



SASKATCHEWAN RESEARCH COUNCIL

Strategy 2020



Message from the President and CEO

SRC's Strategy 2020 was developed through a thoughtful, diligent process that lasted more than two years. We engaged our Board of Directors, our Executive Team and senior managers within SRC to gather their input, challenge everything that we had been doing, and then envision our desired SRC of the future.

I am very proud of how SRC has evolved as an organization, and even more proud that we are releasing our strategic plan publicly. Our aim in all of our dealings, from strategic planning, to daily operations, to corporate social responsibility, is to be as transparent as reasonably possible. Our strategy reflects this intent, particularly in the words that describe our Mission, Values, and Vision. They are meant to be more than just words in a document or hung on wall. They are there to guide us in our thinking, daily activities, and our planning.

I look forward to 2020 and seeing the creative ways in which we will have worked with clients and stakeholders to achieve our 2020 goals and Vision. I expect that many of the approaches that we will take will look remarkably different from what we envisioned when creating our new strategy, but that is one of the captivating parts of working with highly innovative people in a growing company that is striving to accomplish great things.



EXECUTIVE SUMMARY

The Saskatchewan Research Council (SRC) has developed a new strategy to help guide the organization as it moves forward to the year 2020 and the achievement of our 20/20 Vision.

This document provides a high-level overview of the new SRC Strategy 2020 and includes the key elements of strategy at SRC: Mission, Values, Vision, and Strategic Goals. This is not a business plan and it does not provide detailed tactics or detailed structural or resource allocation detail.

Our Mandate

Under The Research Council Act (1947, last revised 2000, c.23, s.3), the Saskatchewan Research Council (SRC) mandate is as follows:

“The Council shall take under consideration matters pertaining to research, development, design, consultation, innovation, and investigation in, and commercialization of, the natural and management sciences, pure and applied, as they affect the welfare of the province, and any particular matters that may be brought to its attention by the Lieutenant Governor in Council.”

Our Business

SRC's business focus is primarily that of an innovation enabler, providing real-world solutions to industry's technology problems and opportunities. Our services are delivered under contracts with our clients, who are principally business/industry private-sector companies. Our client demographics vary widely, with the companies varying in size from start-ups, through small- and medium-sized enterprises (SMEs), to industry-leading global giants.

We listen to industry needs and then conduct applied research, development, design, testing, piloting, scale-up, demonstration, and technology commercialization relevant to those needs, and then we use the knowledge gained to help clients solve technology problems, make improvements, seize opportunities, maintain competitiveness, increase productivity, and develop new markets. In this way we help build and strengthen the Saskatchewan and Canadian economies.

As a pioneering and entrepreneurial organization, we actively manage a portfolio of lines of business that focus on industrial-economic sectors in which we believe that we can deliver the greatest impact, and for which we invest the resources required to ensure that our work is or can become “best-in-class.” For both reasons, the range of industrial-economic sectors covered, and the choices about which lines of business to pursue within each sector will change from time to time.

Positioning and Focus

The primary features of SRC's positioning in any of its lines of business are:

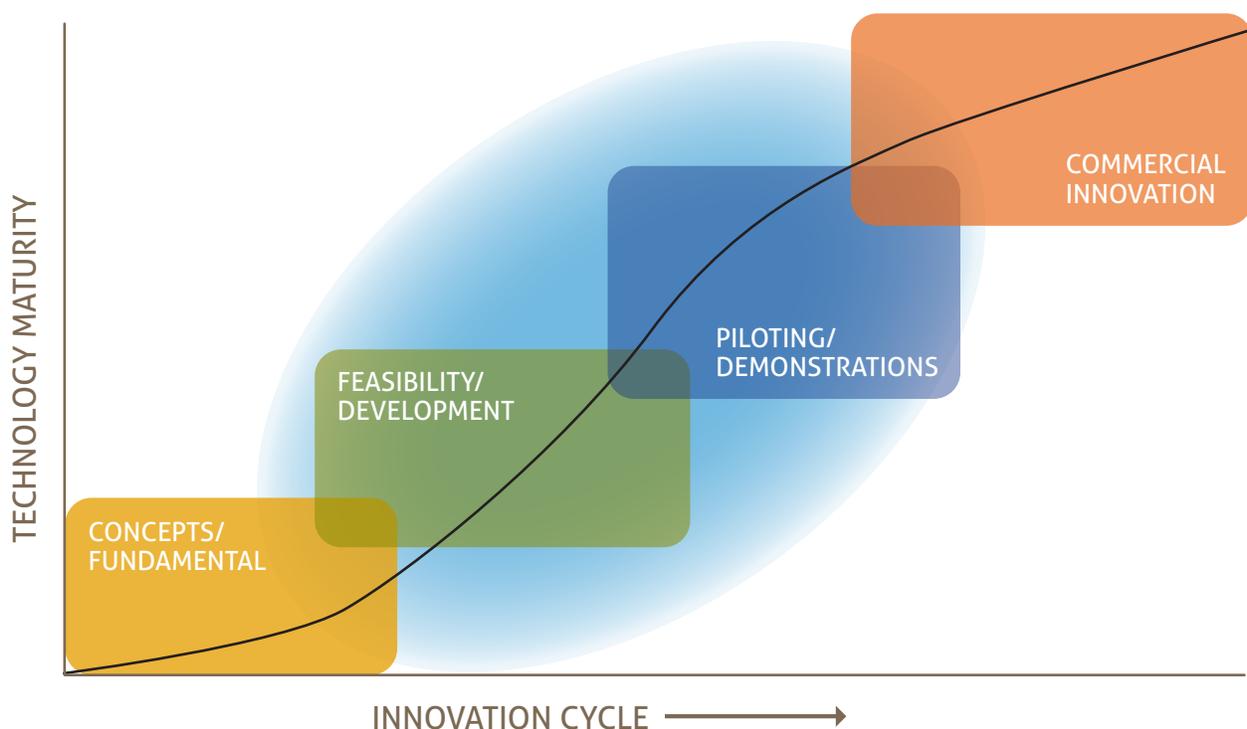
- market-pull (not technology-push),
- working at arms-length, independent of political or competitive interests,
- professional and technical objectivity and integrity,
- leading-edge technical expertise, and technical excellence,
- confidentiality, and
- the timely delivery of premium-quality client services (Smart Science Solutions™).

