

The Prepared Mind: Best Practices for Selecting and Managing Winning New Product Ideas

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Executive Summary

*“La chance ne sourit qu'aux esprits bien préparés
(Chance favors the prepared mind.)” - Louis Pasteur*

Companies are increasingly investing in organic growth. As a result, finding ways to achieve real and sustained innovation is becoming more and more critical. The key is having a defined process for collecting, identifying, and selecting the most commercially promising ideas and turning them into profitable new products and services.

Companies seeking to achieve higher levels of product innovation success must be prepared to:

- Stimulate creativity inside and outside the organization;
- Harvest and nurture ideas;
- Assess and manage ideas; and
- Build concepts that can be developed into viable new product offerings.

This paper describes practices being used by many of today’s leading innovators to improve the way they generate, capture, store, evaluate and screen their most commercially promising ideas and feed them into a structured new product development process.

The Fuzzy Front End

Foster an Organizational Culture of Creativity

Creativity has traditionally been defined as including both the generation of new, divergent ideas and new ways of associating existing ideas. It may involve specific idea generation techniques, but it also encompasses “fuzzier” notions such as chance, accident, serendipity and “pure genius.” Most companies would not wish to exclude any of these possibilities.

Generating new product ideas demands the creativity of both individuals and teams. A company that wants to encourage innovation must establish a climate that nurtures creativity. It must also provide the right infrastructure for identifying and supporting the development of the most commercially promising ideas.

An organizational culture that fosters innovation can be recognized by the following:

- Employees are encouraged to spend time, scheduled or not, testing and validating their own and others’ ideas.
- There is a dedicated idea manager who coordinates the idea management process from generation and submission through to assessment, and communicates the selection and status of particular ideas to executives and other key stakeholders vested in the outcomes.
- A variety of incentives and tools are offered to stimulate the generation of new innovations and the enrichment of existing ideas (e.g., public awards, peer recognition, performance appraisals).
- Idea evaluation teams include engineers, scientists, inventors and representatives from a mix of functional areas throughout the enterprise who have different cognitive styles and who are invited to regularly share their knowledge of new concepts.
- An extensive network exists inside and outside the organization that stimulates the free exchange of new ideas for new products and technologies that could potentially benefit the company.

Creativity is not merely inspiration. It involves carrying out activities that will lead to new insights and original ways of tackling issues and, ultimately, to outcomes that positively impact the fortunes of the business.

Define Your Strategic Arenas

Whether your approach to innovation is systematic or serendipitous, ideas cannot be considered of value unless they are linked to your overall business strategy. According to Dr. Robert Cooper, new product development expert and creator of the widely-used Stage-Gate® process methodology, “The definition of arenas is critical to guiding and focusing your new product efforts. The first step in your idea-to-launch new product process is idea generation. But where does one search for new product ideas? Unless the arenas are defined, the search is undirected, unfocused and ineffective.”²

The “fuzzy front end” of innovation should not be left completely to chance – it needs to be brought more sharply into focus.

Combine Strategic Product Planning with Innovation Execution

Boeing, Sikorsky, Medtronic, Electrolux, and Motorola are just a few of the companies using product planning and roadmapping to visualize how changes in market or customer needs or the introduction of new technologies will impact their business strategies over time. These efforts are often enabled by the use of software.

Corning, the global telecommunications and engineered materials manufacturer, is an example of a company that has successfully integrated its product planning and execution processes. The alignment of R&D and portfolio planning with corporate strategies provides a strong foundation for identifying and selecting viable new market opportunities. Armed with this advantage, Corning has been able to enter new markets early and earn significant positive returns on new products, often within twenty-four months of commercialization.

Integrating strategic product planning with innovation execution allows companies to concentrate on looking for ideas in areas which are key to their product strategies, and to more effectively assess ideas in terms of strategic fit.

