Product Development Survey

OSBC DATABASE PRIVACY AND PROTECTION OF PERSONAL INFORMATION
Please refer to APQC's privacy statement for disclosures relating to the collection and use of your personal information.

Instructions

Research project structure
APQC OSBC research projects are designed to collect a wide variety of information about your entire organization, with a specific emphasis on the particular business entity for which the research is being collected.

Each survey is divided into a number of sections, separated by a block of introductory text. The first section contains questions about your organization as a whole. The second section contains general questions about your particular business entity. Each of the subsequent sections of the research project presents questions about specific processes and activities in your business entity. Each of these process-specific sections corresponds to APQC's Process Classification Framework.

Before each section containing process-specific questions, you are presented with a list of components of the PCF. This list identifies which components of the PCF are addressed by this particular section of the research project. The numbers in the list correspond to the PCF's unique numbering scheme. Questions within the section will address specific activities for the stated component of the PCF.

Navigation, saving results, and submitting a survey
The survey is presented in pages. Each page has at least one question on it. Each question on each page should be answered. A survey may also have a question that must be answered in order to proceed. Required questions are identifed by the word "Required" in red letters.

Use the buttons at the bottom of each page to navigate throughout the survey. (To avoid data loss, do not use the browser "Back" and "Forward" buttons to navigate through the survey.) As you navigate through the survey using the "Back" and "Forward" buttons, your data are saved to APQCs secure servers.

The progress indicator at the bottom of each page displays a bar graph and a percentage that indicate your progress in navigating through the survey. The progress indicator does not account for completed questions, only for your relative position in the survey.

To exit the survey before you have completed all questions, click the Save button at the bottom of the survey page, then close your browser. The system will present you a link to your particular instance of the survey. Use that link to return to the survey at any time.

Once you have completed the survey, click the Submit button on the last survey page. By submitting your survey results, you will notify APQC that your data are ready for validation. You will not be able to create, review, update or delete your answers after you have submitted the survey, so ensure that you have accurately documented your answers before you submit.

Cookies, one browser
The APQC OSBC survey tool uses a "cookie" to associate you to a particular survey instance. Your cookie is unique to the computer you used to start the survey and is the only key that you have to access your data. Should you lose your cookie, you will be unable to complete the survey and will need special assistance from APQC. Do not delete your APQC cookies until after you have submitted your survey data.

Because this cookie is unique to the computer you used to start the survey, other users will be unable to contribute results and data to the survey unless they have physical access to the browser you used to start the survey.

Visit the Browser Setup page for more information about configuring your browser to use cookies.

JavaScript
The APQC survey application uses JavaScript for enhanced validation and usability features. In order to complete these surveys, you must use a browser that supports JavaScript, and you must have JavaScript enabled. Visit the Browser Setup page for more information.

Printing
To print a copy of the entire survey, you should use the Preview version of the survey. This view consolidates all of the questions associated with the particular survey onto a single printable browser page. No answers or personal data are contained on the Preview version of the survey.

As you navigate through the survey, you may print each page to record your answers. There is no facility to review all of your answers on one page.

Definitions
Each survey has a set of definitions associated with it that are unique to the process grouping covered by the survey. Throughout the survey, questions may have links to survey definitions.

Accurate results depend on a common understanding of the terminology used across survey respondents, so take special care to review the definitions in the glossary thoroughly. Common terms may be defined differently than you expect. When in doubt, contact APQC for guidance.

Reasonable numbers
The survey asks for a number of detailed pieces of information. If you do not have the exact information that a question asks for, please provide a reasonable approximation. If you cannot provide a reasonable approximation, please leave the answer blank. If you are not sure, contact APQC for guidance.

Reporting period
All questions in the survey, unless expressed otherwise, request data from the last complete fiscal year of your organization's or business entity's operations. Please be sure to provide the end-date of the fiscal year for which you are providing data. If you have any questions about the reporting period, please contact the OSBC help desk. (Contact information is provided below.)

