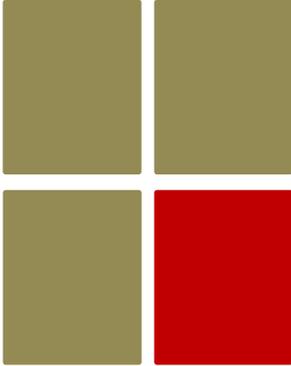


Benchmarking



“Technology is nothing. What's important is that you have a faith in people, that they're basically good and smart, and if you give them tools, they'll do wonderful things with them” –Steve Jobs

With technology becoming more complex, and with an increased competition to get products to market faster, a strong innovation initiative is an essential asset to provide a strong foundation for your technology innovation agenda. Whether you are a technology executive developing a new innovation platform or want a new set of eyes to evaluate your existing innovation platform, an outside view can provide new insights to your innovative initiatives.

Our Service



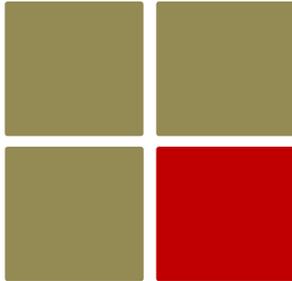
ITECS provides that “new set of eyes”—an unbiased, informed look at the robustness of your innovation strategy, uncovering new opportunities, identifying blind spots, and maximizing the value of your innovation initiative. We have years of experience running technology portfolios in a wide variety of industries, working with the entire value chain. Through our networks we have access to technology and business executives and can get to the right people to understand best practices in a wide variety of businesses. We can point you in the right direction—our insight will help identify red flags for you, freeing up valuable resources which can be used on more promising projects. We can help your organization think “outside the box”—inspiring creativity on where your innovation portfolio can take you.

How We Work Together



We first do a Peer Group Analysis where we determine which organizations have similar goals and objectives to our clients, along with similar constraints. We then interview these companies and determine what is working for them and what is not working for them on their innovation initiative. We then complete an Internal Analysis, where we identify and interview internal stakeholders to understand their needs from the initiative, along with any constraints for implementing new processes into the organization. We are now fully armed with information from both the client and their peer groups about their innovation practices and can develop a solid path forward for optimizing the initiative to better meet our client’s goals and objectives.

Case Studies



Measuring Up –A major chemicals company was struggling with their open innovation initiative. The company had recently discharged fifteen percent of their technical group, replacing them with an external crowdsourcing service to facilitate developing new technologies. The technical group, dissatisfied with this move, approached us to examine the health of their open innovation initiative – asked us to provide an in-depth analysis of their open innovation practices –and to provide them with recommendations based on best industries practices for open innovation.

To accommodate this request, we performed thirty interviews within the company, across technical, marketing and manufacturing groups, to understand what was happening at the company. We found both strengths and weaknesses in their existing processes and strategies. First, we found that the marketing group had established excellent practices to effectively leverage open innovation, including the performance of a cross industry study of emerging trends, and the formation of a swat team to understand those trends and how they could benefit the company. They were especially interested in the automotive sector, so they formed a consortium-like group of professionals in that sector to tap more deeply into the megatrends of today that would likely affect the future of automotive manufacturing.

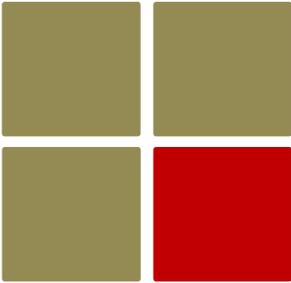
EXCELLENT	X
VERY GOOD	
AVERAGE	
NEEDS IMPROVEMENT	

Another strength we uncovered was that they had a robust stage gate system in place. All their projects were put up against an open innovation checkpoint at each stage of progression, injecting the open innovation thought process into all of their projects. Additionally, we found that they had a strong program established to effectively leverage the public sector and universities for technologies, funding and partnering opportunities.

