

With competition getting more intense, product life cycles getting shorter and the required investment in new technologies Increasing, research and development is becoming a strategic factor in many industries. This calls for a change in R&D process management. The challenge for today's R&D management is to create a balanced portfolio of R&D activities, linked with the core competence and the overall strategy of the company, and to manage the R&D process in

terms of time, costs and quality.

Managing the R&D Process

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