

**Appendix I: Best Practices versus Poor Practice for 7D-NPD**

	Best Practices	Poor Practices
Strategy	<p>Clearly defined and organizationally visible NPD goals.</p> <p>NPD goals are clearly aligned with the organization mission and strategic plan.</p> <p>NPD projects and programs are reviewed on a regular basis.</p> <p>Opportunity identification is ongoing and 10 redirects the strategic plan real-time to respond to market forces and new technologies</p>	<p>Most NPD projects fit with the mission, but some pet projects that do not fit mission exist.</p> <p>No NPD goals.</p> <p>The organization views NPD only as short-term tactical initiative.</p> <p>Unclear NPD goals.</p> <p>Eight portfolio management process is used to manage existing offerings.</p> <p>All projects are aligned with the organization's mission/strategic plan.</p> <p>No concern over types of NPD projects being developed.</p> <p>No process for undertaking portfolio management.</p> <p>NPD projects may or may not be aligned with the organization's mission/strategic plan.</p> <p>NPD projects are evaluated relative to other projects in the portfolio.</p>
Process	<p>A common NPD process cuts across organizational groups.</p> <p>Go/no-go criteria are clear and predefined for each review gate.</p> <p>The NPD process flexible and adaptable to meet the needs, size, and risk of individual projects.</p> <p>The NPD process is visible and well defined.</p> <p>The NPD process can be circumvented without management approval.</p>	<p>Criteria for evaluating NPD projects are not defined.</p> <p>Limited documentation on the NPD process exists.</p> <p>Minimal testing (concept, product, and market) performed.</p> <p>No NPD process exists.</p> <p>There is no NPD process owner for NPD process champion.</p> <p>And information technology (IT) infrastructure with appropriate hardware, software, and technical support is available to all and NPD personnel.</p> <p>Not all NPD personnel have access to the same IT tools (software and hardware).</p> <p>Knowledge of projects is stored and available to NPD personnel.</p> <p>Project management software and techniques are used to manage projects.</p>

**Appendix I: Best Practices versus Poor Practice for 7D-NPD (continued)**

	Best Practices	Poor Practices
Culture	Top management supports the NPD process. Management rewards and recognizes entrepreneurship.	The company actively works with customers to develop new solutions. All NPD ideas come from within the company.
Project climate	Cross-functional teams underlie the NPD process. NPD activities between functional areas are coordinated through formal and informal communication.	No identifiable NPD group. No project leader(s). Functional areas only support those ideas which they originated. Interaction and knowledge transfer between functional areas is poor.
Research	Ongoing market research is used to anticipate/ identify future customer needs and problems. Concept, product, and market testing is consistently undertaken an expected but all NPD projects. Customer/user is an integral part of the NPD process. Results of testing (concept, product, and market) are formally evaluated.	Customer/user is uninvolved in the NPD process. Little if any market research is undertaken. No real evaluation of testing (concept, product, and market) results is undertaken. No market studies are undertaken to understand marketplace.
Metrics	<i>Note-no best practices identified</i>	No standard criteria for evaluating NPD projects exist. No standard criteria for evaluating the overall NPD effort exists. One person does all NPD project evaluations. Projects are never killed.
Commercial-ization	The launch team is cross-functional in nature. A project postmortem meeting is held after the new product is launched. Logistics and marketing work closely together with on new product launch. Customer service and support are part of the launch team. A launch process exists.	Marketing budget decisions can dramatically change up to the point of launch. Launch decisions are kept confidential by the launch team because of fear of public announcement.

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