



Organic R&D-Product Development, Open Innovation, Intellectual Property, & CXO Corporate Metrics Practices

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INTRODUCTION

We believe it will be well worth your time to complete this Organic R&D-Product Development, Open Innovation, Intellectual Property, & CXO Corporate Metrics survey aimed at culling-out industry's current deployment and utilization of selected innovation and intellectual property strategies, processes, practices, techniques, and metrics.

We have been careful to design a questionnaire that should not cause interested participants to need to receive permissions or approvals from their company in order to participate. Our beta-test affirmed there is nothing in this research that requires the disclosure of confidential financial or business information.

Companies that participate in this research will receive a comprehensive document, complete with text and graphs, that summarizes each question across the population of respondents. Participants in our prior research efforts were satisfied with their results documents and sent us accolades for our research work. All participants that make an honest effort to complete this survey questionnaire will receive a copy of the results. Simply check the "Yes" box at the bottom of this page and answer all the questions.

We appreciate your time. We will absolutely keep responses confidential! We will never publish results that enable the identification of individual companies or responses, now or in the future!

THE RESEARCH PERIOD WAS SEPTEMBER 24, 2012 TO SEPTEMBER 30, 2013

TABLE OF CONTENTS

- A. Respondent Profile**
- B. R&D Operating Environment**
- C. Organic Innovation**
- D. Open Innovation**
- E. Intellectual Property**
- F. Top Corporate Metrics Used In Industry R&D Practices**

SECTION A RESPONDENT PROFILE

The purpose of this section is to provide the information necessary to categorize your company in comparison to the population of companies that participate in this survey. The format for Section A is the exact same classification format as in all prior GGI surveys so results can be analyzed in a consistent manner over time.

This is the address to which the survey results will be mailed.

A1. Person completing survey: Name: _____
 Title: _____
 Company Name: _____
 Address: _____

 Phone: _____ Fax: _____
 Email: _____

Would you like a copy of the survey results? Yes or No



Organic R&D-Product Development, Open Innovation, Intellectual Property, & CXO Corporate Metrics Practices

A2. Is this a public or private company?

A3. For what type/scope of company or organization are the responses to the questions in this survey?

[Check One Box That Best Applies]

- | | |
|--|---|
| <input type="checkbox"/> Parent Corporation [A P/L Unit] | <input type="checkbox"/> Functional Org/Dept. [Cost Center] |
| <input type="checkbox"/> Strategic Business Unit/HQ [A P/L Unit] | <input type="checkbox"/> Manufacturing Plant [Cost Center] |
| <input type="checkbox"/> Division/Business Unit/Grp [A P/L Unit] | <input type="checkbox"/> Other: _____ |

A4. Identify the company's primary industry or service: [Check One Box That Best Applies]

<input type="checkbox"/> Aerospace	<input type="checkbox"/> Education	<input type="checkbox"/> Oil/Gas
<input type="checkbox"/> Automotive/Vehicular	<input type="checkbox"/> Electronics	<input type="checkbox"/> Paper/Publishing
<input type="checkbox"/> Biotechnology	<input type="checkbox"/> Engineering/Contract Design	<input type="checkbox"/> Pharmaceuticals
<input type="checkbox"/> Chemical	<input type="checkbox"/> Food	<input type="checkbox"/> Research/Nat'l Labs
<input type="checkbox"/> College/Univ. R&D	<input type="checkbox"/> Heavy Machinery	<input type="checkbox"/> Rubber/Plastic
<input type="checkbox"/> Computers	<input type="checkbox"/> Industrial products	<input type="checkbox"/> Semiconductors
<input type="checkbox"/> Construction	<input type="checkbox"/> Instruments	<input type="checkbox"/> Stone/Clay/Concrete
<input type="checkbox"/> Consumer Products	<input type="checkbox"/> Materials	<input type="checkbox"/> Telecommunications
<input type="checkbox"/> Defense	<input type="checkbox"/> Medical Products/Devices/Inst.	<input type="checkbox"/> Textiles
<input type="checkbox"/> Durable goods	<input type="checkbox"/> Metals/Mining	<input type="checkbox"/> Other Ind. _____
<input type="checkbox"/> Software-Web	<input type="checkbox"/> Software-Digital	<input type="checkbox"/> Software-Embedded
<input type="checkbox"/> Consulting	<input type="checkbox"/> Market Research	<input type="checkbox"/> Financial Services
<input type="checkbox"/> Government	<input type="checkbox"/> Utility	<input type="checkbox"/> Other Svc. _____

