

# **R&D Work Environments 2015: Designing Physical Spaces for Innovation**

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Successful innovation projects are the result of a complex inter-play of many different actors and activities. A critical – but somewhat neglected – success factor for research and development (R&D) and innovation projects lies in creating the favourable spatial conditions in which employees carry out R&D activities. Research has shown that designing physical environments can encourage processes that play a vital role in product creation, such as knowledge-sharing, learning and collaboration. To shed more light on how R&D workspaces may look like in the near future, the authors have conducted 13 interviews with R&D and innovation managers of leading Swiss and German companies over the course of six months. The results have been transformed into six “R&D workspace scenarios”.

## **1. Introduction & Motivation**

Successful innovation projects are the result of a complex inter-play of many different actors and activities. A critical – but somewhat neglected – success factor for research and development (R&D) and innovation projects lies in creating the favourable spatial conditions in which employees carry out R&D activities. Research has shown that designing physical environments can encourage processes that play a vital role in product creation, such as knowledge-sharing, learning and collaboration. For example, pioneering work done by Tom Allen from MIT, already published in the 1970ies, demonstrated that communication between individuals is of utmost importance to initiate and to develop new ideas. However, only few additional authors have given specific attention to R&D work environments (e.g. Boustellicr et al., 2008) or have put an effort into integrating different research streams.

In contrast to other facilities, R&D buildings are usually highly complex and have to fulfil a wide range of functional, technical, economical and legal requirements. All eventualities that may occur over the life span of a building can be hardly predicted for ordinary buildings – let alone for research buildings (Hegger, 2005). When industry created specialised R&D facilities, back in the beginning of the 20<sup>th</sup> century, they emulated the

university system (Allen and Henn, 2007). In these organisations, departments organised around specialised areas of knowledge. This organisational structure, however, proved to be too simplistic. As products got more complex and embodied more technologies, a variety of disciplines had to be integrated, which required a significant amount of coordination. Specialists had to keep one another informed of what they were doing on a regular basis. Over the course of the last decades, R&D-intensive firms have therefore formed their own ways of organising R&D work.

In the meantime, the authors observe a growing interest from industry to know more about the design of R&D facilities. The motivations for this interest are manifold. Some companies have been able to grow steadily in recent years and simply require bigger R&D buildings. Other organisations have to deal with the growing complexity of their products, forcing them to integrate more external specialists into their R&D projects. Some want to offer the most advanced R&D work environments to attract the most talented scientists and engineers. From an academic perspective, research on the design of R&D work environments is usually limited to case studies of large, multi-national companies (e.g. Boustellicr et al., 2008). There are almost no efforts to generalise the findings for a wider range of organisations, especially for mid-sized firms that have limited R&D resources, but

# Technological Innovation The R D Work Environment

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## **Table of Contents Technological Innovation The R D Work Environment**

1. Understanding the eBook Technological Innovation The R D Work Environment
  - The Rise of Digital Reading Technological Innovation The R D Work Environment
  - Advantages of eBooks Over Traditional Books
2. Identifying Technological Innovation The R D Work Environment
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Technological Innovation The R D Work Environment
  - User-Friendly Interface
4. Exploring eBook Recommendations from Technological Innovation The R D Work Environment
  - Personalized Recommendations
  - Technological Innovation The R D Work Environment User Reviews and Ratings
  - Technological Innovation The R D Work Environment and Bestseller Lists
5. Accessing Technological Innovation The R D Work Environment Free and Paid eBooks
  - Technological Innovation The R D Work Environment Public Domain eBooks
  - Technological Innovation The R D Work Environment eBook Subscription Services
  - Technological Innovation The R D Work Environment Budget-Friendly Options
6. Navigating Technological Innovation The R D Work Environment eBook Formats

- ePub, PDF, MOBI, and More
- Technological Innovation The R D Work Environment Compatibility with Devices
- Technological Innovation The R D Work Environment Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Technological Innovation The R D Work Environment
  - Highlighting and Note-Taking Technological Innovation The R D Work Environment
  - Interactive Elements Technological Innovation The R D Work Environment
- 8. Staying Engaged with Technological Innovation The R D Work Environment
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Technological Innovation The R D Work Environment
- 9. Balancing eBooks and Physical Books Technological Innovation The R D Work Environment
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Technological Innovation The R D Work Environment
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Technological Innovation The R D Work Environment
  - Setting Reading Goals Technological Innovation The R D Work Environment
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Technological Innovation The R D Work Environment
  - Fact-Checking eBook Content of Technological Innovation The R D Work Environment
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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