Having uncovered their strengths, we looked for what they were missing to improve their initiative. We found that they were not investing enough money into open innovation. In addition, they lacked firm goals for their open innovation initiative, and they had not developed appropriate metrics to adequately measure the success of their efforts. Moreover, they did not have a strong buy, build or partner model in place, where they could plug in their projects to assess which method was best to achieve that particular project – One size does not fit all. Finally, we found that they lacked an internal advocate for open innovation, one person who was accountable for managing the overall open innovation initiative.



We summarized all of our findings to provide them with a clear view of how their open innovation initiative was very successful, as well as where they needed to improve to achieve a more successful program. We recommended that they be competitive in their approach, at least meeting their peers in best practices. In addition, we recommended that they establish a system of internal



accountability, appointing one go-to person to manage the overall initiative. Finally, we recommended that they work together to set firm goals for their initiative and adequate metrics to help them calibrate the results of their work along the way. Once they had these improvements in place, they would have a better foundation on which to move their open innovation initiative forward.

“Some of our clients put up artificial barriers. It is extremely rewarding finding proven track records for breaking down those barriers to allow them to take the next steps.” –David McFeeter Krone, Program

Manager, ITECS



Widening The Scope – A personal care company had an open innovation program they were working with during the previous five years. They recently changed management and wanted to ensure that they were aligned with the new management team. They asked ITECS to measure them against peer companies.

Our first challenge was to understand what the new management team’s goals and objectives were, from the R&D goals as a whole, in addition to their open innovation initiative specifically. Once we gained an understanding of these, we could put together a set of criteria for identifying “peer” companies. A peer company, in this case, is defined as a company that has similar goals and objectives, as well as similar constraints, both internally and from a market perspective, as our clients.

We identified twelve companies that were a good fit and interviewed them on best practices around innovation and then, more specifically, what they were doing around open innovation.

From this study we could provide recommendations to our client that they needed to broaden the scope of their open innovation initiative to include design changes along evaluating business models. This completely got them out of the box and provided them with a vision that justified increase investment in their open innovation initiative.



Who We Are

ITECS can help you get over the hurdle of taking technology from research into product development. We are solution seekers that can help you find technology, partners, funding, opportunities and assisting in developing and implementing an innovation roadmap.

What We Do

Our services include:

- Road mapping
- Open Innovation Help Desk
- Leveraging the Public Sector
- Benchmarking

We can be the best resource to deliver on your growth agenda—providing deep experience and expertise and resources to help make the venture roll smoothly, and an external perspective of which path is most appropriate for successful technology development.



Our Tools

We are organized for success. We have a core group of technology and new business executives that are great solution seekers. They will understand your needs and bring in a variety of tools and resources to find the best solution. The tools we leverage are:

- Targeted process to find solutions
- Commercial and proprietary databases to map the landscape
- Technical and marketing subject matter experts from academia, industry, and the public sector
- Top down approach allowing us to identify emerging trends and technologies
- Understand how to leverage the public sector
- A proprietary review process

Why We Do It Best

Our people are the best in the industry because they:

- Have backgrounds in R&D and understand the barriers to Innovation. We don't care much for barriers.
- Know the marketplace and the technology—we can fashion a winning strategy for success
- Facilitate hundreds of industry, government and academia collaborations—we build innovation ecosystems.
- Support a client base of F500 companies in every industry vertical; our clients are responsible for over \$700B in combined revenue.
- Have access to a broad range of decision makers in the commercial sector, the government agencies and in universities.
- Customize our services to best fill our Client's needs and culture. We become part of the team.
- Roll up our sleeves and work the nitty-gritty, from negotiating deals to writing powerful proposals.
- Turbo charge the commercialization process by finding technology, partners, funding and developing the business case.

We love what we do—we love to be part of moving technology forward, where it can create solutions to make all our lives better. Let us put the ITECS to work for you. One meeting is all that is needed to determine whether there is a match between your growth objectives and the value that the ITECS network, expertise and resources can provide.

For more information, contact Barbara Felton, at 404-376-8192, or bfelton@itecs-innovative.com