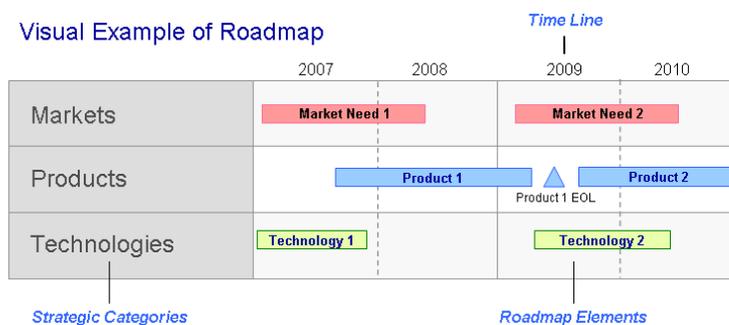


Figure 1. Product roadmaps can help an organization visualize how market,

Seek Out New Ideas, Both Inside and Outside Your Organization

One ready source of new product or service ideas is your employees. When initiating a new idea campaign, many companies employ formalized brainstorming sessions, focus groups, or seminars to jump-start the ideation process. The most innovative organizations look beyond their borders.

Customers, suppliers, key vendors, even competitors are all plum resources for ideation, especially when the emphasis is on coming up with new-to-the-market or new-to-the-world innovations. This concept of tapping external entities for ideas defines what has come to be referred to as “open innovation,” a concept that was introduced by Dr. Henry Chesbrough in his book, *Open Innovation: The New Imperative for Creating and Profiting from Technology*.³ Open innovation is growing in popularity as companies are increasingly challenged to create new products that meet the needs of global consumers. The basic premise of this approach is that useful knowledge is widely diffused. Even organizations with rich, extensive internal capabilities should take external knowledge and ideas into account when they think about innovation. Engaging outside bodies such as universities, research centers and consulting organizations that have expertise in relevant areas should also be considered in the development of your ideation strategy.

Another invaluable source of ideas is Voice of Customer research (VoC). VoC is not just a form of market testing; it is also a valuable way of uncovering new product opportunities. Common VoC methods include:

- Interactive focus groups;
- Formalized brainstorming sessions with select customers;
- Product-value analysis surveys;
- Total immersion in the customer’s organization (e.g., “camping out at the customer’s site”);
- Customer panels; and
- In-depth interviews with leading users of particular products and services and/or “creative thinkers” who are regarded as innovators within their own organizations.

Keeping close watch on competitors can also stimulate ideas. So, too, can systematic review of trade publications and events, often uncovering key trends and providing insights into what is happening in your field and what the competition is doing.

Best Practices for Capturing Ideas

Earlier in this paper, we examined various ways of generating new ideas. We’ll now turn our attention to best practices for capturing and storing new ideas so that they aren’t lost in information silos within your organization.

Capitalizing on the Output of an Idea Campaign

One guiding principle of effective idea management is that ideas should not only be captured systematically, they should be consolidated and stored in a centralized location that allows easy access for evaluation and further development. During an idea campaign, a company typically collects ideas from internal and external resources relating to a particular opportunity or requirement. Sopheon has worked with organizations that use a dedicated sub-site on their corporate intranet to provide background information on campaigns, to make idea submission forms available, and to provide forums where employees can discuss and vote on proposed ideas.

Most leading innovators today begin with a single idea campaign and then adapt the structure to reflect subsequent campaign requirements over time. For example, multiple versions of idea submission forms can be created to accommodate different types of ideas, such as ideas for a new technology platform or an improved production process.

One primary advantage of using a corporate intranet for campaign management is that all submitted ideas are stored in a central database, sometimes referred to as an idea bank. Some banks are structured to make ideas accessible and searchable enterprise-wide. They can be built with features that allow employees to review ideas

already in the system and weigh them against their own, or to revisit ideas that were previously rejected or tabled as changing market conditions, cost-price factors, or newly-available technologies make them more feasible.

Idea banks offer the further advantage of making ideas available to review teams, idea managers, and key executives. We have participated in the development and delivery of systems where ideas can be retrieved by:

- Searching based on specific criteria, such as project name, classification by innovation type (e.g., incremental, new-to-the company, new-to-the-world) or application type (e.g., architectural, automotive, household), submitter name, or even a full-text search;
- Examining explicit relationships to existing or newly proposed product ideas, or to specific divisions/business units, as defined by the idea management team; and
- Using standard and ad-hoc reports to identify and set the stage for activation of ideas that have not yet been implemented.

