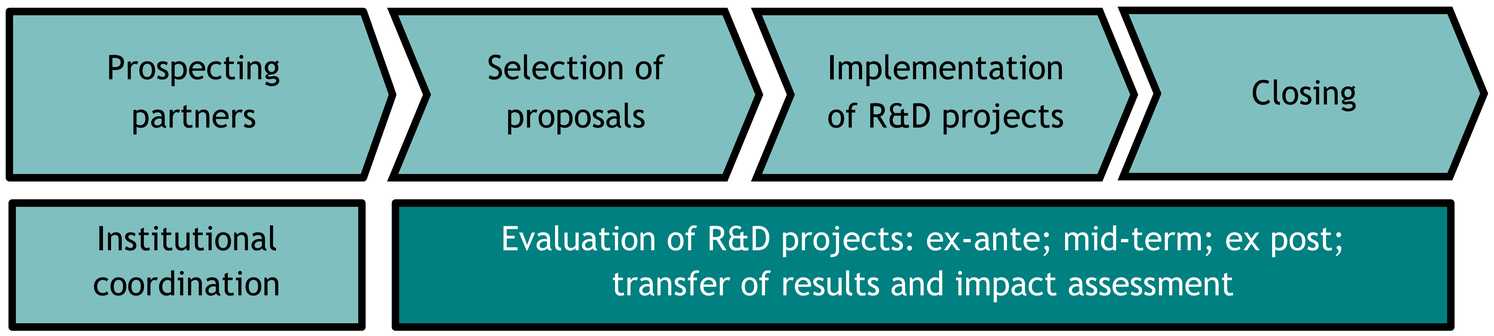
OPEN EVALUATION 2016

R&D management in a Brazilian mining company: creating a collaborative way of managing and evaluating R&D projects (Domenica Blundi – Vale S.A., Brazil)

Objective and methodology:

Describe the experience of a Brazilian mining company in the development and implementation of a collaborative method of R&D project assessment. This is a case study, based on a in-depth experience.

The collaborative model of R&D projects assessment:



Prospecting partners:

- Call of Proposals with government agencies or partnerships with specific universities.

Selection of proposals:

- "Collaborative evaluation", to ensure different perspectives on the displayed content and, therefore, ways to combine different interests.

Implementation of R&D projects:

- The "collaborative evaluation" perspective goes on and it is understood that the R&D project should be run through interactive actions, seeking a joint learning process.

Closing and results internalization:

- Upon completion of the project, we evaluate the potential continuity of actions generated there, starting new mechanisms for coordination between the business and the research institution. The proposal is to seek a long-term look, at the expense of relationships to provide short-term research services.

Some results:

Collaborative Model	
Before	**After**
Lack of R&D networks – many projects being developed by few institutions	Diversified, wider and better R&D partnerships: geographically and thematically
Personalized interaction between company and research group	Institutionalized interaction between company and research groups
R&D portfolio concentrated in incremental and short-term challenges	R&D portfolio more able to deal with disruptive and long-term challenges
Exclusive source of financial resources: the company itself	Partnerships with agencies and/or research funding bodies: leveraging financial resourcers

Three dimensions of R&D evaluation:

- Scientific
- Technological
- Business strategy

Each one is made by a specific group, using specific criteria:

- Peer review (ST&I community)
- Innovation Department (Company)
- Business Unities (Company)