

# strategic planning

## challenge

At the conclusion of a three-year, \$12.5 million multi-institutional research collaboration with academic partners, Intel Labs commissioned a comprehensive strategic planning program evaluation to determine efficiency and effectiveness of its partnership with social science researchers.

## solution

During a six-month engagement at Intel Labs' facility in Hillsboro, Oregon, Cory conducted 54 in-depth nationwide interviews with participating project personnel at Cornell University, Georgia Institute of Technology, Indiana University, Intel Labs, New York University, and University of California-Irvine. He also collected, organized, and analyzed over 300 research-based products generated by the collaboration. Through qualitative analysis techniques, he identified several key factors contributing to project dynamics in the following areas:

- **Project Management**
- **Goals and Expectation Setting**
- **Roles and Positions**
- **Coordinating Activities**
- **Extracting Ongoing Value**

From these topics, a set of 34 strategic principles for future collaboration with academic partners laid out a foundation for structured and transparent communication, management, reporting, and decision processes that translate research results and business value throughout the organizational management structure of Intel Labs. By addressing the alignment of differing incentive structures between industry and academy partners, higher value in innovation investments for research can be captured and transferred to Intel's production culture.

## benefit

As Intel Labs plans future collaboration with academic partners, it is better informed to create strategic management, accountability, and productivity structures at the onset of large-scale projects.

