

Welcome to

# **Strengthen Your Influence and Communication with Executives and the Board in 2025**

A Virtual Event for R&D and  
Innovation Leaders

**6<sup>th</sup> March**

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We look forward to opening the  
discussion with you at **16:00 CET.**



# Enhance your virtual event experience



**Ask  
questions in  
the Q&A box**



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on demand**

# Strengthen Your Influence and Communication with Executives and the Board

A Virtual Event for R&D and Innovation Leaders

## Your Host:

James Loftus | Director, Gartner



# Event Agenda

16:00-16:05 CET	Welcome and Introduction  <b>James Loftus</b>   Director, Gartner EMEA
16:05 – 16:50 CET	<b>Strengthen Your Influence and Communication with Executives and the Board in 2025</b>  <ul style="list-style-type: none"><li>✓ <i>‘Allocate your time strategically to maximise productivity and efficiency’</i></li><li>✓ <i>‘Craft persuasive narratives and leverage data-backed insights for impactful communication’</i></li><li>✓ <i>‘Cultivate stronger stakeholder relationships to ensure your R&amp;D efforts are recognised, funded, and supported’</i></li></ul> <b>Atul Dighe</b>   Vice President, Advisory <b>Charlotte Boliver</b>   Senior Director, Advisory
16.50 – 17:00 CET	Q&A with Final Comments  <b>James Loftus</b>   Director, Gartner EMEA

# Your Experts Today



**Atul Dighe**  
VP, Advisory

Atul Dighe has over thirty years of experience advising large corporations, non-profit organizations, and governmental agencies on questions of strategy, innovation, and the future. As a leader in the R&D practice at Gartner, Atul works with thousands of the world's largest and most progressive organizations to enhance their strategic ability to positively impact change.

***Atul Help Clients Address:***

- R&D Strategy & Transformational Innovation
- Developing an Innovation Culture
- Highly Effective R&D Leadership
- Future Trends & New Growth Pathways



**Charlotte Boliver**  
Sr. Director, Advisory

Charlotte Boliver is a Director, Analyst for Gartner's R&D practice. Ms. Boliver supports heads of R&D and innovation by unpacking the causes of their critical challenges and providing guidance rooted in best practice research to help leaders make more informed decisions.

***Charlotte Helps Clients Address:***

- Stakeholder Communication
- Technology Selection
- Building Technology Roadmaps
- Surfacing High Potential Ideas
- KPI Measurement and Maturity

# Gartner is unique in that it is the only company that speaks to 15,000 enterprises every month

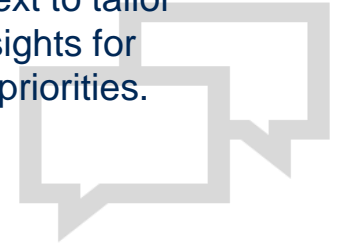
**15,000 client enterprises** across ~90 countries and territories work with Gartner today. Our expert guidance and tools enable faster, smarter decisions and stronger performance on organizations' mission-critical priorities.



Actionable, objective insights created by a global team of **2,500 research and advisory experts** deliver both a deep understanding of key challenges and proven solutions.



Our strategic advice is informed by more than **465,000 client interactions** each year allows us to draw from a larger context to tailor actionable, objective insights for specific mission-critical priorities.



# Business Leaders are Influencing Portfolio Decisions More than Ever Before

R&D Leaders Reporting on Portfolio Prioritization  
*Percentage of R&D Leaders*

**62%** indicate the **seniority** of decision makers engaged in R&D portfolio decisions has increased.



Over the next **three to five years**, **59%** of R&D leaders expect their R&D portfolios to have a growing proportion of **smaller, surer bets** compared to larger investments.

**78%** indicate the **pressure** the R&D organization feels from business partners or the board to **make faster decisions** has increased.

n = 144

Source: 2025 Gartner R&D Leader Agenda Poll designed to assess R&D leader priorities for the year ahead from R&D leaders across all major industry cohorts and revenue bands.

# R&D Function Strategy and Management

## R&D Strategy & Organizational Design

Craft an R&D strategy and organizational design that aligns to corporate priorities.

## R&D Portfolio Management

Align R&D investments to R&D strategy to achieve long-term goals, optimize resource utilization and boost portfolio health.

## R&D Metrics, KPIs & Dashboards

Build metrics and dashboards to assess and communicate R&D value to business stakeholders.

## Innovation Culture

Foster a more innovative culture within and beyond R&D

## R&D Digital Transformation

Integrate digital tools and AI to transform the R&D function and drive productivity.

## Ideation & Product Design

Identify new product ideas and uncover opportunities to reengineer products to meet business objectives.

## Project Evaluation & Risk Management

Evaluate NPD projects to anticipate risks and build compelling business cases.

## Development Process Governance

Boost development process efficiency and agility with effective project management and aligned decision making.

## New Product Development Partnerships

Build a robust network of internal and external partners to support and scale NPD initiatives.

## Technology Tracking & Incubation

Track emerging technologies and build best in class incubation models to stay ahead of technologies & trends.

## Technology Strategy & Roadmapping

Select technologies to invest in for growth and chart technology development to support business goals.

## R&D Intellectual Property Management

Embed strategic IP management into R&D processes to identify, evaluate and protect most valuable IP opportunities.

## R&D Workforce of the Future

Build a future-focused talent strategy to meet the evolving needs of the R&D organization.

## R&D Talent Management & Development

Empower and motivate your R&D team with skills development and compelling career opportunities

# Gartner Priorities Navigator™ for Heads of Research & Development

2025

**New Product Development**

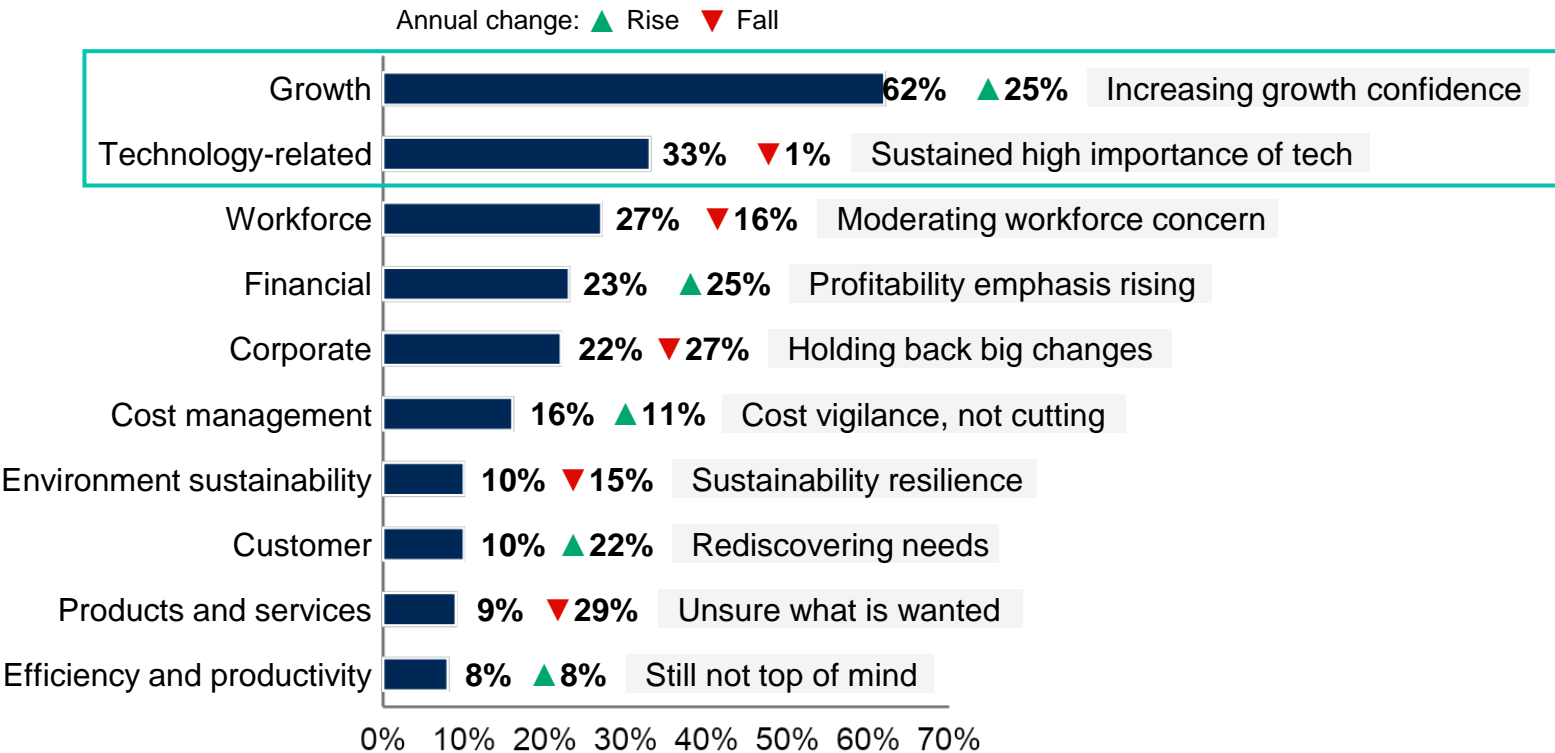
**R&D Technology Strategy and Incubation**

