

R&D Metrics for Manufacturers: *Measuring Your Productivity*

Live Webinar

April 3, 2014 • 1:00 PM – 2:00 PM ET

Globalization, business alliances, open innovation, and improved organic innovation initiatives to gain strategic advantage in this era of global competition are driving significant changes in measurement practices for innovative functions. The depth of the recent recession augmented the rate of change.

Goldense Group, Inc. (GGI's) 2013 findings indicate that there is now a clear industry-wide focus for R&D metrics to address business results. That has not always been the case. GGI has been tracking the R&D and Product Development metrics used by industry for 25 years, and regularly for the past 15 years. Business results does not equate to conservative portfolios either. There are also more risk monies being spent. But, a host of newly developed processes to oversee risky and exploratory activities keeps the business focus and is causing a need for new metrics. The sand box definitely shrunk in the past five years. The entire portfolio is receiving increased scrutiny.

Finally, intellectual property is increasingly being used as a revenue and profit generation tool; and, as a revenue and profit protection tool.

In summary, R&D productivity improvements are being driven by a combination of "business environment" factors and the "maturation of the monetizable IP marketplace." Existing metrics are being elevated or demoted to support today's needs and opportunities. New metrics are being created to measure R&D areas that have not previously existed, or were not previously of a size or importance that warranted corporate measurement.

Learning Objectives:

- You will be able to discuss the vitality index.
- You will be able to explain return-on-capital.
- You will be able to describe continuing commercialization issues.
- You will be able to identify R&D metrics penetration in the coming decade.

R&D Management Evolution and Revolution

- Timeline 1940-2025
- Best Practice Process Execution
- New Basic and Applied Research and Advanced and Product Development Practices
- New Process-Ware Preceding Stage-Gate Is Spreading Across Industry

Emergent Innovation-Age R&D Metrics

- Vitality Index
- A Metric for the Hockey Stick and the Chasm
- Return-On-Innovation
- Research and Development Effectiveness Index
- Advanced Development Return-On-Innovation
- Applied Research Return-On-Innovation
- Case Study: A Top 10 Global Innovator
- Return-On-Capital

State-Of-The-Industry Metrics Practices in 2013

- Top 25 Corporate R&D Measures in 2013
- Top 25 Comparison Pre-Recession 2008 to Post-Recession 2013
- Continuing Commercialization Issues
- R&D Metrics Penetration Changes 1998-2013
- R&D Metrics Penetration in the Coming Decade

Recommendations

- Effectiveness Metrics Outperform Efficiency/Productivity Metrics in Value Generation
- Sigma-Level Portfolio and Pipeline Control That Maximizes Business Value

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Goldense Group, Inc.

- President of Goldense Group, Inc. [GGI], a twenty-eight year old consulting, market research, and education firm
- Practice emphasizes product management, R&D product development, transition to operations, product launch and sustaining engineering
- Conducts regular seminars and workshops on R&D product development metrics, innovation and best practices
- Conducts primary research of North American practices in R&D and product development. Cited in Business Week, Industry Week, CFO Magazine, Machine Design, Design News, and others
- Wrote 250 publications related to the areas of market and product strategy, customer requirements, product definition, product development process, design reviews, product data management, benchmarking, productivity, and metrics
- Can be contacted at 781-444-5400 or www.goldensgroupinc.com

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