A5. Sales revenue over the last full year: [Check One Box That Best Applies]

- <\$25M
 \$25-100M
 \$100-250M
 \$250-500M
 \$500M-1B
 \$1-5B
 >\$5B

A6. Number of full-time employees: [Check One Box That Best Applies]

- 1-500
 500-1000
 1000-5000
 5000-10,000
 10,000-25,000
 25,000-50,000
 50,000+

A7a. Please indicate the types of manufacturing and/or production facilities that comprise your operations or software environment: [Check All Boxes That Apply]

- Process Mfg
 Repetitive Mfg
 Discrete Mfg
 Job Shop/Customized Mfg

A7b. "Software-Only" companies should reply to this question here: [Check All Boxes That Apply]

- S/W As A Service
 Shrinkwrap S/W
 Custom S/W

A8. Places the company does business:

[Check All Boxes That Apply]

	North America	Europe	Asia	Rest of World
Sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R&D	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mfg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A9. What function do you personally perform in the company? [Check One Box That Best Applies]

- Mgt
 Sales
 Mktg&BusDev
 R&D&Eng
 Mfg-Production
 Mfg-Purchasing/Materials
 Quality
 Environ/Safety/Regulatory
 Finance
 Legal&IP
 Information Systems
 HR



SECTION B R&D OPERATING ENVIRONMENT

B1. Perceived Strategy: What is your company’s fundamental approach to new product creation today? Please reply for what you currently do. Please do not reply as to what your company might do in the future or has done in the past, today’s environment is the focus of this research. [Check One Box Only]

- a. Innovator We focus on being first to market with “new to X” platform products. We then go on to develop the next “new to X” platform product. We do not generally redesign, refeature, and extend platforms we launch.
- b. Innovator-Extender We focus on being first to market with “new to X” platforms periodically. We then create derivatives and adaptations of the platform for some time. We generally redesign, refeature, and extend platforms we launch.
- c. Balanced We focus on having a balance of blockbuster to incremental products. We launch platform products periodically, but a typical year is a mix. We are viewed by the marketplace as offering a range of new products.
- d. Extender We don’t focus on first to market with “new to X” platform products. We are usually later to enter markets, but offer better value and support. We typically service our products to maximize product life cycle duration.
- e. Other _____

B2. Perceived Approach: Please complete the following sentence. Since 2008, "Organic R&D" [innovation/invention from within the company] has become _____ important at my company. [Check One Box Only]

Much Less	Less	Same	More	Much More
<input type="checkbox"/>				

B3. Perceived Tactics: Please complete the following sentence. Since 2008, "R&D and Product Development activities" have become _____ centralized. [Check One Box Only]

Much Less	Less	Same	More	Much More
<input type="checkbox"/>				

B4. Perceived Operations: Please complete the following sentence. Since 2008, the "number of physical locations performing R&D and Product Development" are _____. [Check One Box Only]

Much Less	Less	Same	More	Much More
<input type="checkbox"/>				



SECTION D OPEN INNOVATION [OI]

D1. Open Innovation Activity: The term "Open Innovation," acquiring or collaborating on innovations and inventions with external organizations, has now been in the nomenclature of corporations for a number of years. Please indicate the degree to which your company utilizes Open Innovation techniques compared to what it did in 2008. [Check One Box Only]

Much Less	Less	Same	More	Much More
<input type="checkbox"/>				

D2. Open Innovation Results: My company separately tracks, or breaks out as an analysis, the financial results of Open Innovation initiatives. [True or False]

- a. We track the revenues coming from OI related development. True False
- b. We track the profits coming from OI related development. True False
- c. We track the development costs arising from OI related development. True False
- d. We track the capital costs arising from OI related development. True False

D3. Open Innovation Impact: My company believes that Open Innovation has had a _____ impact on the overall financial performance of the company. [Check One Box Only]

Strong Negative	Negative	Neutral	Positive	Strong Positive
<input type="checkbox"/>				

D4a. Open Innovation Approaches - Inbound: My company now utilizes the following Open Innovation approaches to acquire capabilities. [Check All That Apply]