**R&D Talent**

# CEOs Expect Technology-Led Growth for 2025

## CEOs' Top Business Priorities for 2024 to 2025

Percentage of respondents — summary of top three mentions



CEOs expect technology-led growth for 2025

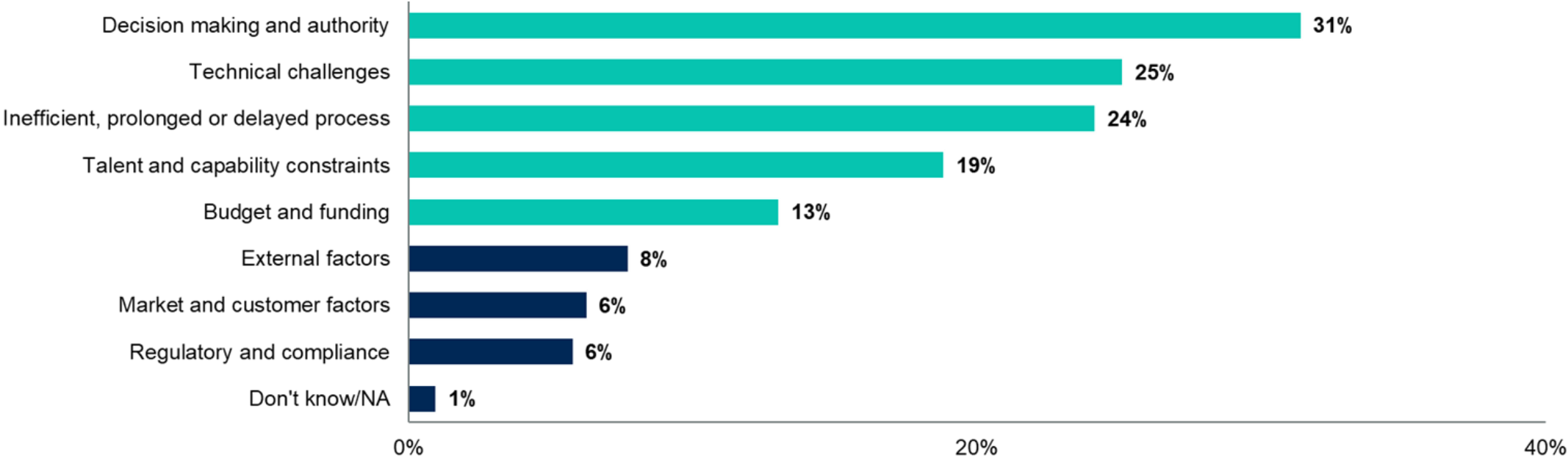
n = 416  
 Q. To start, please tell us about your organization's top five strategic business priorities for the next two years (2024/2025).  
 Source: 2024 Gartner CEO and Senior Business Executive Survey



# NPD Process Efficiency Inhibited by Slow Decision-Making and Process Delays

Internal, More Controllable Factors More Prevalent as Causes for Delays & Efficiency in NPD

Typical Causes of the Bottlenecks in Product Development Processes, Coded Responses



n = 207; all respondents

Source: 2024 Gartner Improving the Speed and Efficiency of New Product Development Survey

Q. What is typically the cause of the bottlenecks (e.g., significant slowdowns or delays) that you experience in the product development process?

# R&D's Shifting Boundaries

Disruption to Traditional Industry Boundaries

*Illustrative*

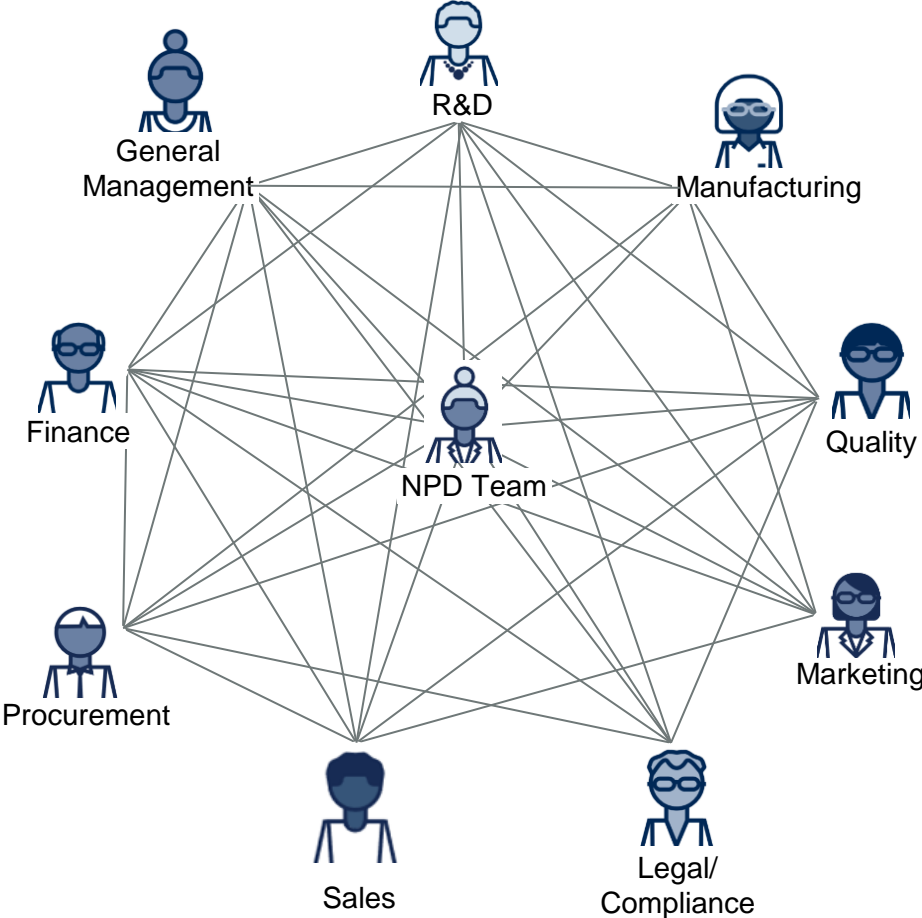


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# Innovation's Complex Web of Stakeholders



52%

Of R&D organizations pick projects **collaboratively** with business partners.

9

**Stakeholders**, on average, participate in project gate reviews.

53%

Of R&D leaders say number of stakeholders in NPD has **increased** since start of pandemic.

Data Sources:  
2019 Gartner NPD Process Benchmark Survey (n=275)  
2019 Gartner Stage-Gate Quick Poll (n=69)  
2020 Gartner R&D June 22 Pulse Poll (n=92)

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**How many stakeholders participate in your (R&D / Innovation) portfolio review sessions?**

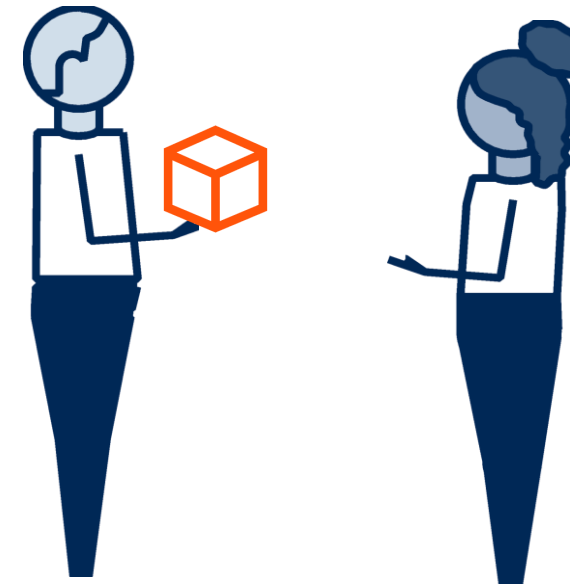
**What percentage of those are active participants and / or decision makers?**