Some companies support their ideation processes by implementing software tools that help idea management teams identify relationships between ideas and projects. The concepts can be depicted based on type, such as “similar technology,” or “similar consumer needs,” etc. This capability helps the idea manager and members of his/her evaluation teams to quickly and easily categorize ideas according to their strategic value to the company and their alignment with the goals of specific idea campaigns.

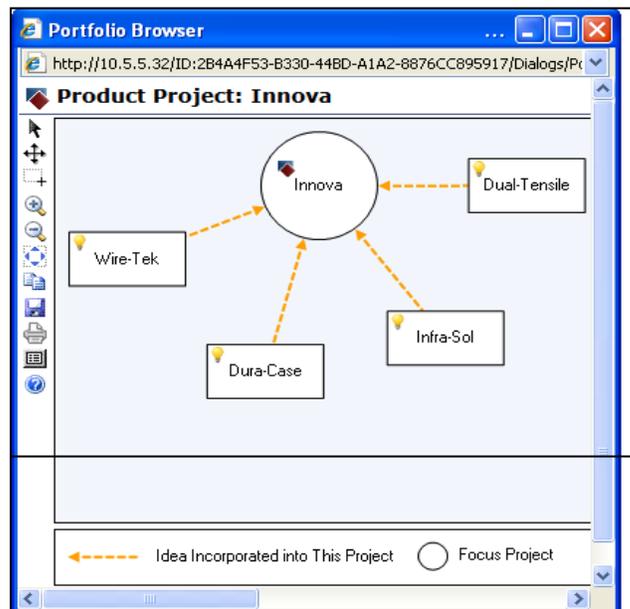


Figure 2. This screenshot from Sopheon’s Accolade® system illustrates how software tools can help idea managers and evaluation teams identify relationships between ideas and projects.

Idea Managers: Who They Are and Why You Need Them

The idea manager is responsible for gathering new ideas and ensuring that they pass through the idea management process correctly. This role may be fulfilled at the corporate and/or the business unit level. Idea managers shepherd idea projects through assessment procedures, assigning experts as team members to evaluate a proposed concept’s commercial potential.

The idea manager therefore plays a key role in

- stimulating the ideation community;
- shaping the idea development process;
- setting up campaigns;
- organizing review activities; and
- defining evaluation criteria.

Initially, idea managers act as idea owners (team leaders) for new-idea projects. This responsibility encompasses filtering out ideas that should not be advanced due to such considerations as lack of strategic fit, lack of resources and similarity to existing products or services. Idea managers can also request that idea originators resubmit their ideas, including additional details or making corrections to erroneous information.

One company that has implemented the idea manager role effectively is Bank of America. Idea submission forms are gathered through the corporate intranet. Each idea is funneled through a centralized idea bank that enables assessment of the idea's fit with the strategic needs, goals and priorities of the organization. The number of ideas that Bank of America receives on a yearly basis is staggering. In 2007 alone, the company received more than 10,000 new-idea submissions.

Bank of America has assigned dedicated idea managers to capture, review, and mine its idea bank for winning new-product ideas. As part of their role, these managers:

- Further categorize the ideas;
- Send responses to some of the idea submitters;
- Forward incremental ideas to the appropriate business units; and
- Track and report trends in ideation within the system.

This approach has enabled the company to double the yield of its ideation process, measured by the number of ideas feeding into product development. These results include broad new customer initiatives such as the "Keep the Change" program, designed to encourage consumers to build their traditional savings accounts even as they spend money on their Bank of America debit cards. The program has earned the company industry-wide recognition for innovation success.

Evaluating and Selecting Ideas

The steps involved in assessing ideas and selecting those that deserve to be transitioned to development are among the most important and challenging in the product innovation process. Almost all companies struggle with aspects of this activity, a principal reason that "an estimated 46% of the resources that firms spend on the conception, development and launch of new products is spent on products that either fail commercially in the marketplace or never make it to market."⁴ The following guidelines represent proven practices that will help to ensure that critical steps in the evaluation and selection stages of the idea management process are executed smoothly and effectively.