- a. Crowdfunding/Crowdsourcing
- b. Scouting Firms
- c. Venture Capital & Entrepreneur Forums
- d. Innovation Intermediary Firms
- e. Private Industry Consortia Groups
- f. Private Industry Business Portals
- g. Targeted Proprietary Networks
- h. University Contract Agreements
- i. Supplier Co-Development
- j. Non-Competitor Joint Ventures
- k. Competitor Joint Ventures
- l. Intellectual Property Auctions
- m. Focused IP Search & Purchase or In-Licensing
- n. None Of The Above
- o. Other: _____

D4b. Open Innovation Approaches - Outbound: My company now utilizes the following Open Innovation approaches to generate additional revenues or to trade/barter for additional capabilities. [Check All That Apply]

- a. Sell Our IP
- b. License Our IP
- c. Trade/Barter Our IP
- d. None Of The Above
- e. Other: _____



Organic R&D-Product Development, Open Innovation, Intellectual Property, & CXO Corporate Metrics Practices

D5. Open Innovation Processes: Excluding all "Applied Research," "Advanced Development," and "Product Development" processes identified in the previous Section C of this survey, please indicate the nature of any separately documented "Open Innovation [OI]" processes for which your company maintains either a "documented process" or "documented guidelines." [Check One Box Only]

- a. Ad Hoc Process There is/are no dedicated OI process(es). OI happens within the framework of the company's existing R&D and/or other processes.
- b. Single Process All OI activities are accomplished through a single documented process framework.
- c. Two Processes OI activities happen across two documented processes at our company.
- d. Three Processes OI activities happen across three documented processes at our company.
- e. Four Plus Processes My company has a documented process that is uniquely tailored to each differentiable approach we have to OI.
- g. Other

SECTION E	INTELLECTUAL PROPERTY [IP]
------------------	-----------------------------------

E1. IP Activity: Recognizing that Intellectual Property has been in the nomenclature of corporations for centuries, please indicate the degree to which IP will be more important in the next five years than it was in 2008? [Check One Box Only]

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Much
Less | Less | Same | More | Much
More |
| <input type="checkbox"/> |

E2. IP Results: My company separately tracks, or breaks out as an analysis, the financial results of Intellectual Property initiatives. [True or False]

- | | | |
|--|-------------------------------|--------------------------------|
| a. We track the revenues coming from IP related development. | True <input type="checkbox"/> | False <input type="checkbox"/> |
| b. We track the profits coming from IP related development. | True <input type="checkbox"/> | False <input type="checkbox"/> |
| c. We track the development costs arising from IP related development. | True <input type="checkbox"/> | False <input type="checkbox"/> |
| d. We track the capital costs arising from IP related development. | True <input type="checkbox"/> | False <input type="checkbox"/> |

E3. IP Impact: My company believes that our Intellectual Property initiatives have had a _____ impact on the overall financial performance of the company. [Check One Box Only]

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strong
Negative | Negative | Neutral | Positive | Strong
Positive |
| <input type="checkbox"/> |



Organic R&D-Product Development, Open Innovation, Intellectual Property, & CXO Corporate Metrics Practices

E4. IP Protection & Registration Processes: Excluding “Product Development Processes” and “Open Innovation Processes,” please indicate the type(s) of IP for which your company maintains a “documented process” or “documented guidelines” for protection and/or registration. [Check All That Apply]

- | | | |
|-----------------------------|---------------------------|---|
| <input type="checkbox"/> a. | Copyright | Company has a documented process or guidelines. |
| <input type="checkbox"/> b. | Trademark | Company has a documented process or guidelines. |
| <input type="checkbox"/> c. | Company Proprietary | Company has a documented process or guidelines. |
| <input type="checkbox"/> d. | Trade Secret | Company has a documented process or guidelines. |
| <input type="checkbox"/> e. | Enabled Publication | Company has a documented process or guidelines. |
| <input type="checkbox"/> f. | Provisional Patent | Company has a documented process or guidelines. |
| <input type="checkbox"/> g. | Patent | Company has a documented process or guidelines. |
| <input type="checkbox"/> h. | Single Process For All IP | Company has a universal process or guidelines. |
| <input type="checkbox"/> i. | Multiple IP Processes | Company has numerous processes or guidelines. |
| <input type="checkbox"/> j. | No Dedicated IP Processes | Company does not have formal processes or guidelines. IP happens within the framework of the company's existing R&D and/or other processes. |
| <input type="checkbox"/> k. | Other | _____ |