# An Altogether Familiar Story...R&D Innovates...

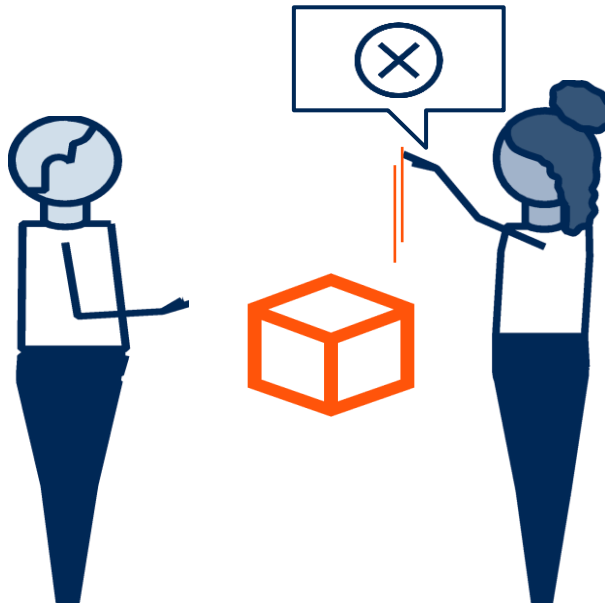
R&D leaders and their teams develop a breakthrough innovation



R&D leaders attempt to transfer the innovation into the business



# ...and Stakeholders Drop the Ball...



75% of R&D Leaders indicate **less than 50%** of innovation projects that they have attempted to transfer into the business **have been successfully adopted**

# Influence Gap Has Negative Consequences

Costs of R&D's Innovation Adoption Performance Gap

*Illustrative*

- ❗ **Wasted Money/Time**
- ❗ **Missed Opportunities for Innovation**
- ❗ **Eroding R&D's Credibility**
- ❗ **Lower Staff Morale and Engagement**
- ❗ **Increased Budgetary Pressures**

Source: Gartner

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# Three Big Questions for Today

**Why** strengthening R&D's influence matters, especially today?

**What** are the most relevant and impactful areas of focus for our communication with stakeholders?

**How** can we become more effective and help our teams to become more effective communicators?

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# R&D Must Appeal to the Rider & the Elephant

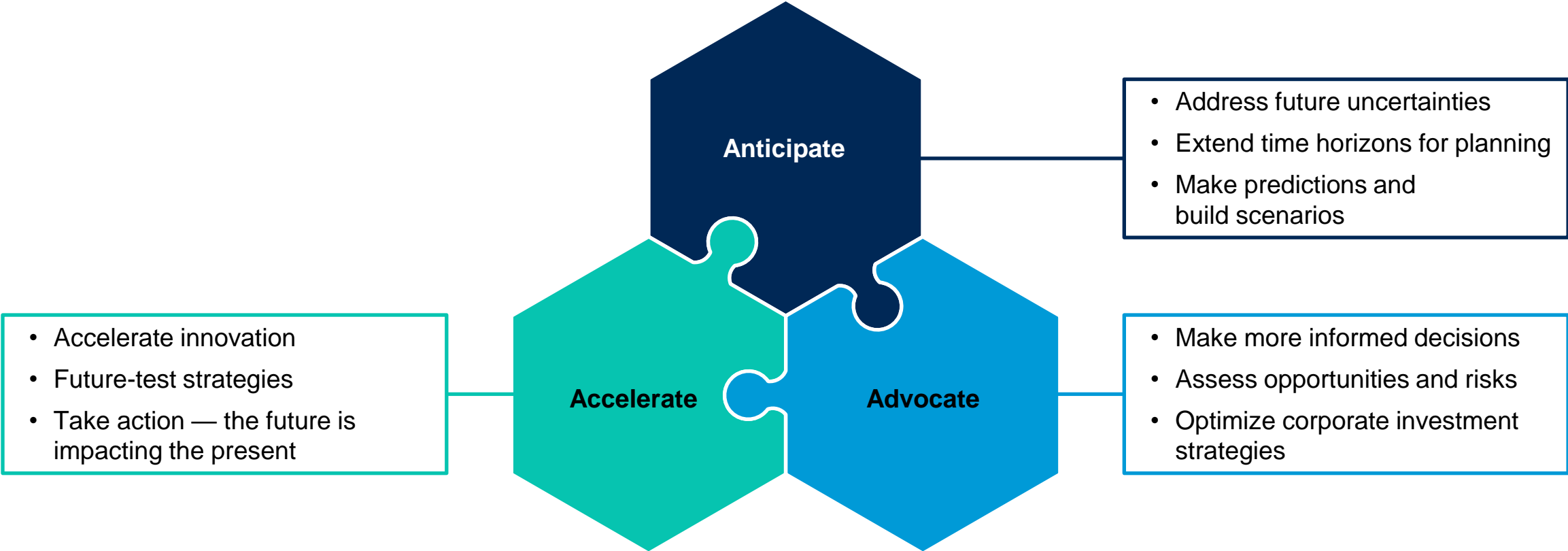
**4x**

**Appealing to both the intuitive and the rational increases stakeholder commitment by 4 times in comparison to appealing to the rational alone**



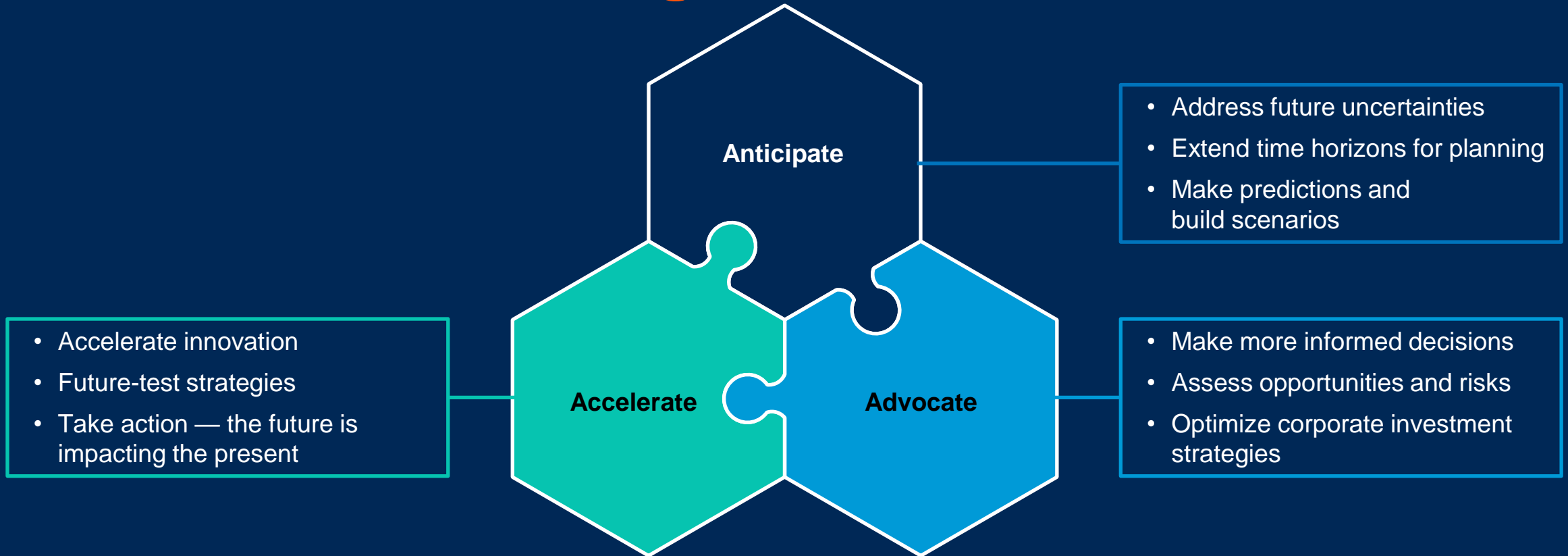
# R&D Needs to be the Creator of the Future

## R&D Leaders' Three Focus Areas



Source: Gartner

# Which of these is the most challenging for your organization?



Source: Gartner

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# Tailor Your Communications for Different Scenarios

<b>Communication Example</b>	<b>Future Vision and Long-Term Strategy</b>	<b>ROI of R&amp;D / R&amp;D Value Story</b>	<b>Performance on Key Projects &amp; Metrics</b>
<b>Scope</b>	The Organization and Beyond	R&D and The Business(es)	R&D Budget, Portfolio, and Key Projects
<b>Purpose</b>	Extend Time Horizons for Planning	Optimize ROI of R&D and Technology Investments	Accelerating Innovation and Execution
<b>Stakeholders</b>	Exec team, Board, GMs, Functional Leadership	Exec team, Board, GMs	Exec team, GMs, NPD Leaders
<b>Decision(s) Supported</b>	Are we investing enough in long term, transformational innovation?	Are we getting appropriate return on our R&D / innovation investment?	Are we allocating our innovation resources in the right areas?

