

# Chart Your Course to Better Product Development

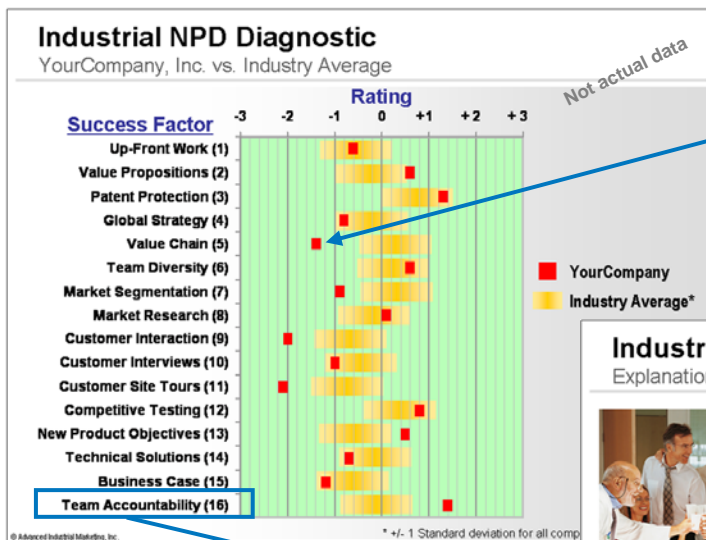
By Participating in a Diagnostic Study... for B2B Producers

Study conducted by Advanced Industrial Marketing, Inc.

## Why participate?

- **Customized:** You receive a PowerPoint® presentation benchmarking your company
- **Relevant:** Covers B2B only (not consumer goods)
- **Educational:** Report explains why each of the 16 practices are important to success
- **Unbiased:** Learn what your employees *really* think (all responses kept confidential)
- **Actionable:** Shows you where you need to improve the most
- **Easy:** Takes 20-30 minutes for the sponsor and 5-10 minutes for each participant
- **No Charge:** Call or email us to enroll... at no cost or obligation on your part

You'll receive this PowerPoint® presentation...



Shows how you stack up against peers on critical B2B practices.

Each practice is linked to a slide that explains its relevance

**Industrial NPD Diagnostic**  
Explanation of Success Factors

Success Factor #16:  
**Team Accountability**

**Relevance:** There is a high correlation (0.58) between new product success & team accountability<sup>1</sup>. At the best companies, systems *and* culture drive accountability.

Definition of -3 Rating	Definition of +3 Rating
We seldom sound the alarm or take corrective action when projects fall behind schedule or miss targets.	Teams are held accountable through visible project tracking and regularly scheduled review sessions.

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## How to participate...

1. Tell us you would like to participate at dan.adams@aimtolead.com or 330-715-8459.
2. We email you the one-page Excel®-based Diagnostic (see reverse side).
3. You email the Diagnostic to your company colleagues with instructions we provide.
4. Your company colleagues email their completed, confidential Diagnostic to AIM, Inc.

# New Product Development Diagnostic

Company:

Business Unit:

Sponsor:

My Function:

Place one "X" in each row & email to [diagnostic@newproductblueprinting.com](mailto:diagnostic@newproductblueprinting.com) by **(date determined by sponsor)**

#	Success Factors	If this describes your business, mark as -3	Rating (Mark with X)							If this describes your business, mark as +3
			-3	-2	-1	0	+1	+2	+3	
1	<b>Up-Front Work</b>	We do little work before the development stage... typically spending < 5% of our total project costs here.					X			Over 25% of our project spending is used for pre-development work, e.g. understanding market needs.
2	<b>Value Propositions</b>	All our new products are "me-too" or offer incremental new value to customers; we don't get premium pricing.			X					All our new products offer superior, differentiated value and command premium pricing as a result.
3	<b>Patent Protection</b>	None of our new products are protected by patents, and trade secrets provide little or no protection.							X	All of our new products are protected by at least one patent, and many by two.
4	<b>Global Strategy</b>	We react as needed to competitive products from low-cost nations (e.g. China) and have no global strategy.					X			We produce globally, have global market strategies and are aligned with customers who do the same.
5	<b>Value Chain</b>	We interact only with our direct customers and don't understand the impact of our products downstream.		X						We interact with our customers' customers and know how our products add value through the value chain.
6	<b>Team Diversity</b>	Our commercial people relay customer needs to our technical people who then do the development work.					X			Projects are driven by cross-functional teams using diverse thinking styles to solve complex problems.
7	<b>Market Segmentation</b>	We don't understand our market segments well, and are organized by internal factors instead of markets.				X				We've carefully explored market sub-segments and have concentrated resources on the most attractive.
8	<b>Market Research</b>	We occasionally purchase multi-client market research reports on well-established market segments.		X						We use internet-based research to probe unique segments, followed by industry expert consultations.
9	<b>Customer Interaction</b>	Our customer meetings are ad-hoc, and product development is a <i>reaction</i> to customers' stated needs.	X							We <i>proactively</i> interview customers in targeted segments to uncover unspoken & unimagined needs.
10	<b>Customer Interviews</b>	Our interviews are conducted by commercial people untrained in listening, probing & interviewing skills.		X						Highly-trained technical-commercial teams probe & brainstorm with customers and then prioritize needs.
11	<b>Customer Site Tours</b>	Customer tours only occur when customers offer them; we seldom gain useful information from them.		X						We <i>pursue</i> tours, prepare observation checklists and capture & document valuable data from each tour.
12	<b>Competitive Testing</b>	Our new products are usually developed without a thorough understanding of competitive products.						X		Product development begins only <i>after</i> competitive tests based on customer-recommended procedures.
13	<b>New Product Objectives</b>	Objectives are internally generated or are a reaction to customer requests. They drift over the project life.			X					Designs are defined sharply & early based on hard, "outside-in" data from customers & competitive testing.
14	<b>Technical Solutions</b>	We tend to rely on familiar, internal technologies to achieve our new product objectives.						X		We consider novel external technologies & explore a wide range of solutions through brainstorming.
15	<b>Business Case</b>	We often begin product development without an approved business case to justify needed resources.		X						Our teams build pre-development business cases with the rigor of venture capital investors.
16	<b>Team Accountability</b>	We seldom sound the alarm or take corrective action when projects fall behind schedule or miss targets.			X					Teams are held accountable through visible project tracking and regularly scheduled review sessions.