

New Product Introduction.

Success Factor Scoring

Purpose

- ☐ To Identify the Management Strengths and Weakness of a Project by rating it against Proven Success Factors of past projects.
- ☐ To Improve the Success Rate of New Product Introduction.
- ☐ To provide a "template" of Critical Management Requirements for Executives to use at Gate Reviews.

This revision is to bring more focus on **Marketing Issues.**

Process

- ☐ Process rating of all 7 Key Factors mandatory at each gate review.
 - ☐ Factors to be rated on a sliding scale of 0 – 10 where '0' = Not Covered and '10' = Fully Met.
 - ☐ Ratings to be made jointly by:
 - ⇒ Project Manager
 - ⇒ Product Manager
 - ⇒ Development Prime
- [Based on Their Judgement]

Scoring Guidelines

At each gate, rate the following **7 Success Factors** for your project on a scale of 1-10 where '0' = not covered at all, and '10' = fully met. The first gate at which a success factor should be scored is shown to the immediate right of each factor and the scoring should be **updated** at each succeeding gate, until gate 4. Below each success factor are suggested considerations which you may use as a guide. The success factors to be used for each specific project should be identified at the first gate, and then the progress tracked and reported at each succeeding gate.

P r o j e c t	D a t e s				
	Gate 0	Gate 1	Gate 2	Gate 3	Gate 4

1.	Committed Team	Gate 0	Score <input type="text"/>	Gate 1	Score <input type="text"/>	Gate 2	Score <input type="text"/>	Gate 3	Score <input type="text"/>
		Considerations: <ul style="list-style-type: none"> <input type="checkbox"/> Does the project have assigned to it a Project Manager, a Product Manager and a Development Prime? <input type="checkbox"/> Have these managers a proven 'track record' and are they on the project full time and from the outset? <input type="checkbox"/> Is there an organization spelled out with names and is there one person assigned who 'owns' the project? <input type="checkbox"/> Is there a corporate commitment in terms of staff and funding for development and capital? <input type="checkbox"/> Are marketing and sales working as a team and are they, in turn, teamed up with their counterparts in telcos/distribution channels to sell to the end user. 							

2.	Marketing Competitive Strategy	Gate 0	Score <input type="text"/>	Gate 1	Score <input type="text"/>	Gate 2	Score <input type="text"/>	Gate 3	Score <input type="text"/>
		Considerations: <ul style="list-style-type: none"> <input type="checkbox"/> How large is the potential market? <input type="checkbox"/> Have the dollar benefits and the application impact to the end user been identified? <input type="checkbox"/> Has there been early customer participation in defining product functions and has BNR contributed to the strategy? <input type="checkbox"/> Is there a thorough competitive analysis available? <input type="checkbox"/> Has all this been summarized in a 1 or 2 page document, so that the product definition is well understood before preparing the commercial specification? <input type="checkbox"/> What is the impact on existing products and the installed base? <input type="checkbox"/> Has the strategy for the next generation of replacement product been planned? 							

3.	Communication	Gate 0	Score <input type="text"/>	Gate 1	Score <input type="text"/>	Gate 2	Score <input type="text"/>	Gate 3	Score <input type="text"/>
		Considerations: <ul style="list-style-type: none"> <input type="checkbox"/> Have geographic issues been considered? <input type="checkbox"/> Are all the development activities collocated or, if not, is a suitable electronic voice/data system in place to facilitate same? <input type="checkbox"/> Are regular 'division led' project reviews planned, including all functions with 1-page reports issued to the General Manager after each review? <input type="checkbox"/> Is there a defined procedure for quick turnaround of design changes? 							

4. Product Delivery StrategyGate 1

Score

 Gate 2

Score

 Gate 3

Score

Considerations:

- ☐ Is Manufacturing on the development team and is the chief designer responsible for both hardware and software?
- ☐ Are there any new processes/technologies and is there a plan to de-risk them?
- ☐ Has concurrence been reached at Gate 1 amongst Marketing, Design and Manufacturing on functionality, schedule and cost?
- ☐ Do the development milestones tie into the gates?
- ☐ Have manufacturability assessments been applied?
- ☐ Have both the commercial and product specifications been completed and signed off; do they include all required 'sub-product' (e.g., end user documentation plan) information?

5. Product Integrity/Verification StrategyGate 1

Score

 Gate 2

Score

 Gate 3

Score

Considerations:

- ☐ Is there a comprehensive test plan including full load and full configuration, sufficient technical trials and field trials plus integrity testing?
- ☐ Have all the hardware and software quality metrics been defined and achieved?
- ☐ Has simulation been used at the front end to check that the product meets requirements?

6. Market Implementation StrategyGate 2

Score

 Gate 3

Score

Considerations:

- ☐ Have one or more key customers been involved as advisors on the product itself, and have they been specifically involved in setting up the field trials, V.O. trials, etc.?
- ☐ Has a strong marketing launch been planned and has it been supported with adequate advertising, promotion and sales force training in terms of end-user application(s) and benefits?
- ☐ Have the distribution channels been identified and is there a plan in place to support and manage them?

7. Customer Service StrategyGate 2

Score

 Gate 3

Score

Considerations:

- ☐ Is there an adequate package and plan for training customers' staff, and is it supported with 'user friendly' documentation?
- ☐ Is there a plan for a staged and controlled introduction including a procedure for rapid resolution of field problems and adequate ongoing technical assistance?
- ☐ If distribution channels are to be used, is there a plan to support these channels to provide adequate service to customers?