
- Knowledgeable in science & technology
- Cross-disciplinary oriented
- Imaginative personality



- Company employee or external consultant
- Engages in **boundary spanning** processes
- Taps into novel knowledge
- Spans internal boundaries

- Plays a **vital role** in a formalized technology foresight process

<https://ezassi.com/external-technology-scouting-works/>

Why Scout Technology in North America?

Abundant access to technology (Azbil's location)

Large concentration of innovation

Strong, diverse network of research universities and startup companies

Conferences

Consortia/coalitions

Partnerships/networking

Promote Azbil brand name recognition



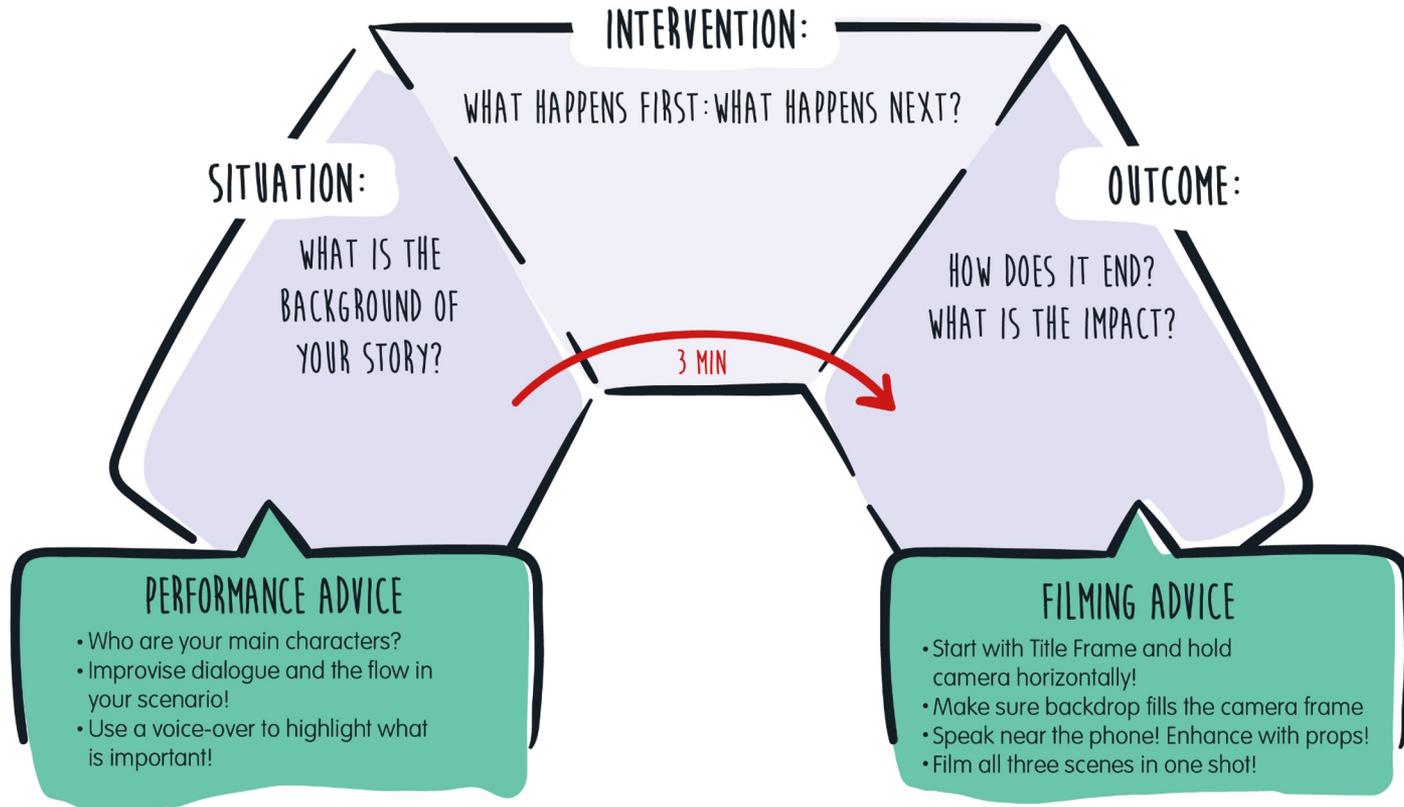
Jill Lawrence heads the global design team for Crown Equipment Corporation, the world's fifth largest manufacturer of lift trucks and related products and services. Before Crown, Jill consulted to the World Bank on innovation practices and was the Director of Accelerated Innovation at Pitney Bowes. She has a background in anthropology and over 20 years of experience working with multi-disciplinary teams in design, innovation, and strategy.

