

**Oracle® Agile Product Lifecycle Management for
Process**

New Product Development User Guide

Release 6.1.1.5

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Preface

The *Agile Product Lifecycle Management for Process New Product Development User Guide* contains instructions for creating and managing projects in Oracle Agile Product Lifecycle Management (PLM) for Process.

This preface contains these topics:

- [Audience](#)
- [Variability of Installations](#)
- [Documentation Accessibility](#)
- [Related Documents](#)
- [Conventions](#)

Audience

This guide is intended for end users who are responsible for creating and managing information in Agile PLM for Process. Information about administering the system resides in the *Agile Product Lifecycle Management for Process Administrator User Guide*.

Variability of Installations

Descriptions and illustrations of the Agile PLM for Process user interface included in this manual may not match your installation. The user interface of Agile PLM for Process applications and the features included can vary greatly depending on such variables as:

- Which applications your organization has purchased and installed
- Configuration settings that may turn features off or on
- Customization specific to your organization
- Security settings as they apply to the system and your user account

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Related Documents

For more information, see the following documents in the Agile PLM for Process Release 6.1.1.1 documentation set:

- *Agile Product Lifecycle Management for Process Administrator User Guide*
- *Agile Product Lifecycle Management for Process Global Specification Management User Guide*
- *Agile Product Lifecycle Management for Process Supply Chain Relationship Management User Guide*
- *Agile Product Lifecycle Management for Process Document Reference Library User Guide*
- *Agile Product Lifecycle Management for Process Release Notes*. Up-to-date Release Notes and other documentation are posted on Oracle Technology Network (OTN) at this location:

<http://www.oracle.com/technetwork/documentation/agile-085940.html>

Conventions

The following text conventions are used in this document:

Convention	Meaning
boldface	Boldface type indicates graphical user interface elements associated with an action, or terms defined in text or the glossary.
<i>italic</i>	Italic type indicates book titles, emphasis, or placeholder variables for which you supply particular values.
<code>monospace</code>	Monospace type indicates commands within a paragraph, URLs, code in examples, text that appears on the screen, or text that you enter.

Introducing New Product Development

This chapter presents an overview of the New Product Development application. It includes the following topics:

- [New Product Development Application](#)
- [Key New Product Development Components](#)
- [Touch Points with Other Applications](#)

New Product Development Application

New Product Development (NPD) provides a multi-stage collaborative project and portfolio management solution in which you can streamline and accelerate the way new products are delivered to market. New Product Development allows you to improve the success of your company's innovation efforts by combining a global framework with the flexibility to manage portfolios, projects, and activities at the local level.

New Product Development is integrated into underlying processes and data, ensuring that users have direct access to all relevant data to evaluate and approve projects.

New Product Development can help to improve productivity and margins by allowing greater visibility to the innovation pipeline so that opportunities can be accelerated or terminated based on centralized and shared data.

Key New Product Development Components

Key NPD components include:

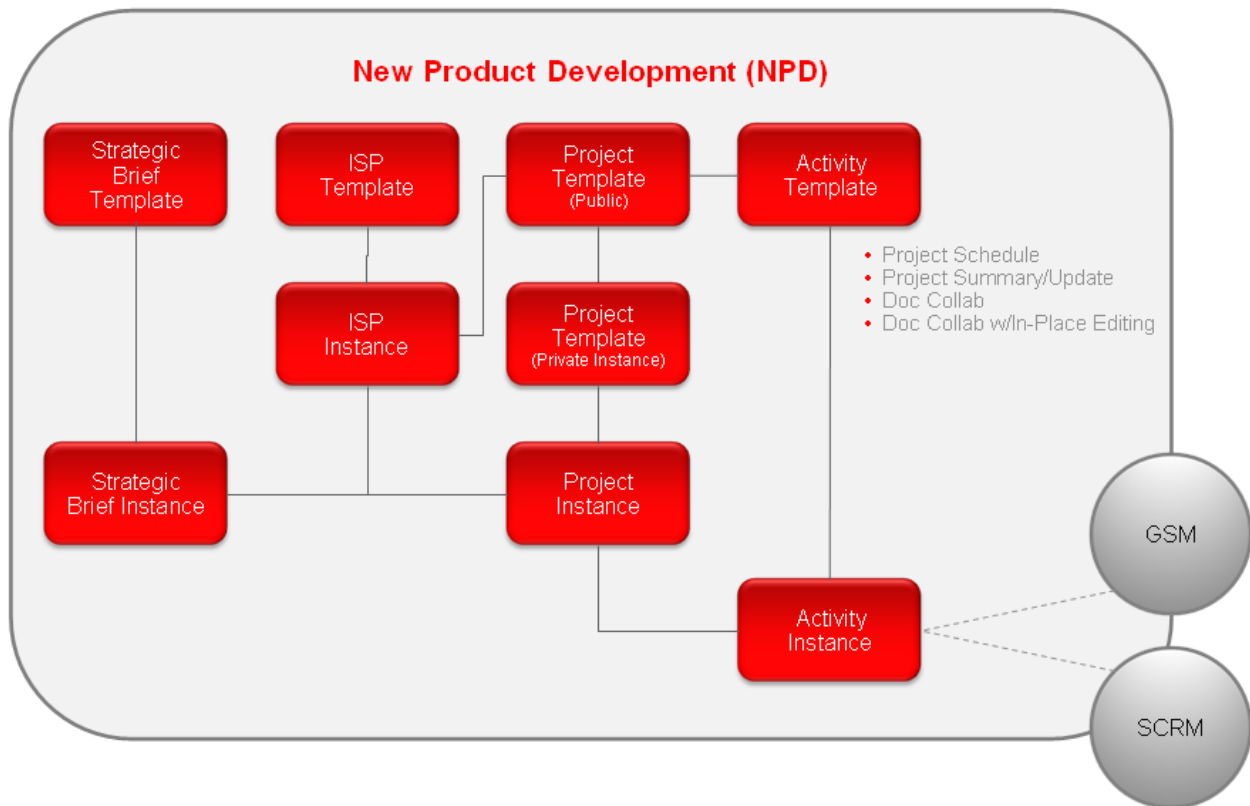
- **Projects**—Primary tool used to track and manage projects. Project-based initiatives are screened, prioritized, and actualized using a status-based workflow process.
- **Activities**—Discreet workflow-enabled tasks and deliverables required at specific stages in a project's lifecycle
- **Strategic Briefs**—A high-level plan that communicates a strategic objective for the entire or a part of the company (such as a region or a business unit). The strategic brief can be used to drive innovation and product direction and can be tied to projects to allow for strategic categorization of efforts for reporting and portfolios.
- **Innovation/Sales Pipeline (ISP)**—Clearinghouse designed to capture and pre-screen incoming ideas and new opportunities
- **Templates**—Business rules which define team member formulation, routing, and information requirements for strategic briefs, projects, ISPs (ideas), and activities

- **Portfolio Management**—Customizable views which allow executives and program managers to see the progress of multiple projects and their associated metrics in condensed form
- **Metrics**—Measurements and indicators for projects covering a range of financial, schedule, and prioritization factors

Relationship of New Product Development Components

Figure 1–1 shows a high-level view of how key components in NPD interact.

Figure 1–1 How NPD components interact to power the NPD platform



For general information on using Agile PLM for Process software, see the *Agile Product Lifecycle Management for Process Getting Started Guide*.

Touch Points with Other Applications

The NPD application interfaces with the following Agile PLM for Process applications:

Document Reference Library

You can associate Document Reference Library (DRL) documents or catalogs of documents to the projects you create in NPD. Refer to "[DRL Documents Section](#)" on page 5-39 or for more information, see the *Agile Product Lifecycle Management for Process Document Reference Library User Guide*.

Global Specification Management

Use the activities feature in NPD to tie specifications created in Global Specification Management (GSM) to projects. Refer to "[Related Documents \(from other ProdiKa applications\) Section](#)" on page 5-40, or for more information about GSM, refer to the *Agile Product Lifecycle Management for Process Global Specification Management User Guide*.

Supply Chain Relationship Management

Use the activities feature to tie companies and facilities managed in Supply Chain Relationship Management (SCRM) to projects. Refer to "[Related Documents Section](#)" on page 5-20, or for more information about SCRM, refer to the *Agile Product Lifecycle Management for Process Supply Chain Relationship Management User Guide*.

Working with Strategic Briefs

This chapter describes strategic briefs. It includes the following topics:

- [Understanding Strategic Briefs](#)
- [Strategic Brief Templates](#)
- [Strategic Briefs](#)

Understanding Strategic Briefs

Use strategic briefs to communicate strategic direction and current objectives for a business unit. They help "dimensionalize" new opportunities by answering key questions. You can link all projects and ideas (ISPs) to one or more strategic briefs.

Strategic Brief Lifecycle

The strategic brief workflow is a fixed workflow. Therefore all strategic briefs pass through the following steps:

Draft

When a strategic brief is created, the object is placed in the "Draft" status. In addition, information regarding Team Member Formulation Requirements (TMFR) is pulled from the strategic brief template identifying the common participants.

From there the owner should place information in the strategic brief in order for it to be reviewed in the next step.

Review

The gatekeepers for a strategic brief receive electronic notification requesting their approval for the strategic brief. Once all approvals are complete, the owner can then transition the strategic brief workflow to a "Complete" status.

Complete

Once complete, a strategic brief can be used by innovation sales pipelines (ISP) ideas and projects. It cannot be modified and can only be moved to an inactive status.

Inactive

Strategic briefs that are no longer applicable can be inactivated. Once inactive, these briefs can no longer be associated to a new ISP or project.

Access Rights

Any user that has site access to NPD can create strategic briefs.

Strategic Brief Templates

Strategic brief templates define team member formulation requirements (TMFRs) for strategic briefs based on a given NPD business unit. Use TMFRs to define team members and gatekeepers per functional area. You can also define users to be notified and guidance for functional areas.

Note: The ability to add strategic brief templates is based on the role NPD_ADMIN. For more information about user roles, refer to the *Agile Product Lifecycle Management for Process Administrator User Guide*.

Access strategic brief templates by selecting **Templates > Strategic Brief Templates** from the left navigation panel. Agile PLM for Process displays the Strategic Brief Templates search page, as [Figure 2–1](#) shows. Open the desired strategic brief template by using the Search tab or Category tab. For more information on using the search feature, refer to the *Agile Product Lifecycle Management for Process Getting Started Guide*.

Figure 2–1 Strategic Brief Template Search page



[Figure 2–2](#) shows the Strategic Brief Template page. This page consists of two tabs:

- [Summary Tab](#)
- [Toolbox Tab](#)

Figure 2–2 Strategic Brief Template page, Summary tab

North American Business Units
Strategic Brief Template

Summary | **Toolbox**

Summary Information

Title: North American Business Units

Business Unit(s): CPI North America » Consumer Products
[» clear Business Unit values](#)

Template Admin(s): Allen Aynes

Team Member Formulation Requirements

Functional Area	Team Member(s)	Gate Keeper(s)	Additional Notification	Guidance

Add/Update Team Members Amber In 3 Day(s) \ Red In 5 Day(s)
☒ Automatically Approve after Red

Event History

Event	User	Date	Comments
Edit	Michael White	5/5/2011 1:32:49 AM	
Created	Michael White	5/5/2011 1:12:27 AM	

Document Admin

Delete Document

Summary Tab

The Summary tab consists of the following sections:

- Summary Information Section
- Team Member Formulation Requirements Section
- Event History Section
- Document Admin Section

Summary Information Section

Key fields include:

Title — This name of the strategic brief template. This is a required field.

Business Unit(s) — This field is used to determine which TMFR should be used when creating a strategic brief. The business unit on the strategic brief is matched with this field. Only one strategic brief TMFR can be assigned to each NPD business unit. This is a required field.

Template Admin(s) — The users defined in this field have the ability to edit and save changes to the template.

Team Member Formulation Requirements Section

Strategic briefs copy the TMFR section from the template it resolves to. Below are definitions of what these fields are used for in the strategic brief.

Functional Area — The functional area that the rest of the data within its row refers to.

Team Member(s) — The strategic brief appears in these members' Action Items.

Gate Keeper(s) — These members are required to sign off on the Review workflow step before it is allowed to proceed to the next step in the workflow.

Additional Notification — These members are notified via email as the strategic brief enters a new stage in the workflow.

Required — This checkbox appears when editing or adding a TMFR and is available for team members, gatekeepers, and additional notifications. It indicates that there must be one member defined in the corresponding column when used in the strategic brief. It is selected by default.

Guidance — This is a text field where you can provide guidance to a team leader regarding the role that should be assigned for this part of the TMFR.

Status Indicator

The following attributes control the Green/Amber/Red status indicator on the NPD Signature Requests section of the Action Items page:

Amber In — The Status indicator turns Amber in this many days after the start date.

Red In — The Status indicator turns Red in this many days after the start date.

Automatically Approve after Red—When checked, any signature requests are automatically approved when they turn red.

Event History Section

The Event History section displays a change history for the template. The entries are read-only and cannot be changed.

Document Admin Section

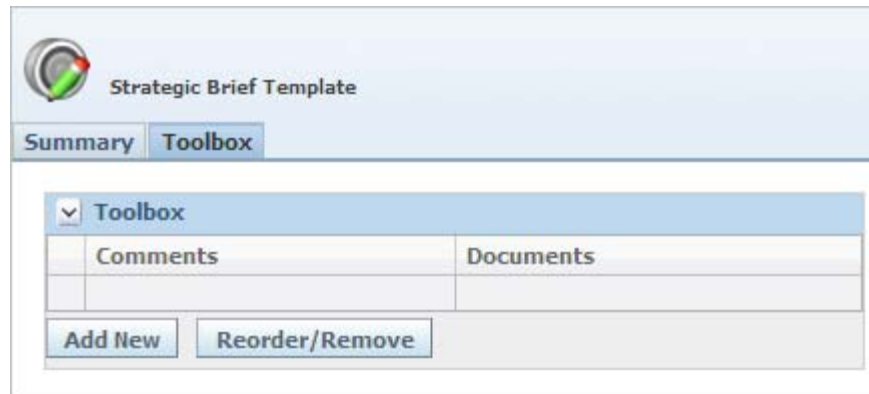
Users with a certain role can delete a strategic brief template using this section. See ["Deleting a Strategic Brief Template"](#) on page 2-6 for more information.

Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information on user roles.

Toolbox Tab

The Toolbox tab contains a checklist of items and related supporting documents needed for the strategic brief template, as [Figure 2-3](#) shows. This is typically where you attach businesses ideation documents. Add checklist items by clicking **Add New**. You can remove or reorder items by clicking **Reorder/Remove**.

Figure 2-3 Strategic Brief Template page, Toolbox tab



Working with Strategic Brief Templates

Creating a Strategic Brief Template

To create a strategic brief template:

1. Click the **Templates > Strategic Brief Templates** link in the left navigation panel.
2. Click **Create New**. A new strategic brief template opens.
3. Enter a **Title**. This field is required.
4. For the **Business Unit** field, click the search icon (🔍). The Business Unit dialog box is displayed.
5. Select NPD business units from the dialog box.
6. Click **Done** to save selections and return to the main Strategic Brief Template page.
7. Click **Add/Update Team Members** in the Team Member Formulation Requirements section. NPD displays the Team Member Formulation Requirements dialog box.
8. Click **Add New**.
9. Select a functional area from the dropdown list.

Figure 2–4 Select a functional area

Team Member Formulation Requirements	
Functional Area	Team Member(s)
<div> <div> <div>✓</div> <div>✗</div> </div> <div> <div>Capital Engineering</div> <div>Capital Engineering</div> <div>Channel Marketing/Sales</div> <div>Chemistry</div> <div>Consumer Services</div> <div>CPI Legal Department</div> <div>DAS</div> <div>Engineering</div> <div>European Regulatory Affairs</div> <div>Executive</div> <div>FGI Data Controller</div> <div>Finance</div> <div>Finance - Commercial</div> <div>Finance - Supply Chain</div> <div>Food Legislation/Nutrition</div> <div>Growth Council</div> <div>HPC</div> <div>HPC Project Manager</div> <div>Human Resources</div> <div>Information Services</div> <div>Legal</div> <div>Logistics</div> <div>Manufacturing</div> <div>Marketing</div> <div>Marketing Package Design</div> <div>Microbiology</div> </div> </div>	<div>+</div> <div> <input type="checkbox"/> Required </div>

10. Click the add data icon (+) under the Team Member(s), Gate Keeper(s) and Additional Notification columns to display the user search page.
11. Search for and select user names, then click **Done**.
12. If applicable, check the Required check box to indicate that one member must be defined in the corresponding column in strategic briefs using this template.
13. Click the apply changes icon (✓) to confirm your selections.
14. Repeat steps 8 through step 11 as needed for other functional areas.
15. Click **Done** to save selections and return to the main Strategic Brief Template page.
16. Click **Save** or **Save & Close** to save the strategic brief template.

Deleting a Strategic Brief Template

Users with a certain role can delete a strategic brief template. Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information on user roles.

To delete a strategic brief template:

1. Open the desired strategic brief template by using the Strategic Brief Template Search tab or Toolbox tab.
2. Click **Edit**.
3. In the Document Admin section, click **Delete Document**. As Figure 2–5 shows, the section expands prompting you to provide the reason for deleting the strategic brief template.

Figure 2–5 Verifying a strategic brief template removal

Document Admin

[Cancel Delete](#)

Would you like to remove this document from the system?
 In the space provided below, please provide a brief explanation as to why this document is being removed from the system:

To Be Deleted By: Sarah Adams
 To Be Deleted On Date: 5/9/2011

4. Enter the reason for deleting the template.
5. Click **Continue**. You are asked to confirm the cancellation.
6. Click **Confirm Delete**.

Strategic Briefs

Strategic briefs are created based on defined strategic brief templates. Strategic briefs represent the high level strategic programs outlined by your business unit.

Access strategic briefs by selecting **New Product Development > Strategic Briefs** from the left navigation panel. From within NPD, you can select **Open > Strategic Brief** from the action menu. Agile PLM for Process displays the Strategic Briefs search page, as [Figure 2–6](#) shows. Search for and select the desired strategic brief.

Figure 2–6 Strategic Briefs search page

Strategic Brief Search

Title Contains

[Figure 2–7](#) shows the Strategic Brief page. It consists of the following tabs:

- [Summary Tab](#)
- [Project Team Tab](#)
- [Strategic Brief Tab](#)
- [Activities Tab](#)
- [Toolbox Tab](#)
- [Supporting Documents Tab](#)
- [Signatures/Approval Tab](#)

Figure 2–7 Strategic Brief page, Summary tab

Frozen Dollar Menu (5002277) Strategic Brief Review

Summary | Project Team | Strategic Brief | Activities | Toolbox | Supporting Documents | Signatures / Approval

Summary Information

Title: Frozen Dollar Menu

Strategic Brief #: 5002277

Status: Review

Brands: Mr. Sky's

Demographics: Age 18-25 Young Adults, Age 25 - 54, Age 25+ Adults, Age 6-12 Kids, All Ethnic Groups, American Indian, Asian, Female, Filipino, Hispanic, Male, Male / Female

Channels: Convenience, Distributor, Drug, Foodservice, Health Food Stores, Industrial, International/Export, Retail

Business Unit(s): CPI North America » Consumer Products » Frozen Business

Global Categories: Foodservice, Frozen & Chilled

Lead Countries: USA

Key Sponsors:

Summary Tab

Key fields include:

- **Title** — Title for the strategic brief. This is a required field.
- **Strategic Brief #** — This ID is automatically generated by the system and cannot be changed.
- **Status** — This field refers to the workflow status for this strategic brief. Refer to the "Strategic Brief Lifecycle" on page 2-1 for more details.
- **Business Unit(s)** — This multi-select field is used to decide which template to use for this strategic brief. This is a required field.

Project Team Tab

Use this tab, shown in Figure 2–8, to define the project team. Refer to "Team Member Formulation Requirements Section" on page 2-4 page for more information on using this page.

Figure 2–8 Project Team tab

Frozen Dollar Menu (5002277)
Strategic Brief

Review

Summary | **Project Team** | Strategic Brief | Activities | Toolbox | Supporting Documents | Signatures / Approval

☒ **Team Member Formulation Requirements**

Functional Area	Team Member(s)	Gate Keeper(s)	Additional Notification	Guidance
Executive	Allen Aynes Required	Allen Aynes Required	Aaron Bennett [Prodika QA] Required	

Add/Update Team Members

☒ **Additional Team Member Formulation Requirements**

Functional Area	Team Member(s)	Gate Keeper(s)	Additional Notification

Add/Update Team Members

Strategic Brief Tab

Use the Strategic Brief tab, shown in Figure 2–9, to define key points about the strategic brief, such as major points about the opportunity, consumer insight, fit with existing competencies and capabilities, and competitive environment. These are free-text fields. This tab may not display based on your configuration settings.

Figure 2–9 Strategic Brief tab

The screenshot shows a software interface for a 'Strategic Brief' titled 'Frozen Dollar Menu (5002277)'. The interface has a 'Review' header and a navigation bar with tabs: Summary, Project Team, Strategic Brief (selected), Activities, Toolbox, Supporting Documents, and Signatures / Approval. The main content area is divided into three sections, each with a dropdown arrow and a title:

- Describe the Opportunity**: This section contains four 'Major Points' with associated text input fields:
 - Major Points:** New Market Potential. Input: Good market for frozen healthy foods
 - Major Points:** Alignment with Brand Strategy. Input: Make sure it aligns with brand
 - Major Points:** Product Differentiation (how to build and maintain). Input: Frozen entrees, frozen meals
 - Major Points:** Effect on current product / cannibalize. Input: none
- Describe the Category**: This section contains one 'Major Points' with an associated text input field:
 - Major Points:** Size, Expected Growth. Input: Describe the Category
- Describe the Consumer/Customer Insight**: This section contains one 'Major Points' with an associated text input field:
 - Major Points:** Consumer/Customer Research and Market Intelligence. Input: Describe the Consumer/Customer Insight

Activities Tab

The Activities tab, shown in [Figure 2–10](#), displays activities tied to the strategic brief, such as signature document requests.

Figure 2–10 Activities tab

Global Checklist Items	Online Tools	Current Status
Strategic Brief Approval	The System will automatically request appropriate signatures based on business case.	Executive - Sally Jones (GO) GO (Greg Johnson 4/13/2007) Executive - Aaron Schwartz (Review) ■ Review (Sally Jones 4/13/2007)

Toolbox Tab

Use the Toolbox tab to attach business documents that are used as templates, as [Figure 2–11](#) shows. You can download these documents, populate the document with information related to the specific strategic brief, and then attach the updated document on the Supporting Documents tab.

Figure 2–11 Toolbox tab

Comments	Documents

Supporting Documents Tab

Use this tab to attach documents to the strategic brief.

Figure 2–12 *Supporting Documents tab*

The screenshot shows a web application interface for a 'Strategic Brief'. The header includes a logo, the title 'Frozen Dollar Menu (5002277)', and the word 'Review'. Below the header is a navigation bar with tabs: 'Summary', 'Project Team', 'Strategic Brief', 'Activities', 'Toolbox', 'Supporting Documents' (which is highlighted), and 'Signatures / Approval'. The main content area is titled 'Supporting Documents' and contains a table with one row labeled 'Documents'. The table has a text input field and a red 'X' icon. Below the table are two buttons: 'Add New' and 'Add URL'.

Supporting Documents	
Documents	

Signatures/Approval Tab

This tab displays an entry for workflow-based changes to the strategic brief. The entries are read-only and cannot be changed.

Figure 2–13 *Signatures/Approval tab*

Frozen Dollar Menu (5002277) Strategic Brief **Review**

Summary | Project Team | Strategic Brief | Activities | Toolbox | Supporting Documents | **Signatures / Approval**

Current Status

Current Owner: **Sally Jones**
 Current Status: Review
 Desired Action: Review and move forward in the workflow.

Start Date: 4/13/2007
 Amber Date: -----
 Red Date: -----

Global Checklist Items

Global Checklist Items	Online Tools	Current Status
Strategic Brief Approval	The System will automatically request appropriate signatures based on business case.	Executive - Sally Jones (GO) GO (Greg Johnson 4/13/2007) Executive - Aaron Schwartz (Review) ■ Review (Sally Jones 4/13/2007)

Event History

Event	User	Time	Comments
Transitioned to 'Under Review'	Sally Jones	4/13/2007 4:01 PM	Approved
Created	Sally Jones	4/13/2007 11:26 AM	Approved

Document Admin

Delete Document

Working with Strategic Briefs

Searching for Strategic Briefs

To search for a strategic brief:





1. Click the **New Product Development > Strategic Briefs** link in the left navigation panel, or click **Open > Strategic Brief** from the action menu within NPD. The Strategic Briefs search page displays.
2. Use the key field list, operator field, and search term field to enter the values you are looking for.
3. Click **Search** to perform the search. Returned results display in the Search Results section.
4. Click anywhere in a row to open that strategic brief.

Creating a Strategic Brief

To create a strategic brief:

1. Click the **New > Strategic Brief** link in the left navigation panel, or click the **Create New** action icon. The Business Unit dialog box is displayed.
2. Choose one or many NPD business units from the dialog box and click **Done**.



Note: The business unit determines which TMFR is used based on the business units of the templates. If multiple business units are selected, the TMFRs are combined for the strategic brief.