E5. IP Revenue & Profit Generation Processes: Excluding revenues and profits accruing from intellectual property embedded in products the company produces and sells, or OEMs for others, please indicate the type(s) of IP for which your company maintains a “documented process” or “documented guidelines”. [Check All That Apply]

- | | | |
|-----------------------------|----------------------------|---|
| <input type="checkbox"/> a. | In-Licensing | Company has a documented process or guidelines. |
| <input type="checkbox"/> b. | Turnkey IP Purchase | Company has a documented process or guidelines. |
| <input type="checkbox"/> c. | Out-Licensing | Company has a documented process or guidelines. |
| <input type="checkbox"/> d. | Turnkey IP Sale | Company has a documented process or guidelines. |
| <input type="checkbox"/> e. | Barter/Exchange | Company has a documented process or guidelines. |
| <input type="checkbox"/> f. | No IP Generation Processes | Company does not have formal processes or guidelines. |
| <input type="checkbox"/> g. | Other | _____ |

E6. IP Patent Decisions: How many times does the company review a given Design or Utility Provisional Patent or Patent proposal before finally making a business decision to either formally approve or formally reject the registration of the IP? [Check One Box Only]

- | | | |
|-----------------------------|----------|---|
| <input type="checkbox"/> a. | 2.5-Step | First a simple short, probably one-page, description of the idea is discussed. Little work has been performed, if any. The idea is in a highly raw state. At this time, it is either killed, tabled, or moved forward for further analysis. |
| <input type="checkbox"/> b. | 2-Step | First a preliminary marketing and technical analysis is reviewed. At this time, it is either killed, tabled, or moved forward for final estimation. |
| <input type="checkbox"/> c. | 1-Step | A single top management meeting is held for a go/no go decision. A complete comprehensive plan/analysis has been prepared for consideration. Work leading up to this meeting has been conducted in functional organizations. |
| <input type="checkbox"/> d. | No-Step | One person/organization makes the decisions. Or, somehow it happens without any perceivable process. There is no cross-functional multi-disciplined management team that decides. |
| <input type="checkbox"/> e. | Other | _____ |



Organic R&D-Product Development, Open Innovation, Intellectual Property, & CXO Corporate Metrics Practices

E7. IP Organization: Which statement best describes the organization and resources that support IP activities? [Check One Box Only]

- a. Internal department(s) with internal IP counsel, fully self-sufficient.
- b. Internal department(s) with internal IP counsel, aided by external IP counsel.
- c. Internal department(s) with paralegal(s), aided by external IP counsel.
- d. Internal department(s) without legal, all IP counsel is external.
- e. Organized internal resources, external IP services company, separate external IP counsel.
- f. Organized internal resources, external IP services company with IP counsel.
- g. Organized internal resources, external IP counsel.
- h. Identified internal resources, external IP services company with IP counsel.
- i. Identified internal resources, external IP counsel.
- j. Inventors and their managers, external IP services company with IP counsel.
- k. Inventors and their managers, external IP counsel.
- l. Little. IP activities are seldom, thankfully.
- m. Other: _____

E8. First To File Legislation: Is your company augmenting its procedures related to securing Trade Secrets given the passage of First To File legislation in the United States? Yes No Not Sure

SECTION F RD&E METRICS USED IN INDUSTRY

Section F consists of one single question. GGI has asked this question in all research since 1998. The results of this research will be contrasted to the findings of prior research so participants will get the benefit of knowing not only the current industry status, but how the usage of metrics has changed over time. The results of the responses in this section in prior surveys have been quoted by CFO Magazine, Business Week, Industry Week and other respected trade journals. Search on "R&D Metrics" in your browser and it will be easy to find the 2008 results that Industry Week cited.

This research solely focuses on overall aggregate "Corporate-Level" measures of R&D innovation and performance. "Lower-level" metrics that occur in projects, functions, and departments are not included in the listed metrics, unless the company systematically aggregates them and averages them across all lower level activities such that they become an overall aggregate measure of Corporate-Level performance. Aggregated lower-level metrics listed in this section will always begin with a mathematical term. "Average Time-To-Market" is a good example. Many companies average "Time-To-Market" across all projects to determine an average speed. Time-To-Market is a Project Metric. Average Time-To-Market is a Corporate Metric.