Question numbers may skip
Occasional changes to the survey may result in the addition or removal of questions. Due to this activity, the question numbers in the survey may occasionally skip one or more numbers. Furthermore, some surveys will hide questions depending upon answers to previous questions. If you have any questions about the order of questions in the survey, please contact the OSBC help desk.

Contacting APQC with questions
For any questions regarding the survey mechanics, the survey content, or general survey inquiries, please contact the OSBC help desk via telephone at +1.800.776.9676 (toll free, U.S. only) or +1.713.681.4020, or via e-mail at osbc@apqc.org.

Survey Structure

- **General Background Questions**
    - **Regarding this entire data collection effort**
    - **Regarding your entire organization**
    - **Regarding the specific business entity completing the survey**
- **Product Development Background**
- **Generate New Product/Service Ideas**
- **Design, Build, and Evaluate Products and Services**
- **Test market for new or revised products and services**
- **Support and implement changes to product manufacturing and service delivery process**

General Background Questions
Regarding this entire data collection effort

Questions on this page deal with specific details about this data collection effort.

*193.0010 Please indicate the currency (e.g. U.S. Dollar, Euro, Japanese Yen, etc.) used for monetary responses in this survey. *This question must be answered in order to proceed to the next page.*

Choose one

193.0020 Provide the end date of the twelve-month period for which your business entity will be providing data. *(All questions in the survey, unless expressed otherwise, request data from the last complete fiscal year of your organization's or business entity's operations. Pro-rata data are not acceptable, only actual data should be submitted. Please be sure to provide the end-date of the fiscal year for which you are providing data. If you have any questions about the reporting period, please contact the OSBC help desk on osbc@apqc.org.)*

Period end date

Year	Month
* Choose one	* Choose one

— Page Break —

General Background Questions
Regarding your entire organization

The question on this page should be answered for the company's entire organization, including **all business entities** as well as the corporate headquarters.

193.0030 What is the size of your entire organization (e.g., your immediate corporate parent) in annual revenue (or non-pass through budget for government/non-profit) in US Dollars? *(Select only one.)*

     Less than $100 million US Dollars
     $100 million to $499 million US Dollars
     $500 million to $999 million US Dollars
     $1 billion to $5 billion US Dollars
     $6 billion to $10 billion US Dollars
     More than $10 billion US Dollars

General Background Questions
Regarding the specific business entity completing the survey

Questions in the remainder of this survey should be answered for the **business entity completing this survey**.

Please provide your value responses with no currency marks, thousands separator, or other formatting. Also, a period should be used for a decimal mark, not a comma *(e.g. **1325.23** not $1,325.23).*

193.0040 Which of the following statements best describes the role your business entity performs in the corporate organization? *(Select only one.)*

     Headquarters
     Shared services/centralized processing center
     Manufacturing, operating, or business unit

Please provide the following financial information about your business entity.

Financial Information	Cost
193.0050 Total annual revenue	
193.0060 Total annual cost of continuing operations	
193.0070 Total annual research and development cost	

193.0080 What is the total number of employees (temporary, part-time, and full-time) at your business entity?

Number of employees (headcount)

193.0090 What is your assessment of your business entity's overall performance relative to industry peers?

     Top quartile
     Middle half
     Bottom quartile

193.0100 Which of the following best describes your organization's maturity with regards to information availability and analysis capabilities? *(Options are listed in increasing order of maturity; select the option that best describes your organization's maturity.)*

We don't have regular access to data beyond basic transactions. Data is stored in spreadsheets or system extracts. Analysis is not performed on a regular basis and decisions are based on instinct or anecdote.

Data is in department or line-of-business silos. Insight generation is only performed on an ad hoc or periodic basis. Decisions may be supported by data, but are primarily based on past experience.

Structured operational data is available and may include some basic external data. Insights are generated at department or line-of-business level. Decision making is focused on analyzing past actions and consequences.

Traditional and unstructured data is integrated and available from enterprise sources as well as some external data. While data is available to many people based on their roles and needs, using it might require some technical assistance. Decision making involves historic analysis and predictive algorithms.

Real-time, internal and external data is readily accessible across the enterprise based on need. Information is shared extensively across the enterprise. The data is integrated real-time and users can access, manipulate and visualize data on demand. Data-driven decision making is part of the organization's culture.