3. Input data into the Summary tab fields by typing in free-text or clicking on the search icon () to view popup selection windows.
4. Click **Save**.
5. Click the **Project Team** tab. The TMFR is inherited from the corresponding strategic brief template and is displayed in the Team Member Formulation Requirements section.
6. If needed, edit the TMFR by clicking **Add/Update Team Members**.
7. To add new team members, click **Add/Update Team Members** in the Additional Team Members Formulation Requirements section, as needed.
8. Click **Add New**.
9. Select the functional area.
10. Click the add data icon () under the Team Members, Gate Keepers and Additional Notifies columns to bring up the user search page.
11. Search for and select user name(s), and then click **Done**.
12. Click the apply changes icon () to confirm.
13. Repeat steps 9 through step 13 as needed for the other functional areas.
14. Click the **Strategic Brief** tab.
15. Fill in the form as needed. There are no required fields.
16. Click the **Toolbox** tab.
17. Download a document as needed. There are no required fields.
18. Click the **Supporting Documents** tab.
19. Click **Add New** to attach documents, or **Add URL** to attach a URL, as needed.
20. Click **Save**.
21. Click **Workflow**, add comments in the Comments field, then click the move step forward icon (). The strategic brief moves to the next step in the workflow.

Approving a Strategic Brief



The gatekeepers of a strategic brief have an action in the NPD Signature Requests section on their Action Items page when an approval is requested from them. They also receive an email notifying them that their signature has been requested.

To approve or reject the strategic brief:

1. Click on the selected strategic brief action item, or on the hyperlink contained in the email notification
2. Review contents of strategic brief by clicking the link to launch the strategic brief.
3. Close the strategic brief window.
4. Click **Workflow**.
5. Add comments as needed and select **GO** or **NO GO**.
6. Click the move step forward icon () to approve the strategic brief or the move step back icon () to reject the strategic brief.

Moving a Strategic Brief to the Next Step in the Workflow

To move the strategic brief forward in the workflow:

1. Click on the selected strategic brief action item, or on the hyperlink contained in the email notification to open the strategic brief.
2. Click the **Signatures/Approval** tab.
3. Review the current status of signature requests. When all requested signatures have been received as GO, the owner may progress the strategic brief in the workflow.
4. Click **Workflow**.
5. Add comments.
6. Click the move step forward icon () or the move step back icon () to move the strategic brief forward or backward in the workflow.

Using Metrics

This chapter describes how to use metrics to manage projects. It includes the following topics:

- [Metrics Overview](#)
- [Creating Metrics](#)

Metrics Overview

Companies use metrics as financial measurements to assess, plan, and implement projects. Metrics cover a wide range of financial factors and are often captured in Excel spreadsheets. Examples include financial models, projected sales goals, and pricing structures.

In NPD, you can use metrics to collect financial data and track the progress of projects, activities, ideas (via ISPs), and portfolios. Metrics are created in a library used within projects and activities, and can be used within a portfolio. You can manually enter metric values or import values from an existing Excel spreadsheet.

The following dimensions are used with metrics to further define measurements:

- **Basis** — Captures revenue using an incremental or absolute accounting basis.
- **Phase** — Captures measurements over multiple stages of a product's lifecycle. For example, Stage 1 of a project may contain sales data based on projected sales goals, but after the project progresses to Stage 4, real sales data is available. The phase comparison creates a snapshot comparison of the two stages.
- **Fiscal Year** — Captures measurements in past, present, and future fiscal years. For example, a company may create a new product similar to one that was implemented a year ago. By analyzing product revenues of FY09, estimates can be made for FY10.

Basis and Phase Examples

Basis

This example assumes you want to track Sales Revenue estimates as a new product is being developed. An example of estimates follows:

Net Sales —2-Concept Qualification

Absolute	FY10 = \$10,000	FY11 = \$20,000	FY12 = \$30,000
Incremental	FY10 = \$10,000	FY11 = \$10,000	FY12 = \$10,000

In total, over the three periods, you are identifying that the new product will result in Net Sales of \$30,000.

Marked as absolute, this metric represents a sum of values over time. It would be incorrect for a user to summarize the values as $10,000+20,000+30,000=60,000$ because this has already been accounted for.

By marking the metric as incremental you are indicating that a given value represents the Net Sales for a given time period only.

Phase

The phase option allows you to capture changes in estimates based on phases in the project. The following example uses five stages that may match the project:

1—Ideation, 2—Concept Qualification, 3—Product Qualification, 4—Market Qualification, and 5—Launch.

Therefore you can capture more accurate data as the product is closer to launch without losing the initial estimates. Our Net Sales data may be presented as follows:

Net Sales —2-Concept Qualification

Absolute	FY10 = \$10,000	FY11 = \$20,000	FY12 = \$30,000
Incremental	FY10 = \$10,000	FY11 = \$10,000	FY12 = \$10,000

Net Sales —3-Product Qualification

Absolute	FY10 = \$15,000	FY11 = \$25,000	FY12 = \$45,000
Incremental	FY10 = \$15,000	FY11 = \$10,000	FY12 = \$20,000

Net Sales —4-Market Qualification

Absolute	FY10 = \$5,000	FY11 = \$15,000	FY12 = \$30,000
Incremental	FY10 = \$5,000	FY11 = \$10,000	FY12 = \$15,000

Creating Metrics

To create a new metric:

1. Click **Data Management > Project Metrics** from the left navigation panel. Agile PLM for Process displays the Project Metrics search page.
2. Click **Create New**. The dialog box that is displayed contains two sections: Description and Record As, as [Figure 3-1](#) shows.

Figure 3–1 New metrics dialog box

The screenshot shows a 'Project Metrics' dialog box with two main sections: 'Description' and 'Record As'.

Description Section:

- Metric Name (prefix):** Text input field.
- Metric ID (prefix):** Text input field.
- Description:** Text input field.
- Category:** Dropdown menu with '---' selected.
- Global:** Check box (unchecked).
- Business Unit(s):** Text input field with a search icon. Below it is a red link: [» clear Business Unit values](#).
- Basis:** Text input field with a search icon.
- Phase:** Text input field with a search icon.
- Fiscal Year:** Text input field with a search icon.

Record As Section:

- Type:** Dropdown menu with 'Quantitative' selected.
- UOM Category:** Dropdown menu with '---' selected.
- Decimals:** Text input field with '0' entered.
- Default UOM:** Dropdown menu with '---' selected.
- Default Currency:** Dropdown menu with '---' selected.

Description Section

Use this section to define basic elements of the metric. Key fields include:

- **Metric Name (prefix)** — The name of the metric. This is a required field.
- **Metric ID (prefix)** — This is a prefix to the metric ID and is used when importing the metric data from Excel as well as when defining layouts within a portfolio. This is a required field. The Metric ID must not contain spaces. For field exchange to work with Excel, the metric ID must begin with an alphabetic character. The Basis, Phase, and Fiscal Year abbreviations are appended to this prefix to create the final ID.
- **Basis, Phase and Fiscal Year** — These fields are dimensions of the metric. When you use this metric on a project or idea (ISP), you are required to fill in the same information. The data that you choose from is what is populated here. Example, if you choose a Fiscal Year of "FY11" and "FY12", when you use this metric on a project, the only options for Fiscal Year are "FY11" and "FY12".

Record As Section

Use this section to define the data type for the metric. The choices made automatically load when the metric is attached to a project, activity, ISP, or portfolio. Key fields include:

- **Type** — The type of data for the metric. This is a required field. Available dropdown choices are "Quantitative," "Text," and "Date".
- **UOM Category** — Required if "Quantitative" is selected for **Type**. This field does not appear if "Text" or "Date" is selected for **Type**. Available dropdown choices are:
 - Count
 - Mass
 - Monetary
 - Percent
 - Time
 - Volume
- **Default UOM**—Required if "Quantitative" is selected for **Type**. Dropdown choices vary based on the selection made in the Type field.
- **Default Currency** — The currency associated with this metric.

3. Click Save.

Refer to ["Project Templates"](#) on page 5-25 and ["Metrics Tab"](#) on page 5-37 for more information on applying metrics to projects.

Refer to ["Working with Metrics"](#) on page 4-14 for more information on applying metrics to ISPs.

Refer to [Chapter 7, "Portfolio Management"](#) for more information on using metrics within portfolios.

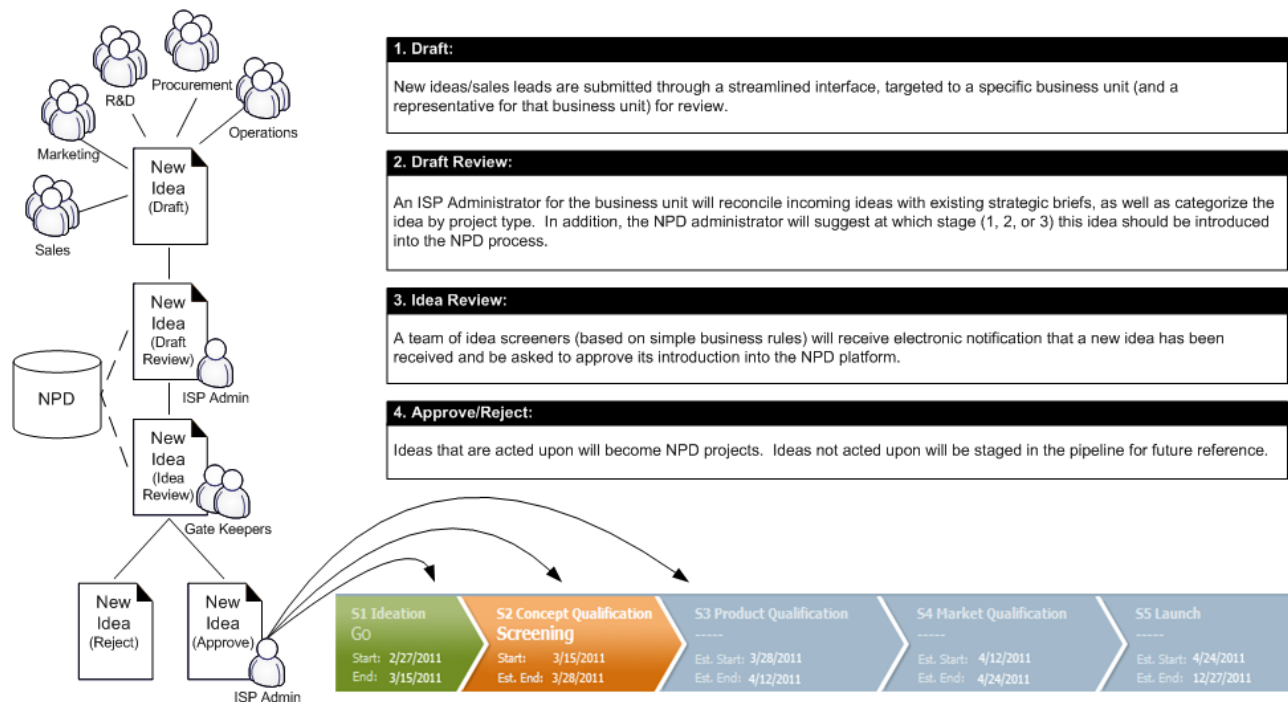
Using Innovation Sales Pipeline

This chapter describes how to use the Innovation Sales Pipeline feature. It includes the following topics:

- [Innovation Sales Pipeline Overview](#)
- [Using Innovation Sales Pipeline Templates](#)
- [ISP Template Page](#)
- [Using Innovation Sales Pipelines](#)

Innovation Sales Pipeline Overview

An innovation sales pipeline (ISP) serves as a clearinghouse that is designed to capture and pre-screen incoming ideas and new opportunities. As [Figure 4-1](#) shows, each new idea is pre-screened, linked to NPD as an ISP, and passed through a review process toward disposition.

Figure 4–1 Turning ideas into an ISP

Using Innovation Sales Pipeline Templates

Use ISP templates to help standardize your company's processes and to reduce the amount of work required to create new ISPs. When an ISP is created, it pulls data in from an ISP template based on the business unit that is defined on both the ISP and the template. The Administrators, Private flag, ISP Metrics, and Toolbox documents are carried forward from the template.

A certain role is needed to create, update, and delete ISP templates. Please refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information.

ISP Template Page

Create an ISP template using the ISP Template page, shown in [Figure 4-2](#). To access the page, select **Templates > ISP Templates** from the left navigation panel. Agile PLM for Process displays the ISP Templates search page. Search for and select an ISP template.

The ISP Template page consists of two tabs: Summary and Toolbox. For detailed instructions on creating an ISP, see "[Creating an ISP](#)" on page 4-6.

Summary Tab

The Summary tab, shown in [Figure 4-2](#), contains the following sections:

- Summary Information Section
- ISP Metrics Section
- Event History Section
- Document Admin Section

Figure 4-2 ISP template page

ISP Template 1
Innovation/Sales Pipeline Template

Summary | Toolbox

Summary Information

Name: ISP Template 1

Description: Description

Administrators: Capherine Allanx

Business Unit(s): CPI Europe » Southern Europe
[» clear Business Unit values](#)

Private?: ☐

ISP Metrics

Metric	Category	Basis	Phase	Fiscal Year	
Concept Score - Like or Dislike	Product	No Basis	No Phase	---	
Concept Score - New and Different	Product	No Basis	No Phase	No Fiscal Year	
Concept Score - Overall	Product	---	---	---	
steve	Capital	Absolute	Launch	FY07	

[Add New](#) *NOTE: Financial metrics entered in [\[GTQ\]](#).*

Event History

Event	User	Date	Comments
Created	Randy Lerner	5/21/2008 4:07:52 AM	Create ISP Sample

Document Admin

[Delete Document](#)

Summary Information Section

Use this section to enter key details about the ISP template. Some of these fields act as defaults for the ISP. Key fields include:

- **Name** — Name of the template. This is a required field.
- **Administrators** — Users listed here are carried to the ISP and display as administrators for the ISP. This is a required field.
- **Business Unit(s)** — The business unit that this template belongs to. This is a required field.
- **Private?** — This field is carried to the ISP. When checked, this flag make the ISP accessible to only the team members and users with a certain administration role.

ISP Metrics Section

Use this section to define the default metrics for ISPs that use this template.

To add a metric click **Add New**. This opens a metric search page. Search and select the metric to add. Refer to [Chapter 3, "Using Metrics"](#) for more information.

Event History Section

The Event History section shows a list of workflow actions for this ISP. These are automatically added by the system and cannot be changed.

Document Admin Section

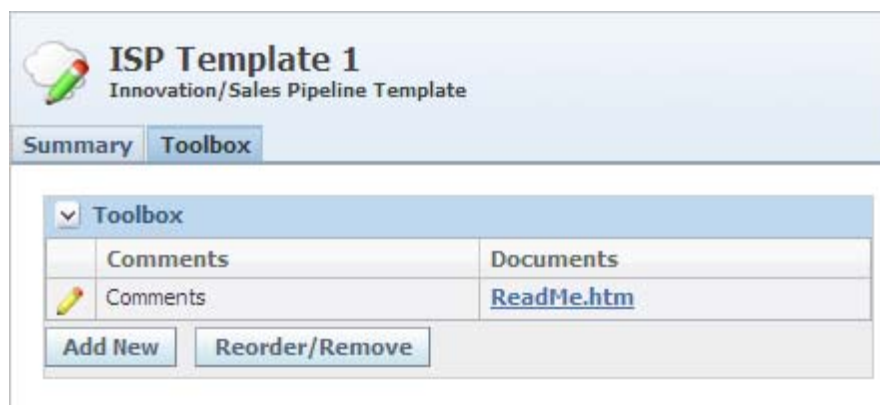
Users with a certain role can delete an ISP template using this section. See ["Deleting an ISP Template"](#) on page 4-5 for more information.

Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information on user roles.

Toolbox Tab

Use the Toolbox tab to attach businesses ideation templates. Add items by clicking **Add New**. You can remove or reorder items by clicking **Reorder/Remove**.

Figure 4-3 *Toolbox tab*



Creating a New ISP Template

To create a new ISP template:

1. Create a new page in one of the following ways:
 - Click the **Templates > ISP Templates** link in the left navigation panel. Agile PLM for Process displays the ISP Templates search page. Click **Create New**.
 - From within NPD, click **New Template > Innovation/Sales Pipeline Template** in the action menu.

A new ISP template opens.

2. Fill out the Summary tab as described beginning on page 4-3.
3. Attach related documents and checklist items using the Toolbox tab if applicable.
4. Click **Save** or **Save & Close**.

Deleting an ISP Template

Users with a certain role can delete an ISP template. Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information on user roles.

To delete an ISP template:

1. Open the desired ISP template.
2. Click **Edit**.
3. In the Document Admin section, click **Delete Document**. As Figure 4-4 shows, the section expands prompting you to provide the reason for deleting the strategic brief template.

Figure 4-4 Verifying an ISP template removal

The screenshot shows a web interface titled "Document Admin" with a dropdown arrow. Below the title is a link "Cancel Delete". The main content area contains a confirmation message: "Would you like to remove this document from the system?" followed by a red instruction: "In the space provided below, please provide a brief explanation as to why this document is being removed from the system:". To the left of the text input area, it says "To Be Deleted By: Sarah Adams" and "To Be Deleted On Date: 5/9/2011". Below the text input area is a "Continue" button.

4. Enter the reason for deleting the template.
5. Click **Continue**. You are asked to confirm the cancellation.
6. Click **Confirm Delete**.

Understanding the ISP Lifecycle

The lifecycle of an ISP consists of several statuses, as defined below.

Draft Status

This is the starting status for an ISP. New ideas and sales leads are submitted for a specific business unit.

The administrators, metrics, and toolbox attachments are pulled in from the ISP template.

Draft Review Status

An ISP administrator for the business unit reconciles incoming ideas (ISPs) with existing strategic briefs, selects a strategic brief, and categorizes the idea by project type. In addition, the NPD administrator indicates at which stage this idea should be introduced into the NPD process.

Idea Review Status

During this status, a team of idea screeners and gatekeepers receive electronic notification that a new idea has been received. Approval is requested from the gatekeepers. The Link to NPD tab contains fields populated by the strategic brief that was selected in the Draft Review stage. The Gate Keeper(s) tab is populated with data from a related project template that is selected based on business unit.

Approved Status

In this status, ISPs are not editable. NPD projects can now be generated from the ISP. The data from the Link to NPD tab is used to create the new project.

Rejected Status

At any point in the workflow, if an idea is deemed infeasible or the company chooses to not move forward with the concept, the ISP can be moved into the Rejected status. While the ISP is in this status, it cannot be edited. Later, if the decision makers determine the idea has merit, the ISP can be workflowed from "Rejected" to "Draft" and restart the approval process.

Using Innovation Sales Pipelines

Creating an ISP

To create an ISP:

1. Create a new page in one of the following ways:
 - Click **New Product Development > Innovations/Sales Pipeline** from the left navigation panel. Agile PLM for Process displays the ISPs search page. Click **Create New**.
 - Click **New > Innovations/Sales Pipeline** from the action menu.A window displays available ISP templates.
2. Select the ISP template that most closely resembles the ISP that you are creating, then click **Done**.
3. Provide a name for the ISP in the **Name** field (required).

4. Click **Done**.
5. Click **Save** or **Save & Close**.

Once you select an ISP template, you can further define an ISP using the ISP page, which is shown in [Figure 4-5](#).

Figure 4-5 ISP page

The screenshot shows the 'ISP page' in a web application. At the top, there's a header with a cloud icon, the text 'Innovations/Sales Pipeline', and a large 'Draft' label. Below the header is a row of tabs: 'Summary', 'Metrics', 'Toolbox', 'Supporting Documents', and 'Signatures / Approval'. The 'Summary' tab is selected. Underneath the tabs is a section titled 'Summary Information' with a dropdown arrow. This section contains several fields: 'Originator' with the value 'Jones, Sally'; 'Name' with a text box containing 'New Metric'; 'Description' with a text box containing '2011 Sales'; 'Request Date' with a date picker showing '6/30/2010'; 'Internal Project #' with an empty text box; 'Status' with the value 'Draft'; 'Administrators' with a text box containing 'Catherine Allanx' and a magnifying glass icon; and a 'Private' checkbox which is unchecked, with the text '(Only Project Team may read)' next to it.

The ISP page contains the following tabs:


- Summary Tab
- Metrics Tab
- Toolbox Tab
- Supporting Documents Tab
- Link to NPD Tab (appears during all stages except "Draft")
- Gate Keeper(s) Tab (appears during all stages except "Draft")
- Signatures/Approval Tab

Summary Tab

Use the Summary tab to define the ISP.

Summary Information Section

Key fields in the Summary Information section include:

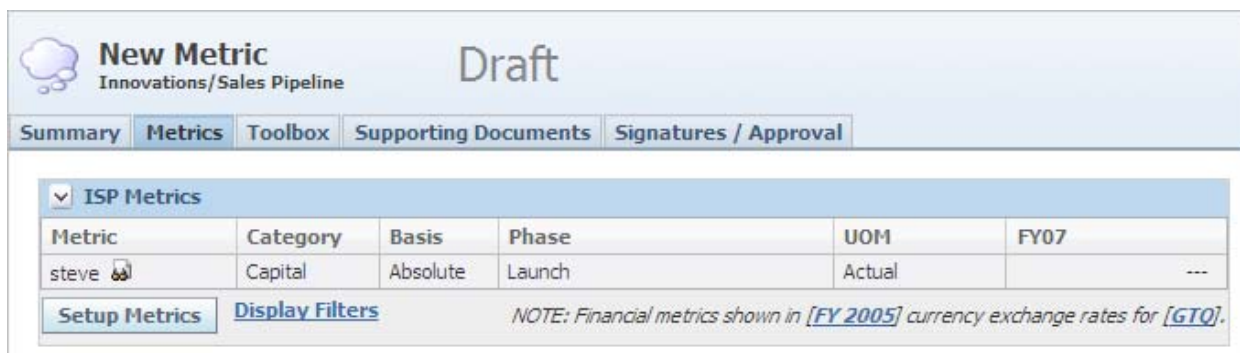
- **Originator** — This field is auto-populated with the name of the user who created the ISP.
- **Name** — The name of the ISP. This is a required field.
- **Status** — The current status of the ISP. See "[Understanding the ISP Lifecycle](#)" on page 4-6 for more details.
- **Administrators** — The names of administrators are automatically filled in according to the template. If needed, use the search icon () to search for and add additional administrators. Administrators are the users that are responsible for managing the ISP.
- **Private** — Check the Private checkbox to prevent all users but the administrators, owner, TMFR members, and users with a certain role from accessing it. When not checked, this ISP is visible to all users.

Metrics Tab

The Metrics tab, shown in [Figure 4-6](#), contains the default metrics defined in the ISP template.

The ISP Metrics section is only visible to users with a certain role, and only users with a certain role may edit or add metrics. Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information.


Figure 4-6 Metrics tab



New Metric Draft
Innovations/Sales Pipeline

Summary Metrics Toolbox Supporting Documents Signatures / Approval

ISP Metrics

Metric	Category	Basis	Phase	UOM	FY07
steve 	Capital	Absolute	Launch	Actual	---

Setup Metrics Display Filters

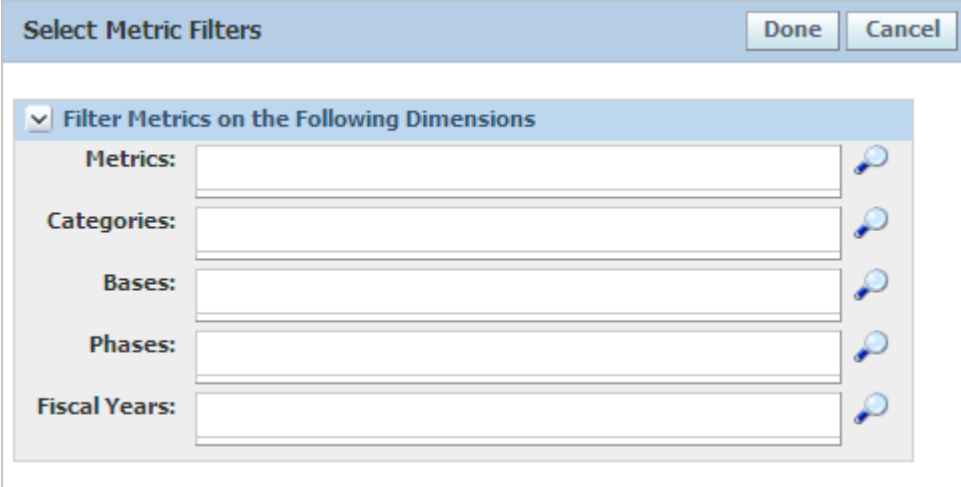
NOTE: Financial metrics shown in [\[FY 2005\]](#) currency exchange rates for [\[GTQ\]](#).

Filtering Metrics

To filter the list of metrics displayed:


1. Click the **Display Filters** link. The Select Metric Filters dialog box is displayed, as Figure 4-7 shows:

Figure 4-7 Filtering metrics



The dialog box titled "Select Metric Filters" has "Done" and "Cancel" buttons in the top right. Below the title bar is a section "Filter Metrics on the Following Dimensions" with a dropdown arrow. Under this section are five rows, each with a label and a text input field followed by a search icon (magnifying glass):

- Metrics:** [text input] [search icon]
- Categories:** [text input] [search icon]
- Bases:** [text input] [search icon]
- Phases:** [text input] [search icon]
- Fiscal Years:** [text input] [search icon]

2. Click the search icon () to define metric filtering criteria using a dialog box.
3. Click **Done** after selecting the criteria.
4. Click **Save**.

Adding Metrics

To add new metrics:

1. Click **Edit** to display the screen in edit mode.
2. Click **Setup Metrics**. The ISP page refreshes and the metrics rows display in edit mode, as shown in Figure 4-8.

