FEI – SPI (Survey, Probe and Intervention of Effective Practices)

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AIChE Fall Meeting, 2004

August 1, 2004 overview
NCD Model

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Agenda

- Project Goals
- Background
- Methodology
- Time Line
- Funding
- Next Steps
FEI SPI Project Goals

- To discover and optimize effective practices in the FEI using the NCD model as the construct

- Develop an assessment tool and metrics companies can use to evaluate the FEI
  - Similar to the ProBE questionnaire-based audit developed by Cooper et. al. for the NPD portion
ProBE

- Compares an individual company’s approach and results to the average business and against the top 20 percent performers.
- Up to 16 key people of an organization evaluate the company’s NPD approach and fill out the questionnaire.
- Over 100 characteristics of the company’s product program and its performance are measured.
- Highlights the strength of the organization, pinpoints weaknesses, identifies areas of disagreements amongst the company evaluators.
- Base to develop better approaches for the future.

www.prod-dev.com
Background

Results of these studies have lead to an understanding of best practices in NPD

Numerous Surveys on Best Practices in the NPD portion have been done (the classics!)

Background

Results of the studies proposed herein will lead to a fundamental understanding of the most effective practices used in the FEI

- NO similar studies have been done in the FEI
Background

Industry Focus

- Focus on Chemical, Food and Beverage, Medical Devices and Petroleum Industry

- Why?
  - Cannot compare FEI across all segments

Total Industries in IRI (185)
Agenda

✓ Project Goals
✓ Background
  □ Methodology
  □ Time Line
  □ Funding
  □ Next Steps
Methodology

I. Additional FEI Case Studies

II. Survey Development

III. Determining Current Practices (Large Sample Survey)

IV. Improving on Current Practices

V. Assessment Tool Development

VI. Implement practices and measure outcomes at participating companies
Methodology

I. Additional FEI Case Studies

Objective:
- Understand key methodologies, practices and culture at 4-5 companies who were not part of the NCD effort

Purpose
- To be as inclusive as possible
Methodology

II. Survey Development

- Develop validated survey which includes outcome measures for the FEI and each of the elements
- Validate survey and outcomes with IRI companies and academics

*Critical to identify outcome measures which can measure the effectiveness of the FEI and each of the elements*

*The survey effort will be of little value without effective outcome measures for the FEI*
Methodology

III. Determining Current Practices – Large Sample Survey

- Administer Survey to at least 100 companies in the targeted segments
  - To be filled out by at least 5 people in SBU:
    - Senior Management ("C" level)
    - R&D – director, CTO
    - Marketing Management Level
    - Plus two other – key stakeholders/knowledgeable involved in
      FEI: team project leader / team members
    
    Need to have multiple people from each SBU filling out survey

- Target a return greater than 80%
- Analyze the results
- Identify best practice companies
  - Top 20% companies
Methodology

IV. Improving on Current Practices

- **Activity:**
  - Visit 10-12 “best” practice companies identified in the large sample survey and matched pair in the 50% octal

- **Objective:**
  - Go beyond the large sample survey to obtain concrete and specific examples of activities at “best” performers

- **Outcome:**
  - Understanding of new and optimum methodologies to be used in the FEI.

  *This effort will allow us to go beyond the survey and better understand the actual practices and methodologies which have resulted in success*
Methodology

V. Assessment Tool Development

- **Assessment Tool**
  - A questionnaire of FEI activities, practices, methodology and tools and problems determined from “20%” best performers

- **Objective of Tool**
  - Highlight companies strengths and weaknesses in the FEI
Methodology

VI. Implement practices and measure outcomes at participating companies

- **Objective**
  - Assess the impact of using the assessment tool at participating companies

- **Evaluate Results**
  - Evaluate the results and monitor how the companies correct the weakness and areas of deficiencies

- **Monitor**
  - Reapply the assessment tool and FEI outcome measures on a yearly basis
Agenda

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Funding

- **Supported as one of the activities of Consortium for Corporate Entrepreneurship** ([www.ceconsortium.org](http://www.ceconsortium.org))
  - Ethicon, ExxonMobil, Honeywell and Kraft

- **NSF Grant**
  - Approved $295,080 3 year grant
  - Industry Partners:
    - Cabot, Ethicon, ExxonMobil, Rich Products and LORD Corporation each committed $15K ($5K/year)
Next Steps

Survey

Can be downloaded from web site (www.frontendinnovation.com/survey)
Next Steps

Value Proposition

- Within 2 weeks after receipt of 5 surveys
  - Senior Management ("C" level); R&D – director, CTO; Marketing Management; Plus two other – key stakeholders/knowledgeable involved in FEI)

  Compare your SBU results to average and top quartile on the web
Next Steps

Early Results

![Graph showing NPD Proficiency vs. FEI Outcome]

- NPD Proficiency
- FEI Outcome
- Early Results