Step One: Reviewing the Viability of an Idea

Once ideas have been formally captured and collected for review, the idea manager needs to decide quickly, based either on his/her own expertise and experience or by consulting an appropriate expert, whether each idea has enough potential to justify further assessment by a cross-functional evaluation team.

As part of this process, the idea manager needs to make one of the following decisions:

Go

The proposed idea has enough commercial promise to merit continued evaluation and/or to be moved forward into the active development pipeline.

No Go/Kill

The idea does not qualify as a new product idea. For instance, an idea for improved laboratory facilities does not belong in the innovation funnel and should be redirected to the appropriate department manager.

Hold/Park in the Idea Bank

The idea has low commercial promise at present but could have value to the company in the future. In such instances, ideas should be “parked” in the idea bank with an annotation about why they were put on hold. Accompanying comments might also explain such things as why an idea is considered to have long-term potential.

Statistically, many ideas do not make it past this point in the evaluation process. According to the findings of Dr. Robert Cooper, the mortality curve for new product ideas is quite high: of every 60 ideas that are generated, only one will result in a successful new product. This implies that a substantial portion of new ideas are initially non-starters. It follows that the fewer ideas there are to evaluate, the poorer your chances are of finding a winner among them. As Cooper says, “You have to shovel a lot of earth to find the diamonds!”

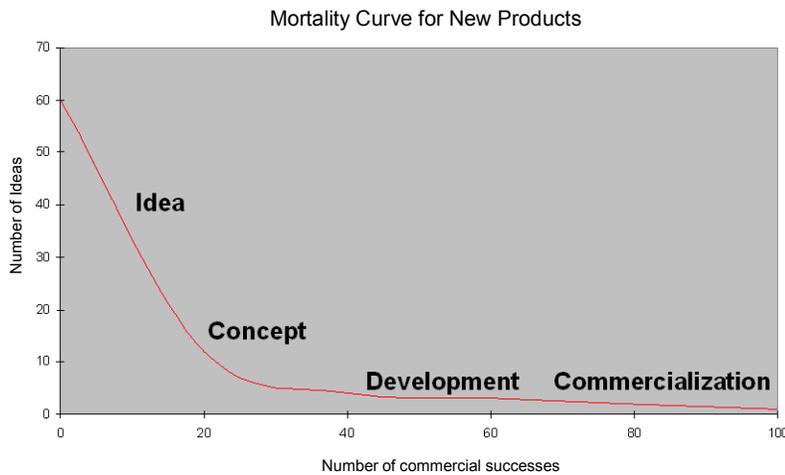


Figure 3. Research indicates that only one in 60 new product ideas will achieve commercial success.

Step Two: Formally Assessing an Idea

In assessing ideas, it is advisable to use multi-disciplinary teams. A mix of individuals representing various departments such as marketing, manufacturing, research and development, and finance are able to evaluate ideas based on their functional backgrounds. If necessary, they can create deliverables (e.g., calculations, references to previous projects, etc.) supporting their judgments. Outside experts, such as key partners or specialists from a particular industry, could also be called in to help evaluate the viability or strategic fit of proposed ideas.

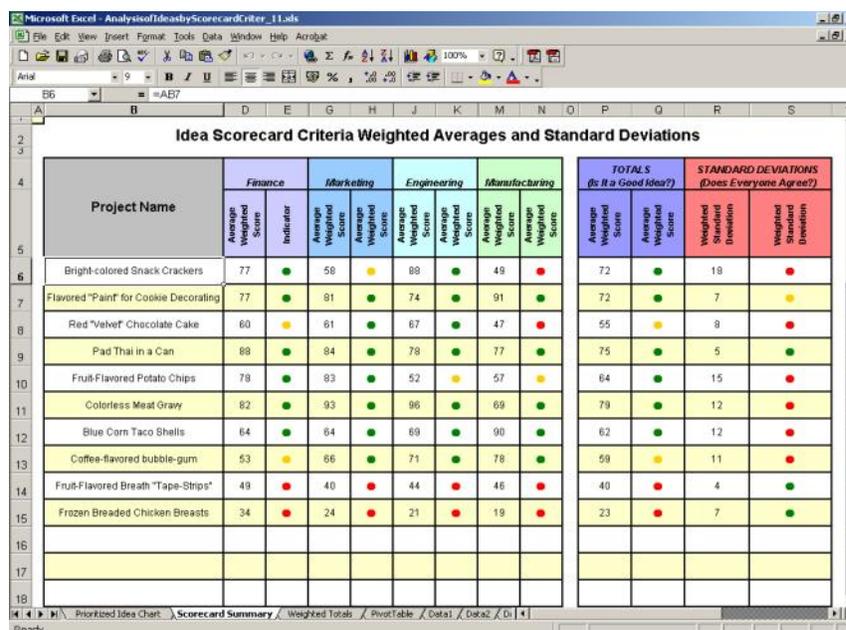
It is important to think carefully about designing the workflows associated with this assessment step, so that the appropriate persons, teams and disciplines are involved at the right moment.

