

URL: <https://stvp.stanford.edu/clips/when-to-open-the-silos>

Right now, observes Lyft chief strategy officer Raj Kapoor, around 150 teams are simultaneously working on expensive autonomous vehicle programs. In what ways, he asks, might the sharing of certain pieces of information between competing companies make the entire sector more efficient and impactful?



## Transcript

- So let's take a look at autonomous self-driving.. It's a hot area.. There, I think, are over 150 programs that are going after this.. And each of the programs, my estimation, needs to spend about 800 million to a billion dollars a year in sustained R and D.. And, no one really has an idea that can tell you it's going to be done on X date.. It's something that is continually going.. You look at the amount of money going into that and you wonder why, like why is it all going into that.. Well, it makes sense, if you're thinking about it from a venture capital perspective, this is a two trillion dollar market.. So to write a billion dollar a year check, let's say it takes five years, so five billion dollar check towards the potential two trillion market, no problem.. So you're going to get, there's going to be no issue on capital that's going to go after this and this is why we have so many companies and you're hearing even the last couple of days, people raising a half a billion dollars, nine hundred million dollars, that are credible teams that are going after this..

But, I think what's going to, and the challenge is that with all that capital and with people not sure about what their core competency is, they're each building in silos.. So, a lot of the work is being repeated across all of these different programs that are there.. I think eventually, it's going to make a lot of sense to really start sharing, more so, and to make that more efficient.. And I don't think we're there yet in 2019, but I'm hopeful in the future, and especially when it comes to safety.. And thinking about the lessons that one program has learned, sharing those out so that the others can learn this.. The airline industry has done this successfully.. Where, if there is a safety problem with a plane, it gets broadcasted out to every single airline and every single person in the supply chain, and they figure out the solution and they solve it because they don't want to make safety a differentiator.. I don't think that's where we are today, but I'm hopeful that we also won't be there.. So making that sharing happen I think is going to be critical to an efficient and safe future...