# Tailor Your Communications for Different Scenarios

	<b>Anticipate</b>	<b>Advocate</b>	<b>Accelerate</b>
<b>Communication Example</b>	Future Vision and Long-Term Strategy	ROI of R&D / R&D Value Story	Performance on Key Projects & Metrics
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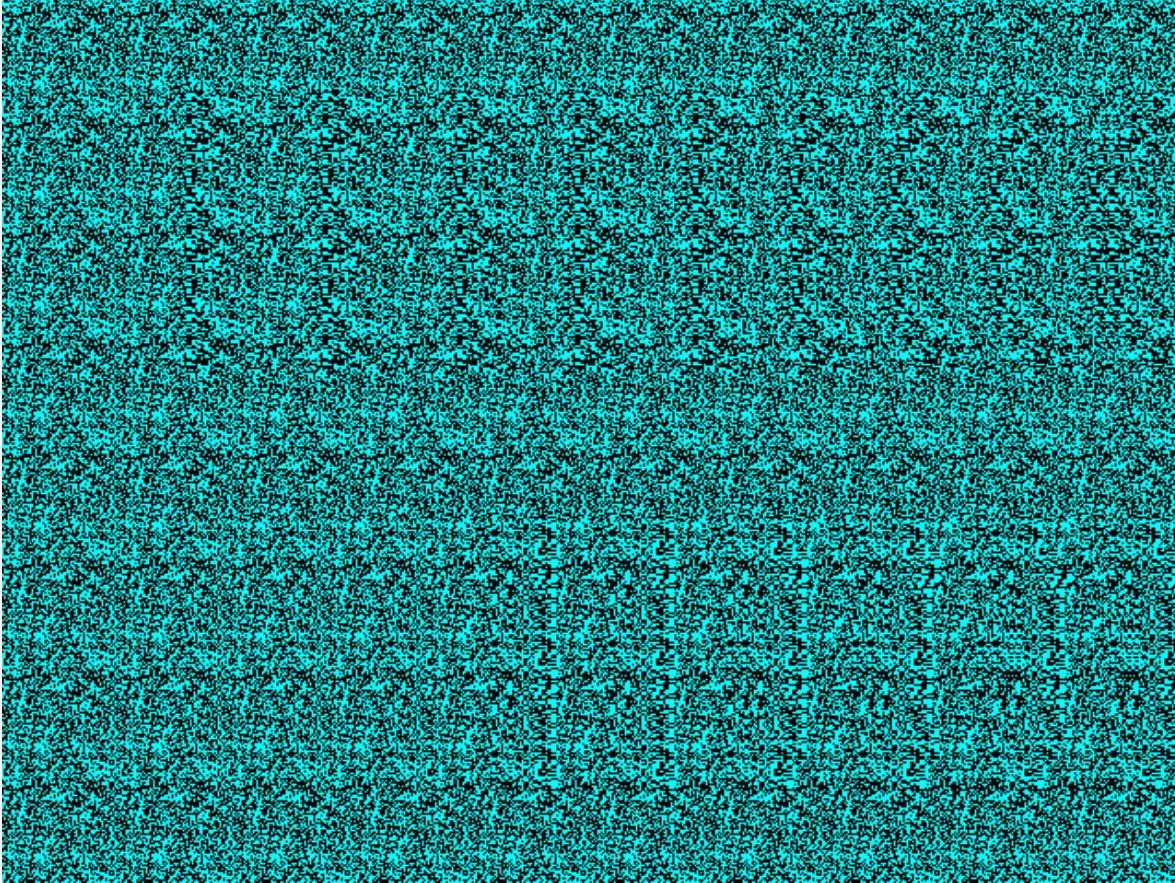
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**How** can we and our teams to become more effective communicators?

# Magic Eye vs. Impressionism



Source: Wikimedia Commons



Source: NGA.gov

# In which of these areas can we as R&D leaders have the greatest impact?

1. Strategy (R&D, Innovation, Technology)
2. Risk
3. Future Scenarios
4. ROI of R&D
5. Future Technologies and Opportunities
6. *Other*

# Strategy

## Innovation Strategy 2030

Transform the function to drive and enable the organization for innovation-led growth.

### *Innovation 2025*

- Vitality Index (3yr): 5%
- Return on innovation investment: 40%
- Innovation throughput: 2 product launches/yr
- % of project spend on growth projects: 8%
- Concept-to-market time for incremental NPD projects: 34 months
- Time to kill projects: 10 mos

### **Initiatives**

1. Improve ability to collect and analyze voice of the customer (VoC) data.
2. Improve investment evaluation and prioritization by selecting fewer, smarter metrics.
3. Support front-line innovation management (e.g., ideation, execution) by fostering a culture of innovation.
4. Remedy product design flaws more quickly.
5. Accelerate timeline for expansion in new markets.

### **Beliefs and Assumptions**

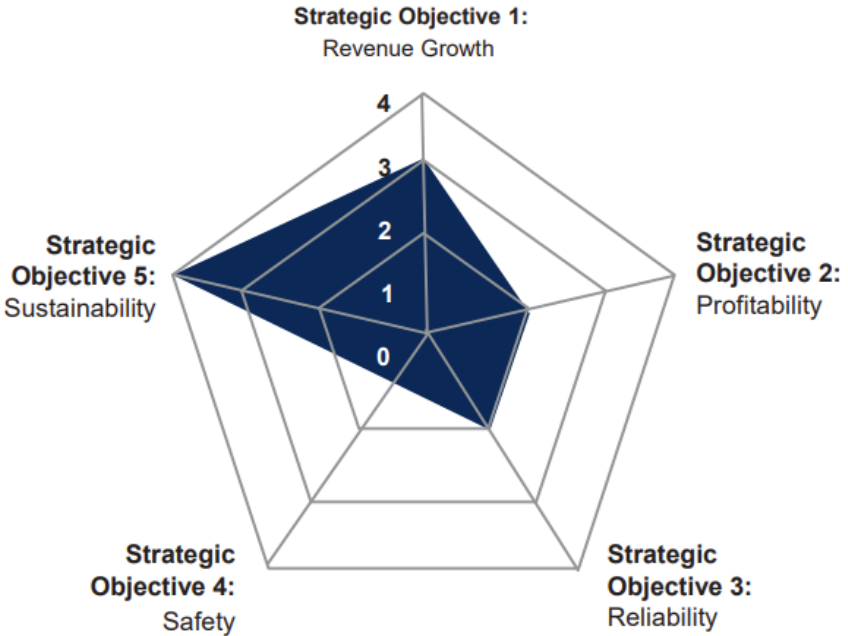
1. Stagnant growth may result from cost cutting.
2. Corporate “ecosystems” will continue to increase in complexity.
3. Likelihood of a merger risk is high.
4. Talent with the required skill set is scarce.
5. Macroeconomics and the technology landscape are dynamic and ever-changing.

### *Innovation 2030*

- Vitality Index (3yr): 12%
- Return on innovation investment: 80%
- Innovation throughput: 6 product launches/yr
- % of project spend on growth projects: 20%
- Concept-to-market time for incremental NPD projects: 24 months
- Time to kill projects: 3 mos

# Risk

## Understand, Align and Operationalize Risk Appetite



Rating	Risk Philosophy	Tolerance for Uncertainty	Choice	Trade Off
5 – Open to Change	Will take justified risks	Fully anticipated	Will choose option with highest return; accept possibility of failure	Willing to make
3 – Cautious	Preference for safe delivery	Limited tolerance	Will accept if limited and heavily outweighed by benefits	Prefer to avoid
1 – Adverse	Scared – Risk avoidance is core objective	Extremely low tolerance	Will select the lowest risk option always	Never

Source: Gartner

Consider risk of potential process change and contributing factors such as ease of implementation and interdependencies.

# Future Scenarios

## Pointed Questions Used to Surface Beliefs and Biases

*Illustrative*

### **Strongly Held Assumptions About the Future**

- Uncertainties and beliefs about the future
- Opportunities and threats that can impact the current strategy

### **Strategic Assumptions That Need to Be Challenged**

- Collective biases of the senior leadership
- Individual biases within the senior leadership ranks

1. Assume we enter 20XX well positioned. What were the three most important external developments and actions we took that led to it? What would be the three if we entered 20XX poorly positioned?
2. Assume you are able to ask a fortune teller three questions about decisions for 20XX. What information would you seek?
3. What are three things you know for certain and do not need to ask the fortune teller?
4. Who is the most dangerous future competitor? If you were the CEO of that company and you left tomorrow, how would you attack the business you've just left?
5. What opinions or mindsets does the leadership team currently hold that need to be challenged in order to guide us to success in 20XX?
6. What opinions or mindsets do YOU currently hold that need to be challenged in order to guide us to success in 20XX?










Source: Adapted From Ericsson



# ROI of R&D

Build a dashboard that helps you tell a story of R&D performance to senior leaders.