In order to reduce subjectivity in the evaluation of ideas, many companies use scorecards (see Figure 5). One common device in the make-up of these cards is the use of red, yellow, and green “codes” to indicate a project’s potential alignment with key performance indicators for the company. In the end, scorecards provide

management and idea evaluation teams with an easy-to-use, objective instrument for deciding which ideas should move forward into product development. They also help determine whether everybody agrees on the feasibility of developing a particular idea. Ideas with a high standard deviation might deserve a closer look.

There are two primary approaches to criteria in scorecards: the use of common criteria that all evaluators must score; and criteria that differ per expertise. In the latter case, marketing experts might score ideas on market factors such as competitive strength or market attractiveness, whereas engineering would score ideas based on such considerations as probability of technical success or compatibility with existing technologies.

As part of the scorecarding system, criteria ratings are weighted. When an idea is evaluated, the ratings on each scale are added together to generate an overall project score. This calculation and the status it indicates serve as principal input for the next step in the idea management process: idea selection.



Project Name	Finance		Marketing		Engineering		Manufacturing		TOTALS (Is It a Good Idea?)		STANDARD DEVIATIONS (Does Everyone Agree?)	
	Average Weighted Score	Indicator	Average Weighted Score	Indicator	Weighted Standard Deviation	Weighted Standard Deviation						
Bright-colored Snack Crackers	77	●	58	●	89	●	49	●	72	●	19	●
Flavored "Pain" for Cookie Decorating	77	●	81	●	74	●	91	●	72	●	7	●
Red "Velvet" Chocolate Cake	60	●	61	●	67	●	47	●	55	●	8	●
Pad Thai in a Can	88	●	84	●	78	●	77	●	75	●	5	●
Fruit-Flavored Potato Chips	78	●	93	●	52	●	57	●	64	●	15	●
Colorless Meat Gravy	82	●	93	●	86	●	69	●	79	●	12	●
Blue Corn Taco Shells	64	●	64	●	69	●	90	●	62	●	12	●
Coffee-flavored bubble-gum	53	●	66	●	71	●	78	●	59	●	11	●
Fruit-Flavored Breath "Tape-Strips"	49	●	40	●	44	●	46	●	40	●	4	●
Frozen Breaded Chicken Breasts	34	●	24	●	21	●	19	●	23	●	7	●

Figure 4. Scorecards provide a template for consistent, objective evaluation of proposed ideas according to how they rate against key performance indicators.

Step Three: Selecting Winning Ideas

Based on scorecards and written assessments, idea managers select those ideas with the highest potential and move them forward. This occurs in the idea selection stage, and amounts to migrating ideas from the idea management process to the product development process.

During idea selection, it is important to match the portfolio of ideas to the portfolio of development projects currently in the pipeline to ensure that a) there are no similar projects already underway, and b) the ideas selected for development map to the company's strategic goals and growth objectives. For example, in working together, the idea manager and product portfolio manager might conclude that the company already has enough ideas to meet strategic requirements in a particular area or over a given period.