F1. Which of the following R&D metrics are "in use" at the company?: To qualify as "in use," these metrics should: (1) be measured at least on an annual basis; (2) be visible to *all* members of the top management group as active ongoing tools; (3) be stored in a manner that numerous people in the organization could find them easily; and (4) have some reliability in that the method used to calculate them is consistent from year to year. **Please be strict in applying this definition of "in use"** when responding to the measures listed for consideration below. [Check All Boxes That Apply]



REVENUE MEASURES

- Current-year % sales due to new products released in the past N-years
[aka: New Product Sales and/or Vitality Index]
- If used, what is N = year(s) (i.e., past 1, 2, 3, 4, 5 years)
- Current-year % sales due to total Non Recurring Engineering Billings
- Current-year % sales due to total technology sales
- Current-year % sales due to total technology licensing and/or royalty income
-
- Average First-Year Sales of new products
- Average First Two Years of Sales of new products
- Average First Three Years of Sales of new products
- Average First Four Years of Sales of new products
- Average First Five Years of Sales of new products

PROFIT MEASURES

- Current-year % profits due to new products released in the past N-years
[aka: New Product Profits]
- If used, what is N = year(s) (i.e., past 1, 2, 3, 4, 5 years)
- Current-year % profits due to total Non Recurring Engineering Billings
- Current-year % profits due to total technology sales
- Current-year % profits due to total technology licensing and/or royalty income
-
- Average First-Year Profits of new products
- Average First Two Years of Profits of new products
- Average First Three Years of Profits of new products
- Average First Four Years of Profits of new products
- Average First Five Years of Profits of new products

THROUGHPUT & PIPELINE MEASURES

- # of idea/concept screened/reviewed
- # of products in definition/planning/estimation stages
- # of products/projects approved but not started [inactive backlog]
- # of products/projects in active development [active backlog]
- # of new products released
- # of existing products actively supported/sustained
- # of products retired/obsoleted
- % of new proposed ideas/concepts approved/rejected
- % of new proposed products/projects approved/rejected
- % of new approved products/projects launched/stopped
- % of new approved products/projects successful/failures
- % of new launched products/projects successful/failures
-
- Average Time-To-Market
- Average Agile Velocity



CAPACITY MEASURES

R&D capacity target level [person-months or equivalent]	<input type="checkbox"/>
% Over/under R&D capacity plan target level	<input type="checkbox"/>
R&D Headcount	<input type="checkbox"/>
% Increase/decrease in R&D headcount	<input type="checkbox"/>
% Resources/investment dedicated to new product development	<input type="checkbox"/>
% Resources/investment dedicated to sustaining existing products	<input type="checkbox"/>
Staffing Ratios: Internal-To-Engineering staffing ratios [Any Type]	<input type="checkbox"/>
Staffing Ratios: Cross-Functional staffing ratios [Any Type]	<input type="checkbox"/>
<hr/>	
Average # production products supported per engineer or developer or scientist	<input type="checkbox"/>
Average # active projects/ products per engineer or developer or scientist	<input type="checkbox"/>

PRODUCTIVITY MEASURES

ROI - Return On Innovation [Calculated using any method/procedure.]	<input type="checkbox"/>
RDEI - Research & Development Effectiveness Index	<input type="checkbox"/>
NPVE - NPV Efficiency - Net Present Value Efficiency	<input type="checkbox"/>
ROIE - Return On Infrastructure Employed	<input type="checkbox"/>
RVG - Relative Value Of Growth	<input type="checkbox"/>
EVA Momentum - Economic Value-Added Momentum	<input type="checkbox"/>
EVA - Economic Value-Added	<input type="checkbox"/>
RONA - Return On Net Assets	<input type="checkbox"/>
ROC - Return On Capital	<input type="checkbox"/>
RQ - Research Quotient	<input type="checkbox"/>
<hr/>	
Average Project ROI - Return On Investment <u>or</u> Average Project Payback	<input type="checkbox"/>
Average Project NPV <u>or</u> Average Project IRR	<input type="checkbox"/>
Average Project NPV Efficiency – Project Sales NPV/Project Cost	<input type="checkbox"/>
Average sales/revenues per engineer or developer or scientist	<input type="checkbox"/>
Average profits per engineer or developer or scientist	<input type="checkbox"/>
Average products produced per engineer or developer or scientist	<input type="checkbox"/>
Average parts produced per engineer or developer or scientist	<input type="checkbox"/>
Average drawings produced per engineer or developer or scientist	<input type="checkbox"/>
Average lines of code produced per engineer or developer or scientist	<input type="checkbox"/>
<hr/>	
Average new products released per engineer or developer or scientist	<input type="checkbox"/>
Average new product sales per engineer or developer or scientist	<input type="checkbox"/>
Average new product profits per engineer or developer or scientist	<input type="checkbox"/>
<hr/>	
Average number prototypes built [per new product]	<input type="checkbox"/>
Average first pass design success [per new product]	<input type="checkbox"/>



