

Opportunities & Challenges of R&E Networks

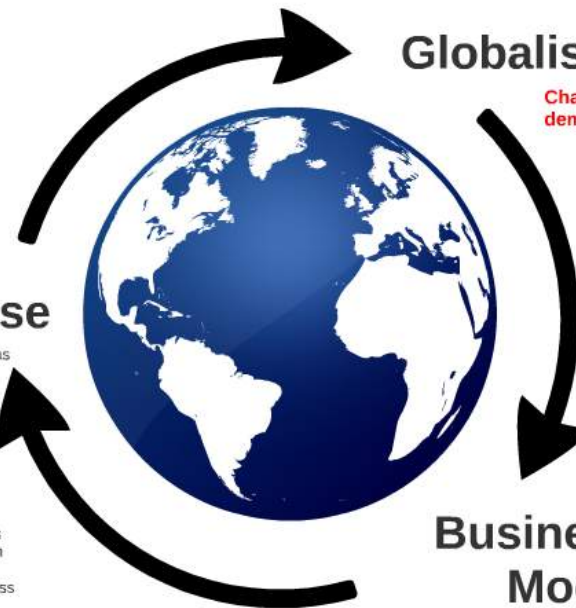
Steve Cotter
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e-AGE 2016
 1 Dec 2016

Changes in the organisation of NREs

Market Response

- Need to support the 'business of R&E' as well as R&E means 'Above the Net' increasingly important
- Moving 'up the services stack' to deliver value - means connectivity has become commoditised
- Less of a national focus, global reach valued more
- Funding uncertainty drives need to diversify revenue streams
- Need to put more resources toward the 'commercialisation' of R&E services & business development - means different skills mix than in years past
- Increasingly innovation needs to have a business purpose - can no longer afford 'let a thousand flowers bloom' approach (smart investment)



Globalisation

Changes in supply and demand of R&E services

- Increasingly global competition for research funding and the most talented students
- Research collaborations becoming more global in their reach
- Asian higher education gaining in influence
- Performance-based and competitive allocation of funds
- Focus on quality and accountability
- Security threats come from anywhere / everywhere, much is economic & research data-focused espionage

Business Model Innovation

Changes in the structure of R&E

- Economic competition and funding constraints mean governments want higher ROI and bigger impact on near-term economic growth
- Combined with advances in technology that enable efficiencies means increased pressures to reduce fragmentation, yield economies of scale and increase the value of 'supply chain'
- Rise of new business models in higher education
 - Product innovation
 - Foreign presence becoming increasingly important
 - Commercial research / education hybrids
 - Increasing value given to 'experience over degrees'



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- Increasingly global R&E funding and the impact of the global economy
- Research collaboration across borders and their reach
- Asian higher education and research funding
- Performance-based funding
- Focus on quality and innovation
- Security threats everywhere, multiple focused espionage



Response

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Business Model

- Economic impact mean global impact
- Combining efficiency and fragmentation
- Increase in R&E investment
- Rise of...

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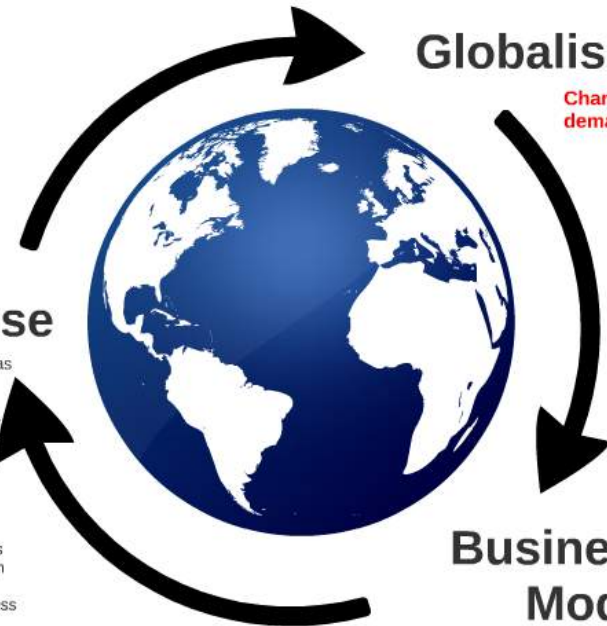
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