The portfolio dashboard in *Figure 6* shows how ideas available within an organization's idea bank are sometimes broken down according to their relevance to various market segments and types of innovation (e.g., breakthrough ideas, line extensions, etc.). By comparing this data to strategic targets, a company can quickly determine where it has too many ideas, and where it has too few. This analysis can be factored into the idea

selection process and provide helpful guidance in planning idea generation activities.

- As with product development portfolios, idea portfolios can be used to assess:
- The level of alignment between proposed ideas and an organization's strategies;
- The potential commercial value (e.g., net present value, net cost savings) of ideas in the pipeline; or
- How any one idea or group of ideas will affect the overall balance of the portfolio (e.g., how work on these ideas could impact efforts to keep resources focused on existing projects with high market or strategic value).

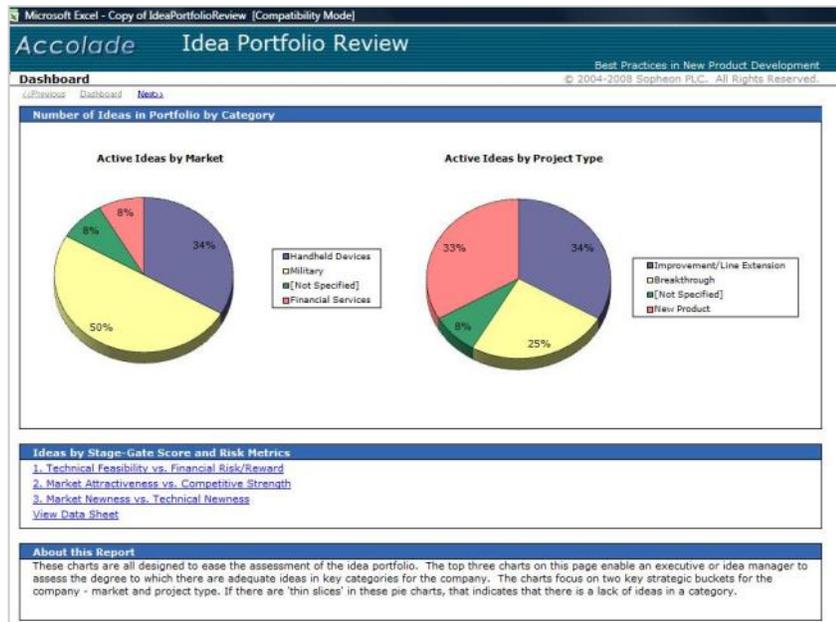


Figure 5. Idea portfolio dashboards can delineate active ideas by market or by project type.

Much can sometimes be learned by using the portfolio framework to analyze ideation trends. For example, among those ideas being submitted, are there concentrations around certain technology platforms or market segments? Are most ideas technology-driven or customer-driven? In order to permit analyses of this kind, it should be easy for members of the ideation community to attach key words and categories to ideas, leading to the identification of clusters of ideas around common topics and to bringing together individuals or teams working on related ideas or subjects.

Bringing Ideas into the Business: Migrating Ideas into the New Product Development Process

Most companies have little trouble generating ideas. But the amount of value they derive from their ideation efforts depends largely on what happens next. A viable idea management process will include explicit support for idea development. This is the process stage where a generated idea (or set of ideas) is transformed into something bigger and better. The focus should be on promoting *divergent thinking* by enabling teams or communities to work together to identify, build upon and improve ideas until they have much higher value. Success in this stage depends upon:

- Strong linkage between the ideation process and the strategies of the business;
- Communities of practice that are able to engage regularly in idea development activity;
- “Facilitated serendipity” that helps process participants identify the connections between related ideas, increasing the likelihood that they will make “unexpected and fortunate discoveries;”
- Process systematization; and
- Seamless integration to downstream innovation processes so that high-value ideas can be reliably transitioned to execution.

When ideas are fully developed, they are ready to enter concept development. This is the first point in the ideation-to-launch process where a traditional gated process is typically used. Here the focus shifts from divergent thinking to *convergent thinking*. Rigorous research and evaluation are applied to validate the quality of ideas. This helps to ensure that an organization’s limited resources are applied to those concepts with the greatest business potential.

Some companies have dedicated innovation support teams that are tasked with developing ideas before handing them over to a business unit. It is not uncommon for these teams to perform a considerable amount of up-front concept development to make their business case.