Figure 4-8 Metrics tab in edit mode




The screen shows a "New Metric" form in "Draft" mode. The header includes a cloud icon, the text "New Metric", "Innovations/Sales Pipeline", and "Draft". Below the header is a tabbed interface with tabs: "Summary", "Metrics", "Toolbox", "Supporting Documents", and "Signatures / Approval". The "Metrics" tab is selected.

Under the "Metrics" tab, there is a section "ISP Metrics" with a dropdown arrow. Below this is a table with the following columns: "Metric", "Category", "Basis", "Phase", "Fiscal Year", and an empty column with a red 'X' icon.

Metric	Category	Basis	Phase	Fiscal Year	
3 YR NPV  	---	---	---	---	
Priority  	---	---	---	---	
Project Metrics  	---	---	---	---	
steve  	Capital	Absolute	Launch	FY07	

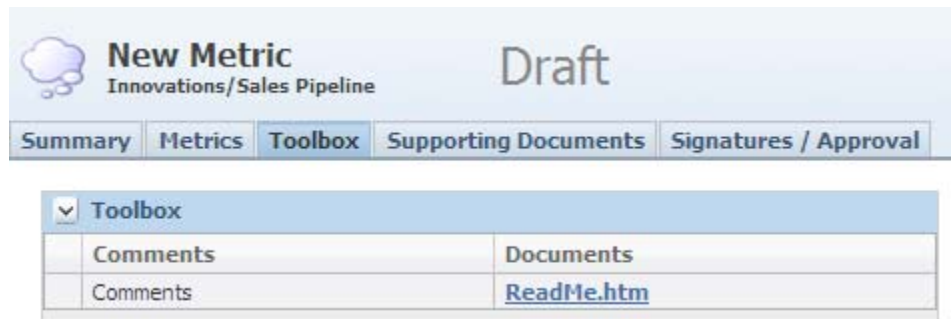
Below the table are two buttons: "Add New" and "View Metrics". To the right of these buttons is a note: "NOTE: Financial metrics shown in [FY 2005] currency exchange rates for [GTQ]."

3. Click **Add New**.
4. In the search dialog page that opens, search for and select the metrics you want to add, then click **Done**. The metric you added displays in the ISP Metrics table.
5. Click the edit icon () to define the category, basis, phase, and fiscal year for each new metric.
6. Click **Save**.

Toolbox Tab

Use the Toolbox tab to attach business documents that are used as templates, as [Figure 4–9](#) shows. You can download these documents, populate the document with information related to the specific ISP, and then attach the updated document on the Supporting Documents tab.

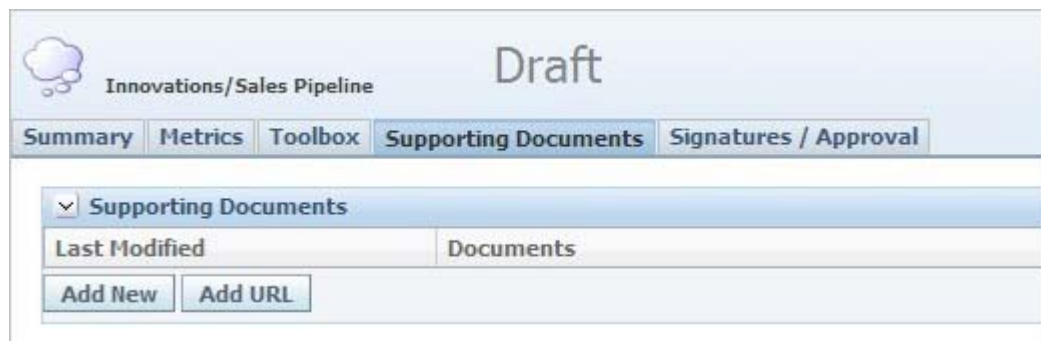
Figure 4–9 *Toolbox tab*



Supporting Documents Tab

Use the Supporting Documents tab to upload a document to the ISP. Each document is a collection of attachments supporting the ISP. The Documents column displays the name of the document.

Figure 4–10 *Supporting Documents tab*



Adding a Document

To add a document:

1. Click **Add New**. NPD displays the Attachments/Comments dialog box, as shown in [Figure 4–11](#).

Figure 4–11 Attachments dialog box

Attachments/Comments Done

Comments:

No records found.			
-------------------	--	--	--

Browse... Upload

Upload limit on the file size: 11 MB

2. Upload attachments by clicking **Browse** to locate and select the file, then click **Upload**. The document displays in the Attached files section.
3. Enter a name for the document in the **Comments** field.
4. Click **Done**.
5. Click **Save**.

Adding a URL

To add a URL:

1. Click **Add URL**. NPD displays the URL Detail dialog box, displayed in Figure 4–15.

Figure 4–12 URL Detail dialog box

Attachments/Comments Done

Comments:

Attached files	Size
No records found.	

URL: Add

2. Enter an address in the **URL** field, or click **Browse** to select one.
3. Click **Add**.
4. Add **Comments** as needed, and then click **Done**.
5. Click **Save**.

Link to NPD Tab

The information on the Link to NPD tab is used when a new project is created based on a defined strategic brief. The Link to NPD tab contains fields populated by the strategic brief that was selected in the Draft Review stage. When a new project is created from the ISP, the information on this tab is transferred to the project.

Note: The Link to NPD tab does not display for ISPs in "Draft" status.

Figure 4–13 Link to NPD tab

The screenshot shows the 'Link to NPD' tab within the 'Coconut Chicken Strips' 'Idea Review' interface. The top navigation bar includes tabs for Summary, Metrics, Toolbox, Supporting Documents, Link To NPD (active), Gate Keeper(s), and Signatures / Approval. The main content area is titled 'Project Information' and contains the following fields:

- Project Title:** Coconut Chicken Strips
- Target Stage:** Stage 3 - Product Qualification
- Status:** Idea Review
- Make Project Private:** ☐ (Only Project Team may read)
- Strategic Brief:** [Text field]
- Other Strategic Briefs:** [Text field]
- Project Type:** Current Brand » Existing CPI Product Category (for This Business Unit) » New Product
- Business Unit(s):** CPI North America
- Brands:** [Text field]
- Demographics:** [Text field]
- Channels:** [Text field]
- Global Categories:** [Text field]
- Project Visibility:** [Text field]
- Lead Countries:** [Text field]
- Team Leader(s):** [Text field]

Below the 'Other Strategic Briefs' and 'Team Leader(s)' fields, there are links to clear values: » clear Other Strategic Brief values and » clear Team Leader values.

Key fields include:

- **Project Title** — The name of the project. You can change the name of the project at any stage except for Approved.
- **Target Stage** — The stage where the project starts after the ISP is completed. This is a required field.
- **Strategic Brief** — The strategic brief that the project is based on.

- **Project Type** — The type of project that is project is based on. This is a required field.
- **Business Unit(s)**—The business units affiliated with this project. This is a required field.

See [Chapter 5, "Using Projects and Activities"](#) for more information on creating and working with projects.

Gate Keeper(s) Tab

Use the Gate Keeper(s) tab to define the TMFRs for the ISP. As [Figure 4–13](#) shows, the top section, Team Member Formulation Requirements, is imported from the project template that the ISP resolved to. Use the bottom section, Additional Team Member Formulation Requirements, to add members that were not defined on the project template.

Figure 4–14 Gate Keepers tab

Astronaut Ice Cream
Innovations/Sales Pipeline

Approved

Summary Metrics Toolbox Supporting Documents Link To NPD **Gate Keeper(s)** Signatures / Approval

▼ Team Member Formulation Requirements

Functional Area	Gate Keeper(s)	Additional Notification	Guidance
Executive	Sally Jones Required		
Marketing	Rose Jenkins Required		

▼ Additional Team Member Formulation Requirements

Functional Area	Gate Keeper(s)	Additional Notification

Refer to "Team Member Formulation Requirements Section" on page 2-4 for more information on TMFR fields.

Signatures/Approval Tab

Use the Signature Approval tab, shown in [Figure 4–15](#), to view the workflow step that the ISP is in, as well as the workflow event history. This tab consists of the following three sections:

- **Current Status** — Snapshot view of the ISP's workflow summary
- **Global Checklist Items** — Details about the ISP's approvals for each of the current and past stages
- **Event History** — Listing of workflow transitions. These actions are generated by the system and cannot be changed.

Figure 4–15 Signature/Approval tab

Coconut Chicken Strips
Innovations/Sales Pipeline

Idea Review

Summary | Metrics | Toolbox | Supporting Documents | Link To NPD | Gate Keeper(s) | **Signatures / Approval**

Current Status

Current Owner: **Sally Jones**
 Current Status: Idea Review
 Desired Action: **ISP Idea Review**

Start Date: 9/7/2007
 Amber Date: 9/14/2007
 Red Date: 9/17/2007

Global Checklist Items

Global Checklist Items	Online Tools	Current Status
	The System will automatically request appropriate signatures based on business case.	Marketing - Rose Jenkins (GO) GO (Raymond Speegle 2/7/2008) Executive - Kenneth Clark (GO) GO (Kenneth Crain 11/6/2007)

Event History

Event	User	Time	Comments
Transitioned to 'Idea Review'	Sally Jones	9/7/2007 9:00 AM	
Transitioned to 'Draft Review'	Sally Jones	9/7/2007 8:58 AM	
Created	Sally Jones	9/7/2007 8:54 AM	


The Start Date, Amber Date, and Red Date fields control the Green/Amber/Red status indicator on the NPD Signature Requests section of the Action Items page.

Working with Metrics

Adding Metrics to an ISP

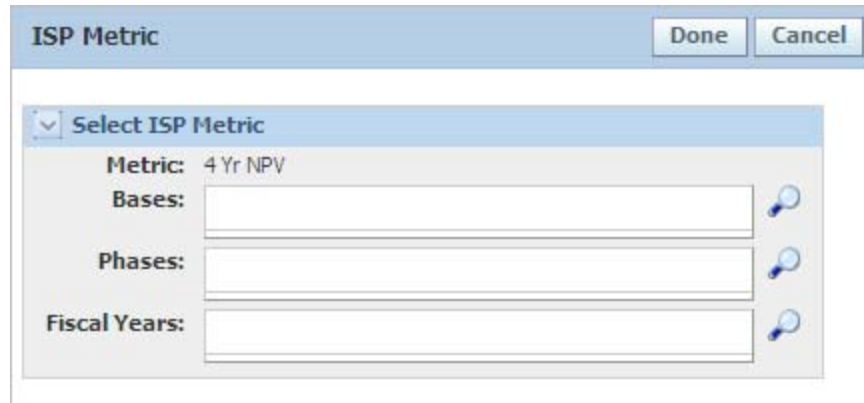
Metrics are automatically pulled in to an ISP from the ISP template.

To manually add metrics:

1. Open an ISP that is not in an "Approved" stage.
2. Click the **Metrics** tab.
3. Click **Edit**.
4. Click **Setup Metrics** under the ISP Metrics table. An Add New button is displayed.
5. Click **Add New**. A metric search page is displayed.
6. Search for the metrics to add.
7. Select the metrics.
8. Select **Done**. The main ISP page is displayed with the Metrics tab selected. The ISP Metrics table contains the metrics that you added.
9. To edit the metric, click the edit icon () on the corresponding row.

10. In the ISP Metric dialog box that appears, fill in the Bases, Phases, and Fiscal Years data, as [Figure 4–16](#) shows:

Figure 4–16 ISP Metric dialog box



The dialog box is titled "ISP Metric" and has "Done" and "Cancel" buttons in the top right. Below the title bar is a section labeled "Select ISP Metric" with a dropdown arrow. Under this section, there are four labels: "Metric:", "Bases:", "Phases:", and "Fiscal Years:". The "Metric:" label is followed by the text "4 Yr NPV". Each of the other three labels is followed by a text input field. To the right of each input field is a magnifying glass icon.

11. Click **Done**. The dialog box closes, and the metric row reflects the changes that you made.
12. Click **View Metrics**.
13. Click **Save**.

Manually Editing Metric Values

To manually edit metric values:


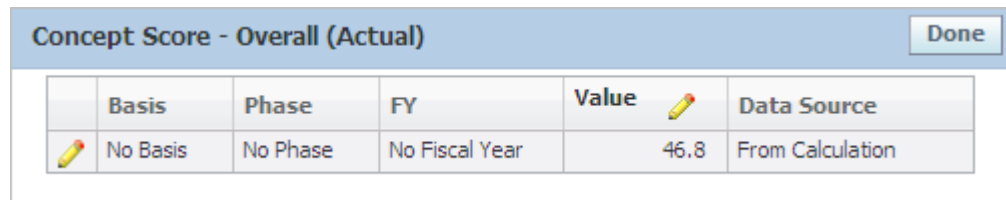


1. Open an ISP that is not in an "Approved" stage.
2. Click the **Metrics** tab.
3. Click **Edit**.
4. Click the **Setup Metrics** button under the ISP Metrics table.
5. Click the add metric values icon () in the Metric column. The edit metrics dialog box is displayed, as [Figure 4–17](#) shows:

Figure 4–17 A metric



The dialog box is titled "Concept Score - Overall (Actual)" and has a "Done" button in the top right. It contains a table with the following data:

	Basis	Phase	FY	Value 	Data Source
	No Basis	No Phase	No Fiscal Year	46.8	From Calculation

6. Click one of the edit icons, either on the column or row. The Data Source column becomes a dropdown list, as [Figure 4–18](#) shows.

Figure 4–18 Data Source dropdown list

Value	Data Source
46.8	From Calculation
	From Override

7. Select **From Override** in the Data Source dropdown list if it is not already selected. The Value column becomes editable.
8. Edit the value as desired.
9. Click the apply changes icon (✓). The metric row reflects the changes that you made.
10. Click **Done**.
11. When finished, click **View Metrics**.
12. Click **Save**.

Identifying the Metric IDs

Metric IDs are a concatenation of the metric ID prefix and abbreviations of the basis, phase, and fiscal year.

To identify the metric IDs:

1. Open an ISP that is not in an "Approved" stage.
2. Click the **Metrics** tab.
3. Click the view details icon (🔍) in the Metric column. The Selected Metrics dialog box is displayed, as [Figure 4–19](#) shows:

Figure 4–19 Selected Metrics dialog box

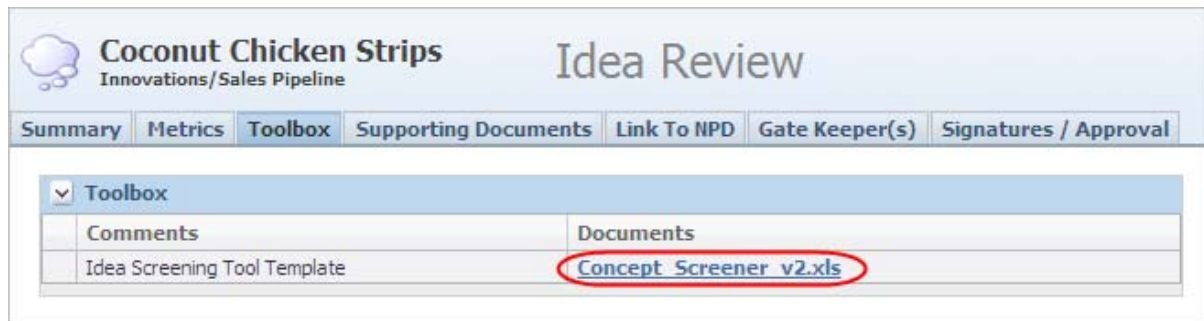
Basis	Phase	Fiscal Year	ID
No Basis	No Phase	No Fiscal Year	CSW_SCORE_OVERALL_NOB_NOPH_NOFY

4. Review the ID field, which contains the ID of the metric corresponding to the basis, phase, and fiscal year.
5. Click **Done**.

Importing Metrics from Excel

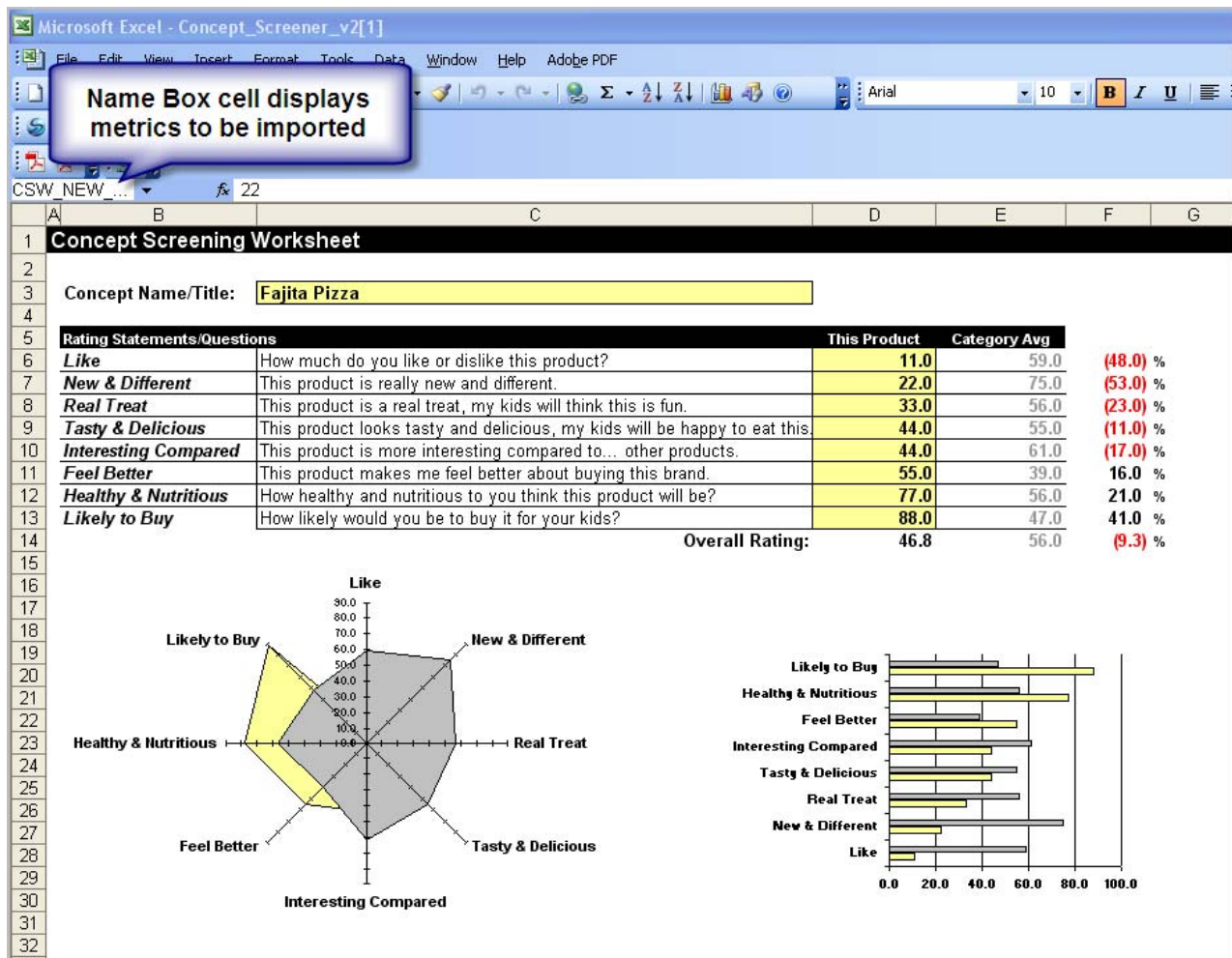
You can import metrics from an Excel spreadsheet. The Documents field in the Toolbox tab, shown in [Figure 4–20](#), might contain a spreadsheet that can be used to upload certain metrics.

Figure 4–20 Attached Excel spreadsheet



To create a spreadsheet that can be used for metric upload, open Microsoft Excel. Select a cell that will contain the data for the metric. The Name Box cell, located above the A column, is set to the ID of the metric to be imported. Create one cell for each metric. This spreadsheet can now be used to import data by populating the above cells with the appropriate data and attaching the spreadsheet to this ISP in the Supporting Documents tab. [Figure 4–21](#) shows a sample spreadsheet.

Figure 4-21 Sample spreadsheet



If multiple spreadsheets have been uploaded, the numeric metrics are summed and the text metrics is populated by the latest uploaded file.

To upload metric data from an existing spreadsheet stored in the Toolbox tab:

1. Open an ISP that can be edited.

Note: To edit an ISP, it must have a status other than "Approved" and you must be the owner or administrator.

2. Click the **Toolbox** tab.
3. Click the Excel document link in the **Documents** column. A dialog box is displayed asking you to choose to open or save the file.
4. Click **Save**.
5. Save the document in the desired location.
6. A dialog box is displayed asking if you want to open the document.
7. Click **Open**. The spreadsheet opens.
8. Fill in the appropriate data and save the document by clicking **Save**.











9. Click the **Supporting Documents** tab.
10. Click **Edit**.
11. Click **Add New**.
12. Upload the file that you just modified, then click **Done**.
13. Click the **Metrics** tab. The values in the FYxx columns reflect the data that was imported.

Performing Other ISP Activities

Approving an ISP

The gatekeepers of an ISP have an action in the NPD Signature Requests on their Action Items page when an approval is requested from them. They also receive an email notifying them that their signature has been requested. [Figure 4–22](#) shows the Signature Request section on the Action Items page:

Figure 4–22 Signature request action items

NPD Signature Requests for Sally Jones			
	Title	Owner	Status
	11956 (Project Signature Request) 	Sally Jones	 Review
	Activity - China 2 (Activity Signature Request) 	Sally Jones	 Review
	Project Demo (Project Signature Request) 	Sally Jones	 Review
	ProjectTom01 (Project Signature Request) 	Sally Jones	 Review
	Sub-activity (Activity Signature Request) 	Sally Jones	 Review

To approve or reject the ISP:

1. Click the selected ISP action item or the hyperlink contained in the email notification. The Signature Request detail dialog box displays, as [Figure 4–23](#) shows:

Figure 4–23 Signature request dialog box

Signature Request

Summary | **Signatures / Approval**

Sally Jones,

Your **Channel Marketing/Sales** signature for **Stage 2 - Screening** has been requested for this project.



Please use the "Workflow" option (in the upper right-hand corner) to submit your approval (or return with comments) once you have reviewed the supporting documents.

Project Name: 11956
 » [click HERE to review the original project](#)

Strategic Brief:

Review Note: a (NPD Admin 5/12/2009)



Stage/Gate Approvers (Current Status)
Channel Marketing/Sales - Shan Zhou (GO) GO (NPD Admin 5/12/2009)
Channel Marketing/Sales - NPD Fu (Review) ■
Channel Marketing/Sales - Sally Jones (Review) ■

2. Review contents of the ISP by clicking the **Click HERE to review the original ISP** link.
3. Close the ISP window by clicking **Close**.
4. Click **Workflow**.
5. Add comments in the **Comments** section.
6. Select **GO** or **NO GO** then click the move step forward icon () or the move step back icon ().

Moving an ISP to the Next Step in the Workflow

To move the ISP forward in the workflow, you must be an administrator for the ISP.

To move an ISP to the next workflow step:

1. Click the ISP Action Item linked name in the Innovations/Sales Pipeline Action Items list on the Action Items page, or on the hyperlink contained in the email notification. The ISP details page is displayed.
2. Click the **Signatures/Approval** tab.
3. Review the current status of the signature requests. When all requested signatures have been received as GO, you can progress the ISP in the workflow.
4. Click **Workflow**.
5. Add comments in the Comments section.
6. Select the move step forward icon () or the move step back icon () to move the ISP forward or backward in the workflow.

Creating a New Project from an Approved ISP

To create a new project from an approved ISP:

1. Open the approved ISP that you would like to create a project from.
2. Click **Generate Project**.
3. A new project opens with data pre populated from the ISP's Link to NPD tab.
4. Make any modifications, then click **Save**.

Viewing an ISP

All ISPs that are not marked as Private can be read by any user. Refer to "[Summary Information Section](#)" on page 4-4 for more information on the private setting. The ISPs marked as Private can only be read by the ISP administrators, ISP originator, or users with a certain role. Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information on user roles.

Editing an ISP

Depending on the stage of the workflow, only the ISP administrator, ISP originator, and users with a certain role may edit an ISP. Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information on user roles.

Deleting an ISP

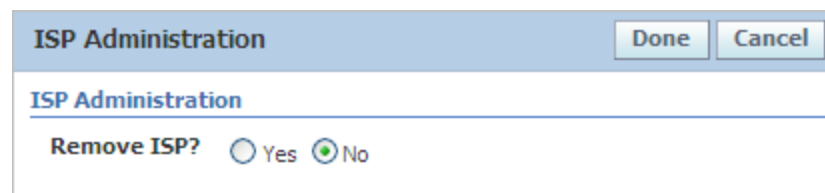
Depending on the stage of the workflow, only the ISP administrator and users with a certain role can delete an ISP. Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information on user roles.

Users mentioned above can delete ISPs that are not in the "Approved" stage. Once the ISP has reached the Approved stage, it cannot be deleted.

To delete an ISP:

1. Open the ISP to be deleted.
2. Select **Admin** in the action menu. The ISP Administration dialog box, shown in [Figure 4-24](#), is displayed.

Figure 4-24 ISP Administration dialog box



3. Click **Yes** in the Remove ISP field.
4. Click **Done**. The ISP is deleted from NPD.

Using Projects and Activities

This chapter describes how to use, track, and manage projects and related activities using New Product Development. It includes the following topics:

- [Projects Overview](#)
- [Activities Overview](#)
- [Activity Types](#)
- [Activity Templates](#)
- [Activities](#)
- [Project Templates](#)
- [Projects](#)
- [Working with Projects](#)
- [Working with Activities](#)

Projects Overview

The Projects feature serves as the primary tool used to track and manage projects toward disposition. Projects follow a workflow process made up of stages and gates. A group of team leaders—usually comprised of at least one representative from both Marketing and R&D—manages projects. A project team is defined for each stage in the project’s lifecycle. Each stage is comprised of specific activities, some compulsory, which must be completed before the project can move to the next stage. At the end of each stage, the project enters a review process where key decision makers make a GO or NO GO decision.