Lawrence's best practice comes from an [article](#) she co-authored with Brendon Clark and focuses on an idea known as Tangible Future Scenario planning. The strategy allows storytelling to take a place at the forefront of business discussions. It asks participants to create a short, three-minute puppet play or video about a potential product or service that could come out of the business, and how it could be valuable for users.

Lawrence said this strategy is helpful because it helps R&D leaders and innovators to surpass the Post It note trap, and instead focus on something closer to a prototype — one that stimulates discussion and knowledge sharing across teams. The outline for using this method is highlighted in Lawrence's slide.

“I think this could easily be reduced to like, ‘Oh, cool, video prototypes.’ [But] this is not just about new prototypes. This is about discovery through performance, and how performance can tease up tacit knowledge and tacit beliefs, especially in a cross-functional group,” Lawrence said.

TANGIBLE FUTURE SCENARIO PLANNING WORKSHEET





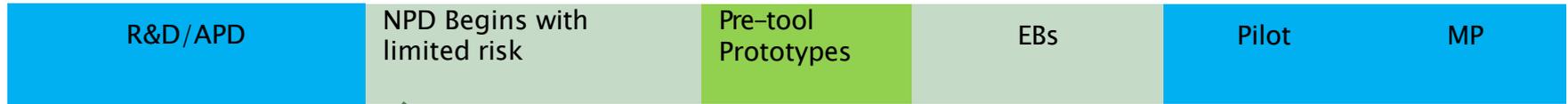
Source: "Building Alignment and Sparking Momentum with Tangible Future Scenarios" DMI Vol.29, Issue 2 2018, authors Jill Lawrence and Brendon Clark



Chuck Brunner is COO of Jasperate, a startup developing a new type of hypodermic needle, and head of the consultancy C.S. Brunner. He was previously Director of R&D at SharkNinja, the maker of household appliances.

In his slides, Brunner defined what an optimal approach to new product development might look like, and some of the challenges and opportunities that R&D teams in consumer product companies face.