During the idea selection phase of concept development, innovation support teams will typically enter into more intensive discussions with the candidate business units to find out what their needs are in terms of new product types; the anticipated strategic and financial value of developing a particular idea; and the business units’ capacity for developing the idea into a new product or service. In addition, the support team may need to conduct some activities to determine the feasibility of executing on an idea, such as completing a preliminary market assessment, a technical feasibility assessment, and/or a preliminary financial assessment. The most promising ideas will subsequently be migrated to the new product development process. This rigor ensures that the right products—those with the highest possible value to the organization—are the focus of resource investments and are eventually launched.



Figure 6. The idea and concept development stages of the ideation process are used to enhance and validate the value of ideas before they are transitioned to product development.

One organization that has achieved consistent success in migrating ideas into its new product development processes is New Zealand King Salmon (NZKS). NZKS is a vertically integrated salmon farming, processing and marketing company. It implemented the idea management component of Sopheon’s Accolade system in 2007. The goal was to develop more innovative products that would enable the company to avoid falling into the “commodity trap” that was ensnaring many of its competitors in the commercial fishing industry.

NZKS started by using the Sopheon system to encourage employees to generate relevant ideas. Other components of the Accolade suite were subsequently used to transition the most promising ideas into the company’s product development process. The software’s embedded best-practice process models and deliverables templates helped guide process owners in defining metrics and establishing process rigor. Sopheon’s implementation team worked with NZKS to modify Accolade’s scorecard template to include metrics relevant to the company’s performance priorities and market space.

NZKS's early experience showed the impact of the filtering rigor built into its idea management process. At the time of implementation, there were approximately 125 ideas in the company's idea bank. Fifty-nine of those ideas were passed through to the evaluation phase (see *Figure 7*). Forty-nine were immediately killed because they were viewed as either duplicate projects or simply incremental process improvements. The remaining ideas were forwarded into a fast-track product development process.

Implementing Your Idea Management Process

Earlier in this paper we referred to the typical mortality curve for new product ideas. The challenging reality of these mortality rates reinforces the fact that not only is it important to have a large number of ideas in your funnel, you must also have a process that can assist your evaluation teams in objectively and knowledgeably determining which ideas are the most promising, and are the best fit with your organization's strategies.

Process automation software such as Sopheon's Accolade solution can help you streamline both your front-end idea generation and management processes and your product development process, ensuring that product data is consistent from beginning to end.

If you're considering implementing an idea management process as described in this document, here are some additional considerations that will help ensure your success.

Organization

Define the Process

Carefully define the steps in your idea management process and ensure the workflow is clear to all and easy to follow. Decide at what points in the process you will need to involve internal and/or external experts to assess ideas; when you will need to engage your idea evaluation teams in scoring ideas; and when you will need to be prepared to hand off selected ideas to a project manager for further development.

Identify the Key Players

The key players in your idea management process must be identified early in the process' development and implementation. Will there be one or more idea managers? Do you need a formal innovation support team? What role will marketing, R&D, production, finance, and other key functional areas play in evaluating the viability of ideas? What other disciplines or outside sources will need to be involved in the idea assessment phase? In fact, a broad but judicious recruitment of key players is the way to build the innovation and ideation community which will nurture and develop your company's ideas.

Position Your Idea Management Process as a Seamless Extension of Your New Product Development Process

Earlier we described some best practices for bringing ideas into the business. These included using an innovation support team to vet ideas against existing projects in your company's development pipeline and/or to conduct financial or market analysis. As an alternative, an idea can be handed over directly to the head of the business unit that stands to benefit from it. The business leader then assumes responsibility for shepherding it through the remaining steps of the idea management process and into development. One of the prerequisites to the development of your idea management process should be for senior management to determine the routing scenario that is most appropriate for your company.