As each project moves from stage to stage, the project team reaffirms the new product’s consumer benefits and attributes. Between each new stage, the team is asked to undertake a screening process (gate), making decisions about the new product’s technical and operational feasibility.

Activities Overview

Activities represent individual bodies of work performed within one or many stages in a project’s lifecycle. Project teams use activities as workflow-enabled tools to more effectively track, manage, and communicate status against these specific deliverables.

Activity Types

Each activity created has an activity type associated with it. This type defines the content structure of the activity. Different activity types may have unique sections that provide functionality that is specific to that type. There are many sections that are common to all activity types. These common sections are discussed later in this chapter. This section discusses the unique attributes of the activity types.

The available activity types are:

- [Document Collaboration Activity Type](#)
- [Document Collaboration with In-Place Editing Activity Type](#)
- [Project Schedule Activity Type](#)
- [Project Summary Activity Type](#)

Document Collaboration Activity Type

The document collaboration activity type allows you to attach and review a document, as well as add your comments. The goal of this activity type is to collaborate with a team to come to an approved version of one or more documents. Owners of the activity can attach a document and workflow it to downstream process owners or to a review stage.

A review stage is defined by having users in the Signature Requests table of the current stage on the Routing Requirements tab. During these stages, owners are unable to delete or attach new documents. This protects the integrity of the process by locking the document that is being reviewed. The reviewers are able to add comments directly on the activity or they can edit the document and re-attach it within their signature requests response. This allows for multiple users to edit a document simultaneously and publish their own version back to the activity. Once the final review is complete, the owner can pull the final version of the document from one of the past stages and workflow the activity to its final approved stage.

Figure 5–1 shows multiple versions of a document associated with each user that uploaded it. "GO" displaying to the right of the review stage indicates that the reviewer has approved this stage of the workflow.

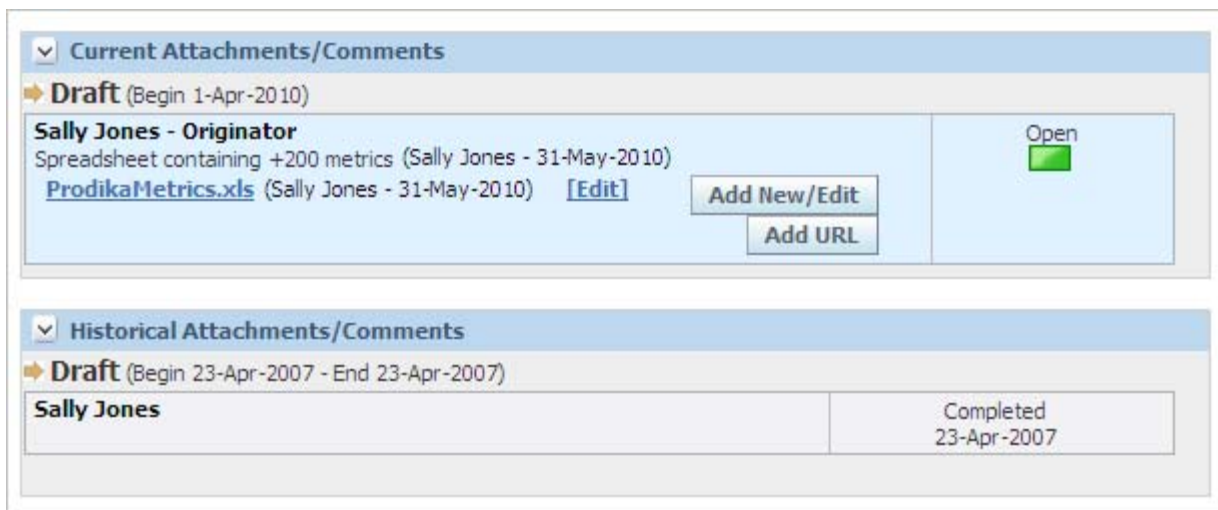
Figure 5–1 Multiple versions on documents

Preliminary Review (Begin 2-Mar-2005 - End 2-Mar-2005)		
David Carter - pro (David Carter- 2-Mar-2005) bernie.PNG (David Carter- 2-Mar-2005)	Tim Reed - Executive (GO - David Carter - 2-Mar-2005) kenny.PNG (David Carter- 2-Mar-2005)	GO 2-Mar-2005
	Sue Dennis - Executive (GO - David Carter - 2-Mar-2005) kenny.PNG (David Carter- 2-Mar-2005)	GO 2-Mar-2005

Every stage in the workflow maintains a collection of attached documents. This feature allows you to view any version that has been attached during the lifecycle of the activity. Documents can only be attached to the Current Attachments/Comments section for the current workflow stage. Previous workflow stages are located in the Historical Attachments/Comments section. Each time an activity is workflowed forward or backward, the current section moves into the historical section. Users with read access to the activity are able to read any of the documents attached to the activity.

Figure 5–2 shows the Current Attachments/Comments section and the Historical Attachments/Comments section.

Figure 5–2 Current Attachments/Comments section and Historical Attachments/Comments section



Editing a Document

To edit a document and have the changes reflected in the activity:

1. Open a document collaboration activity by opening a project that contains one, or if you received a notification email for this activity, click the enclosed link which takes you directly to the activity once you have logged in.
2. If there is a document that you would like to edit that was previously attached to this activity, click the linked name of that document. You are prompted to either open or save the document.
3. Click **Open**. The document opens.
4. Make the necessary edits to the document.
5. Save the document to your local file system and remember the location.
6. Close the document.
7. Attach the document to the activity by following the procedure below, [Attaching a Document](#). Skip the first step.

Attaching a Document

To attach a document or add comments to an activity that you are the owner or reviewer of:

1. Open a document collaboration activity by opening an action item or a project that contains one, or if you received a notification email for this activity, click the enclosed link which takes you directly to the activity once you have logged in.
2. If you are the owner or reviewer, click **Add New/Edit** in the Current Attachments/Comments section beneath your name. If you are a reviewer and the **Add New/Edit** button does not exist, click the **Review** link in the right most column.

The file attachment dialog box opens, as shown in [Figure 5–3](#):

Figure 5–3 File attachment dialog box

Attachments/Comments Done

Comments:

No records found.			

Browse... Upload

Upload limit on the file size: 11 MB

3. To add a document click **Browse** and locate the document on your file system that you would like to attach.
4. Click **Upload**. The file is displayed in the Attached files section.
5. Add any comments in the **Comments** text box.
6. To pull a document that is attached to a previous step, select the document by clicking the checkbox next to the document from the Pull From Previous Step section.
7. Click **Done** in the upper right corner.

Adding a URL

To add a URL as an attachment:

1. Click **URL**. NPD displays the URL Detail dialog box, displayed in Figure 5–4.

Figure 5–4 URL Detail dialog box

Attachments/Comments Done Cancel

Comments:

Spreadsheet containing +200 metrics

Attach URLs

URL: Add

Attached files	Size
There are no attachments	

2. Enter an address in the **URL** field.
3. Click **Add**.
4. Add **Comments** as needed, and then click **Done**.
5. Click **Save**.

Including Metrics

The document collaboration activity type can contain metrics. Metrics are defined in the activity template. Those metrics defined for a document collaboration activity type can have their values imported by attaching a properly formatted Excel spreadsheet to the activity. For more information on importing metrics, please refer to ["Working with Metrics"](#) on page 4-14.

Document Collaboration with In-Place Editing Activity Type

Document collaboration with in-place editing behaves similar to the document collaboration activity type. The difference is that document collaboration with in-place editing allows you to edit the document and save it directly to the server. You do not need to save the document to your file system and re-attach it as you need to do with the document collaboration activity type. You are able to edit any document that is in the Current Attachment/Comments section that has a status of "Review". Once users has given their GO or NO GO decision, their documents cannot be edited.

Warning: In-place editing is facilitated by placing a copy of the document on a server where it can be edited directly using Office applications. The copy of the file is named by a unique GUID that takes a form similar to the following example (5657DFE96010-EA60-4661-9FED-C7EC4019E9E2). Because of the difficulty of guessing what the name of a particular document is, the copies on the server are protected implicitly via obscurity. However, they are not protected explicitly via user authentication and authorization. It is due to this limitation that we do not recommend using in-place editing for documents that require a high level of security.

Note that Office 2007 extensions are not supported with NPD in-place editing.

Project Schedule Activity Type

The Project Schedule Activity Type is the primary tool for users to establish and track progress for stages, gates, and other activities. The project schedule supports the following business processes:

1. Establish Project Schedules Using Template Values—A project template allows users to identify standard activities that should be tracked and define general durations for stages, gates, and the fore mentioned activities. The basic interaction with the template is as follows:
 - When the initial project schedule is created, the activities defined on the project template are immediately inherited on the Project Schedule instance.
 - The user then enters the Planned In-Market Launch Date and then clicks the **Est. Date** column heading. The project schedule establishes the planned dates using the durations inherited from the project template.
 - From there the user makes adjustments to accurately reflect the schedule based on specific knowledge of the project they are managing.
2. Manage the Project Schedule Approval Process—Once the schedule has been established it can be verified and confirmed through workflow approvals.

When the project schedule is approved and reaches a terminal status, it then becomes the current project schedule. The current project schedule presents data in other areas of NPD:

- Project On a Page
 - NPD Portfolios
 - Service Level Agreements
3. **Tracking Daily Progress**—The project schedule acts as a dashboard for tracking progress throughout the project life cycle. As stages, gates, and custom milestone activities naturally begin and end the workflow, information is consolidated and presented for review. In addition green and red indicators provide guidance regarding whether a given item is on track or is late and may need attention.
 4. **Capturing Changes To The Project Schedule**—As the project progresses, it is inevitable that changes to the schedule are needed. Changes include:
 - Adjustments to the planned begin and/or end dates
 - Adding custom milestones to be tracked
 - Entering actual dates for Stage 1 Start and In-Market Launch

In each of these examples, the proper process for managing the change is to create a new instance of the project schedule, make the appropriate updates, workflow the schedule to the appropriate approvers, and place the project schedule in a terminal status establishing it as the current project schedule. Therefore if you updated the project schedule at the beginning of each stage of a five stage project, you would end up with five instances of the project schedule activity.

By following this process you are able to review and monitor how the project's planned timeline changes throughout the life of the project.

Global Milestones

Global milestones capture and present date and duration information related to stages, gates, and the In-Market Launch Date. The global milestones are tracked in the Global Milestones section as illustrated in Figure 5–5.

Figure 5–5 Global Milestones section

Global Milestones										
Milestone	Start			RAG	End			Duration		Comments
	Planned	Actual			Planned	Actual		Planned	Actual	
1 Ideation	2/20/2010	2/5/2010		Green	2/25/2010					
Pre-Screening	2/27/2010			Red						
2 Concept Qualification	6/13/2010			Red						
Screening	6/20/2010			Red						
3 Product Qualification	6/13/2010			Red						
Validation	6/20/2010			Red						
4 Market Qualification	6/27/2010			Red						
Audit	7/5/2010			Red						
5 Launch	7/30/2010			Red						
Post-Audit	8/1/2010			Red						
In-Market Launch Date:	9/1/2010			Red						
<input type="button" value="Calculate"/> <input type="button" value="Auto-Populate"/>										

Columns are defined as follows:

Milestone

- Left most column—The stage number
- Right of the Stage Number—The stage name and gate name
- In-Market Launch Date—The date that you expect the product to begin selling and/or shipping to customers

Start

- Planned—The date you expect the project to begin stage, gate or in-market launch efforts. These values can be calculated using the project template's durations or manually entered.
- Actual—The date the stage, gate or in-market launch efforts actually begin. A majority of these values are inherited from the project's workflow. However the following exceptions exist:
 - Initial Stage Actual Start Date: This field is automatically populated based on the project's create date. In addition, a user can manually override the value to better reflect when the project begins.
 - Actual In-Market Launch Date: NPD does not have an automated means for capturing this information. Therefore it is expected that a project manager enter the appropriate information to reflect the actual date the product enters the market.
- RAG Status
 - Red—If current or actual date is greater than the planned date for a given beginning or end date
 - Green—If current date or actual date is less than or equal to the planned date

End

- Planned—The date you expect the stage or gate to end. These values can be calculated using the project template's durations or manually entered.
- Actual—The date the stage or gate ends. These values are inherited from the project's workflow.
- RAG Status—Uses the same logic as described under Planned RAG Status.

Global Milestone Duration

- Planned—Duration from Planned Start Date to Planned End Date for a given stage or gate. Represented as a number of days.
- Actual—Duration from Actual Start Date to Actual End Date for a given stage or gate. Represented as a number of days.

Milestone dates can be calculated using offsets from the In-Market Launch Date entered in the Project Milestone Default tab of the corresponding project template. [Figure 5–6](#) shows an example of this section. Refer to "[Project Milestones Defaults Tab](#)" on page 5-31 for more information.

Figure 5–6 Global milestones for a project template

Global Milestones				
Critical Milestone		Planned		Comments
		Start Date Adjust	End Date Adjust	
1	Ideation	66 Days Before Launch	50 Days Before Launch	S1
	Pre-Screening	50 Days Before Launch	50 Days Before Launch	G1
2	Concept Qualification	45 Days Before Launch	30 Days Before Launch	S2
	Screening	40 Days Before Launch	30 Days Before Launch	G2
3	Product Qualification	36 Days Before Launch	30 Days Before Launch	S3
	Validation	30 Days Before Launch	20 Days Before Launch	G3
4	Market Qualification	25 Days Before Launch	20 Days Before Launch	S4
	Audit	20 Days Before Launch	20 Days Before Launch	G4
5	Launch	15 Days Before Launch	5 Days After Launch	S5
	Post-Audit	30 Days After Launch	15 Days After Launch	G5
In-Market Launch Date		0		Launch

Populating Global Milestone Dates

To populate the milestone dates automatically from the default offsets:




1. Open a project schedule activity by opening a project that contains one, or if you received a notification email for this activity, click the enclosed link which takes you directly to the activity once you have logged in.
2. Click **Edit** to place the activity in edit mode. The select date icon () appears next to the date fields, as Figure 5–7 shows. For these fields, you can either click the icon to select a date from the calendar dialog box, or you can type a date directly into the field.

Figure 5–7 In-Market Launch Date field in edit mode

In-Market Launch Date:	<input type="text" value="5/10/2011"/> 	<input type="text"/>	<input type="text"/>	<input type="text"/>	
-------------------------------	--	----------------------	----------------------	----------------------	---

3. Type or select a date for the **In-Market Launch Date** field.
4. Click **Calculate** to calculate the remaining date fields in this section based on the In-Market Launch date and template values.
5. Optionally, click **Auto Populate**.
6. Add necessary comments to each milestone by clicking the set alternate language text icon () in the Comments column.
7. Click **Save**.

To manually edit any of the editable milestone dates:

1. Open a project schedule activity by opening a project that contains one, or if you received a notification email for this activity, click the enclosed link which takes you directly to the activity once you have logged in.
2. Click **Edit** to place the activity in edit mode. The select date icon () appears next to the date fields.
3. Click this icon for any of the milestones that you wish to edit.

4. Select a date in the calendar dialog box that appears.

Custom Milestones

Custom milestones capture and present date information related to activities performed throughout a project. The milestones can be directly linked to other NPD activities or merely represent notes that are manually entered. Differences in functionality do exist depending on the type of custom milestone created, which are defined as follows:

1. **NPD Activity Custom Milestones**—An NPD activity is presented by selecting a given NPD activity template. A template should only be presented once for a given project schedule instance. When this is done, planned values can be calculated from a project template and actual values are presented for the last instance of a given activity. Please note if you execute multiple instances of an activity, only the dates from the last instance are presented. Please refer to the ["Project Milestones Defaults Tab"](#) on page 5-31 for more information about this feature in project templates.
2. **Manual Custom Milestones**—Using this capability, a user merely enters text to represent a body of work or event. Planned start dates must be manually entered and actual dates cannot be captured.

Figure 5-8 shows the Custom Milestones section:

Figure 5–8 Custom Milestones section

Custom Milestones								
	Activity/Milestone	Start			End			Comments
		Planned	Actual	RAG	Planned	Actual	RAG	
	Packaging Approval	5/10/2011						
	12 wk Post Audit	8/2/2011			8/2/2011			
	26 wk Post Audit	11/8/2011			11/8/2011			
	52 wk Post Audit	5/8/2012			5/8/2012			
Add New								

Key fields include:

Start

- **Planned**—The date you expect the activity to begin. NPD activity-related milestone values can be calculated using the project template's durations. All types can be manually entered.
- **Actual**—The date the activity is created. This field is automatically populated based on the latest activity's create date.
- **RAG Status**—Uses the same logic as described under Planned RAG Status.

End

- **Planned**—The date you expect the activity to end. NPD activity-related milestone values can be calculated using the project template's durations. All types can be manually entered.
- **Actual**—The date the activity reaches a terminal state. This field is automatically populated based on the latest activity's workflow history.
- **RAG Status**—Uses the same logic as described under Planned RAG Status.

Adding a Custom Milestone

To add a custom milestone:

1. Open a project schedule activity by opening a project that contains one, or if you received a notification email for this activity, click the enclosed link which takes you directly to the activity once you have logged in.
2. Click **Edit** to put the activity in edit mode.
3. Click **Add New** in the Custom Milestone section. A new row is appended, as shown in Figure 5–9.

Figure 5–9 New row

Custom Milestones								
	Activity/Milestone	Start			End			Comments
		Planned	Actual	RAG	Planned	Actual	RAG	
	Packaging Approval	5/10/2011						
	12 wk Post Audit	8/2/2011			8/2/2011			
	26 wk Post Audit	11/8/2011			11/8/2011			
	52 wk Post Audit	5/8/2012			5/8/2012			

4. To relate this milestone to an activity, click the add data icon (+) in this row.
5. Browse and select the desired activity.
6. Click **Done**. The name of the activity appears in the Activity/Milestone column.
7. To enter a custom milestone that is not an activity, enter the name of the milestone in the Activity/Milestone column text area.
8. Enter the start and end dates in the Planned column by clicking the select date icon (📅) and selecting the date in the calendar dialog.
9. Enter comments in the Comments column by clicking the set alternate language text icon (🌐).
10. Click the apply changes icon (✓).
11. Click **Save**.

Project Summary Activity Type

The Project Summary activity type allows you to add scope and risk information for the project, as Figure 5–10 shows.

Figure 5–10 Project Scope and Project Risk sections

Project Scope

Project Risk

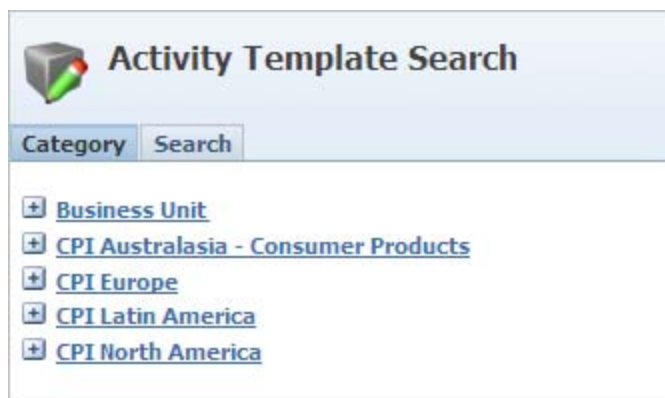
Key fields include:

- **Project Scope** — Contains the scope for this project.
- **Project Risk** — Contains the risk associated with this project.

Activity Templates

Use activity templates to define commonly used activities. To select an activity template, click **Open > Activity Templates** from the left navigation panel. The Activity Templates search page is displayed, as shown in Figure 5-11:

Figure 5-11 Activity Templates search page




Select an activity template using the Category tab or the Search tab. The Activity Template page, shown in Figure 5-12, consists of three tabs:

- Summary Tab
- Sub-Activities Tab
- Toolbox Tab

To create a new activity template, click **Create New**. This procedure is detailed in "Creating an Activity Template" on page 5-53.

Figure 5–12 Activity Template page


24 Week Post-Audit (Attachment Review/Approval)
 Activity Template

Summary | Sub-Activities | Toolbox

Summary Information

Name: 24 Week Post-Audit
Description: 24 Week Post-Audit
Template Admin(s): Sally Jones
Activity Type: Attachment Review/Approval
Business Unit(s): CPI North America
[+ clear Business Unit values](#)
☐ Allow Attachments

Activity Metrics

Metric	Category	Basis	Phase	Fiscal Year
Annualized Case Volume	---	No Basis	No Phase	No Fiscal Year
Annualized DI	Revenue	No Basis	No Phase	No Fiscal Year
Annualized NSV	Revenue	No Basis	No Phase	No Fiscal Year
Marketing FTE Planned	Consumer Testing	No Basis	No Phase	No Fiscal Year

[Add New](#)
NOTE: Financial metrics shown in [USD].

Provide Links To

☒ Trade Item Specifications (GSM)
☒ Material Specifications (GSM)
☒ Packaging Specifications (GSM)
☒ Printed Packaging Specifications (GSM)
☐ Product Specifications (GSM)
☐ Menu Item Specifications (GSM)
☐ Equipment Specifications (GSM)
☐ Smart Issue Requests (GSM)
☐ Formulation Specifications (GSM)
☐ Nutrient Profiles (GSM)

☒ Companies (SCRM)
☒ Facilities (SCRM)

Step 1

Status: Draft
Instructions: Please send forward to begin the workflow process.
Workflow Options: 2:Complete
Owners: Originator
Additional Readers: Team Leader(s)

Step 2

Status: Complete
Instructions: Complete
Workflow Options: << No transitions from terminal step. >>
☒ Terminate workflow at this step
☐ Successful Completion ☒ Unsuccessful Termination

Functional Area	Members	Selection Mode	Guidance
Add New			

Additional Readers:
☒ all Team Members (for the active Project Stage) ☐ all Additional Notification Recipients (for the active Project Stage)
☐ all Team Leaders/Project Readers (for the Project) ☐ all NPD Users
☐ all Gatekeepers (for the active Project Stage) ☐ respect Parent Activity

Users/Groups (on this Project Team)
 Users/Groups

Step Management

[Add New Step](#) | [Reorder / Remove Steps](#)

Event History

Event	User	Date	Comments
Edit	Sally Jones	5/8/2006 1:39:26 PM	
Edit	Sally Jones	5/8/2006 1:34:32 PM	

Document Admin

[Delete Document](#)

Summary Tab

Summary Information Section

This section captures the basic summary information for the activity template. Key fields include:

- **Name** — The name of the activity template. This is a required field.
- **Description** — Description of the activity template. This is a required field.
- **Template Admin(s)** — Users that have edit access to this template. This is a required field.
- **Activity Type** — The type of activity this template is based on. Additional sections and fields may display on this page based on the activity type you select. This is a required field.
- **Business Unit(s)** — This field creates the relationship between the activity and the NPD business unit. Business units are used when assigning activities to projects or project templates. This is a required field.
- **Allow File Attachments** — Check this check box to add an attachment section to the activity. You can use the Attachments section on an activity to upload files.

Activity Metrics Section

This section stores the default metrics for the activities based on the template.

Note: This section is only visible to users with a certain role. Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information.

Provide Links To Section

Use this section to define whether specifications, smart issues, companies, and facilities can be linked to this activity. You can now link nutrient profiles to an activity.

Steps Sections

Use the Steps sections to define the details of each step of the workflow for this activity. Key fields include:

- **Status**—The name of the step. This is a required field.
- **Instructions**—Tells the team members what is expected of them for the step. This is a required field.
- **Workflow Options**—Defines what step the owner is allowed to move the activity to within the workflow. This is a required field.
- **Amber In Days** and **Red In Days**—Determines when this activity should turn amber or red.
- **Owners**—Defines who can edit and transition this activity. If Originator is checked, the creator of the activity is automatically be added to the table. This is a required field.
- **Signature Request**—These users are asked to approve this step for the activity.
- **Terminate workflow at this step**—Determines if this step is final. If a step is final, the user cannot transition the activity to another step. If checked, two radio

buttons are displayed: Successful Completion and Unsuccessful Termination. These tags are available to further describe and standardize an activity step or status. If you name a step "Failed," "Incomplete," or "Undetermined," these may represent an Unsuccessful Termination. "Complete," "Success," or "Approved" may represent Successful Completion. You may choose to reference these tags when writing custom reports.

- **Additional Notifies**—These users are notified via email that the activity has transitioned into this step.
- **Additional Readers**—These users are allowed to view this activity. Use the check boxes to select groups that are already related to the project, or click the linked Users/Groups (on this Project Team) field or the Users/Groups field to select additional users or groups. Each user defined in the Users/Groups (on this Project Team) field must be a member of the project team to read the activity.

Selection Mode—In the Owners, Signature Request and Additional Readers tables, the Selection Mode column contains two check boxes: Allow Change and Set Based on Project. These fields are defined below and are shown in Figure 5–13.

- **Allow Change**—When checked, the user creating the activity on the project has the ability to change the members for this row. When not checked, the members are locked and the activity must use what was put in place by the template administrator.
- **Set Based on Project**—When checked, the members are automatically populated from the team members designated on the corresponding Functional Area of the project Team Member Formulation Requirements for the current stage.