## Example Value Stories

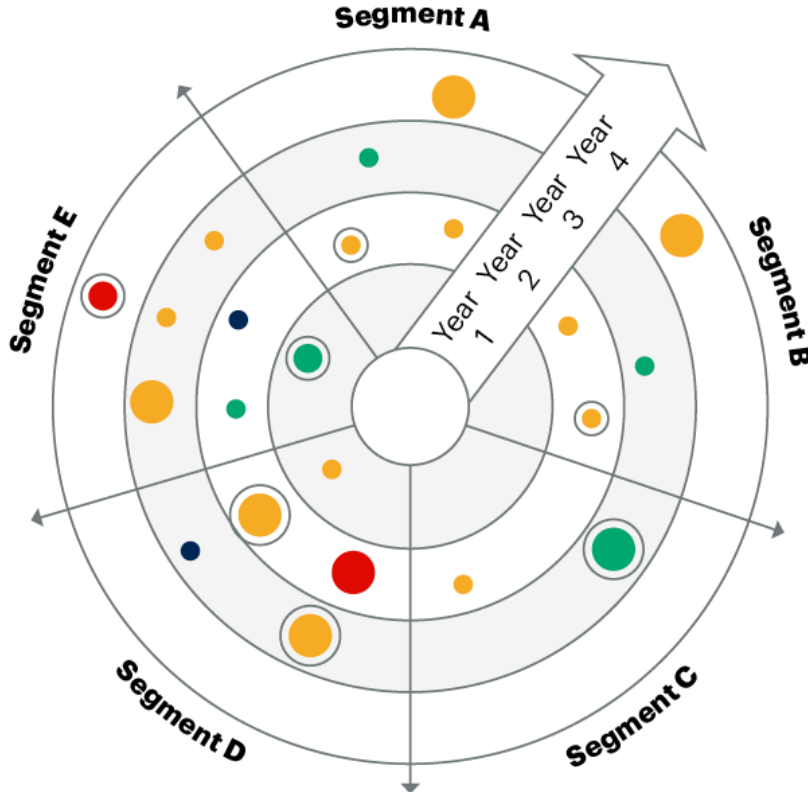
If your company is...	Your value story should be how R&D	Your scorecard should include
 ...digitizing products, channels, or operations	1. Supports digital innovation	<ul style="list-style-type: none"> <li>Progress against milestones for digital initiatives</li> </ul>
 ...questioning R&D value	2. Enables strategic projects and business outcomes	<ul style="list-style-type: none"> <li>Net present value of R&amp;D portfolio</li> </ul>
 ...cutting costs	3. Successfully controls costs	<ul style="list-style-type: none"> <li>Cost savings attributable to innovation</li> </ul>
 ...frustrated with the productivity of R&D	4. Contributes new product development	<ul style="list-style-type: none"> <li>Percent of new products containing internally developed technologies</li> </ul>
 ...looking to make employees more innovative	5. Enabling creativity through tools and opportunities	<ul style="list-style-type: none"> <li>Percent of staff time spent on innovation projects</li> </ul>
 ...focused on ideation	6. Increases volume of ideas being explored	<ul style="list-style-type: none"> <li>Number of high quality ideas in active exploration</li> </ul>
 ...focusing on getting closer to customers	7. Aligns itself to customer needs	<ul style="list-style-type: none"> <li>Customer satisfaction with new products or services</li> </ul>
 ...building talent for the future	8. Creates a next generation R&D workforce	<ul style="list-style-type: none"> <li>Percentage of technologies/ initiatives on the roadmap without aligned skills</li> </ul>
 ...expanding into new territories or making acquisitions	9. Expands business operations	<ul style="list-style-type: none"> <li>Time to set up a new location</li> <li>Time to integrate new businesses</li> </ul>

Source: Gartner analysis

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# Future Technologies and Opportunities

**Business “Alpha” Technology Radar With Legend**  
Illustrative



Legend			
<b>Size:</b> Degree of impact			
Transformative	Significant	Moderate	
<b>Color:</b> Level of readiness to address technology			
Will not pursue	Not ready	Almost ready	Ready
<b>Halo:</b> Panduit’s response (i.e., active work being done to address technology)			
Work in progress	Monitoring		

Source: Adapted from Panduit  
806856\_C



# Three Big Questions for Today

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**How** can we and our teams to become more effective communicators?

# Rational Copernicus vs. Intuitive Galileo



Source: Wikimedia Commons

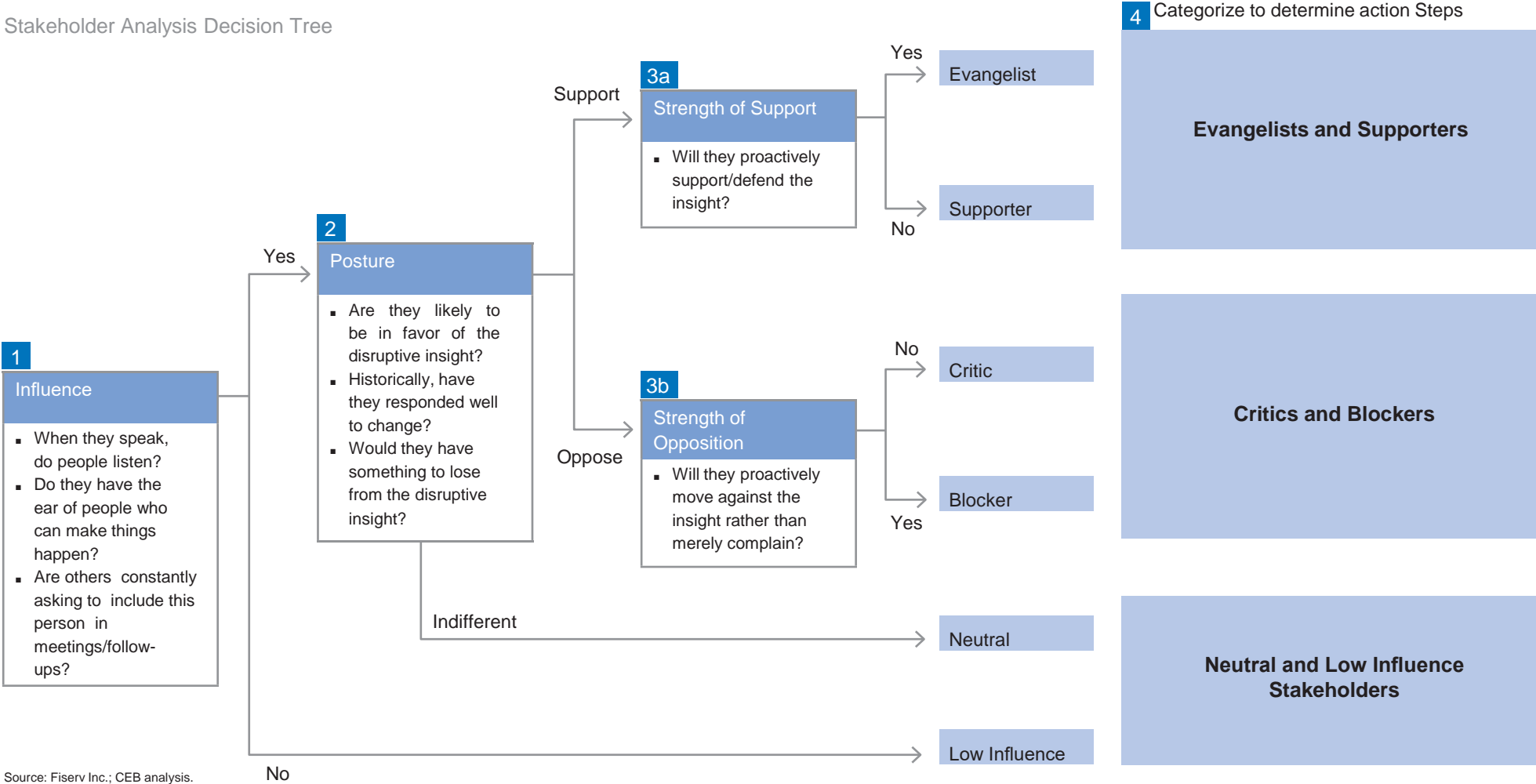
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**How can we become more effective and help our teams to become more effective communicators?**

# Identify Critical Stakeholders to Prioritize

Reflect on the position of your stakeholders to plan communications and broader engagement accordingly.

Stakeholder Analysis Decision Tree



Source: Fiserv Inc.; CEB analysis.



