

IRI ROR and PEN Joint Project Proposal

FEI – SPI

(Survey, Probe and
Intervention of
Effective Practices)



February 4, 2004 ROR

Innovation Pipeline Activities

**LESS STRUCTURED
"FRONT END" INNOVATION
ACTIVITIES**

**STRUCTURED
DEVELOPMENT
ACTIVITIES**

**SUPPORT BASE
BUSINESS
ACTIVITIES**

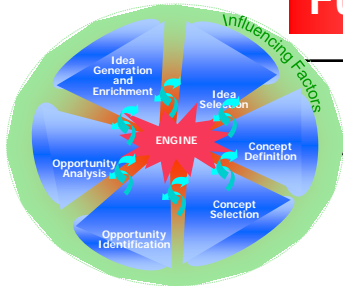


New Concept Development

Exploratory

New Technology Platforms

Fundamentals



NCD

Stage Gate Process

Commercial

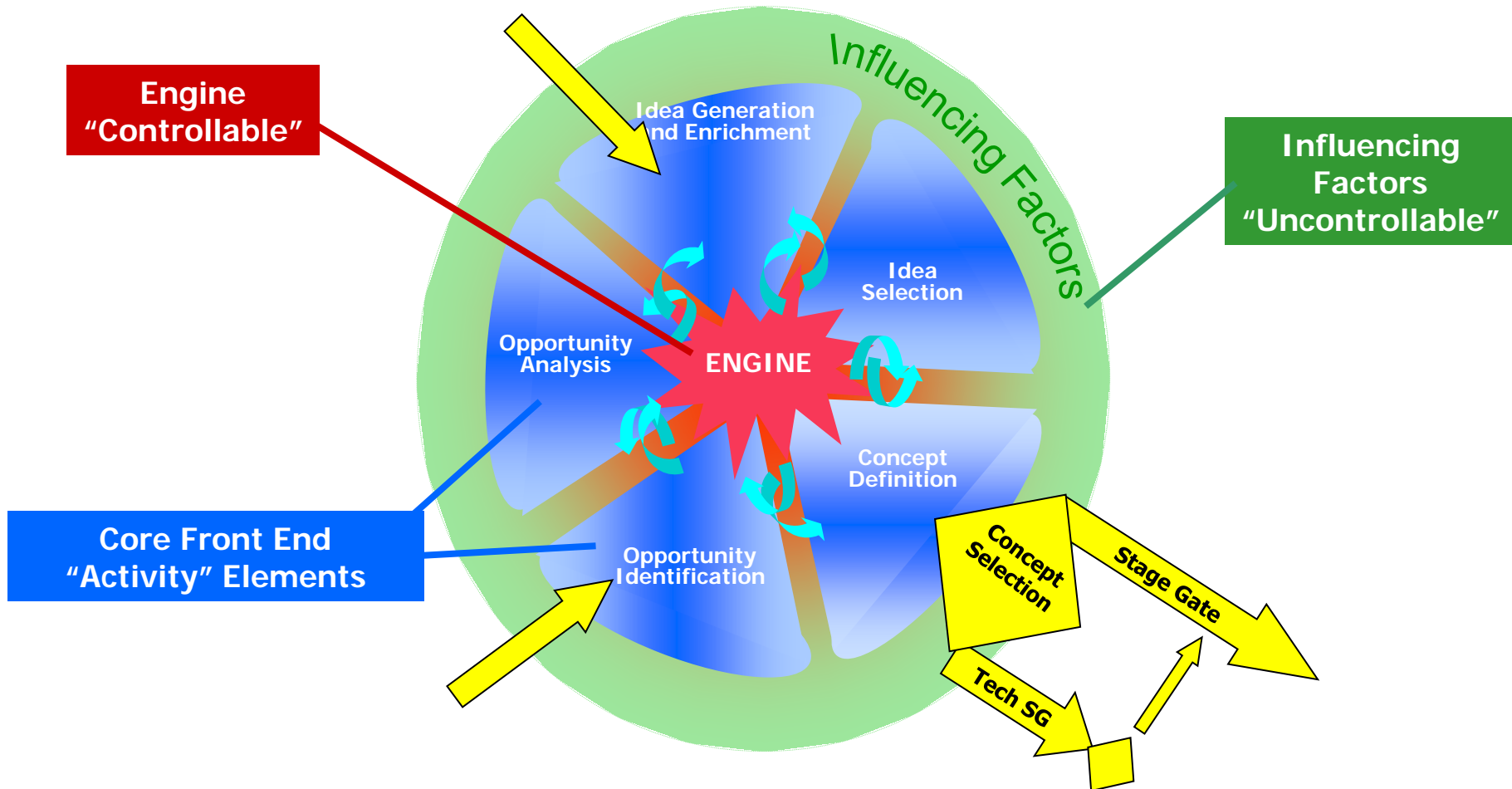
Technology Development

New Product/Process Development

Product/Process Management

Tech Support

NCD Model



FEI – SPI Project

- **Co-chairs:**
 - Becky Seibert (Crompton)**
 - Drew Kugler (WelchAllyn)**
- **Academic Partners:**
 - Peter Koen – Stevens Institute of Technology**
 - Elko Kleinschmidt- McMaster University**
- **Process Effectiveness Network Working Team:**
 - Christina Bramante (Cabot)**
 - Scott Boyce (Rohm and Haas)**
 - Cindi Hartz (Dow Corning)**
 - Michael Incorvia (International Flavors & Fragrances)**
 - Lorrette Pruden (Inventive Strategies)**
 - Jeff Stirrat (Ethicon)**
 - Brenda L.Tollett (The Valvoline Company)**
- **Facilitation and Organization:**
 - Robin Dvorak (IRI PEN Facilitator)**

Sponsorship



- IRI Process Effectiveness Network (PEN) sponsors this projectis there interest in ROR for this project?

- Supported as one of the activities of Consortium for Corporate Entrepreneurship (www.ceconsortium.org)
 - Ethicon and ExxonMobil

- NSF Grant
 - Approved \$295,080 3 year grant
 - Co-Investigators: Elko Kleinschmidt, Academic Partners: Eric Von Hippel (MIT) and Dorothy Leonard (Harvard)
 - Industry Partners:
 - Cabot, Ethicon, ExxonMobil, Rich Products and LORD Corporation each committed \$15K (\$5K/year)
 - “Organizational” Theorist to be added to the team

FEI SPI Project Objectives