PRODUCT PORTFOLIO MEASURES

Value of Product Portfolio [Any Aggregate Measure]		<input type="checkbox"/>
Value of Portfolio in Pipeline		<input type="checkbox"/>
Value of Portfolio in Backlog [Not Yet In Pipeline]		<input type="checkbox"/>
Risk of Product Portfolio [Any Aggregate Measure]		<input type="checkbox"/>
Risk of Portfolio in Pipeline		<input type="checkbox"/>
Risk of Portfolio in Backlog [Not Yet In Pipeline]		<input type="checkbox"/>
# "New To X" Products	[X = The World, The Industry, The Market]	<input type="checkbox"/>
Revenue \$ "New To X" Products	[X = The World, The Industry, The Market]	<input type="checkbox"/>
Profit \$ "New To X" Products	[X = The World, The Industry, The Market]	<input type="checkbox"/>
% Portfolio "New To X"	[X = The World, The Industry, The Market]	<input type="checkbox"/>

INTELLECTUAL PROPERTY MEASURES

# Patents filed/pending/awarded/rejected		<input type="checkbox"/>
Value of Patents filed/pending/awarded		<input type="checkbox"/>
% of Sales that is Patent-Protected		<input type="checkbox"/>
% of Patents Generating Revenue		<input type="checkbox"/>
% Patents Approved To Patent Applications		<input type="checkbox"/>
# Trademarks/ServiceMarks filed/pending/awarded [Any Combination]		<input type="checkbox"/>
Value of Trademarks/ServiceMarks filed/pending/awarded		<input type="checkbox"/>
# Copyrights filed/pending/awarded [Any Combination]		<input type="checkbox"/>
Value of Copyrights filed/pending/awarded		<input type="checkbox"/>
# IP Out-Licenses granted		<input type="checkbox"/>
Value of IP Out-Licenses granted		<input type="checkbox"/>
# IP In-Licenses acquired		<input type="checkbox"/>
Value of IP In-Licenses acquired		<input type="checkbox"/>
# Grants received		<input type="checkbox"/>
Value of Grant revenues received		<input type="checkbox"/>
# Industry Standards planned/pending/achieved		<input type="checkbox"/>

Average Patents per Development Professional		<input type="checkbox"/>
Average Revenues per Patent		<input type="checkbox"/>
Average R&D Spend per Patent Application		<input type="checkbox"/>

INVESTMENT MEASURES

R&D spending as a % of sales	[Composite number across the company.]	<input type="checkbox"/>
Research spending as a % of sales	["R" reported separately from "D."]	<input type="checkbox"/>
Process R&D spending as a % of sales	[Process R&D reported separately from R&D.]	<input type="checkbox"/>

Average development cost per project/product		<input type="checkbox"/>
Average capital cost per project/product		<input type="checkbox"/>
Average cash expense cost per project/product		<input type="checkbox"/>



PLEASE RETURN BY SEPTEMBER 30, 2013

Responses Will Not Be Accepted After End-Of-Business Pacific Time On This Date

SEND BY US MAIL, UPS, FEDEX, DHL, ETC...
TO

**Primary Research
Goldense Group, Inc.
1346 South Street
Needham, MA 02492**

781-444-5400

SEND SCANNED FILES BY EMAIL TO

research@goldensegroupinc.com

FAX IT TO US
781-444-5475

No cover page is necessary. Simply drop it in the fax machine.
Your name and contact information is already on the first page of the questionnaire.
We have a dedicated fax line and machine, but please call us to tell you are faxing it.

IF YOU HAVE QUESTIONS OR NEED CLARIFICATION

Matt Brophy x204, Brad Goldense x205

781-444-5400

!! THANK YOU FOR PARTICIPATING !!