# Establishing a Common Innovation Language

Essential Elements

## Where things go wrong...

Stakeholders Don't Understand the Technology or Fear It

Stakeholders Don't Know the Potential Business Impact

Stakeholders Don't Feel the Urgency

Stakeholders Don't See the Possibilities

## How to establish a Common Innovation Language...

▶ Describe the technology in non-technical language

▶ Communicate impact in a language the business understands

▶ Connect ideas to stakeholders' priorities and experiences

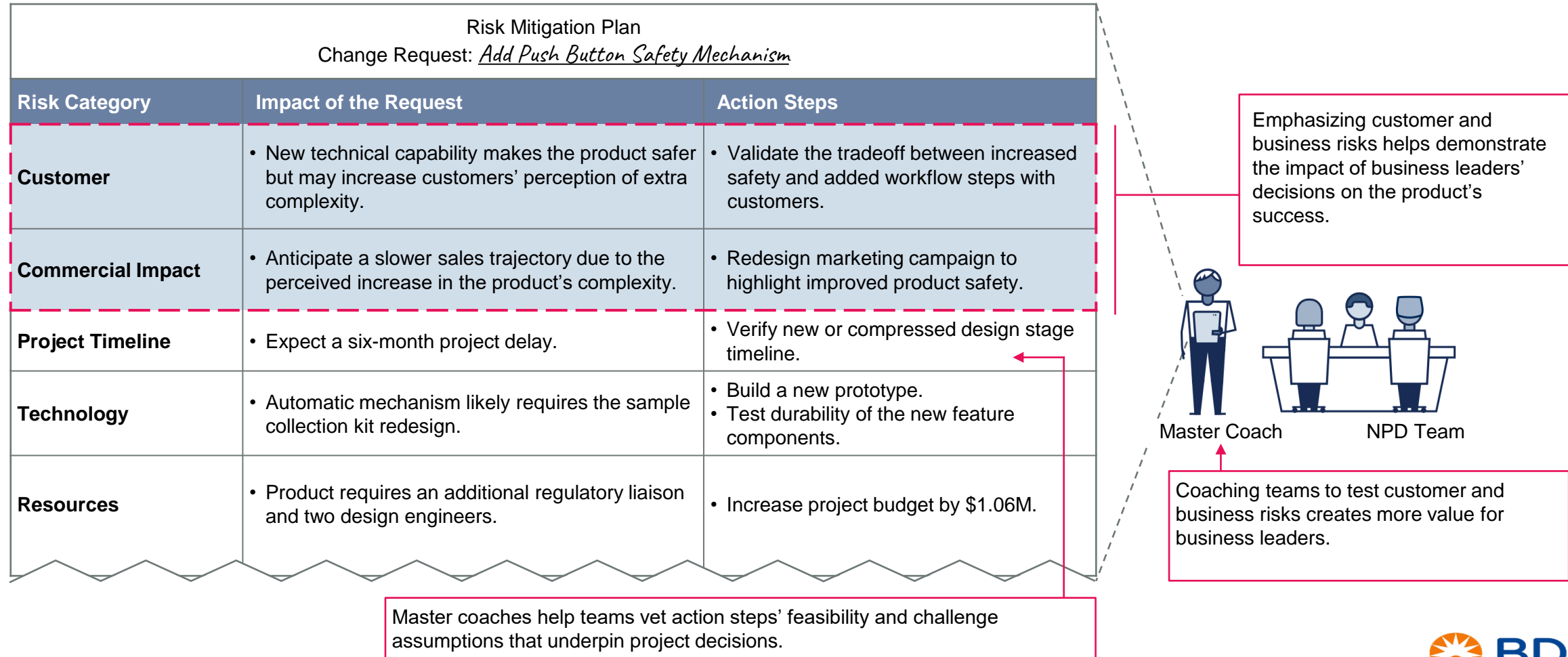
▶ Use tangible representations to broaden stakeholders' vision of the opportunity space