Figure 5–13 Selection Mode column, Allow Change and Set Based on Project fields

The screenshot shows a table with the following structure:

Functional Area	Members	Selection Mode	Guidance
Special Services		Allow Change:No Set Based on Project:Yes	
Engineering		<input type="checkbox"/> Allow Change <input type="checkbox"/> Set Based on Project	

Below the table, there is an "Add New" button and a checkbox labeled "Originator".

Use the following buttons to manage the steps:

- **Add New Step**—Create an additional step in the workflow. When you click **Add New Step**, a new section is appended to the workflow.
- **Reorder/Remove Steps**—Change the order of the steps as well as delete steps.

Event History Section

The Event History section contains a change history for the activity template. This information is read-only.

Document Admin Section

Users with a certain role can delete an activity template using this section. See ["Deleting a Strategic Brief Template"](#) on page 2-6 for more information.

Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information on user roles.

Sub-Activities Tab

The Sub-Activities tab lists sub-activities, which are sub-tasks of an activity. You can create a workflow dependency between activities and sub-activities.

To add a sub-activity:

1. Click **Add/Update Activities**. A dialog box opens displaying any existing activity templates.
2. Click **Add Activity**. A dialog box displays that lists activity templates, as [Figure 5-14](#) shows:




Figure 5-14 Activity template dialog box




Note: Depending on your configuration, the list of activity templates may be categorized by business unit.

3. Select the appropriate activity template, then click **Done**. The template you selected displays at the bottom of the Activity Name table, as [Figure 5-15](#) shows:




Figure 5-15 Added activity template

Edit Activities		Done				
	<table border="1"> <thead> <tr> <th>Activity Name</th> <th>Dependency</th> </tr> </thead> <tbody> <tr> <td> <div>  <input type="text" value="Project Schedule"/> </div> <div>Project Schedule</div> </td> <td> Activity workflow dependant on this activity?: No Activity must reach: N/A before Parent Activity leaves: N/A Required?: N/A </td> </tr> </tbody> </table>	Activity Name	Dependency	<div>  <input type="text" value="Project Schedule"/> </div> <div>Project Schedule</div>	Activity workflow dependant on this activity?: No Activity must reach: N/A before Parent Activity leaves: N/A Required?: N/A	
Activity Name	Dependency					
<div>  <input type="text" value="Project Schedule"/> </div> <div>Project Schedule</div>	Activity workflow dependant on this activity?: No Activity must reach: N/A before Parent Activity leaves: N/A Required?: N/A					
<div>Add Activity</div>						

4. Click the edit icon (). The row displays in edit mode.
5. Determine if the parent activity's workflow status requirements are dependent on this sub-activity.
 - a. Click **Yes** for the Activity workflow dependent on this activity? question if the sub-activity must reach its selected stage before the parent activity can be transitioned to the selected stage. If **Yes** was selected, describe the dependency by selecting an activity stage in the **Activity must reach** dropdown list and in the **before Parent Activity leaves** dropdown list. The sub-activity must now reach its selected stage before the parent activity can be transitioned to the selected stage given at least one of the following is true:
 - **Yes** is selected for Required?
 - The activity has been created

If **No** is selected then users are able to perform the parent activity without performing the sub-activity. If the sub-activity is invoked, then the rules defined in the dependency column for this activity are enforced.

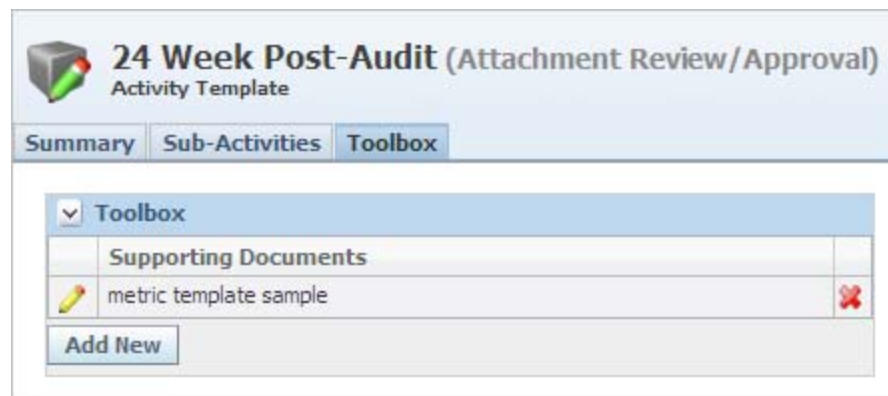
If **Yes** is selected then the activity does not allow you to proceed without creating an instance of the sub-activity and achieving the specified dependency rules.

Or
 - b. Select **No** if the parent activity's stage requirements are not dependent on this sub-activity.
6. If more than one activity template exists, you can reorder the templates by selecting the reorder row icons ( ) in the fourth column.
7. To apply the changes, click the apply changes icon () in the first column.
8. Click **Done** to return to the Activity page.

Toolbox Tab

The Toolbox tab contains uploaded documents that support the current activity, as [Figure 5–16](#) shows. All activities that use this activity template have access to these documents through the Coaching/Templates tab.

Figure 5–16 *Toolbox tab*



Activities


Create new activities in a project based on saved activity templates. Refer to "[Activities Tab](#)" on page 5-30 to determine where activities are added. The Activity page consists of the following tabs:

- [Summary Tab](#)
- [Routing Requirements Tab](#)
- [Sub-Activities Tab](#)
- [Coaching/Templates Tab](#)
- [Signature/Approval Tab](#)

Summary Tab

Contents of the Summary tab varies based on the selected activity template and type. For more information about activity types, refer to "[Activity Types](#)" on page 5-2. [Figure 5-17](#) shows one type of activity:




Figure 5–17 Summary tab


Project Schedule (Tots)
Activity





















Draft

Summary | Routing Requirements | Sub-Activities | Coaching/Templates | Signatures / Approval














Summary Information

Project: Tots 
Project #: 5001934
Strategic Brief: Fun Food For Kids 
Updated: 10/31/2006
Activity Name: Project Schedule 

Global Milestones

Milestone	Start			End			Duration		Comments
	Planned	Actual	RAG	Planned	Actual	RAG	Planned	Actual	
1 Ideation		8/16/2006							
Pre-Screening									
2 Concept Qualification	7/17/2006	8/16/2006			8/17/2006			0	
Screening	7/17/2006	8/17/2006			8/17/2006			0	
3 Product Qualification	8/6/2006	8/17/2006			11/16/2006			91	
Validation	8/6/2006	11/16/2006			11/16/2006			0	
4 Market Qualification	8/26/2006	11/16/2006							
Audit	8/26/2006								
5 Launch	9/15/2006								
Post-Audit	9/15/2006								
In-Market Launch Date:	10/20/2006								

Custom Milestones

Activity/Milestone	Start			End			Comments
	Planned	Actual	RAG	Planned	Actual	RAG	
Marketing Approval 	11/2/2006			11/30/2006			
12 wk Post Audit 	1/12/2007						
26 wk Post Audit 	4/20/2007						
52 wk Post Audit 	10/19/2007						

Attach Files

Attached files	Size
No records found.	

Attach URLs

Attached files	Size
No records found.	

The Summary tab includes the Summary Information section and other sections based on the activity type.


Summary Information Section

The Summary Information section displays data from the project and activity template.

Other Sections

As mentioned above, sections on the Summary tab vary based on activity type. An activity with different Summary tab sections is depicted in Figure 5–18.

Figure 5–18 Sample Summary page for a document collaboration with in-place editing activity


Document Collaboration (Orange Fizzy)
 Activity

step 3

Summary | Routing Requirements | Sub-Activities | Coaching/Templates | Signatures / Approval


☒ **Summary Information**

Project: Orange Fizzy
 Project #: 5001886
 Strategic Brief: Fun Food For Kids
 Updated: 5/23/2008
 Activity Name: Document Collaboration-wf

☒ **Related Documents**

[Trade Item Specifications \(GSM\)](#)
[Companies \(SCRM\)](#)
[Facilities \(SCRM\)](#)

☒ **Project Metrics**

Metric	Category	Basis	Phase	UOM	FY06
Annualized DI 	Revenue	Absolute	Launch	Actual	---

Setup Metrics Display Filters NOTE: Financial metrics shown in [USD](#).


Refresh Values

☒ **Current Attachments/Comments**

step 3 (Begin 23-May-2008)

Sally Jones - Originator

Add New/Edit
 Add URL

Open 

☒ **Historical Attachments/Comments**

Draft (Begin 23-May-2008 - End 23-May-2008)

Sally Jones -
 Marketing (Sally Jones - 23-May-2008)
[Demo.xls](#) (Sally Jones - 23-May-2008)

Completed
 23-May-2008

☒ **Document Admin**

Delete Document

Related Documents Section

The Related Documents section shows linked GSM specification types and SCRM companies and facilities as defined in the activity template. Click a link to use a search page to select specifications, companies, or facilities to be associated to this activity. When performing a search, the parent application's security policies are respected.

Current Attachments/Comments Section

Use the Attachment/Comments section to attach files to this activity.

Historical Attachments/Comments Section

This section displays a list of historical attachments and comments.

Routing Requirements Tab

The Routing Requirements tab, shown in [Figure 5–19](#), displays data from the activity template. For detailed information on the fields in this section, refer to "[Activity Templates](#)" on page 5-11.

On this page you can make some changes if the selection mode for Allow Change is set to "Yes" on the activity template. You can change the Amber and Red dates and add new owners, signature requests, additional notifies, and additional readers. See "[Steps Sections](#)" on page 5-13 for more information.

Figure 5–19 Routing Requirements tab, Steps section

Step 1

Status: Draft

Instructions: Please send forward to begin the workflow process.

Workflow Options: 2:Review

Owners: Originator

Additional Readers: Team Leader(s)

Step 2

Status: Review

Instructions: Please Review

Workflow Options: 3:Complete, 1:Draft

☐ Terminate workflow at this step

Amber In

Days

/

Red In

Days

Owners:

Functional Area	Members	Selection Mode	Guidance
Engineering		Allow Change:No Set Based on Project:Yes	

Add New

☐ Originator

Signature Requests:

Functional Area	Members	Selection Mode	Guidance

Add New

☐ Automatically Approve after Red

Additional Notifies:

Functional Area	Members	Selection Mode	Guidance

Add New

Additional Readers:

☐ all Team Members (for the active Project Stage)
 ☐ all Additional Notification Recipients (for the active Project Stage)
 ☐ all Team Leaders/Project Readers (for the Project)
 ☐ all NPD Users
 ☐ all Gatekeepers (for the active Project Stage)
 ☐ respect Parent Activity

Users/Groups (on this Project Team)

Users/Groups

Step 3

Status: Complete

Instructions: Done

Workflow Options: << No transitions from terminal step. >>

☒ Terminate workflow at this step

Successful Completion

Additional Notifies:

Functional Area	Members	Selection Mode	Guidance

Add New

Additional Readers:

☐ all Team Members (for the active Project Stage)
 ☐ all Additional Notification Recipients (for the active Project Stage)
 ☐ all Team Leaders/Project Readers (for the Project)
 ☐ all NPD Users
 ☐ all Gatekeepers (for the active Project Stage)
 ☐ respect Parent Activity

Users/Groups (on this Project Team)

Users/Groups

Sub-Activities Tab

Use the Sub-Activities tab to add and manage sub-activities of a project. The transitioning of an activity's workflow can be dependent on one of its sub-activities. Refer to the "[Activities Tab \(Stage-Specific\)](#)" on page 5-41 for more information about how activities and sub-activities impact projects. [Figure 5-20](#) shows sub-activity sections.

Figure 5-20 Sub-activities sections

Document Collaboration (Sunny Days - Frozen Snack) Draft

Activity

Summary Routing Requirements **Sub-Activities** Coaching/Templates Signatures / Approval

☒ **Activities (from Template)**

Activity Name	Description	Owner	Status
Intellectual Property Protection Worksheet Intellectual Property Protection Worksheet			
24 Week Post-Audit 24 Week Post-Audit			

Add / Update Activities

☒ **Activities (from Library)**

Activity Name	Description	Owner	Status

Add / Update Activities

☒ **Activities (for this Activity only)**

Activity Name	Description	Owner	Status

Create New Activities

Coaching/Templates Tab

The Coaching/Templates tab contains documents that support the current activity. These documents are uploaded to the activity template.

Figure 5–21 *Coaching/Templates tab*




Toolbox Section

The Toolbox section on the Coaching/Templates tab is read-only. The attachments in this section are imported from the activity template.

Signature/Approval Tab

Use the Signatures/Approval tab to view the workflow step that the activity is in, as well as the workflow event history.

Figure 5–22 Signature/Approval tab


Customer Review (Sunny Days - Frozen Snack)
Final review

Summary | Routing Requirements | Sub-Activities | Coaching/Templates | **Signatures / Approval**

Current Status

Current Owner: Sally Jones
Current Status: Final review
Desired Action: test

Start Date: 3/2/2005
Amber Date: -----
Red Date: -----

Global Checklist Items

Global Checklist Items	Online Tools	Current Status
Activity Approval	The System will automatically request appropriate signatures based on business case.	Final review: Capital Engineering - Asfiyah Asfevah (GO) GO (Sally Jones 5/24/2006) Preliminary Review: Executive - Robb Bush (GO) GO (Sally Jones 3/2/2005) Preliminary Review: Executive - Bernie Harris (GO) GO (Sally Jones 3/2/2005)

Event History

Event	User	Time	Comments
Transitioned to 'Final review'	Sally Jones	8/1/2005 4:47 PM	
Transitioned to 'Prep for final review'	Sally Jones	3/2/2005 2:34 PM	
Transitioned to 'Preliminary Review'	Sally Jones	3/2/2005 2:34 PM	
Created	Sally Jones	3/2/2005 2:33 PM	

Current Status Section

The Current Status section shows the current status of the stage, including owner, status, desired action, and Start, Amber, and Red Dates.

Global Checklist Item Section

The Global Checklist Item section displays details about the activity's approvals for each of the current and past stages.

Event History Section

The Event History section shows a list of workflow actions taken for this activity. This information is system-generated and cannot be changed.

Project Templates

Use project templates to define the business rules and process to manage the new product development process within your business unit. Each project template declares team member formulation requirements (TMFR) and milestones that appear at each stage of the project lifecycle. The TMFR acts as:

- A required set of participants to assist in managing one or many activities or tasks within a project.
- A template describing the functional areas needed to support a project. Once invoked, the project leader assigns the appropriate users. The content of project templates varies based on project scope (business unit and project type).

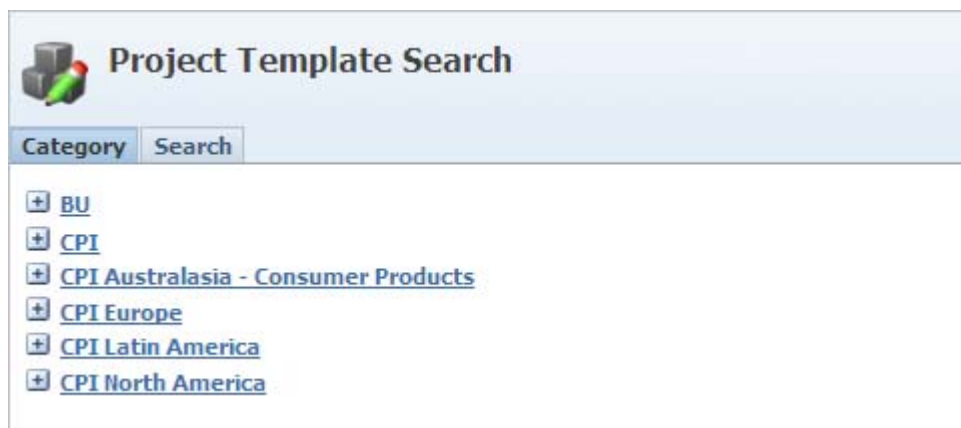
Within each project template, define two key elements for each stage of the NPD process, as shown in [Table 5-1](#):

Table 5-1 Project template key elements

Element	Description
Team Member Formulation Requirements	Business rules for project team membership and document/project review and approval
Key Milestones	Default milestones and corresponding schedule to be tracked and managed within the project lifecycle

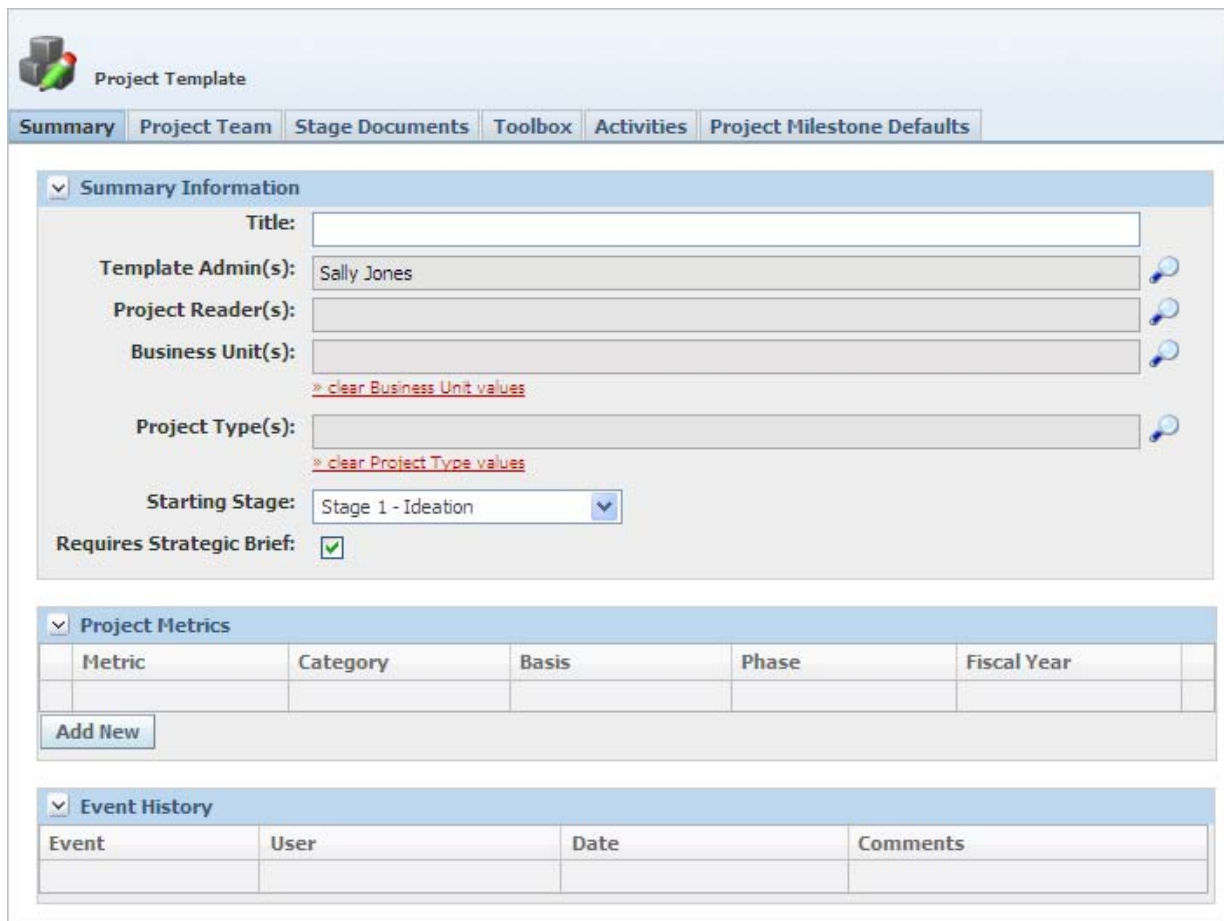
To choose a project template, select **Templates > Project Templates** from the left navigation panel. The Project Templates search page displays, as [Figure 5-23](#) shows:

Figure 5-23 Project Templates search page



Select a template using the Category tab or the Search tab. [Figure 5-24](#) shows the Project Template page.

Figure 5–24 New Project Template page





Project Template


Summary | Project Team | Stage Documents | Toolbox | Activities | Project Milestone Defaults


Summary Information


Title:

Template Admin(s): 

Project Reader(s): 

Business Unit(s): 
[» clear Business Unit values](#)

Project Type(s): 
[» clear Project Type values](#)

Starting Stage: 

Requires Strategic Brief: ☒

Project Metrics

Metric	Category	Basis	Phase	Fiscal Year

[Add New](#)

Event History

Event	User	Date	Comments

This page consists of the following tabs:

- Summary Tab
- Project Team Tab
- Stage Documents Tab
- Toolbox Tab
- Activities Tab
- Project Milestones Defaults Tab

Summary Tab

Summary Information Section

Use this section to define the rules and users for a template. Key fields include:

- **Title** — Title of the template. This is a required field.
- **Template Admin(s)** — Users that can modify the template. This is a required field.
- **Project Reader(s)** — If the Private flag is checked, only the project team can access the project. Users assigned as project readers are considered part of the project team and have read access.

- **Business Unit(s)** — Defines the business units that this template is associated with. When creating a project, this field along with Project Type is used to determine which templates to use. This is a required field.
- **Project Type(s)** — Defines the project type that this template is associated with. When a project is created, this field along with the Business Unit(s) field determines which templates are used.
- **Starting Stage** — Stage the project starts from. This is a required field.
- **Requires Strategic Brief** — Indicates whether the project requires a strategic brief. This is a required field.

Project Metrics Section

Refer to "Metrics Tab" on page 5-37 for more information on the Project Metrics section.

Event History Section

The Event History section contains a change history for the project template. This information is read-only.

Project Team Tab

Use team member formulation requirements (TMFR) to define business rules for project team membership and document/project review and approval. Team leaders use the project template form to administer the TMFR "rule base." This TMFR "rule base" is applied when a user categorizes a new strategic brief or project. The resulting team member requirements are used as a template to define specific team member, gatekeeper, and notification requirements within each project stage. Table 5-2 shows team member requirements.

Table 5-2 Team member requirements

Attribute	Description
Team Members	For each functional area, one or more team members can participate in each stage of the project
Gatekeepers	For each functional area, one or more gatekeepers whose signature is required to progress the project to the next stage
Additional Notification Requirements	For each functional area, one or more members of the organization who must be notified when a project reaches the next stage of the NPD process

In a project's beginning stage, when you identify requirements for team members, gatekeepers, and additional notification within each project stage, often times you will not be able to define specific individuals to fill these roles. You can simply select Required to indicate that the team leader must identify an individual to fill this role when the project reaches this stage.

Use the Project Team tab, shown in Figure 5-25, for assigning team members.

Figure 5–25 Project Team tab

North America standard - West
Project Template

Summary **Project Team** Stage Documents Toolbox Activities Project Milestone Defaults

ISP Screening Requirements

Functional Area	Gate Keeper(s)	Additional Notification	Guidance
Research & Development	Allen Aynes Required		

Add/Update Team Members Amber In 3 Day(s) \ Red In 5 Day(s)
☐ Automatically Approve after Red

STAGE 1 Project Stage - Gate Requirements

Functional Area	Team Member(s)	Gate Keeper(s)	Additional Notification	Guidance
Executive	Allan Bernart Alewa Required	Required		
Procurement	Angela Sarno Required			

Add/Update Team Members Amber In 3 Day(s) \ Red In 5 Day(s)
Accelerate "No-Go" reviews on Projects and Activities by: 50%
☐ Automatically Approve after Red

STAGE 2 Project Stage - Gate Requirements

Functional Area	Team Member(s)	Gate Keeper(s)	Additional Notification	Guidance
Marketing	Sylvia Arzel Bev Allen Robin Aer Required	Amy Bales Alan Barlon Required	Al Carey Required	

Add/Update Team Members Copy Team Members from Previous Stage Amber In 3 Day(s) \ Red In 5 Day(s)
Accelerate "No-Go" reviews on Projects and Activities by: 50%
☐ Automatically Approve after Red

STAGE 3 Project Stage - Gate Requirements

Functional Area	Team Member(s)	Gate Keeper(s)	Additional Notification	Guidance
-----------------	----------------	----------------	-------------------------	----------

Refer to "Team Member Formulation Requirements Section" on page 2-4 for more information on TMFR fields.

The Green/Amber/Red status indicator on the NPD Signature Requests section of the Action Items page is controlled by the following attributes:

- **Amber In**—The Status indicator turns Amber this many days after the Start Date.
- **Red In**—The Status indicator turns Red this many days after the Start Date.
- **Automatically Approve after Red**—When checked, this option causes any signature requests to automatically approve when they turn red.

ISP Screening Requirements Section

This section shows the TMFR that is used within an ISP (idea) once the ISP is transitioned to the Draft Review stage and the administrator assigns the business units and project type associated with this template. Entries appear on the ISP once the administrator selects the business unit and project type and clicks **Save**.

Project Stage - Gate Requirements Section

This section defines the TMFR data for each associated stage.

Stage Documents Tab

The Stage Documents tab, shown in [Figure 5–26](#), lists stage and strategic brief questions related to each stage of the project. This tab may not display based on your configuration settings.

Figure 5–26 *Stage Documents tab*

Project Template

Summary | Project Team | **Stage Documents** | Toolbox | Activities | Project Milestone Defaults

Stage 1

Stage Document: Global Stage 1 Document

Market & Trade Potential

- What is the entry strategy (internal, JV, license, acquisition)?
- Why is this an attractive opportunity (growth, consumer/customer, profit, defensive)?

Fit with Competencies and Capabilities

- How closely does this fit our existing competencies? What areas are outside of our competencies?

Entry Level Criteria

- Brand Fit? Financial Assumptions? Feasibility?

