

Contents

Preface to the Third Edition	v
Preface to the Second Edition	vii
I. Challenges and Trends	
1. Challenges of Organizing International Research & Development	3
2. Extent of R&D Internationalization	41
3. Foreign R&D in China.....	61
4. Internal Drivers	77
5. External Drivers	97
6. Establishing Overlaying Structures.....	113
7. Organizing Virtual R&D Teams	127
II. Emerging Patterns	
1. The Market as a Challenge for R&D	149
2. Technology Listening Posts	171
3. Managing the International R-to-D Interface	183
4. Transnational R&D Processes	209
5. Information & Communication Technologies	233
6. Directors of International R&D Labs.....	253
7. Managing Knowledge and Human Resources	273
III. Best-in-Class: The Pharmaceutical and Chemical Industry	
1. <i>DuPont:</i>	Gaining the Benefits of Global Networks – from the Science Base to the Market Place
	293
2. <i>Roche:</i>	Global Differentiation between Research and Development
	307
3. <i>Schering:</i>	Synchronized Drug Development
	321
4. <i>Ciba:</i>	International Research Laboratories in Japan: Practical Validation of a Strategic Concept
	331
5. <i>Kao:</i>	Localizing R&D Resources.....
	347

IV. Best-in-Class: The Electronics, Software, and Service Industry

1. <i>Xerox:</i>	The Global Market and Technology Innovator	361
2. <i>Canon:</i>	R&D –Driver for Continuous Growth and Diversification	379
3. <i>Hewlett-Packard:</i>	Planet-Wide Patterns in the Company's Technology Tapestry.....	397
4. <i>IBM:</i>	Using Global Networks for Virtual Development	445
5. <i>SAP:</i>	Global Intellectual Property Management in the Software Industry Sector.....	459
6. <i>Unisys:</i>	Localization of Software Development.....	487
7. <i>Huawei:</i>	Globalizing through Innovation	507
8. <i>Fujitsu:</i>	Solutions for the Ubiquitous Networking World	523
9. <i>Swiss Re:</i>	Global Intellectual Property Management in the Financial Services Industry	535

V. Best-in-Class: The Electrical and Machinery Industry

1. <i>ABB:</i>	Management of Technology: Think Global, Act Local	559
2. <i>Daimler:</i>	Global Knowledge Sourcing and Research.....	573
3. <i>Schindler:</i>	Institutionalizing Technology Management and R&D Core Competencies.....	603
4. <i>Hitachi:</i>	Management Practices for Innovation in Global Industrial Research.....	623
5. <i>Leica Microscopy:</i>	International Transfer of R&D Activities	647
6. <i>MTU:</i>	Partner in International High-Tech-Cooperations	663
7. <i>BMW Group:</i>	Strategic Framework for Global Innovation to Enhance the Efficiency of Global R&D	677
8. <i>Siemens:</i>	Flying with the Dragon - Innovation in China	695

VI. Implications

VI.I Implications for Organizing Global R&D	711
Bibliography	753
Index	785
Index of Companies	791
Editors	797
Case Study Contributors	799