Source: Gartner

# Customer Impact Discussion Coaching

Discussion Coaching for Business Partner Change Conversations

Illustrative

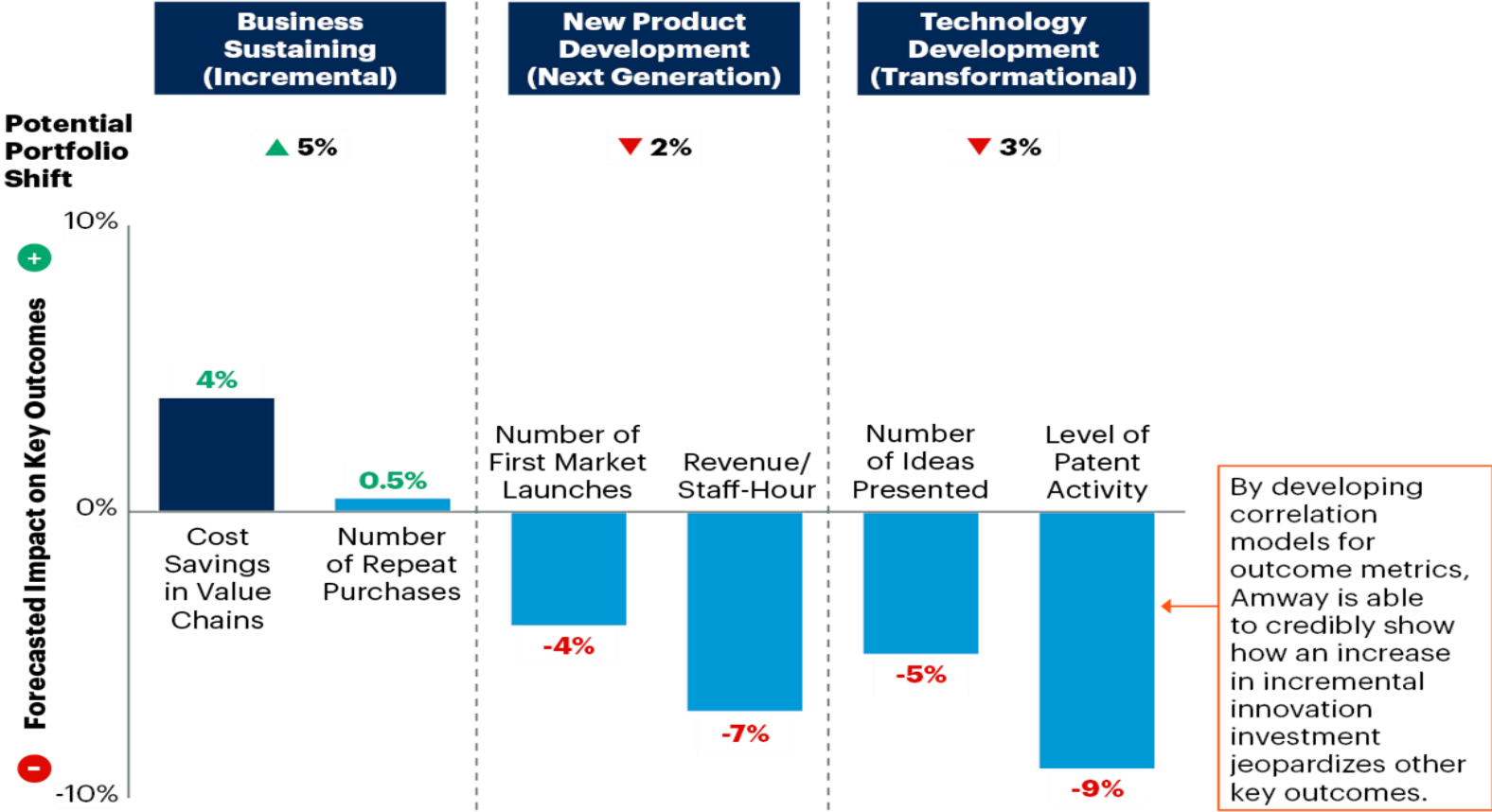


Source: Adapted From Becton, Dickinson and Company

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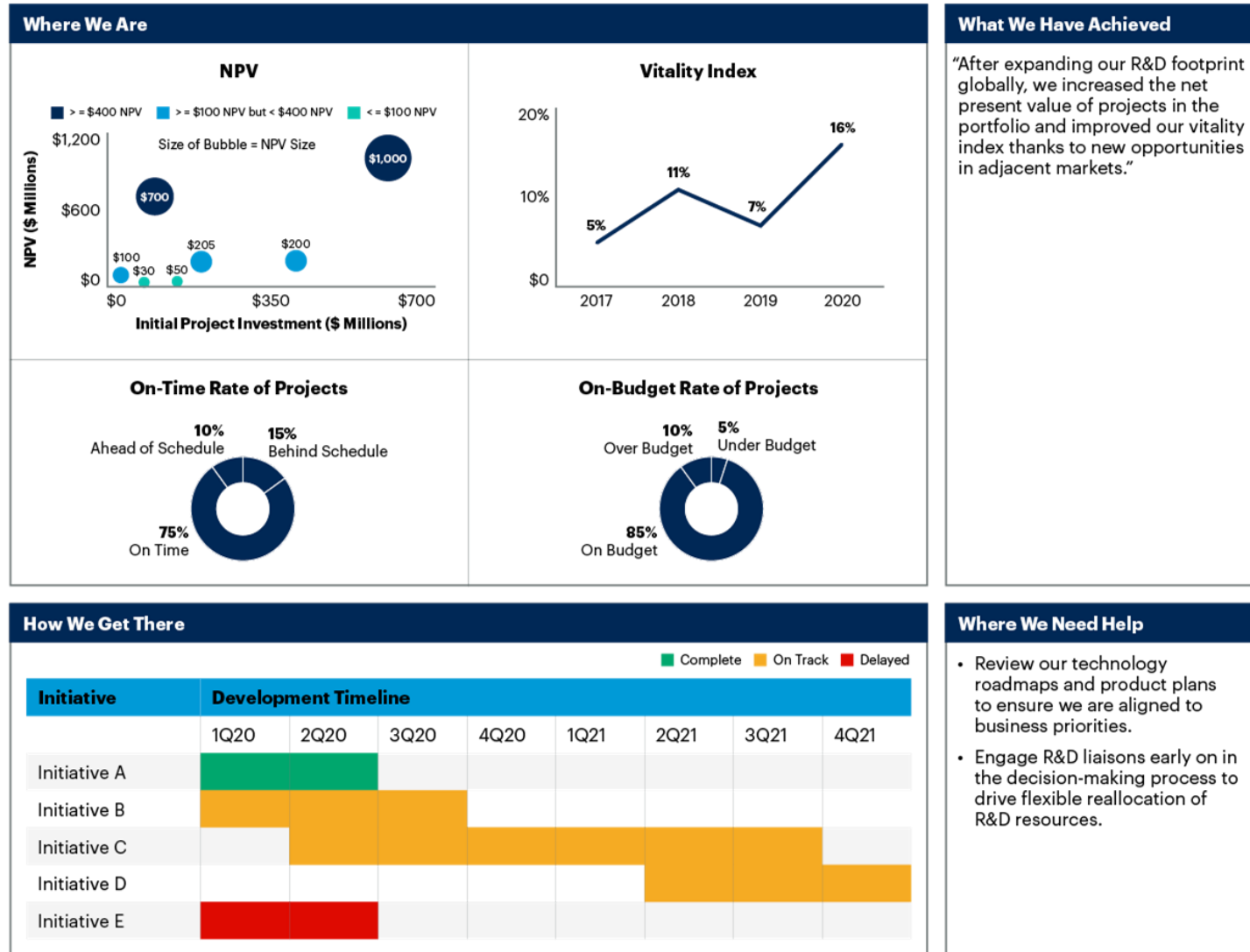
# Articulate Tradeoffs for Better Informed Investment Decisions

Illustrative



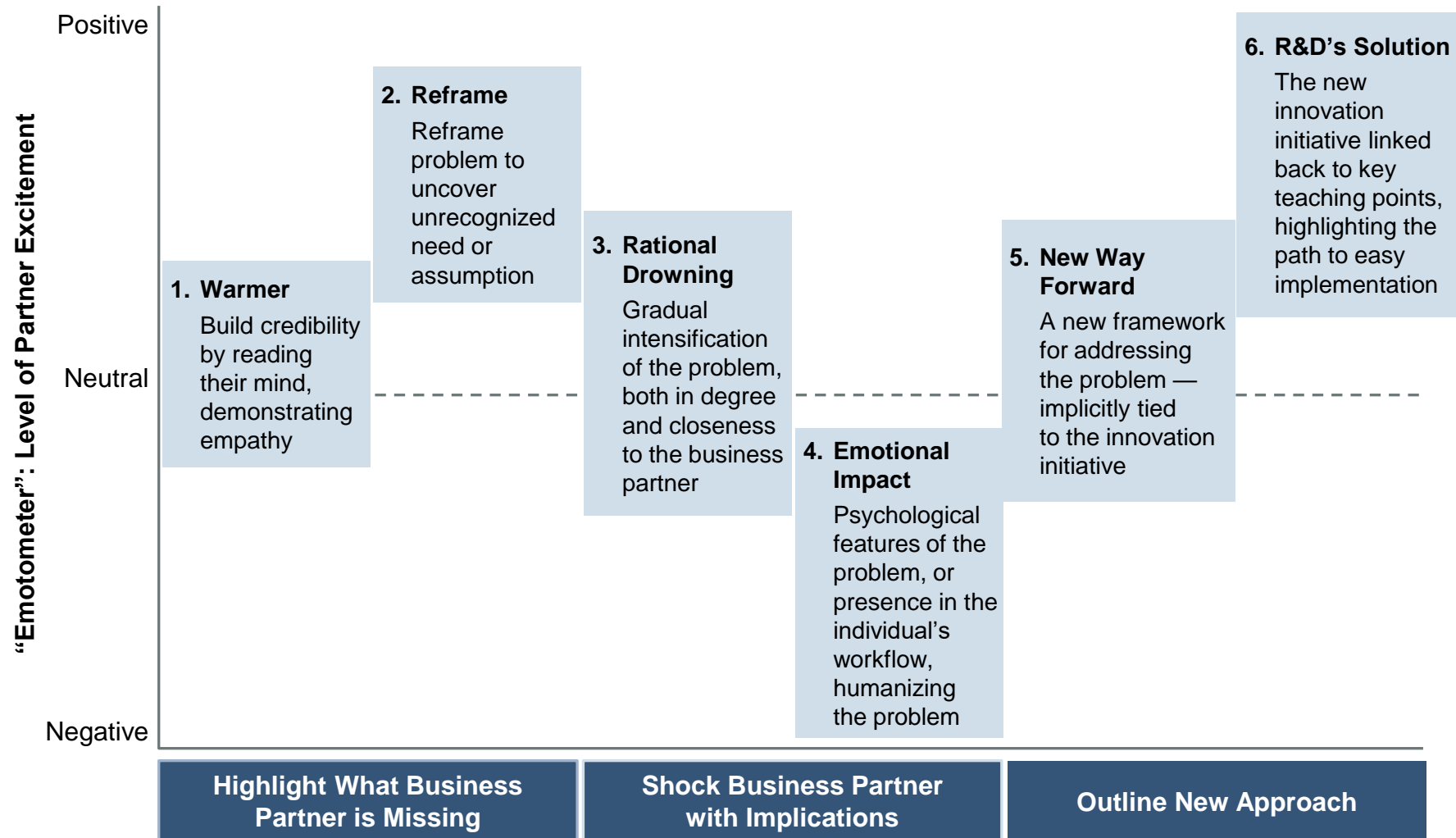
Source: Adapted From Amway

# Visualize Your Dashboard to Aid Communication



Source: Gartner

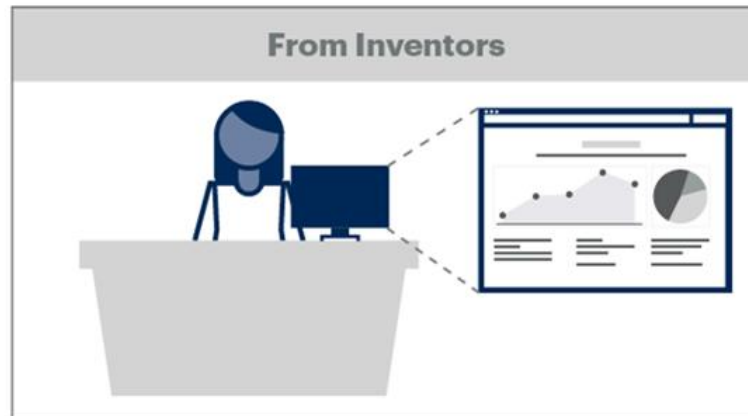
# Take Stakeholders on an Emotional Journey



Source: Gartner

# Innovators Need Communication & Influence Skills Today

## R&D Behaviors that Impact Innovation Potential



From Inventors

### Generate Value for the Technology Organization:

- Technical Expert
- Technology Driven
- Reactive
- Order Taker

Source: Gartner  
785252\_C



To Innovators

### Generate Value for the Enterprise and Its Customers:

- Strategic Partner
- Market and Customer Driven
- Proactive
- Idea Shaper

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# Gartner Priorities Navigator™ for Heads of Research & Development