Competitive Position

- Who are the direct and indirect competitors? What is their competitive nature? (aggressively defend)

Describe the Origin of the Idea

- Describe the Origin of the Idea
- Categorize the origin of the Idea (using the CPI 3-Cs Approach):

Describe the Idea

- Potential obstacles.
- Details about the product.
- Potential resources and experience that can be leveraged towards this new idea.
- Proposed Launch Date.

Stage 2

Stage Document: Global Stage 2 Document

Fit with Competencies and Capabilities

- Are there any skills competencies needed to make this project successful? If yes, what is the strategy to develop these?

Establish Financial Metrics

- Estimated annual volume?
- Could we have an advantage in the category? Why?
- What is the potential size of the business?

Strategic Fit

- Does the concept fit our strategic direction?

Toolbox Tab

Use the Toolbox tab to attach business documents that are used as templates, as [Figure 5-27](#) shows. Add items by clicking **Add New**, and remove or reorder items by clicking **Reorder/Remove**.

Figure 5-27 Stage toolbox

The screenshot shows the 'Project Template' interface with the 'Toolbox' tab selected. The interface includes a navigation bar with tabs: Summary, Project Team, Stage Documents, Toolbox, Activities, and Project Milestone Defaults. Below the navigation bar, there are five 'Stage Toolboxes' labeled STAGE 1 through STAGE 5. Each stage toolbox contains a table with two columns: 'Objective' and 'Documents'. Below each table are two buttons: 'Add New' and 'Reorder/Remove'.

STAGE 1 Toolbox	
Objective	Documents
<button>Add New</button> <button>Reorder/Remove</button>	

STAGE 2 Toolbox	
Objective	Documents
<button>Add New</button> <button>Reorder/Remove</button>	

STAGE 3 Toolbox	
Objective	Documents
<button>Add New</button> <button>Reorder/Remove</button>	

STAGE 4 Toolbox	
Objective	Documents
<button>Add New</button> <button>Reorder/Remove</button>	

STAGE 5 Toolbox	
Objective	Documents
<button>Add New</button> <button>Reorder/Remove</button>	


Activities Tab

Use the Activities tab to define the default activities for each stage for a project. Additional activities can be added on the project. For more detail, see the "[Activities Tab \(Stage-Specific\)](#)" on page 5-41.

Project Milestones Defaults Tab

Project milestones define significant points in a project's lifecycle that can be tracked and managed. Within each project template, you can define any number of discreet milestones, along with a corresponding timeline expressed in days relative to the product launch date. This "default" timeline is used to assist team leaders in defining a project schedule and can be adjusted when each project is created.

Figure 5–28 Project Milestones Default tab


North America standard - West
 Project Template

Summary | Project Team | Stage Documents | Toolbox | Activities | **Project Milestone Defaults**

☒ **Global Milestones**

Critical Milestone	Planned		Comments
	Start Date Adjust	End Date Adjust	
1 Ideation	66 Days Before Launch	<input type="text"/> Days Before Launch	S1 <input type="text"/>
	<input type="text"/> Days Before Launch	45 Days Before Launch	G1 <input type="text"/>
2 Concept Qualification	45 Days Before Launch	<input type="text"/> Days Before Launch	S2 <input type="text"/>
	<input type="text"/> Days Before Launch	36 Days Before Launch	G2 <input type="text"/>
3 Product Qualification	36 Days Before Launch	<input type="text"/> Days Before Launch	S3 <input type="text"/>
	<input type="text"/> Days Before Launch	25 Days Before Launch	G3 <input type="text"/>
4 Market Qualification	25 Days Before Launch	<input type="text"/> Days Before Launch	S4 <input type="text"/>
	<input type="text"/> Days Before Launch	15 Days Before Launch	G4 <input type="text"/>
5 Launch	15 Days Before Launch	<input type="text"/> Days After Launch	S5 <input type="text"/>
	<input type="text"/> Days After Launch	0 Days After Launch	G5 <input type="text"/>
In-Market Launch Date		0	Launch <input type="text"/>

Auto-Populate

☒ **Custom Milestones**

	Critical Milestone	Start Date Adjust	End Date Adjust	Comments
	Packaging Approval			Pkg Appr
	12 wk Post Audit	84 Days After Launch		12wk
	26 wk Post Audit	182 Days After Launch		26wk
	52 wk Post Audit	364 Days After Launch		52wk

Add Custom Milestones

Global Milestones Section

Global milestones are out-of-the-box milestones that are managed in the Global Milestone section of a project's project schedule activity. You can enter the number of days before or after the In-Market Launch Date for the milestone date. Key fields include:

Date Adjust — Represents the offset prior to the launch date that the corresponding milestone are set to.

Custom Milestones Section

Custom milestones can be created for each project template. You can enter a name for the milestone or you can select a project activity as the name. You can enter the start and end date in relation to the project launch date. These dates are tracked and displayed on the Custom Milestone section of the project's project schedule activity. Key fields include:

- **Critical Milestone**—Displays the name of the milestone.
- **Start Date Adjust**—The number of days before or after launch that this milestone's start date is set to.
- **End Date Adjust**—The number of days before or after launch that this milestone's end date is set to.

Projects

Select existing projects by clicking **New Product Development > Projects** from the left navigation panel. Agile PLM for Process displays the Projects search page, as shown in [Figure 5–29](#). Search for and select a project. You can also access projects through your Action Items page, or through email notifications sent to you.

Note: Search results include only projects that the user is authorized to see. Enabling the NPD Private Project feature is configurable. By default, this configuration is turned off. For more information, see the *Agile Product Lifecycle Management for Process Configuration Guide*.

Figure 5–29 Projects search page

In a project, some of the tabs along the top of the Project page are stage specific, meaning the name and contents vary depending on what stage the project is in. The tabs that do not change are:

- [Summary Tab](#)
- [Metrics Tab](#)

- Supporting Documents Tab
- Signatures/Approval Tab


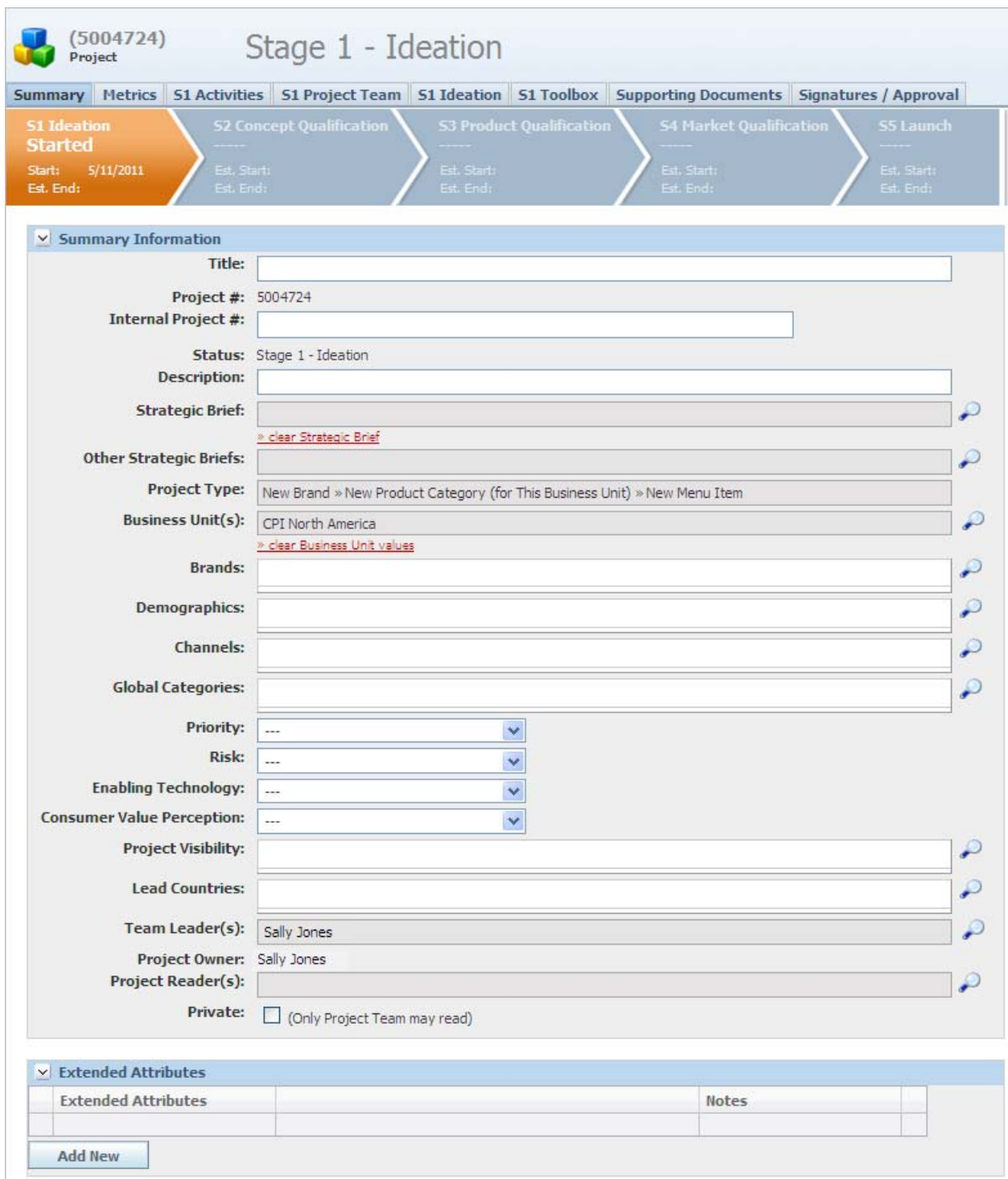
Refer to Figure 5–30. You can create new projects using the **Create New** action icon () or selecting **New > Project** from the action menu. For detailed instructions, see "Creating a Project" on page 5-44.

Figure 5–30 Project page



(5004724) Project **Stage 1 - Ideation**

Summary Metrics S1 Activities S1 Project Team S1 Ideation S1 Toolbox Supporting Documents Signatures / Approval

S1 Ideation Started
Start: 5/11/2011
Est. End:

S2 Concept Qualification
Est. Start:
Est. End:

S3 Product Qualification
Est. Start:
Est. End:

S4 Market Qualification
Est. Start:
Est. End:

S5 Launch
Est. Start:
Est. End:

Summary Information


Title:

Project #: 5004724


Internal Project #:

Status: Stage 1 - Ideation


Description:

Strategic Brief: 


[» clear Strategic Brief](#)


Other Strategic Briefs: 


Project Type: New Brand » New Product Category (for This Business Unit) » New Menu Item


Business Unit(s): CPI North America 


[» clear Business Unit values](#)


Brands: 


Demographics: 


Channels: 


Global Categories: 


Priority: --- 


Risk: --- 

Enabling Technology: --- 


Consumer Value Perception: --- 

Project Visibility: 

Lead Countries: 

Team Leader(s): Sally Jones 

Project Owner: Sally Jones

Project Reader(s): 

Private: ☐ (Only Project Team may read)

Extended Attributes

Extended Attributes	Notes

Add New

Summary Tab

Use the Summary tab to provide high level information about the project.

Project Status Bar

The Project Status bar plays a dual role:

1. It provides a graphical representation of the project's current status and its progression through the NPD process stages.
2. It provides an interface that you can use to navigate across stages to access the stage-specific pages and items. Each stage block is actually a button. Clicking on any of the buttons takes you to the corresponding stage in the process.

Figure 5–31 Status bar containing stage blocks and launch date block



Stage Blocks

Each stage block contains the following:

- S# Stage Name**—Where # represents the stage number, following by the stage name. For example in the green block above, S1 represents Stage 1, and "Ideation" is the stage name.
- Sub Stage**—Choices are:
 - **"Started"**—The stage has been started
 - **The Gate Name**—Example: "Screening"
 - **"Go"**—The stage has been completed and the project has moved onto the next stage
 - **"----**—Displays if the stage has not begun or if it was skipped.
- Estimated Start and End Dates**—Estimates taken from the active project schedule. Once a stage is actually started, the Est. Start changes to an actual Start Date. Also, when a stage actually ends, the Est. End date changes to the actual end date. See Figure 5–31 above for an example.

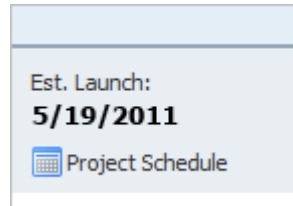
The color of the stage block represents its state as follows:

- **Orange**—Stage the project is currently on (the active stage) unless it is in a Terminated or Hold state
- **Green**—Stages in "Go" or "Completed"
- **Red**—Stage in "Terminated"
- **Blue**—All stages that have not been entered into yet or have been skipped
- **Yellow**—Stages in "Hold"

Estimated Launch Date Block

The Est Launch Date block appears to the right of the stages. This displays the Estimated Launch date defined on the project schedule. If an actual launch date is in the active project schedule, you see the field label "Launch" and the actual launch date. The Est Launch Date block also contains a link to the active project schedule, if one exists. This link opens the project's active schedule activity.

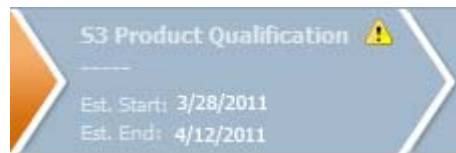
Figure 5–32 Estimate Launch



Warnings

A warning icon (⚠) is shown if the current date is later than either the estimated start or end date. This warns the user that the project is behind schedule. A warning icon appears in the stage blocks, as Figure 5–33 shows. It also appears next to the Est. Launch date if the current date is later. For example in Figure 5–33, the current date is later than March 28th, 2011 or April 12th, 2011.

Figure 5–33 Status bar warning



Summary Information Section

Key fields in the Summary Information section include:

- **Project Title**—Enter the name of the project. The name must conform to the naming convention established and is limited to 50 characters. This is a required field.
- **Project Number**—The project number is auto-generated and cannot be changed.
- **Status**—Status is assigned by the system according to the project's progression through the stage-gate workflow.
- **Strategic Brief**—Displays the name of the parent strategic brief. Click on this field to navigate to the parent strategic brief.
- **Project Type and Business Unit(s)**—These fields determine which project template(s) are used to create the project.
- **Owner**—The owner is defaulted to the author of the project. Owners can transition the project once all the approvers have given their approvals.

- **Team Leaders**—This field defaults to the author of the project. Team leaders can transition the project once all the approvers have given their approvals.
- **Project Readers**—If the Private flag is checked, only team members can access the project. Those user assigned as project readers are considered part of the project team and have read access.

Private Flag

All projects are available to all NPD users by default. When the private flag is checked, only authorized team members have access to the project. Authorized team members include:

- Team Leaders—Summary Tab (regardless of stage)
- Additional Readers—Summary Tab (regardless of stage)
- Project Owner—Summary Tab (regardless of stage)
- Team Members—Project Team Tab (regardless of stage)
- Gate Keepers—Project Team Tab (regardless of stage)
- Additional Notification—Project Team Tab (regardless of stage)
- Authorized user of an activity associated to the current project stage except for the following non-project specific settings:
 - All NPD Users
 - User/Groups

For activities, a user is authorized for an activity belonging to a Private project if the user is a member of one of the following sections on the Routing Requirements tab for the current stage of the activity:

- Owners
- Signature Requests
- Additional Notifies
- Additional Readers

Additionally, a user is authorized for an activity belonging to a Private project if one of the following roles is assigned:

- NPD_Admin
- NPD_SA
- NPD_SA_Reader

Extended Attributes Section

Use this section to add extended attributes for the project. Extended attributes define custom information for the project.

Two roles are associated with extended attributes:

- **[ADD_EXT_ATT]**—Users with this role can see and use the Add New button to add extended attributes.
- **[REMOVE_EXT_ATT]**—Users with this role can see and use the Delete column of the Extended Attributes grid to remove extended attributes.

Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for a more in-depth discussion of extended attributes.

Metrics Tab

This tab contains the default metrics defined in the project template. Use it to add more metrics by clicking **Setup Metrics**. The metrics displayed also contain a rollup of the metrics associated to the project's activities.

Note: This tab is only visible to users with a certain role. For more information, refer to the *Agile Product Lifecycle Management for Process Administrator User Guide*.

Figure 5–34 Metrics tab

Frozen Juice on a Stick (5000080) Stage 2 - Concept Qualification

Summary Metrics S2 Activities S2 Project Team S2 Concept Qualification S2 Toolbox Supporting Documents Signatures / A

S1 Ideation Go Start: 2/27/2011 End: 3/15/2011

S2 Concept Qualification Screening Start: 3/15/2011 Est. End: 3/28/2011

S3 Product Qualification Est. Start: 3/28/2011 Est. End: 4/12/2011

S4 Market Qualification Est. Start: 4/12/2011 Est. End: 4/24/2011

S5 Launch Est. Start: 4/24/2011 Est. End: 12/2/2011

☒ Project Metrics

Metric	Category	Basis	Phase	UOM	No Fiscal Year
3 YR NPV	---	No Basis	No Phase	Actual	---
Annualized Case Volume	---	No Basis	No Phase	Actual	---
Annualized DI	Revenue	No Basis	No Phase	Actual	---
Annualized NSV	Revenue	No Basis	No Phase	Actual	---
Capital Exp	---	No Basis	No Phase	Actual	---
Contribution	Expense	No Basis	No Phase	Actual	---
Idea Category	Other	No Basis	No Phase		---
Months to Payout	---	No Basis	No Phase	Months	---
Remaining Cost	---	No Basis	No Phase	Actual	---
Remaining Work (Hrs)	---	No Basis	No Phase	Hours	---

[Setup Metrics](#) [Display Filters](#)

NOTE: Financial metrics shown in [FY 2005] currency exchange rates for [USD].

To filter the list of metrics displayed, click the **Display Filters** link. A dialog box, shown in Figure 5–35, opens.

Financial metrics can be defined with an exchange rate related to a specific currency and fiscal year. The currency and year control the values entered and displayed. These values can be changed by changing the values in the NOTE at the bottom of the page. When changed, the conversion for all financial values occurs.

Figure 5–35 Select Metric Filters dialog box

Click the search icon () to select filter criteria, then click **Done**.

Currency conversions are performed for financial metrics. Activity to Project Conversions are performed as follows:

1. Users are able to add and enter metric data on one or more activities. Financial data entered on an activity is associated with a currency, i.e. EUR - Euro.
2. On the project where the activities from step 1 exist the same metric is added. The metric is configured using the data source "From Calculation" so that values are rolled up from the associated activities. The calculated values are converted from the activity's currency to the project's displayed currency.

Note: NPD Projects do not perform conversions for project level overrides. Instead it is recommended that overrides be entered via activities and rolled up/converted to the project. For example, a user enters an override on a project metric as 100,000 while the project currency is set to Euro. If the user changes the project currency from Euro to US Dollars the value entered remains 100,000. Therefore users must consider this functionality when managing metric data. It is recommended that data should be entered via activity metrics for currency conversion to work properly. Users can manage data on the activity via overrides or field exchange.

Adding Metrics

To add new metrics:

1. With the project in edit mode, select **Setup Metrics**.
2. Click **Add New**.
3. In the search dialog that displays, search and select the metrics you want to add.
4. Click **Done**.

Supporting Documents Tab

Use the Supporting Documents tab to store documents for a project. The Supporting Documents tab consists of the following sections, and is shown in Figure 5–36:

- Supporting Documents (attached to Project) Section
- DRL Documents Section
- Related Documents (from other Prodika applications) Section

Figure 5–36 Supporting Documents tab

The screenshot shows the 'Supporting Documents' tab for a project named 'Frozen Juice on a Stick (5000080)' in 'Stage 2 - Concept Qualification'. The interface includes a progress bar at the top with stages S1 through S5. The 'Supporting Documents' tab is active, showing three sections: 'Supporting Documents (attached to Project)', 'DRL Documents', and 'Related Documents (from other Prodika applications)'.

Supporting Documents (attached to Project)

Last Modified	Documents	Type	Owners	Status
8/4/2004	Customer Review	Activity	-----	Complete
2/10/2004	Supporting Market Research	Attachments/Comments	Sally Jones	-----

Buttons: Add New, Add URL

DRL Documents

Name	Type
1 Corporate Policies & Procedures	Document

Buttons: Add - Browse, Add - Search

Related Documents (from other Prodika applications)

Last Modified	Documents	Type	Owners	Status
---------------	-----------	------	--------	--------

Supporting Documents (attached to Project) Section

The Supporting Document (attached to Project) section shows documents, activities, and ISPs (ideas) that are tied to the project. The Type column indicates the type of document. Clicking any linked field displays that document.

DRL Documents Section

Use the DRL Documents section to reference documents or catalogs of documents stored in the Document Reference Library (DRL). The catalogs listed here are associated to the project.

The association between a document and its catalog is set in DRL and controls visibility and access to the document. Document visibility for a user is controlled by the user's association to a catalog node set in the User Group Management tool. For more information, refer to the *Agile Product Lifecycle Management for Process Document Reference Library User Guide* and the *Agile Product Lifecycle Management for Process Administrator User Guide*.

Related Documents (from other Prodika applications) Section

The Related Documents (from other Prodika Applications) section shows all GSM specifications and SCRM companies and facilities that are related to the current project through its activities.

Signatures/Approval Tab

Use the Signatures/Approval tab to view the workflow step that the project is in, as well as workflow event history. For more information, see "[Signature/Approval Tab](#)" on page 5-23.

Current Status Section

The Current Status section shows the current status of the stage, including owner, status, desired action, and start, amber and red dates. Key fields include:

Current Owner — Owners and team leader as defined on the Summary tab.

Start, Amber, and Red Dates — Control the status of the action item.

Global Checklist Item Section

The Global Checklist Item section displays details about the project's approvals for each of the current and past stages.

Event History Section

The Event History section shows a list of workflow actions taken for this project. The actions are system-generated and cannot be changed.

Activities Tab (Stage-Specific)

The Activities tab is stage-specific and is used to manage activities for the project. For a detailed description of using activities, refer to "Activities Overview" on page 5-1.

Figure 5-37 shows the Activities tab.

Figure 5-37 Activities tab

Frozen Juice on a Stick (5000080) Stage 2 - Concept Qualification

Summary Metrics **S2 Activities** S2 Project Team S2 Concept Qualification S2 Toolbox Supporting Documents Signatures / Ap

S1 Ideation Go Start: 2/27/2011 End: 3/15/2011

S2 Concept Qualification Screening Start: 3/15/2011 Est. End: 3/28/2011

S3 Product Qualification Est. Start: 3/28/2011 Est. End: 4/12/2011

S4 Market Qualification Est. Start: 4/12/2011 Est. End: 4/24/2011

S5 Launch Est. Start: 4/24/2011 Est. End: 12/27/2011

☒ Activities (from Project Templates)

Activity Name	Description	Owner	Status
Project Schedule			

Add / Update Activities

☒ Activities (from Library)

Activity Name	Description	Owner	Status
52 Week Post-Audit			

Add / Update Activities

☒ Activities (for this Project only)

Activity Name	Description	Owner	Status

Add / Update Activities

☒ Global Checklist Items

Global Checklist Items	Online Tools	Current Status
Project Approval	The System will automatically request appropriate signatures based on business case.	

Activities (from Project Template) Section

The Activities (from Project Templates) section displays activity templates defined on the project template.

Activities (from Library) Section

Use the Activities (from Library) section to add an activity template that has already been defined.

Activities (for this Project only) Section

Use the Activities (for this Project only) section to create custom activity templates that are only accessible by the current project.

For all sections, key fields include:

- **Activity Name**—The name of the activity template that has been associated to the project.
- **Description**—Contains activities that has been added to the project. You can add activities by clicking the **Create New** link.
- **Owner**—The current owner as set by the activity's workflow.
- **Status**—The activity's Green, Amber, or Red workflow status. The dates for these statuses are shown on the Signature / Approval tab.

Project Team Tab (Stage-Specific)

The Project Team tab, shown in Figure 5–38, is stage-specific in that the team membership may vary depending on which stage the project is in. This flexibility ensures that the team has access to the right resources and skill set at each stage.

Figure 5–38 Project Team tab

Frozen Juice on a Stick (5000080) Stage 2 - Concept Qualification

Summary Metrics S2 Activities **S2 Project Team** S2 Concept Qualification S2 Toolbox Supporting Documents Signatures /

S1 Ideation Go Start: 2/27/2011 End: 3/15/2011

S2 Concept Qualification Screening Start: 3/15/2011 Est. End: 3/28/2011

S3 Product Qualification Est. Start: 3/28/2011 Est. End: 4/12/2011

S4 Market Qualification Est. Start: 4/12/2011 Est. End: 4/24/2011

S5 Launch Est. Start: 4/24/2011 Est. End: 12/1/2011

☒ **Team Member Formulation Requirements (from Project Template)**

Functional Area	Team Member(s)	Gate Keeper(s)	Additional Notification	Guidance
Marketing	Mark Drummond Required	Mark Drummond Required		
R&D Packaging			Butono Kartane Required	
R&D Product Development	taniel Jenéñez Required	Any Skow Required		

Update Team Members Pull From Last Stage

☒ **Additional Team Member Formulation Requirements**

Functional Area	Team Member(s)	Gate Keeper(s)	Additional Notification

Add/Update Team Members Pull From Last Stage

Each project team page includes two sections: Team Member Formulation Requirements (from Project Template) and Additional Team Member Formulation Requirements.

Both sections are handled in a similar manner but with some exceptions:

- The Team Member Formulation Requirements (from Project Template) section may be pre-populated based on the selections made in the applicable project template.
- The Team Member Formulation Requirements (from Project Template) section contains a Guidance column that the Additional Team Member Formulation Requirements section does not have.

Refer to "Project Status Bar" on page 5-34 for information on the Current Project Status section.