193.0110 Which of the following best describes the maturity with regards to information availability and analysis capabilities, that you think your organization SHOULD have in order to be competitive / on par with peers? *(Options are listed in increasing order of maturity. This question is intended as a subjective measure of the level of analytics maturity required to compete within the industry.)*

We don't have regular access to data beyond basic transactions. Data is stored in spreadsheets or system extracts. Analysis is not performed on a regular basis and decisions are based on instinct or anecdote.

Data is in department or line-of-business silos. Insight generation is only performed on an ad hoc or periodic basis. Decisions may be supported by data, but are primarily based on past experience.

Structured operational data is available and may include some basic external data. Insights are generated at department or line-of-business level. Decision making is focused on analyzing past actions and consequences.

Traditional and unstructured data is integrated and available from enterprise sources as well as some external data. While data is available to many people based on their roles and needs, using it might require some technical assistance. Decision making involves historic analysis and predictive algorithms.

Real-time, internal and external data is readily accessible across the enterprise based on need. Information is shared extensively across the enterprise. The data is integrated real-time and users can access, manipulate and visualize data on demand. Data-driven decision making is part of the organization's culture.

193.0120 Does your organization use an [enterprise resource planning (ERP) system](#) to coordinate key business information, resources, and activities across the value chain?

Yes
No

This completes the general background section for this survey.

Product Background

193.0130 Which of the following is the primary strategy for your business entity's new product/service development (including product improvements and extensions)? *(Select only one.)*

First to market
Low product/service cost
Innovative product/service features
Best fit to customer requirements
Other

If you selected "Other", please specify.

193.0140 Of your business entity's total annual research and development cost, what percentage is related to completely new product development projects (as opposed to existing product improvements and extensions)?

Percentage of R&D cost

%

What is your total annual number of product/service development concepts and projects?

Statement	Value
193.0150 Total annual number of concepts *(pre-design phase) including all types of new products/services (completely new and existing product/serviced improvements)*	
193.0160 Total annual number of projects *(from the start of the design and build process through manufacturing/delivery process), including all types of new products/services*	

(completely new and existing product/serviced improvements)

193.0170 Of your business entity's total annual number of new product/service development projects, what percentage is commercially launched?

Percentage of projects

%

193.0180 What percentage of your business entity's sales is a result of products/services that have been launched by your business entity during the most recently completed 12 month reporting period?

Percentage of sales

%

193.0190 How is your product/service development strategy primarily developed? *(Select only one.)*

Developed independently by R&D function
Developed by R&D function in response to corporate objectives
Dictated by corporate management
Driven by marketing
Other

If you selected "Other", please specify.

193.0200 How are new product/service development decisions (including product improvements and extensions) primarily made? *(Select only one.)*

Within project team by project team leads
Outside project team by informal review committees
Outside project team by formal stage-gate review
Other

If you selected "Other", please specify.

193.0210 What is the primary measure of success for individual product/service development projects (including product improvements and extensions)? *(Select only one.)*

On-time launch
On-budget launch
Sales or profit contribution
Other

If you selected "Other", please specify.

193.0220 What are the most significant management challenges for your business entity's new product/service development efforts (including product improvements and extensions)? *(Select all that apply.)*

Correct identification of customer needs
Proper allocation of project resources
Reducing time-to-market
Remaining competitive
Increasing product/service innovation
Managing overall project costs
Other

If you selected "Other", please specify.

193.0230 Which five of the following are the most important metrics that your business entity uses to track progress of your product/service development efforts (including product improvements and extensions)? *(Select five.)*

Number of ideas
Cycle time (start to finish) by major development phase (process)
Cycle time from start of "design and develop product/service" to start of production in "support product manufacturing or service delivery"
On-time launch
On-budget launch
Time-to-market
Time-to-profitability
Ratio of R&D/engineering staff to total staff
Sales dollars due to new products/services released in past year
Percentage of new products/services sales dollars to total sales
New product/service development spending by phase
Other

If you selected "Other", please specify.