2025

**New Product Development**

**R&D Technology Strategy and Incubation**

**R&D Talent**

# R&D Functional Activity Map for 2025

Manage R&D Strategy and Operations	Manage R&D Talent	Lead a Climate of Innovation	Manage External Partnerships	Manage the R&D Portfolio	Evaluate and Develop Technologies	Manage the Development Pipeline	NPD Process Governance
Build the R&D Strategy	Design and Manage the R&D Workforce	Set the Innovation Vision	Select Co-Development Partners	Develop the R&D Portfolio Strategy	Monitor Technologies and Trends	Build an Idea Pipeline	Integrate Customer Insights
Manage the R&D Budget	Design R&D Career Paths	Enable Innovation Processes	Manage Co-Development Relationships	Evaluate R&D Projects	Evaluate Early-Stage Technologies	Develop New Product Concepts	Organize and Manage Project Teams
Manage R&D Organizational Structure	Upgrade R&D Capabilities	Encourage Innovation Behaviors	Manage Vendor Relationships	Prioritize R&D Projects	Incubate Early-Stage Technologies	Manage Prototyping and Testing	Manage Stakeholder Interactions
Demonstrate the Value of R&D				Allocate Resources to Projects	Manage Technology Roadmapping	Support Product Commercialization	Conduct Project Retrospectives
					Manage Intellectual Property		

Influence

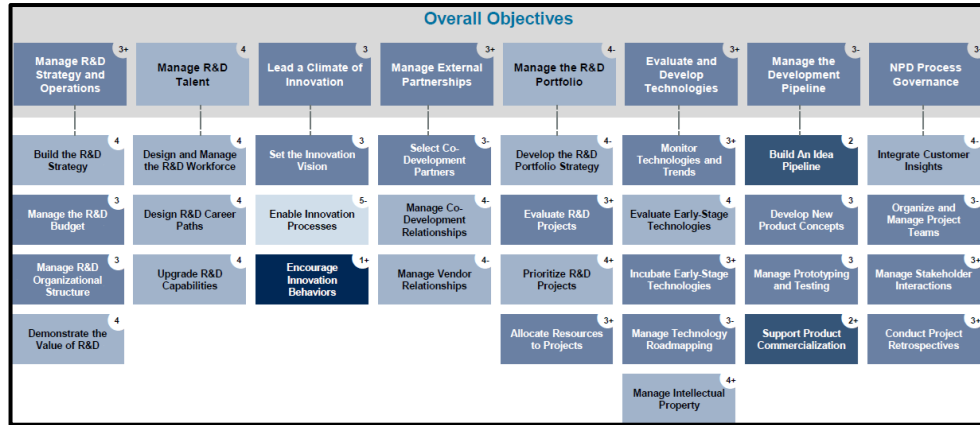
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Maturity

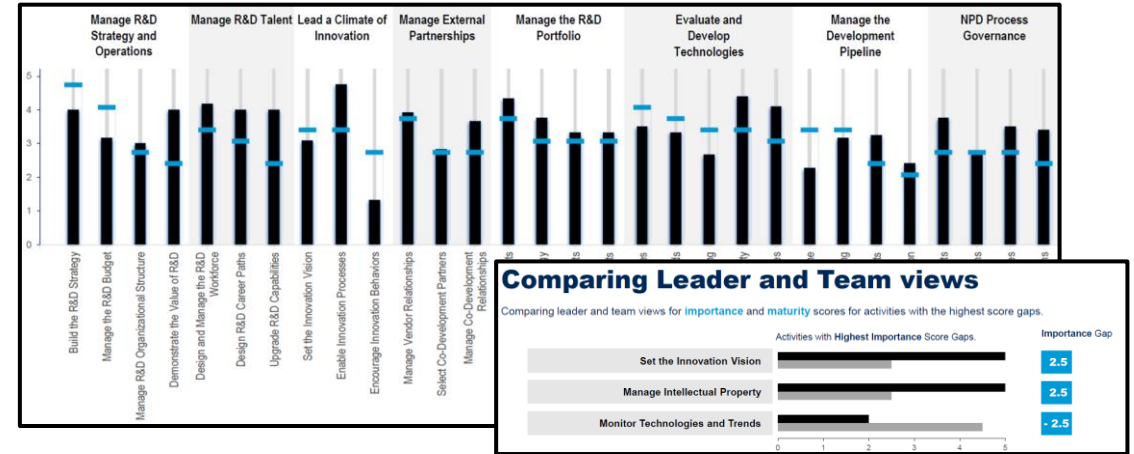
# Gartner R&D Leaders Score

Understand your functional maturity levels, align fully with your team, and prioritize your time in 60 minutes

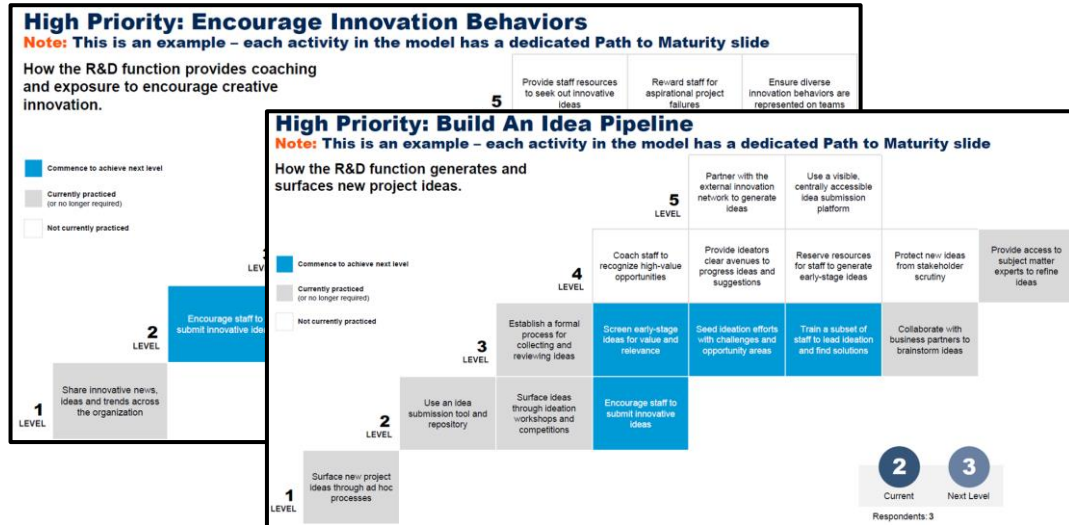
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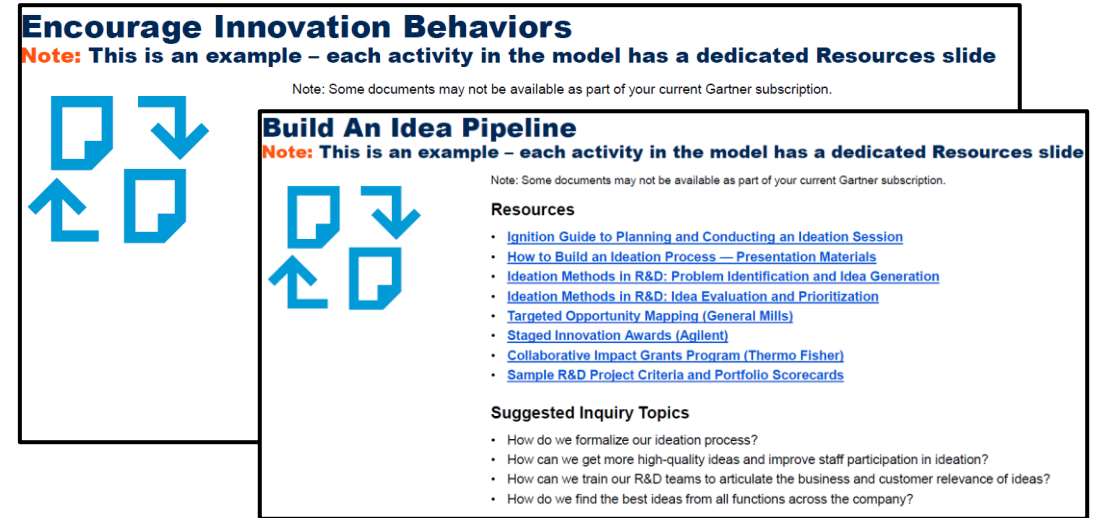
2)



3)



4)



# Recommended Next Steps



**Request your Consultation with a Gartner Expert to improve your communication and influence skillsets**

Manage R&D Strategy and Operations	Manage R&D Talent	Lead a Climate of Innovation	Manage External Partnerships	Manage the R&D Portfolio	Evaluate and Develop Technologies	Manage the Development Pipeline	NPD Process Governance
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Demonstrate the Value of R&D				Allocate Resources to Projects	Manage Technology Roadmapping	Support Product Commercialization	Conduct Project Retrospectives
					Manage Intellectual Property		

**Launch R&D Leaders Score to identify your branding, maturity and influence gaps today**