Toolbox Tab (Stage-Specific)

The Toolbox tab is a stage-specific, dynamically changing tab label. Its contents reflect the stage the product is in during the lifecycle. It contains a checklist of high level activities with any supporting documents for the current stage of the project. The checklist is created on the project template. [Figure 5-39](#) shows the Toolbox tab.

Figure 5-39 Toolbox tab

The screenshot shows the Project Status Bar for 'Frozen Juice on a Stick (5000080)' in 'Stage 2 - Concept Qualification'. The bar includes tabs for Summary, Metrics, S2 Activities, S2 Project Team, S2 Concept Qualification, S2 Toolbox, Supporting Documents, and Signatures. Below the tabs, a progress bar shows five stages: S1 Ideation Go, S2 Concept Qualification Screening (current stage), S3 Product Qualification, S4 Market Qualification, and S5 Launch. Each stage has start and end dates. The S2 Toolbox tab is selected, showing a table with columns for Objective and Document.

STAGE 2 Toolbox	
Objective	Document

Working with Projects

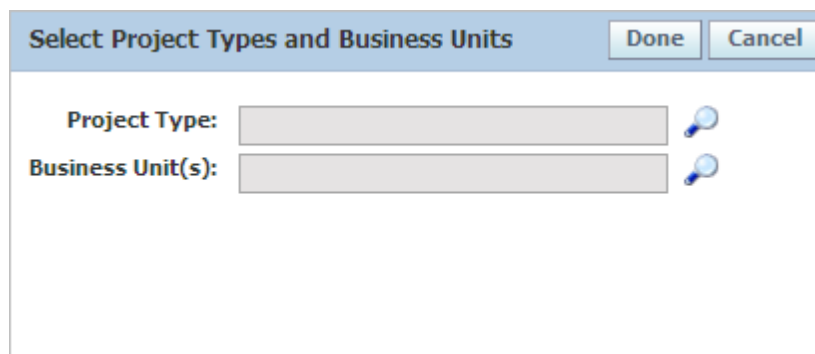
Creating a Project

Create an NPD project either from the left navigation panel or from within a strategic brief. The strategic brief document serves as the foundational parent document of the new project. Projects are defined by business unit and project type.

To create a new project from the navigation panel:

1. Click **New Product Development > Projects** from the left navigation panel. Agile PLM for Process displays the Projects search page.
2. Click **Create New**. The Select Project Types and Business Units page dialog box, as [Figure 5–40](#) shows:


Figure 5–40 Select Project Types and Business Units dialog box



The dialog box is titled "Select Project Types and Business Units". It features a "Done" button and a "Cancel" button in the top right corner. Below the title bar, there are two input fields. The first is labeled "Project Type:" and the second is labeled "Business Unit(s):". Each input field has a small magnifying glass icon to its right, indicating a search function.

3. Click the **Business Unit(s)** link to select one or more business units associated with the project. This is a required field.
4. Click the **Project Type** link to select a project type. This is a required field.
5. Click **Done**. NPD assigns a project template based on your selection. A new project page displays, with some fields and tabs pre-defined based on the associated template, as [Figure 5–41](#) shows.

Figure 5–41 Project page based on defined project type and business unit

 (5004725) Project

Stage 1 - Ideation

Summary Metrics S1 Activities S1 Project Team S1 Ideation S1 Toolbox Supporting Documents Signatures / Approval

S1 Ideation Go
Start: 2/27/2011
End: 3/15/2011

S2 Concept Qualification Screening
Start: 3/15/2011
Est. End: 3/28/2011

S3 Product Qualification
Est. Start: 3/28/2011
Est. End: 4/12/2011

S4 Market Qualification
Est. Start: 4/12/2011
Est. End: 4/24/2011

S5 Launch
Est. Start: 4/24/2011
Est. End: 12/27/2011

Summary Information


Title:

Project #: 5004725


Internal Project #:

Status: Stage 1 - Ideation

Description:


Strategic Brief: 


[» clear Strategic Brief](#)


Other Strategic Briefs: 


Project Type: Current Brand » New Product Category (for This Business Unit) » New Product & Package


Business Unit(s): CPI Latin America » Alimentos CPI de Costa Rica » Not Manufactured Locally
CPI Latin America » CPI Mexico » Frozen Food
CPI Latin America » Alimentos CPI de Costa Rica » Manufactured Locally
[» clear Business Unit values](#)


Brands: 


Demographics: 


Channels: 


Global Categories: 


Priority: --- 


Risk: --- 

Enabling Technology: --- 


Consumer Value Perception: --- 

Project Visibility: 

Lead Countries: 

Team Leader(s): Sally Jones 

Project Owner: Sally Jones

Project Reader(s): 

Private: ☐ (Only Project Team may read)

Extended Attributes

Extended Attributes	Notes

6. On the Summary tab, provide a title for the project in the **Title** field. This is a required field.
7. Click **Save**.

Note: The **clear Strategic Brief** and **clear Business Unit values** hyperlinks allow users with edit access to the project to reassign strategic briefs and business unit values.

8. Provide additional project information on the remaining pages, then click **Save**.

To create a project from a strategic brief:

1. Click **New Product Development > Strategic Briefs**.
2. Navigate through the strategic briefs category or use the search function to find the completed strategic brief to use as the parent for the project.
3. Click on the desired strategic brief link to open the document.
4. Click **Create Project**.

Refreshing a Template

The **refresh template** hyperlink displays on the Signature/Approval tab, as [Figure 5-42](#) shows. The refresh from template feature is used to update future stages of the project from the original template. The original template is the template that the project originally resolved to based on project type and business unit.

Although users cannot switch a project's template, users are able to make changes to a project's business units. This means that a project can be initiated with a specific business unit taking the lead, for example, North America, and as the project progresses other business units can be included, for example, South America.

By adding a new business unit to the project as described above and clicking **refresh from template**, NPD does not resolve to a new template. It merely refreshes all future stages based on the original template.

Figure 5–42 Refresh template hyperlink

(5004725) Project

Stage 1 - Ideation

Summary Metrics S1 Activities S1 Project Team S1 Ideation S1 Toolbox Supporting Documents Signatures / Approval

S1 Ideation Go
Start: 2/27/2011
End: 3/15/2011

S2 Concept Qualification Screening
Start: 3/15/2011
Est. End: 3/28/2011

S3 Product Qualification
Est. Start: 3/28/2011
Est. End: 4/12/2011

S4 Market Qualification
Est. Start: 4/12/2011
Est. End: 4/24/2011

S5 Launch
Est. Start: 4/24/2011
Est. End: 12/27/2011

☒ Current Status

Current Owner: Sally Jones
Current Status: Stage 1 - Ideation
Desired Action:

Start Date: 5/11/2011
Amber Date: -----
Red Date: -----

☒ Global Checklist Items

Global Checklist Items	Online Tools	Current Status
Pre-Screening Approvals	The System will automatically request appropriate signatures based on business case.	

☒ Event History

Event	User	Time	Comments

[refresh template](#)

Approving a Project

The gatekeepers of a project have an action in the NPD Signature Requests on their Action Items page when an approval is requested from them. They also receive an email notifying them that their signature has been requested.


To approve or reject a project:

1. Click on the selected project action item, or on the hyperlink contained in the email notification.
2. Review contents of the project by clicking the **Click HERE to review the original Project** link. This launches the project.
3. Close the Project window by clicking **Done**.
4. Click **Workflow**.
5. Add comments in the **Comments** field.
6. Select **GO** or **NO GO**, then click the move step forward icon (➡) or the move step back icon (⬅) to submit your decision.

Moving a Project to the Next Step in the Workflow

Once all the approvers have approved the project and all the activity dependencies have been satisfied, the project is ready to be transitioned to the next step in the workflow.

To move the project to the next step in the workflow:

1. Open the project.
2. Click **Workflow**.
3. Add comments in the Comments field.
4. Select the move step forward icon ().

Deleting a Project

Projects can be deleted from view in the system. A certain role is required for this. Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information about roles.

To delete a project:

1. Open the project.
2. Click **Edit**.
3. Click **Admin** in the action menu (this button is only visible to users with a certain role). The Project Administration dialog box is displayed, as shown in [Figure 5–43](#).
4. Select **Yes** next to the Remove Project? field. NPD displays a text field.
5. Enter an explanation in the free text field.
6. Click **Done**.

Figure 5–43 Project Administration dialog box

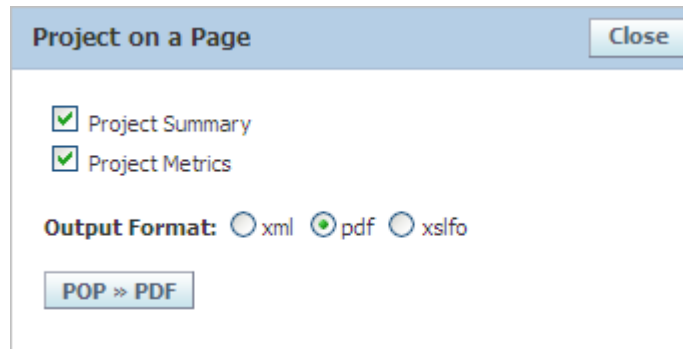


Using the Project on a Page Feature

Use the Project on a Page (POP) feature to view the project summary activities, project schedule activities, and project metrics in PDF format. You can select any or all of these elements to view. The available activities to select are dependent on what is present in the project.

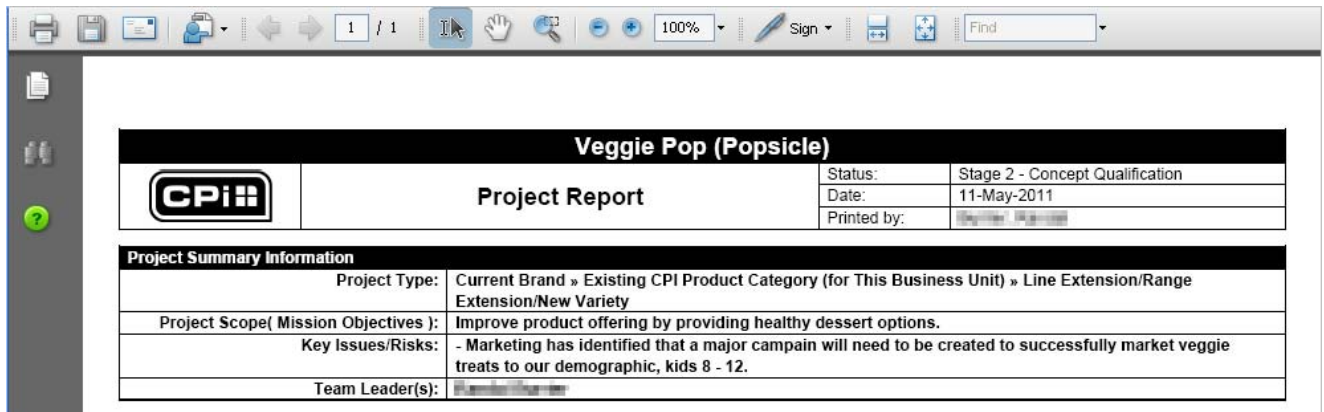
To view the project on a page:

1. Open the project.
2. Click **POP** in the action menu. The Project on a Page dialog box is displayed. By default, all elements related to the project are selected, as [Figure 5–44](#) shows.


Figure 5–44 Project on a Page dialog box


The dialog box titled "Project on a Page" has a "Close" button in the top right corner. It contains two checked checkboxes: "Project Summary" and "Project Metrics". Below these, the "Output Format" section shows three radio buttons: "xml", "pdf" (which is selected), and "xlsfo". At the bottom is a button labeled "POP >> PDF".

3. Deselect the elements you are not interested in viewing. One element must be selected in order to run Project on a Page.
4. Click **POP >> PDF**.
5. A PDF file displays containing the sections that were selected. [Figure 5–45](#) shows a POP sample.

Figure 5–45 POP sample


The PDF sample shows a report for "Veggie Pop (Popsicle)". It includes a table with project details and a section for project summary information.

Veggie Pop (Popsicle)	
	Project Report
Status:	Stage 2 - Concept Qualification
Date:	11-May-2011
Printed by:	System Admin

Project Summary Information	
Project Type:	Current Brand » Existing CPI Product Category (for This Business Unit) » Line Extension/Range Extension/New Variety
Project Scope(Mission Objectives):	Improve product offering by providing healthy dessert options.
Key Issues/Risks:	- Marketing has identified that a major campaign will need to be created to successfully market veggie treats to our demographic, kids 8 - 12.
Team Leader(s):	Brandon Hester

Printing a Project

Use the print feature to selectively print areas of a project.

To print a project:

1. Open the project.
2. Click **Print** in the action menu. The Print Options dialog box displays, as [Figure 5–46](#) shows.

Figure 5–46 *Print Options dialog box*

Print Options			Print	Close
	Veggie Pop (Popsicle) (5003386)	Status	Print	
	Veggie Pop (Popsicle)	Stage 2 - Concept Qualification		
	Project Summary		<input checked="" type="checkbox"/>	
<input type="checkbox"/>	Project Team		<input checked="" type="checkbox"/>	
<input type="checkbox"/>	Stage Documents		<input checked="" type="checkbox"/>	
<input type="checkbox"/>	Project Activities/Documents Summary		<input checked="" type="checkbox"/>	

Output Format: ☐ xml ☒ pdf ☐ xlsfo

3. Select the areas you are interested in printing by clicking the corresponding checkbox in the Print column. Print options are:
 - **Project Summary** — Prints a project summary.
 - **Project Metrics** — Prints the project-level metrics.
 - **Project Team** — Prints the Team Member Formulation Requirements for each selected stage. Clicking the expand list icon (☐) in the first column expands the list to show all the stages.
 - **Stage Documents** — Prints the template stage questions and responses for each selected stage. Clicking the expand list icon (☐) in the first column expands the list to show all the stages.
 - **Project Activities/Documents Summary** — Prints a summary of all activities and supporting documents associated to the project. Clicking the expand list icon (☐) in the first column expands the list to show all activities and documents.
4. Click **Print**. A PDF containing the selected elements opens in another window. You can review and print the project.

Working with Activities


Adding an Activity Template from the Library to a Project

To add an activity template from a library to a project:

1. Place the project in edit mode by clicking **Edit**.
2. Click the **Activities** tab.
3. Click **Add/Update Activities** below the Activities (from Library) section. The Edit Activities dialog box displays existing activity templates. You can now follow the instructions found in ["To add a sub-activity:"](#) on page 5-15 to add the activity.



Adding a Custom Activity Template to a Project

To add a custom activity template to a project:

1. Place the project in edit mode by clicking **Edit**.
2. Click the **Activities** tab.
3. Click **Add/Update Activities** displayed below the Activities (for this Project only) section.
4. You can now add a custom activity template that has already been added to this project in another stage by clicking **Add Activity**, or you can create a new activity template that is only available in the current project by clicking **Create Custom Activity**. The latter opens the Activity Template detail page where you fill in the appropriate data.
5. After adding the custom activity template, enter the project dependency date.
6. To save the row, click the apply changes icon ().
7. Click **Done** to return to the Project page.

Updating a Project Activity Dependency

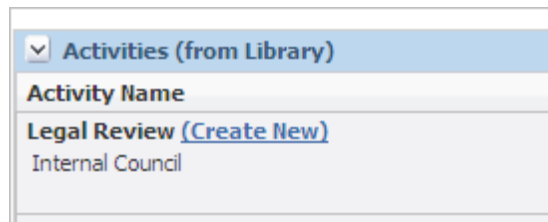
To update a project activity dependency:

1. Place the project in edit mode by clicking **Edit**.
2. Click the **Activities** tab.
3. Click **Add/Update Activities** below the appropriate section.
4. In the Activity Name dialog box, click the edit icon (). The activity displays in edit mode.
5. Update the appropriate template and dependency data.
6. Save the row by clicking the apply changes icon ().
7. Click **Done** to return to the Project page.

Creating a New Activity on the Project

To create a new activity on the project:

1. Open the project and ensure you are in read-only mode.
2. Click the **Activities** tab.
3. Click the **Create New** link in any of the three sections, next to the appropriate activity template. [Figure 5-47](#) shows one activity section:

Figure 5–47 Create New link

A new Activity dialog box is displayed.

4. Make changes to the activity using the page tabs, then click **Save** or **Save & Close**.

Editing an Existing Activity

To edit an existing activity:

1. To edit an activity for a project, open the project and ensure you are in read-only mode.
2. Click the **Activities** tab.
3. Click the link of the activity to be edited in the Description column of one of the activities section. The Activity detail dialog box displays.
4. Click **Edit**.
5. Edit the appropriate data.
6. Click **Save** or **Save and Close**.

Approving or Rejecting an Activity

The users defined in the Signature section of an activity have an action in the NPD Signature Requests on their Action Items page when an approval is requested from them. They also receive an email notifying them that their signature has been requested.



To approve or reject an activity:

1. Click the selected activity action item, or on the hyperlink included in the email notification.
2. Review contents of the activity by clicking the **Click HERE to review the original activity** link.
3. Close the Activity window.
4. Click **Workflow**.
5. Add comments in the Comments field.
6. Select **GO** or **NO GO**, then click the move step forward icon (➡) or the move step back icon (⬅) to submit your decision.

Moving an Activity to the Next Step in the Workflow

Once all the approvers have approved the activity and all the sub-activity dependencies have been satisfied, the activity is ready to be transitioned to the next step in the workflow by one of the owners. The owners have this activity in the NPD Action Items list on their Action Items page and receive an email notification that all approvals have been received.

To transition the activity:

1. Open the activity by clicking on the selected activity action item linked name in the NPD Action Items section on the Action Items page. You can also open the activity by clicking the hyperlink contained in the email notification.
2. Click **Workflow**.
3. Add comments in the Comments field as needed, then click the move step forward icon () or the move step back icon () to move the activity forward or backward in the workflow.

Searching and Browsing Activity Templates

To search or browse existing activities:

1. Click **Templates > Activity Templates** from the left navigation panel.
2. Select the **Category** tab to browse by business unit, or select the **Search** tab to search by activity template attributes.

Creating an Activity Template

To create an activity template:

1. Click **Templates > Activity Templates** from the left navigation panel.
2. Click **Create New**.
3. Fill in appropriate information.
4. Click **Save** or **Save & Close**.

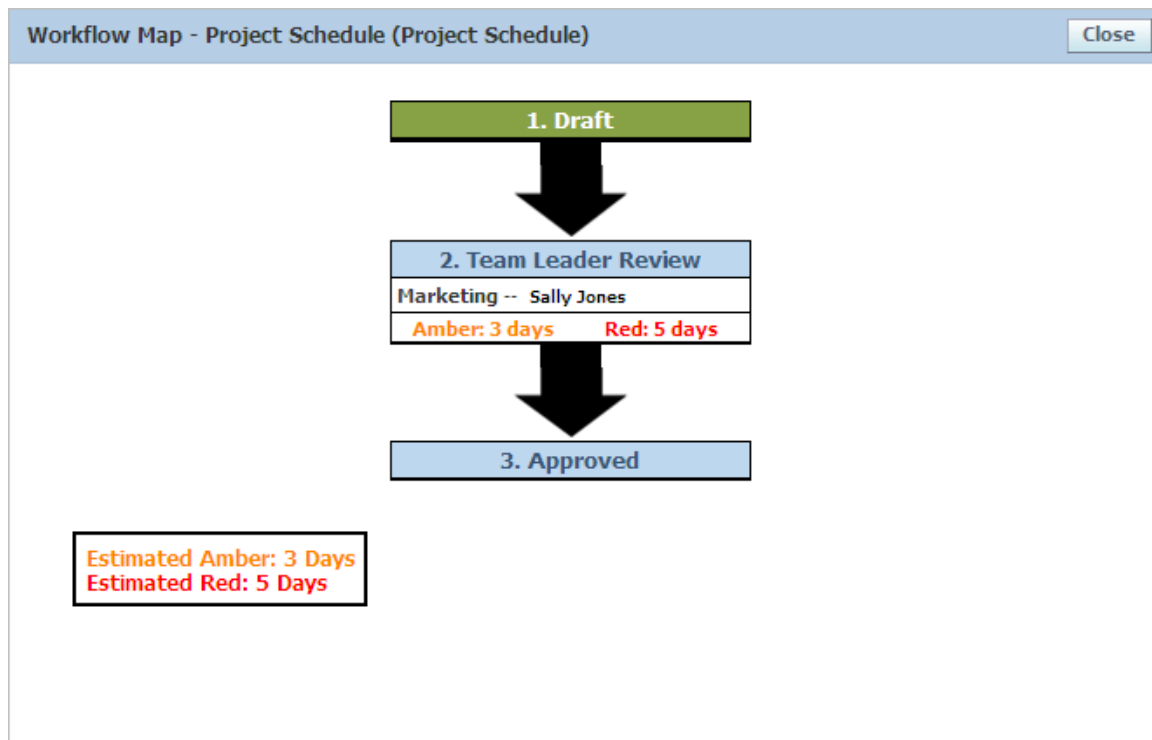
Deleting an Activity Template

To delete an activity template:

1. Open the activity template.
2. Click **Edit**. A new section, Document Admin, appears at the bottom of the page.
3. Click **Delete Document**. A new section is displayed.
4. In the new section fill in the reason for deleting this template.
5. Click **Continue**. Two buttons appear that enable you to continue or cancel.
6. Click **Confirm Delete**.

Viewing an Activity Workflow

To see a visual representation of the project's workflow, including the steps and team members, select an activity, and then click **Map** in the action menu. [Figure 5-48](#) shows a sample map.

Figure 5–48 Map of activity workflow

Action Items

This chapter describes how to use action items. It includes the following topics:

- [Understanding Action Items](#)
- [Action Items Tab](#)
- [Strategic Briefs and Projects Tab](#)

Understanding Action Items

The Action Items page serves as the main dashboard for New Product Development (NPD), informing you of any outstanding actions as well as providing a list of projects and strategic briefs with which you have a relationship. This page consists of two tabs, as shown in [Figure 6-1](#):

- Action Items
- Strategic Briefs and Projects

Figure 6–1 Action Items page

Action Items																	
<div> <div>Action Items</div> <div>Strategic Briefs and Projects</div> </div>																	
<div> <div>NPD Action Items for Randall Burton</div> <table> <tr> <th>Description</th><th>Owner</th><th>Status</th></tr> <tr> <td>Customer Review (Sunny Days - Frozen Snack)</td><td>Randall Burton</td><td>Final review</td></tr> <tr> <td>Document Collaboration (Sunny Days - Frozen Snack)</td><td>Randall Burton</td><td>Draft</td></tr> <tr> <td>Nutritional Reviews (Astronaut Ice cream)</td><td>Approved: Michael O'Neil, Randall Burton</td><td>Request Review</td></tr> <tr> <td>Packaging Change Request - 22mm (Decorative Screw Closures)</td><td>Randall Burton</td><td>Draft</td></tr> </table> </div>			Description	Owner	Status	Customer Review (Sunny Days - Frozen Snack)	Randall Burton	Final review	Document Collaboration (Sunny Days - Frozen Snack)	Randall Burton	Draft	Nutritional Reviews (Astronaut Ice cream)	Approved: Michael O'Neil, Randall Burton	Request Review	Packaging Change Request - 22mm (Decorative Screw Closures)	Randall Burton	Draft
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Packaging Change Request - 22mm (Decorative Screw Closures)	Randall Burton	Draft															
<div> <div>NPD Signature Requests for Randall Burton</div> <table> <tr> <th>Title</th><th>Owner</th><th>Status</th></tr> <tr> <td>11956 (Project Signature Request)</td><td>Randall Burton</td><td>Review</td></tr> </table> </div>			Title	Owner	Status	11956 (Project Signature Request)	Randall Burton	Review									
Title	Owner	Status															
11956 (Project Signature Request)	Randall Burton	Review															
<div> <div>Innovations/Sales Pipeline Action Items for Randall Burton</div> <table> <tr> <th>Description</th><th>Owner</th><th>Status</th></tr> <tr> <td>Fajita Pizza (ISP)</td><td>Randall Burton, Rajeev Adams, and Arman</td><td>Idea Review</td></tr> <tr> <td>Frozen Smoothie (ISP)</td><td>Randall Burton, Raj Adams</td><td>Idea Review</td></tr> <tr> <td>Hamburger on Whole Wheat Bun (ISP)</td><td>Randall Burton</td><td>Idea Review</td></tr> <tr> <td>New Baby Food Idea from the field (ISP)</td><td>Randall Burton</td><td>Draft</td></tr> </table> </div>			Description	Owner	Status	Fajita Pizza (ISP)	Randall Burton, Rajeev Adams, and Arman	Idea Review	Frozen Smoothie (ISP)	Randall Burton, Raj Adams	Idea Review	Hamburger on Whole Wheat Bun (ISP)	Randall Burton	Idea Review	New Baby Food Idea from the field (ISP)	Randall Burton	Draft
Description	Owner	Status															
Fajita Pizza (ISP)	Randall Burton, Rajeev Adams, and Arman	Idea Review															
Frozen Smoothie (ISP)	Randall Burton, Raj Adams	Idea Review															
Hamburger on Whole Wheat Bun (ISP)	Randall Burton	Idea Review															
New Baby Food Idea from the field (ISP)	Randall Burton	Draft															


Note: Only projects and activities that the user is authorized to see will display on the Action Items tabs.

Action Items Tab

The Action Items tab contains three sections that inform you of outstanding actions for ideas (innovation sales pipelines, or ISPs), projects, and strategic briefs. The Owner column will be shaded light green if you, the logged in user, are the "direct" owner. The Owner column will be shaded gray if you are an "indirect" owner. Indirect ownership occurs in one of two ways:


- **Temporary Signature Authority**—You have been assigned items through temporary signature authority. The name of the owner who granted you temporary signature authority displays. Refer to [Chapter 8, "Temporary Signature Authority"](#) for more information.
- **Group Membership**—You are a member in the assigned group. The group name displays in brackets.