Identify Key Metrics

It's very important that the metrics you select for evaluating ideas in your pipeline align with the key performance indicators used by your organization to assess a product's success or failure, as well as its fit with your growth strategies. Questions you might ask to help you determine how you will benchmark ideas include:

- How many ideas will we need to meet our goals in each market segment?
- Which technology platforms must an idea use to be considered viable?
- Do we have the budget and the resources to support this idea?
- What is the estimated time-to-market for this idea? Do we envision any problems meeting that timeline?
- What is the estimated potential value of this idea? What impact will it have on our total product portfolio?
- What are this idea's chances of technical and commercial success, based on the known competitive landscape?

Using Best-Practice Software Systems to Automate Your Process

Once you have determined the parameters for your idea management process, you may want to consider automating it. A substantial number of leading innovators today are using Sopheon's Accolade product innovation management system to help them automate and streamline idea, concept and new product development, from ideation through commercialization to end-of-life.

Glatfelter, the global supplier of specialty papers and engineered products, is an example of a company that has been very successful in automating its innovation process. Prior to implementing Accolade, Glatfelter was facing commoditization of its core product lines and declining demand. It was also challenged by growing pressure to accelerate development and commercialization cycles, and an increasing need to diversify its product portfolio so that it could enter new markets.

Glatfelter responded by examining core aspects of its research and development strategies and practices. The company chose to implement a new, better-defined innovation process. Sopheon's software was deployed to automate that process and to help executives prioritize innovation projects based on their potential business value to the company. Since activating its new process, Glatfelter has:

- Increased revenues from new products by 132%;
- Reduced average time-to-market by 25%;
- Reduced new product failures by 55%; and
- Increased the number of new products entering the development pipeline by 500%.

To summarize, if you want to make innovation a way of life for your company, you need a disciplined, structured process that gives your employees, partners, suppliers, and other key stakeholders an opportunity to participate in idea generation. Innovation doesn't happen in a vacuum; it is a continuous process that must fit the culture and strategies of your business and the requirements of the market at large.

If you're interested in learning how your organization can achieve forty to-sixty percent more revenues and profits from product innovation, Sopheon can help. Please visit us online at www.sopheon.com.

Related Reading in the Sopheon Resource Center

- ⇒ [Guided Ideation: A Management Approach to Creativity-Based Performance](#)
Author: Anders Hemre, founder of Interknowledge Technologies and the former chief knowledge officer at Ericsson Canada
- ⇒ [Overcoming Barriers to Sustainable Competitive Differentiation, Part 3: Turning Great Ideas into Great Products](#)
Author: Derald Kopren, Business Consultant, Sopheon

Reference Notes

¹ Martin Riedeker, CTO of Ciba Specialty Chemicals, emphasizes the necessity to embrace local cultures and blend cultures when forming global R&D teams. - 'Successful R&D Investments in Asia', E.N.G. Conference *New Product Development in the Chemical Industry*, Amsterdam, 2007

² Robert G. Cooper *Product Leadership – Pathways to Profitable Innovation*, Basic Books, Cambridge MA, 2005 (p.54)

³ Henry W. Chesbrough *Open Innovation: The New Imperative for Creating and Profiting from Technology*, Harvard Business School Press, Cambridge MA, 2003

⁴ Robert G. Cooper *Winning at New Products – Accelerating the Process from Idea to Launch*, Basic Books, Cambridge MA, 2001 (p.22)

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About Sopheon

Sopheon (LSE:SPE) is an international provider of software and services that help organizations improve the business impact of product innovation. Sopheon's Accolade® software suite is the first in the industry to provide all-in-one support for strategic product planning, ideation and innovation process execution. The suite's Vision Strategist™ component automates the roadmapping process, allowing users to visualize and forecast the future of products, markets and technologies. Accolade's Idea Lab™ component helps organizations generate, select and develop winning product and service ideas. Accolade Process Manager™ automates the product innovation process and provides strategic decision support for the management of product portfolios.

Sopheon's software is used by top innovators throughout the world, including industry leaders such as BASF, ConAgra Foods, Corning, Electrolux, Honeywell, Northrop Grumman, PepsiCo, SABMiller and Total Petrochemicals.

Sopheon has operating bases in the United States, the United Kingdom and the Netherlands, with distribution, implementation and support channels worldwide. For more information on Sopheon and its software and service offerings, please visit www.sopheon.com.



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