In terms of **technical focus**, we are positioning SRC to become one of North America's top providers of applied research, development,

design, testing, piloting, scale-up, demonstration (also called transformation and adaptation of technologies), and technology commercialization (also called deployment and diffusion of technologies). As such, SRC primarily fulfills the role in the innovation continuum (indicated by the ellipse in the illustration below) between the knowledge creators (universities and fundamental research labs) and technology users and implementers in the industrial business sectors.

As noted earlier, we actively manage a portfolio of lines of business that focus on industrial-economic sectors in which we believe that we can deliver the greatest impact. This means that at any given point in time SRC's portfolio comprises a selection of new, emerging, growing, maturing, and mature lines of business, all of which are evolving and many of which cannot

Figure 1. Technical focus along the innovation continuum, or technology "S-curve."



be considered to be mature. The **business focus** for each line of business depends on its relative maturity.

For our new and/or immature lines of business, our business focus is "Build the Basics," meaning that we strive to develop and offer differentiated services delivering unique benefits and superior value to clients, that will produce delighted clients that return to us and refer us to others, which in turn will allow us to charge premium margins for premium services. For our emerging lines of business, our business focus is "Build the Business," meaning that we strive to develop business serving Saskatchewan industry clients, business serving "rest-of-Canada" industry

clients, and business serving "rest-of-world" industry clients, and in that order of priority. Most, if not all, of the services we provide for industry clients will produce economic impacts, but we seek to optimize the economic impacts that result from our work. Therefore, for our mature lines of business, our business focus is "Build Economic Impacts," meaning that we strive to increase and enhance (high-grade) the impacts of our work for Saskatchewan, for the rest of Canada, and for the rest of the world, in that order of priority and in all cases meaning economic impacts with associated socio-environmental benefits.

Figure 2. Business focus along the hierarchy of needs continuum.



*Mission, Core Values and Vision don't stand alone:
they are intended to be taken together to form the
basis for strategy at SRC:*

OUR MISSION

We proudly deliver smart science solutions, with unparalleled service to clients and colleagues, that grow and strengthen our economy.

We embrace our safe, creative, and diverse work environment, which enables us to excel personally and professionally.

We live by our core values to build a better world.

OUR CORE VALUES

Integrity: We deal with people and organizations honestly and ethically.

Respect: We treat people, property and the environment with respect.

Quality: We deliver quality to clients and colleagues.

One Team: We work together in the best interests of SRC.

OUR 2020 VISION

Driven by our passion for a better world, we will break boundaries to become the most internationally recognized and valued science solutions company in North America by 2020.

Key Strategic Goals

The following goals follow directly from The Mission, Values, and Vision, and include SRC's need to maintain financial health as an organization and to manage our business risks appropriately. We believe that if we accomplish these goals we will become the most internationally recognized and valued science solutions company in North America, by 2020.

GOAL #1: ECONOMIC IMPACT

Grow our economy in a socially and environmentally responsible manner, through the responsible application of science and technology.

GOAL #2: BEST EMPLOYER

Become a 'best' employer with highly engaged employees.

GOAL #3: BEST RESEARCH AND TECHNOLOGY ORGANIZATION

Become North America's premium "Go-To" and "One-Stop-Shop" science-solutions company, with a strong international brand.

GOAL #4: FINANCIAL MANAGEMENT

Provide a positive financial return, utilize provincial investment (PI) appropriately, and invest in our future.

GOAL #5: CORPORATE SOCIAL RESPONSIBILITY

Conduct business in a socially and environmentally responsible manner.



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