



Innovation at SRI is the process of creating and delivering new customer value.

The way we work
is our most important innovation.

We are a community of innovation.

invent. deliver. impact.





CEO Curtis Carlson shares his thoughts on innovation.

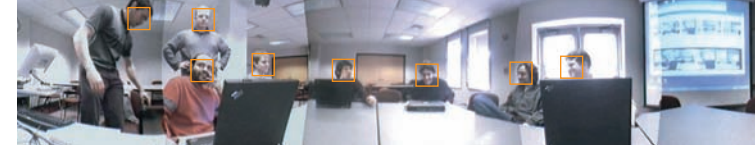
Five disciplines are at the core of SRI's systematic approach to innovation.

- 1 Important Customer and Market Needs:** Our focus on meeting important needs, instead of focusing only on interesting research topics, helps assure that the results of our work will have positive impact for our clients and partners, the market, and the research community.
- 2 Value Creation:** For every initiative, we work closely with clients to articulate their important *needs*; define the most compelling and unique *approach* to address their needs; analyze the *benefits* per costs of that approach; and quantify why the chosen approach is better than the *competition* and alternatives. This “NABC” method—Needs, Approach, Benefits (per costs), and Competition—helps us quickly define, create, and communicate the highest customer value.
- 3 Innovation Champions:** Each project is driven by a passionate advocate to advance the value creation process. We believe having a champion for each initiative is critical to success. At SRI, if there's no champion, there's no project.
- 4 Innovation Teams:** Champions build productive teams. Our multidisciplinary, team-based approach taps into the collective genius of SRI, our clients, and our partners. SRI has pioneered “open innovation” for decades by bringing the best collaborators and ideas together to meet our clients' needs.
- 5 Organizational Alignment:** Our innovation teams align with client and partner needs to ensure we are focused on delivering the highest value. SRI is committed to leadership in innovation best practices and in the continuous improvement of our business.

Government and industry leaders know they must innovate more successfully to compete in a global economy. Innovation is now the only path to growth, prosperity, environmental sustainability, and national security—it is the means for thriving in today's world.

Having a bright idea is not enough. An innovation occurs only when that great idea is applied to an important customer need and is then delivered to the marketplace. At SRI, we employ a disciplined approach to innovation to ensure success for our clients. It is based on a set of best practices, called the SRI Five Disciplines of Innovation™, which we use to reduce time to market and reliably turn breakthrough ideas into real-world solutions.

Value Creation Forums tap the collective genius of cross-disciplinary teams.



Facial recognition software developed as part of the CALO project.

CALO: The SRI Five Disciplines of Innovation at Work
Our innovation methodology has driven a five-year, \$150 million project that SRI leads for the U.S. Defense Advanced Research Projects Agency (DARPA). The project, part of the DARPA Personalized Assistant that Learns (PAL) program, has a mission to radically improve how computers support humans. The R&D challenge is to develop cognitive systems that can reason, learn from experience, accept direction, explain their actions, and respond to surprise.

The Cognitive Assistant that Learns and Organizes (CALO) project, one of the largest artificial intelligence projects in history, is an example of open innovation. To provide the best solution, SRI brought together 25 world-leading organizations with distinguished researchers in artificial intelligence, machine learning, human-computer interaction, flexible planning, and behavioral studies. SRI is the project manager and system integrator, and leads key aspects of the research. In 2007, we received the DARPA Award for Sustained Excellence for our leadership and pioneering technical achievements.

Practicing our disciplined approach to innovation, SRI works closely with DARPA to understand its needs, establish a clear vision for the project, and determine program objectives. Annual technology evaluations are pivotal in demonstrating progress, aligning capabilities to needs, and identifying next steps.

The CALO artificial intelligence system will be used for a wide range of both military and civilian applications. Several successful CALO applications have already been launched. By focusing on important needs, collaborating with the best partners, and using our disciplined approach to innovation, SRI has extended the limits of machine learning to create a scalable technology that will revolutionize the way computers support decision makers.

These five disciplines allow us to efficiently create maximum value for our clients and partners in both the public and private sectors. Our disciplined innovation approach has been internationally recognized for its effectiveness.

Leading companies and government organizations from around the world come to SRI to learn how to apply our Five Disciplines of Innovation to their enterprises.



Innovation Partnership Programs

Commercial and government organizations ask SRI to help improve and sustain innovation within their enterprises. In response, SRI offers workshops that teach the disciplined approach we practice. SRI offers a global perspective, having worked in more than half the countries in the world. Past participants have included the British Broadcasting Corporation (BBC), Phillips Medical Systems, the U.S. Department of Homeland Security, and Taiwan's Industrial Technology Research Institute.

Three programs can be tailored or combined to meet specific needs:

SRI Five Disciplines of Innovation™ Program: A workshop based on SRI's innovation best practices to help your team consistently create compelling new value for your customers, stakeholders, and enterprise. This fast-paced, interactive program uses your current important initiatives to demonstrate the concepts taught.

Technology for Innovative Products (TIP) Program: A hands-on workshop for developing new products and services. Using our disciplined innovation processes, a tailored research and marketing team works with your team to understand market dynamics, customer needs, and the required enabling technologies to create new business opportunities.

SRI Silicon Valley Venturing Program: Based on SRI's innovation best practices and the venture formation principles of Silicon Valley—the world's leading venture region, this workshop is for enterprises wanting to improve their ability to create new, high-value ventures.

About SRI International

Silicon Valley-based SRI International is one of the world's leading independent research and technology development organizations. SRI, which was founded by Stanford University as Stanford Research Institute in 1946 and became independent in 1970, has been meeting the strategic needs of clients and partners for more than 60 years.

Perhaps best known for its invention of the computer mouse and interactive computing, SRI has also been responsible for major advances in networking and communications, robotics, drug discovery and development, advanced materials, atmospheric research, education research, economic development, national security, and more. The nonprofit institute performs client-sponsored research and development for government agencies, businesses, and foundations. SRI also licenses its technologies, forms strategic alliances, and creates spin-off companies.



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