➤ Objectives:

- Determine the most effective practices used in the front end of innovation through the application of an assessment tool known as the New Concept Development (NCD) model as the framework.
 - Work is grounded in the strong belief that understanding better practices in companies who excel in innovation will increase a company's effectiveness in the number of highly profitable platform and radical projects being developed.
- Discover and optimize effective practices in the front end of innovation based on survey results collected from the assessment tool.
 - Framework for Conducting Survey – IRI sponsored survey with encouragement to participate by Member Companies through the positioning at ROR and IRI Annual Meetings, announcement on IRI website, etc.

FEI SPI Project Deliverables

➤ Potential Deliverables

- Develop a assessment tool and metrics companies can use to evaluate the FEI in their organizations
 - Provide ongoing support for companies to use the assessment tool to evaluate their own front end effectiveness combined with a web enabled package that will provide methods, tools and/or processes that may be used to correct their deficiencies.
 - Assessment software tool being considered
- Published articles in RTM
 - Report available to IRI Member Companies and survey participants at no fee. Report would be available to non-IRI member companies for a fee, payable to IRI, after one year.
 - First publication of survey results as learnt from the FEI – SPI assessment tool. Key insights of better practices which other companies could employ to raise their own front end output.
 - Research*Technology Management Journal – additional articles . . .
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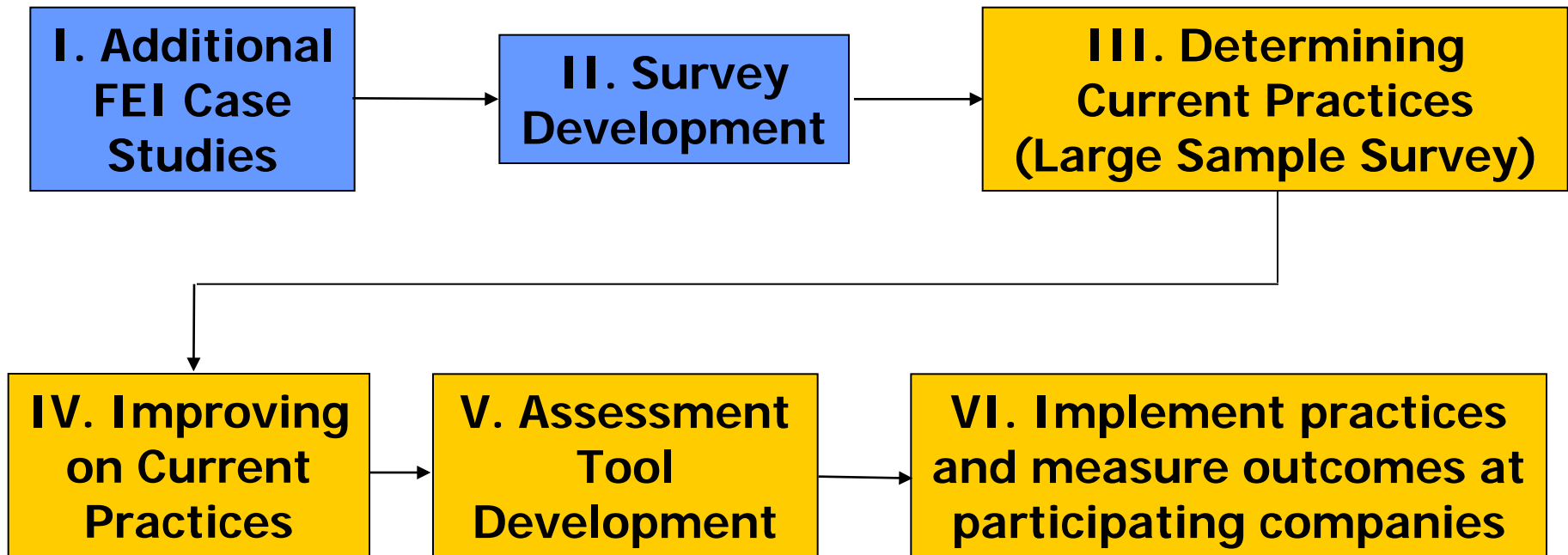
FEI SPI Project Deliverables