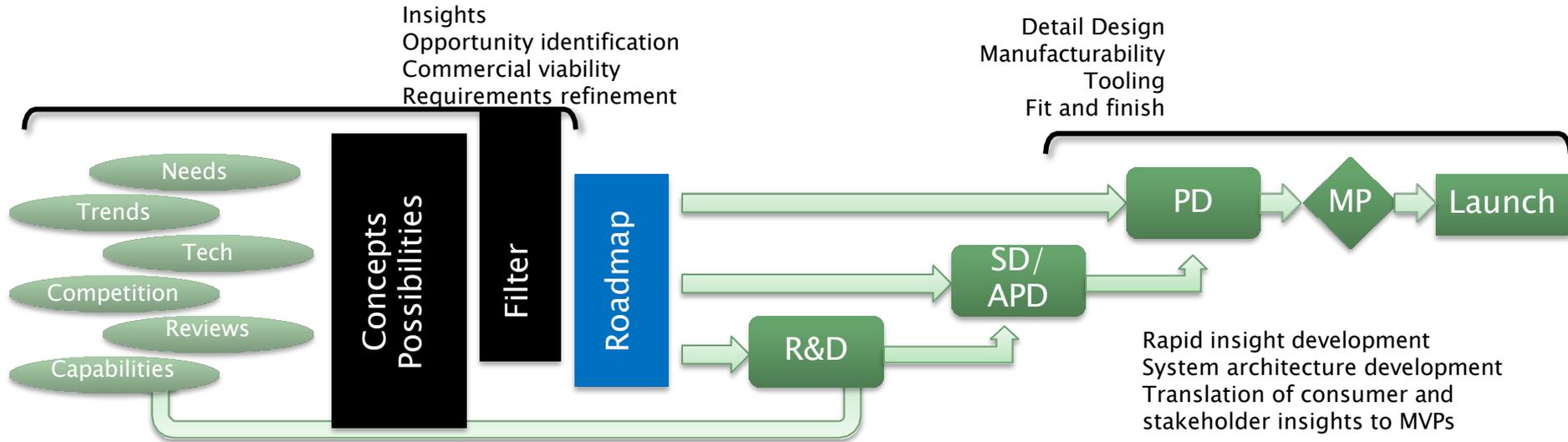
What does perfect look like?



APD = Advanced Product Development
NPD = New Product Development
EB = Engineering Build
MP = Minimum Viable Product

Have verified technology and architecture that delivers the right solution at NPD kickoff.

Perhaps like this?



SD = System Development
AVP = Advanced Product Development
PD = Product Development
MP = Minimum Viable Prototype
POC = Proof of Concept
POT = Proof of Technology

Identify and drive tech development and commercial viability
Technology qualification through calculation, modeling and prototyping - POC/POT

Challenges/Opportunities

- Grow or die
- Fixed cadence of new products
- New product development is the priority (always).
- Fire drill; not always technology based
- Value add
- Global development
- Optics
- Visibility, sustainability, and accessibility

R&D Goals

- Expertise in fundamentals to support new product development and sustaining
- Develop understanding/solutions for unknowns
- Track and apply emerging technologies
- Develop and qualify new “technology”
- See your contribution on the shelf

Starting point

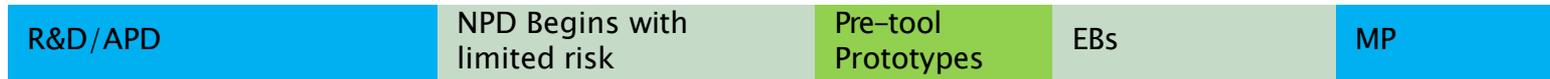
Typical



Additional NPD, R&D,
Partner Resources

Ideally

Verified technology and architecture that delivers the right solution at NPD kickoff



Long term, by improving R&D / APD efforts we will be able to reduce time to market and minimize post tooling issues / rework

About PatSnap



PatSnap is the global leader in **connected innovation intelligence** for IP and R&D teams. We use AI-powered and machine learning technology to comb through billions of datasets on patents, venture capital, partnerships, mergers and acquisitions, technology news and more so that our customers can connect the dots, increase productivity, and innovate more effectively. We are revolutionising the innovation process and making it faster and more efficient, and easier than ever before.”



Turning Billions of Innovation Datapoints into Actionable Intelligence



10,000+
clinical trials



6,000,000+
companies



2,000,000+
funded research



258,000+
government
grants



867,000+
VC investments



900,000+
market reports



80,000+
M&A events



10,000,000+
news stories



220,000,000+
industry papers



130,000,000+
patents



441,000+
tech blogs



71,000+
tech offerings

The Data Paradox

Businesses crave more data than they can handle

70% are gathering data faster than they can use it

64% have too much data to meet security and compliance requirements

61% are consequently dealing with overwhelmed data teams

Study conducted by Forrester Consulting, based on 4,036 Director+ decision-makers responsible for data and data strategies, 2021.



Contact PatSnap



Interested in learning more about PatSnap?

Reach out:

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