193.0240 What is the most frequent reason for product/service development launch delays or failures at your business entity? *(Select only one.)*

Lack of clear business strategy
Lack of executive-level support
Poorly defined customer needs
Insufficient resources
Other

If you selected "Other", please specify.

193.0250 If your business entity uses a formal product/service development methodology, does the methodology include formal stages with defined dependencies and outputs? *(Select only one.)*

Yes
No
Not applicable

193.0260 What is your business entity's primary approach to establishing product/service development teams? *(Select only one.)*

Informal teams based on availability of resources
Formal teams based on availability of resources
Team leader determines project team membership
Management determines project team membership and reallocates resources as needed
Other

If you selected "Other", please specify.

193.0270 Which of the following best describes how your business entity determines time-to-market requirements for individual product/service development projects? *(Select only one.)*

Suggested (uses little historical benchmarking data)
Rule-of-thumb experience (comparison to similar internal projects)
Calculated using historical benchmarking data (internal and/or external)
Calculated using historical benchmarking data and resource capacities
Other

If you selected "Other", please specify.

193.0280 In your estimation, which of the following would have the most significant impact on reducing your business entity's product development time-to-market? *(Select only one.)*

   Formal product/service development processes
   Collaboration with customers and suppliers
   Shifts towards more platform products/services
   Reallocation of resources to key projects
   Other

If you selected "Other", please specify.

What is the average design cycle time in days from the start of the process "design and develop product/service" through completion of the process "test market product/service" for:

Projects	Cycle time (in days)
193.0290 Existing product/service improvement projects	
193.0300 Completely new product/service development projects	

What is the average time to market in days from the start of the process "design and develop product/service" until the product/service is ready for sale for:

Projects	Days
193.0310 Existing product/service improvement projects	
193.0320 Completely new product/service development projects	

What is the percentage of projects launched on time for:

Projects	Percentage of projects
193.0330 Existing product/service improvement projects	%
193.0340 Completely new product/service development projects	%

What is your average project cost from the start of the "design and develop product/service" process through the "support product manufacturing or service delivery" process for:

Projects	Cost
193.0350 Existing product/service improvement projects	
193.0360 Completely new product/service development projects	

What is the average time to profitability in months for:

Projects	Average time (in months)
193.0370 Existing product/service improvement projects	
193.0380 Completely new product/service development projects	

What is the percentage of projects launched on budget for:

Projects	Percentage of projects
193.0390 Existing product/service improvement projects	%
193.0400 Completely new product/service development projects	%

193.0410 What is the number of FTEs employed by your business entity during the year to perform the product / service development function? *(Use a decimal if needed.)*

Number of FTEs

193.0420 Allocate the total number of your total full-time equivalents (FTEs) employed during the year to perform each process.

Process	FTEs
a. "Generate new product/service ideas"	
b. "Design and develop product/service"	
c. "Test market product/service"	
d. "Support product manufacturing or service delivery"	
e. Total	

193.0430 What is your business entity's total annual cost to perform the process "generate new product/service ideas," for each of the following cost categories? *(If your business entity does not have costs in a category, use a zero.)*

Cost categories	Cost
a. Annual personnel cost (compensation and benefits)	
b. Annual systems cost (direct and/or allocated to the business entity)	
c. Annual overhead cost (direct and/or allocated to the business entity)	
d. Annual other cost	
e. Annual outsourced cost	
f. Total annual cost	

193.0440 What is your business entity's total annual cost to perform the process "design and develop product/service," for each of the following cost categories? *(If your business entity does not have costs in a category, use a zero.)*

Cost categories	Cost
a. Annual personnel cost (compensation and benefits)	
b. Annual systems cost (direct and/or allocated to the business entity)	
c. Annual overhead cost (direct and/or allocated to the business entity)	
d. Annual other cost	
e. Annual outsourced cost	
f. Total annual cost	

193.0450 What is your business entity's total annual cost to perform the process "test market product/service,"for each of the following cost categories? *(If your business entity does not have costs in a category, use a zero.)*

