In big corporations, like ALCATEL N.V., the products are developed by the Product Divisions of the different units. Normally, the products are made in different units, that is, multi-unit products. It implies that the share of software in the products are continuously increasing; a Common Development environment is mandatory for all the units working in the same product.

The Common Environment normally is based in one commercial support and adapted to ALCATEL needs by adding two types of tools: commercial and developed by the Research Groups.

In the figure we can see the way in which the transfer is produced and let us concentrate only in the transfer of the research activities, because the commercial tools after testing go directly to the environment.

a) The software steering board, assessed by the tools group of each unit detects the programming needs in technology.

b) Taking into account the technology needs and the new technologies emerging, the research teams develop the needed tools.

c) The prototype results of the research are tested in real projects of the product divisions or in the development teams of the RC's and refined, obtaining real products that can be installed in the Development Environment or (in some cases) put in the market as commercial tools.

At this point the knowledge of the tools is disseminated through seminars (involving the Training Center of the Units) and also transferring personnel to the Product Divisions.

d) Transfer the methods and tools to the user communities, providing maintenance and support for the time of their applications.

In order that the transference of the tools provided by the Research Center can be successful, two things must be accomplished, one by the Research Centers, and the other by the Product Groups. They are:

1. The Research Centers must provide their results in terms of products right in time for the projects of the product groups (i.e. be in line with project plans of product divisions).

2. It is clear that this objective could not be reached by the research centers alone. The transfer of the results has to happen between the Research Centers and the Product Divisions. Close cooperation is required, overall plans and schedules must be established between research centers and product groups.