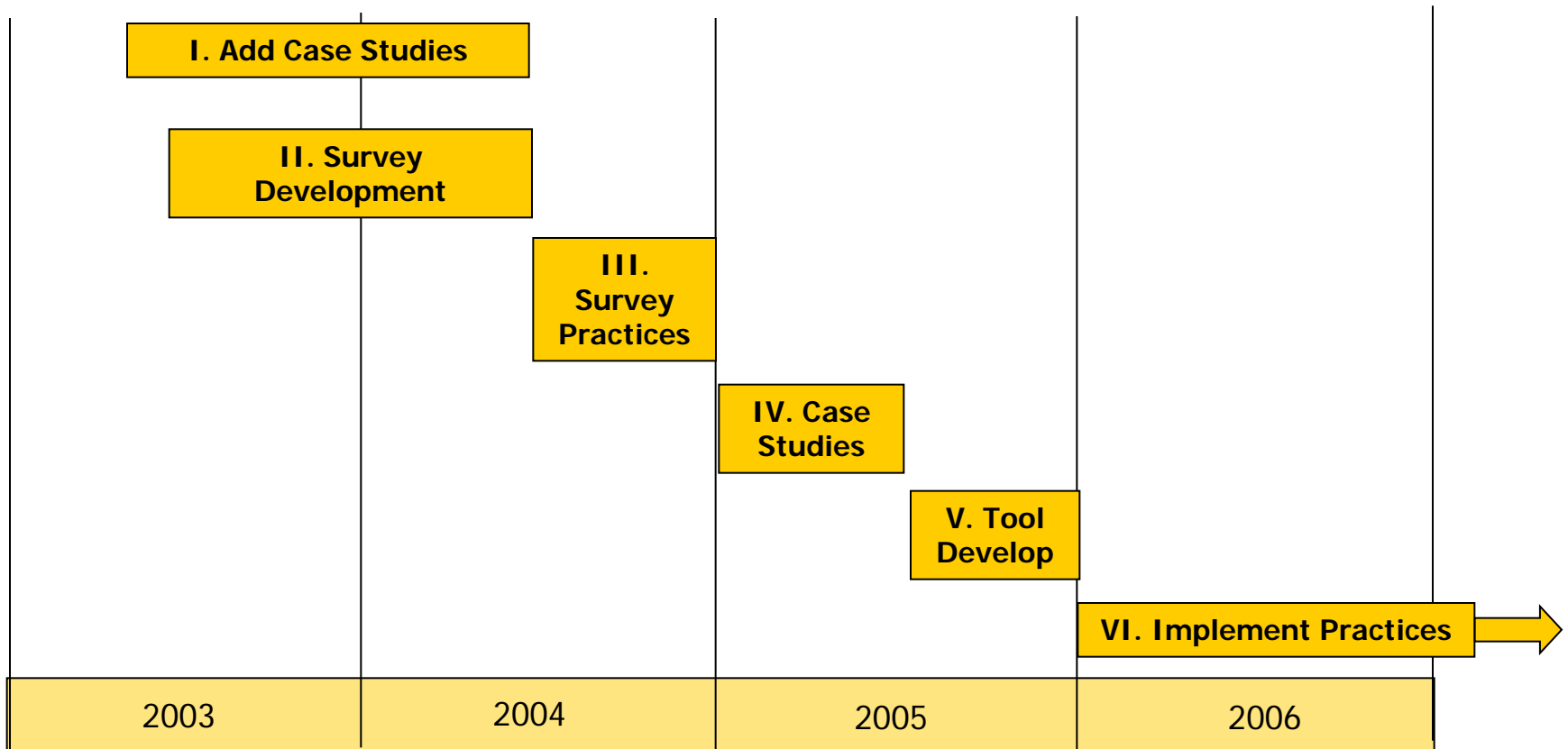
➤ Potential Deliverables

- IRI sponsored seminars and workshops to the new product development community at-large to help disseminate the results.
 - Using the highly successful IRI sponsored Six Sigma R&D Conference as a model, which has proven to be highly valued by practitioners, design a conference to benefit IRI member companies.

Methodology



Time Line



Will be trying to compress schedule