Cost categories	Cost
a. Annual personnel cost (compensation and benefits)	
b. Annual systems cost (direct and/or allocated to the business entity)	
c. Annual overhead cost (direct and/or allocated to the business entity)	
d. Annual other cost	
e. Annual outsourced cost	
f. Total annual cost	

193.0460 What is your business entity's total annual cost to perform the process "support product manufacturing or service delivery," for each of the following cost categories? *(If your business entity does not have costs in a category, use a zero.)*

Cost categories	Cost
a. Annual personnel cost (compensation and benefits)	
b. Annual systems cost (direct and/or allocated to the business entity)	
c. Annual overhead cost (direct and/or allocated to the business entity)	
d. Annual other cost	
e. Annual outsourced cost	
f. Total annual cost	

193.0470 To what extent are the following New Product Development Practices implemented at your business entity?

Practices	No Implementation	Some Implementation	Extensive Implementation
a. Standardization of components for design and development			
b. Product commonality and reuse			
c. Integrated design and sourcing with partners (providers, suppliers)			
d. Customer product configuration and specifications			
e. Lifecycle cost management			
f. Recyclable materials for components			
g. Collaboration with customers			

193.0480 If implemented, how effective is each of the following New Product Development practices in reaching your business entity's top objectives?

Practices	Not Effective	Somewhat Effective	Extremely Effective
a. Standardization of components for design and development			
b. Product commonality and reuse			
c. Integrated design and sourcing with partners (providers, suppliers)			
d. Customer product configuration and specifications			
e. Lifecycle cost management			
f. Recyclable materials for components			
g. Collaboration with customers			

193.0490 To what degree are product drawings and specifications shared electronically with internal and external partners? *(Select only one.)*

    Electronically with internal partners only
    Electronically with external partners only
    Electronically with internal and external partners
    No sharing electronically
    Other

If you selected "Other", please specify.

193.0500 To what extent does each of the following organizational groups participate in new product/service development (including product improvements and extensions)?

Organizational Groups	No Participation	Some Participation	Extensive Participation
a. Research and Development/Engineering			
b. Marketing and/or Sales			
c. Manufacturing			
d. Procurement/Purchasing			
e. Finance and Accounting			
f. Logistics			

g. Customers			
h. [Suppliers](#)			
i. Customer Service			
j. Human Resources			
k. Information Technology			
l. Environmental Health & Safety			
m. Legal/Intellectual Property			

193.0510 Which of the following best describes the systems used in the product development process at your business entity? *(Select only one)*

    Manual/spreadsheet
    Internally developed
    Cadence
    Dassault
    UGS
    PTC
    Mentor Graphics
    SAP
    Lectra Systems
    MSC Software
    Autodesk
    Gerber Technology
    Other

If you selected Other, please specify.

193.0520 For the **"[generate new product/service ideas](#)"** process, which of the following best describes your business entity's role? *(Select only one.)*

    Self-supporting: performs most aspects of this process
    Relies on other [business units](#) for the process
    Relies on [shared services center](#) for the process
    Serves as a shared services center for the process
    Outsourced to third party

193.0530 For the **"[design and develop product/service](#)"** process, which of the following best describes your business entity's role? *(Select only one.)*

    Self-supporting: performs most aspects of this process
    Relies on other business units for the process
    Relies on shared services center for the process
    Serves as a shared services center for the process
    Outsourced to third party

193.0540 For the **"[test market product/service](#)"** process, which of the following best describes your business entity's role? *(Select only one.)*

    Self-supporting: performs most aspects of this process
    Relies on other [business units](#) for the process
    Relies on [shared services center](#) for the process
    Serves as a shared services center for the process
    Outsourced to a third party

193.0550 For the **"[support product manufacturing or service delivery](#)"** process, which of the following best describes your business

entity's role? *(Select only one.)*

    Self-supporting: performs most aspects of this process
    Relies on other [business units](#) for the process
    Relies on [shared services center](#) for the process
    Serves as a shared services center for the process
    Outsourced to third party

Please direct all survey related questions to the OSBC Helpdesk at (800) 776-9676 or e-mail osbc@apqc.org.

50% complete