Innovation Sales Pipeline Action Items Section

This section displays the ISPs that you are an owner of that have not reached the "Approved" stage. You can click on the link in the Description column to open the ISP, or you can click the new window icon () to open the ISP in a dialog box.


The Status column displays the status of the ISP corresponding to its Start Date, Amber Date, and Red Date.

NPD Signature Requests Section

This section displays the ISPs, projects, activities, and strategic briefs that require your signature. You can click on the link in the **Title** column to open the NPD entity, or you can click the new window icon () to open it in a dialog box.


The Status column displays the status of the signature request.

NPD Signature Requests Section

This section displays the ISPs, projects, activities, and strategic briefs that require your signature. You can click on the link in the **Title** column to open the NPD entity, or you can click the the new window icon () to open it in a dialog box.

The Status column displays the status of the signature request.

NPD Action Items Section

This section displays the project activities that you currently own. You can click on the link in the **Description** column to open the activity, or you can click the new window icon () to open it in a dialog box.

The Status column displays the status corresponding to the Start Date, Amber Date, and Red Date of the activity.

Strategic Briefs and Projects Tab

This tab shows the projects and strategic briefs that you are an owner of that have not reached the final stage. It also shows the projects and strategic briefs that you are a team member of, for the current stage.

To open the project or strategic brief, click on the link in the **Title** column. The RAG/SLA column displays the status corresponding to the Start Date, Amber Date and Red Date of the activity.

Portfolio Management

This chapter describes how to manage projects using the portfolio management feature. It includes the following topics:

- [Portfolio Management Overview](#)
- [Layouts](#)
- [Analytics](#)
- [Portfolios](#)

Portfolio Management Overview

Project portfolios are customizable views which allow you to see the progress of multiple projects in a condensed form. Use portfolios to view collections of projects, based on user-defined attributes. The portfolios can be private or shared with other users. They can also be exported to Excel for further review and analysis.

Portfolio management views enable product teams to more easily track and manage projects throughout the development lifecycle:

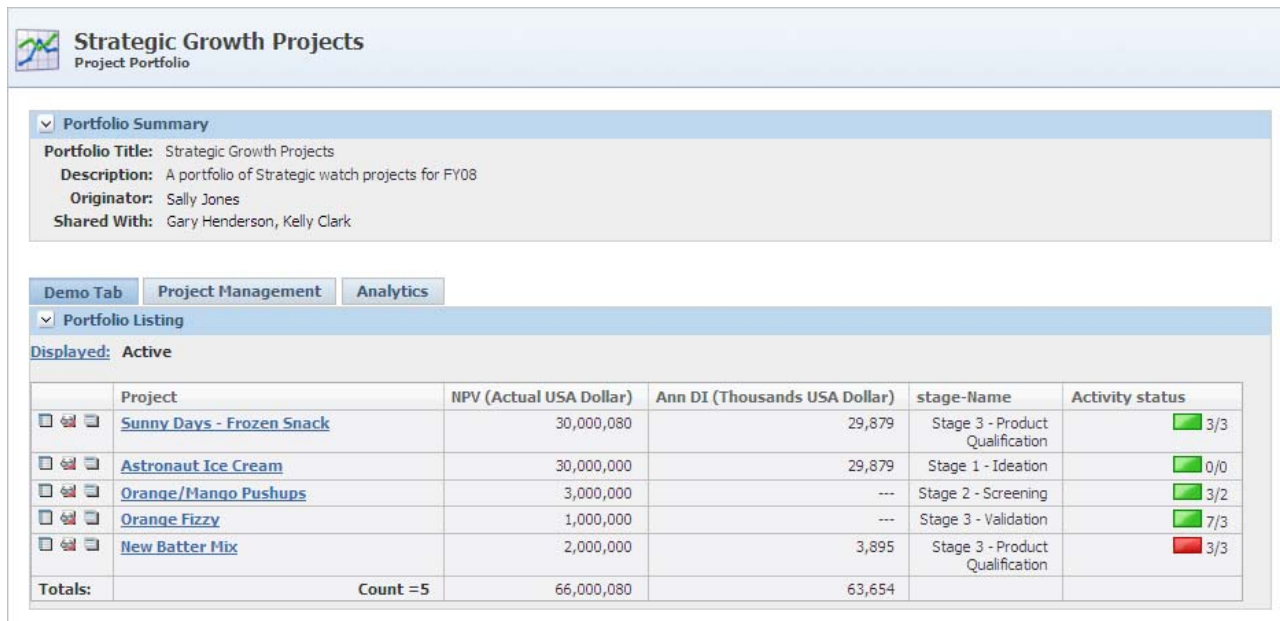
- NPD users may aggregate projects into discrete portfolios for management, reporting, and convenient access.
- Portfolio analytics help quantify the health of projects according to project schedules and discrete activities occurring within each stage.
- Portfolio views provide direct access to supporting materials such as Project On a Page (POP), project activities, and supporting documents.
- Custom analytics can be added based on specific business unit requirements and global best practices.

In addition to NPD's Portfolio feature, Oracle provides the ability to analyze NPD and GSM data via Oracle Product Lifecycle Analytics.

Layouts

Portfolios are a grouping of projects based on user-defined criteria. The portfolio uses financial-based layouts to display selected project data. In [Figure 7-1](#), the Demo Tab contains a customized layout. The portfolio can contain multiple customized layouts that are displayed as tabs. The Project Management and Analytics tabs are not customized layouts. They are standard for every portfolio.

A layout can contain multiple user selected columns that display various project information.

Figure 7–1 Portfolio Summary page

Note: For projects marked as Private, the project name displays as "This Project is marked as Private."

Managing Layouts

To access portfolio layouts, click **Portfolio Mgmt > Manage Layouts** from the left navigation panel. The Portfolio Layouts page is displayed. It contains all saved layouts.

Portfolio Layout Page

Select a layout to view more detail on the Portfolio Layout page, shown in [Figure 7–2](#). The Layout page contains the definition of the layout including who can use it and what columns will display.

Figure 7-2 Portfolio Layout page

The screenshot shows the 'Portfolio Layout' page with two main sections: 'Layout Summary' and 'Layout Columns'.

Layout Summary

Title: Project Status/Milestones

Description:

Shared With: Sally Jones

Created By: Joe Smith

Layout Columns

Column Title	Description
Proj #	Project Number
Current Stage	Stage
Project Schedule	Project Schedule
Stage 2 Begins Date	Stage 2 Begins Date
Stage 3 Complete	Stage 3 Begins Date
Stage 4 Complete	Stage 4 Begins Date
Stage 5 Complete	Stage 5 Begins Date
1st Bottling Date	Stage

Layout Summary Section

This section provides key information about the layout. Key fields include:

- **Title**—The title is displayed on the tab header for this layout when used within a portfolio. This is a required field.
- **Shared With**—Use this field to specify which users and groups can insert this layout on a portfolio. This field also controls which users and groups can view this layout from the Manage Layouts page.

Layout Columns Section

Use this section to determine which columns are visible in the layout. When the page is in edit mode, you can click **Add New** to create a new column, or click **Reorder/Remove** to change the column order or remove a column.

Creating a Layout

Creating a layout requires a certain role. Refer to the *Agile Product Lifecycle Management for Process Administrator User Guide* for more information.

To create a layout:

1. Click **Portfolio Mgmt > Manage Layouts** from the left navigation panel. A page listing the layouts that you have access to is displayed.
2. Click the **Add New** button located under the list of layouts. The Portfolio Layout page is displayed.
3. Provide a layout title in the **Title** field. This is a required field.
4. Enter a description in the **Description** field.

5. Select users and groups to share the layout with in the **Shared With** field.
6. To add a column to the layout, click **Add New** under the Layout Column section. The Layout Column dialog box is displayed, as Figure 7–3 shows:

Figure 7–3 *Layout Column dialog box, default*

7. Select a column type. There are two column types:
 - **Project Management**—These columns refer to certain attributes of the project, such as internal project number and stage.
 - **Project Metric**—These columns refer to metrics that exist for the project.

Figure 7–4 *Layout Column dialog box, Project Metric column type*

8. Enter a title for the column in the **Column Title** field (required).
9. If you selected the Project Management project type, select a choice from the Project Management Parameter dropdown list, or
 If you selected the Project Metric column type, click search icon (🔍) at the end of the Project Metric field. A dialog box is displayed. Search and select the project metric. Select the appropriate currency and units for the metric. Click the **Show Total** check box if you want a total row at the bottom of the layout to be the sum value for this metric.
10. Click **Done**.
11. Add additional columns as needed.
12. Reorder or remove columns by clicking **Reorder/Remove**.
13. Click **Save** or **Save & Close**. The Portfolio Layout page is displayed. Your newly created layout is ready to be used in a project portfolio.

Analytics

An analytic is a graphical representation of metrics across all projects of the portfolio. The analytic data can be displayed by stage or by project type. Multiple analytics can be displayed on the same graph in varying chart types, such as Line, Column, and Area. Analytics requires the customer purchase a third-party charting software.

Analytics are stored in the analytic library in the **Portfolio Mgmt. > Manage Analytic** link on the left navigation panel and can be loaded into a portfolio.

Managing Analytics

To manage the analytics in the analytic library, click **Portfolio Mgmt. > Manage Analytics** on the left navigation panel. A list of the existing analytics is displayed in the Portfolio Analytics page, as shown in Figure 7-5:

Figure 7-5 Portfolio Analytics page



Portfolio Analytics		
Analytic Overview		
Title	Owner	
Analytics	Sally Jones	✖
DI/NPV By Stage	Sally Jones	✖
Contribution - Column	Sally Jones	✖
Cost	Sally Jones	✖
DI/NPV By Stage	Sally Jones	✖
Add New		

To create a new analytic, click **Add New**.

To view an analytic definition, click the link in the **Title** column.

Chart Parameters Section

Use the Chart Parameters section to name and define the chart by either stage or project type.

Figure 7–6 Portfolio Analytics dialog box

The screenshot shows the 'Portfolio Analytics' dialog box. At the top, there's a title bar with 'Portfolio Analytic' and three buttons: 'Save', 'Save & Close', and 'Cancel'. Below the title bar, there are two expandable sections. The first section, 'Chart Parameters', is expanded and contains three fields: 'Chart Title' with the text '3 Year NPV', 'Group By' with a dropdown menu showing '---', and 'Enable 3D' with a checked checkbox. The second section, 'Series', is also expanded and contains a dropdown menu showing 'Project 3 YR NPV', another dropdown menu showing 'Spline', and a link labeled 'add series...'.

Key fields include:

Chart Title — The name of the analytic.

Group By — Select a setting from the dropdown list to determine how the chart should be grouped. Options are:

- --- (none) — No groupings; the project displays as a distinct point.
- **Project Type** — The project is grouped by project type.
- **Stage** — The project is grouped by stage.

Enable 3D — Check this checkbox to include a three dimensional visual representation of the graph.

Series Section

Use the Series section to define which metric to graph and what chart type to use. Multiple metrics can be displayed within one analytic.

Key fields include:

- **Metric dropdown list (unlabeled)**—Select a project metric to be graphed.
- **Chart type (unlabeled)**—Select the type of chart to be displayed.

Related links include:

- **add series**—Click this link to add more series to the analytic.
- **delete series**—Click this link to delete a series.

Note: Certain combinations of series cannot be drawn together and may result in an error.

Using Analytics

Refer to "[Portfolio Management Overview](#)" on page 7-1 to see how analytics are used.

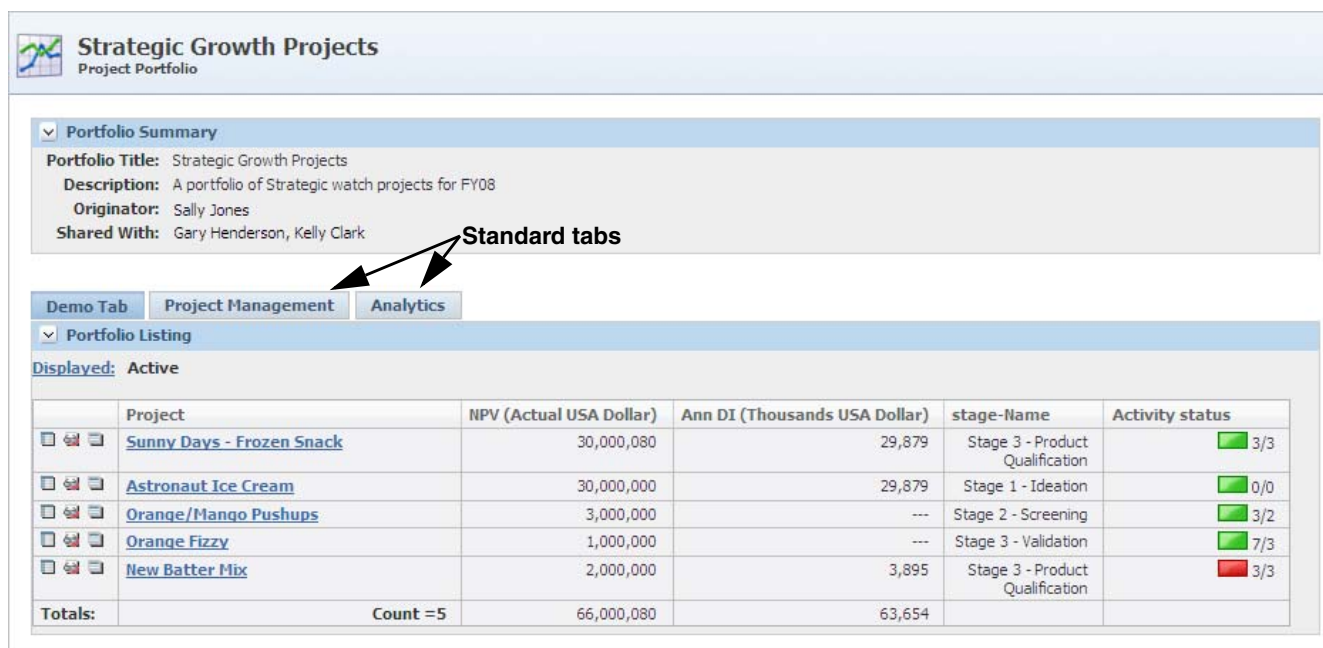
Portfolios

Viewing a Portfolio

To view a portfolio:

1. Click **Portfolio Mgmt. > Portfolios** on the left navigation panel. The Project Portfolio(s) page is displayed. It lists all the portfolios that you have access to.
2. Click the title link in the **Title** column to open the portfolio in a dialog box, as [Figure 7-7](#) shows:

Figure 7-7 Portfolio details



Strategic Growth Projects
Project Portfolio

Portfolio Summary

Portfolio Title: Strategic Growth Projects
Description: A portfolio of Strategic watch projects for FY08
Originator: Sally Jones
Shared With: Gary Henderson, Kelly Clark

Standard tabs

Demo Tab **Project Management** **Analytics**

Portfolio Listing

Displayed: Active

	Project	NPV (Actual USA Dollar)	Ann DI (Thousands USA Dollar)	stage-Name	Activity status
	Sunny Days - Frozen Snack	30,000,080	29,879	Stage 3 - Product Qualification	3/3
	Astronaut Ice Cream	30,000,000	29,879	Stage 1 - Ideation	0/0
	Orange/Mango Pushups	3,000,000	---	Stage 2 - Screening	3/2
	Orange Fizzy	1,000,000	---	Stage 3 - Validation	7/3
	New Batter Mix	2,000,000	3,895	Stage 3 - Product Qualification	3/3
Totals:	Count =5	66,000,080	63,654		

Portfolio Summary Section

The Portfolio Summary section captures high-level information for the portfolio. Key fields include:

- **Portfolio Title**—The title of the portfolio. This is a required field.
- **Originator**—The originator is automatically defaulted to the user who created the portfolio. It cannot be changed.
- **Share With**—This field determines who has read access to this portfolio.

Understanding the Tabs

The data displayed in the tabs is the key information for the portfolio. The list of projects displayed is filtered by portfolio criteria that can be viewed when in edit mode, along with the Displayed field. There are three kinds of tabs that are displayed:

- **Custom Layouts**—Any custom layouts defined for this portfolio appear in separate tabs.
- **Project Management**—This tab displays high-level schedule and activity information for each project.
- **Analytics**—This tab allows you to display analytics from the library or create and view new analytics.




Key fields include:

Displayed—This field filters the list of projects displayed on each tab. The possible values for the project are Active, Hold, Completed, and Terminated.

Custom Layout Tabs

These tabs display the project title along with any columns defined for the specific layout. Refer to "[Managing Layouts](#)" on page 7-2 for more information.

The first column displays three icons:




- Clicking the Project on a Page icon () opens Project on a Page (POP) for the project.
- Clicking the view details in a popup icon () opens the Activities tab for the project.
- Clicking the open item in new window icon () opens the Supporting Documents tab for the project.

Other key fields include:

Project—Displays the project's title. Clicking this link opens the project.

The last row is a Totals row. It displays a count of the projects returned and totals for any columns defined as project metrics that have their Total field checked.


























Figure 7–8 Totals row

  	New Batter Mix	2,000,000
Totals:	Count =5	66,000,080




Project Management Tab

This tab, shown in [Figure 7-9](#), displays high level schedule and activity information for each project.

Figure 7-9 Project Management tab

<div> Demo Tab Project Management Analytics </div>						
<div> Portfolio Listing </div>						
<div> Displayed: Active </div>						
	Project	Stage	Sched.	Activities	Days	Team Leader(s)
  	Sunny Days - Frozen Snack	Stage 3 - Product Qualification		 3/3	2647	Sally Jones
  	Astronaut Ice Cream	Stage 1 - Ideation		 0/0	1707	Sally Jones, Brian Murphy
  	Orange/Mango Pushups	Stage 2 - Screening		 3/2	2479	Dean Jennings, Carole Sharpe, Chris Peterson
  	Orange Fizzy	Stage 3 - Validation		 7/3	2009	Carole Sharpe
  	New Batter Mix	Stage 3 - Product Qualification		 3/3	2008	Bruce Henderson, David Thomas

The first column displays three icons:

- Clicking the Project on a Page icon () opens Project on a Page (POP) for the project.
- Clicking the view details in a popup icon () opens the Activities tab for the project.
- Clicking the open item in new window icon () opens the Supporting Documents tab for the project.

Other key fields include:

- **Project**—The project's title. Selecting this link opens the project.
- **Stage**—The current stage of the project.
- **Sched.**—Displays the Green or Red status for the project. If the next stage is past its scheduled start date, red is displayed. Otherwise green is displayed.
- **Activities**—Displays a rollup of the activities' statuses in X/Y format where:

X = Total number of required activities completed (across the project)

Y = Total number of required activities for the current stage

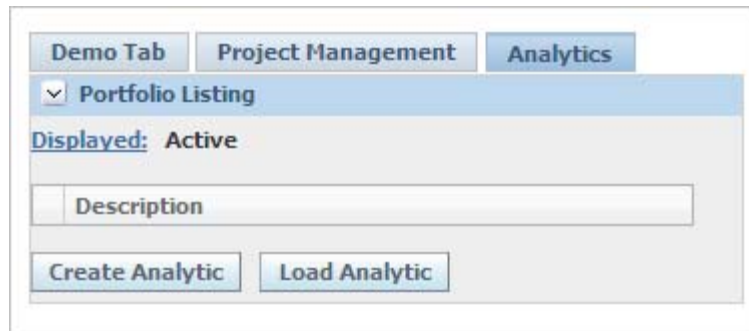
The status icon is a rollup of the SLA status of all the project's required activities. Any red required activities result in a red status here.

- **Days**—Days since origination. If the project is complete or on hold, this is the number of days from the origination date to the last modified date. If the project is still going on, this is the number of days from the origination date to the current date.
- **Team Leader(s)**—The team leaders for the project.

Analytics Tab

Use the Analytics tab to create new analytics as well as load existing analytics and view the results. An analytic is a graphical representation of project metric data for all projects and all their activities that exist in a final state, that are contained within the portfolio. For more details, refer to "[Managing Analytics](#)" on page 7-5.

Figure 7-10 Analytics tab

The screenshot shows the 'Analytics' tab selected in a top navigation bar. Below the navigation bar, there is a 'Portfolio Listing' section with a 'Displayed: Active' status. A text input field labeled 'Description' is present. At the bottom of the section, there are two buttons: 'Create Analytic' and 'Load Analytic'.

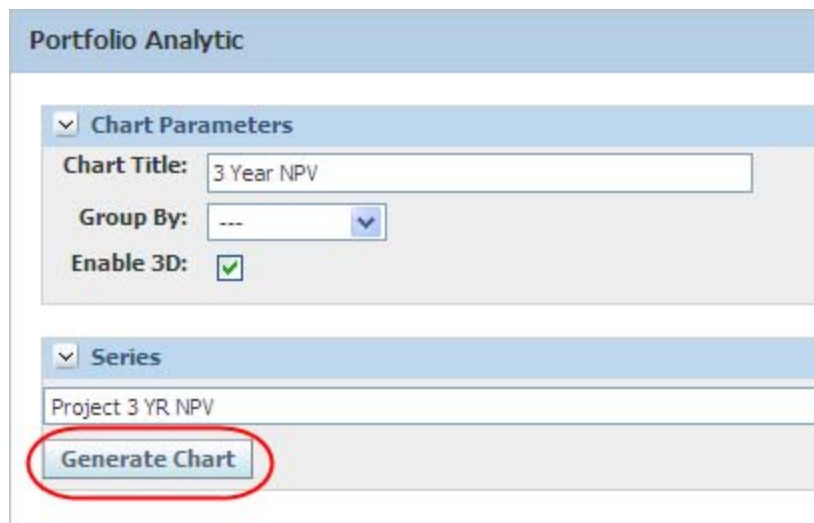
Click **Create Analytic** to create and view the results of an analytic.

Click **Load Analytic** to load an existing analytic and view the results.

Generate Chart Feature

After either loading or creating a new analytic you can view its results by clicking **Generate Chart**. Multiple metrics can be represented on the same chart with different chart types.

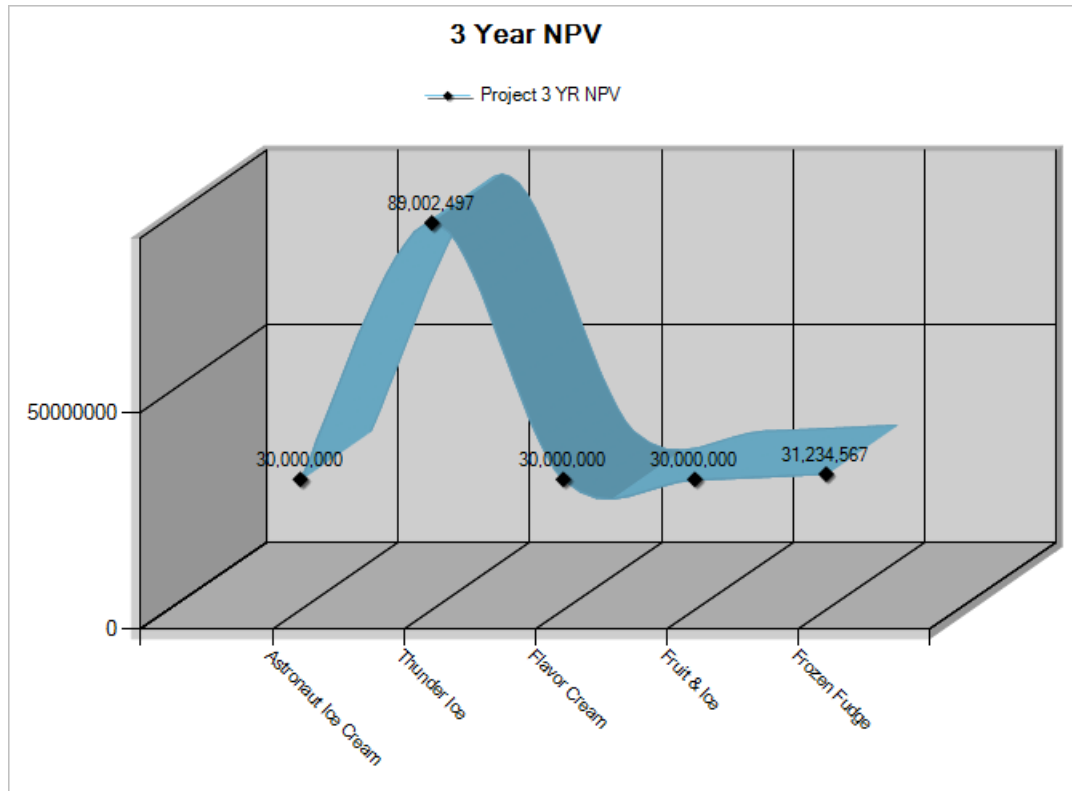
Figure 7-11 Generate Chart button

The screenshot shows the 'Portfolio Analytic' interface. It has a 'Chart Parameters' section with a 'Chart Title' field containing '3 Year NPV', a 'Group By' dropdown menu, and an 'Enable 3D' checkbox that is checked. Below this is a 'Series' section with a text input field containing 'Project 3 YR NPV'. At the bottom of the series section, the 'Generate Chart' button is highlighted with a red circle.

Group by Project Feature

To view the same data by project, click --- in the **Group By** field. The result contains the projects on the X axis and the metric data on the Y axis. The metric data is a sum of all values for each metric per project and all their activities that exist in a final state for the portfolio. Figure 7-12 shows a chart containing data grouped by project.

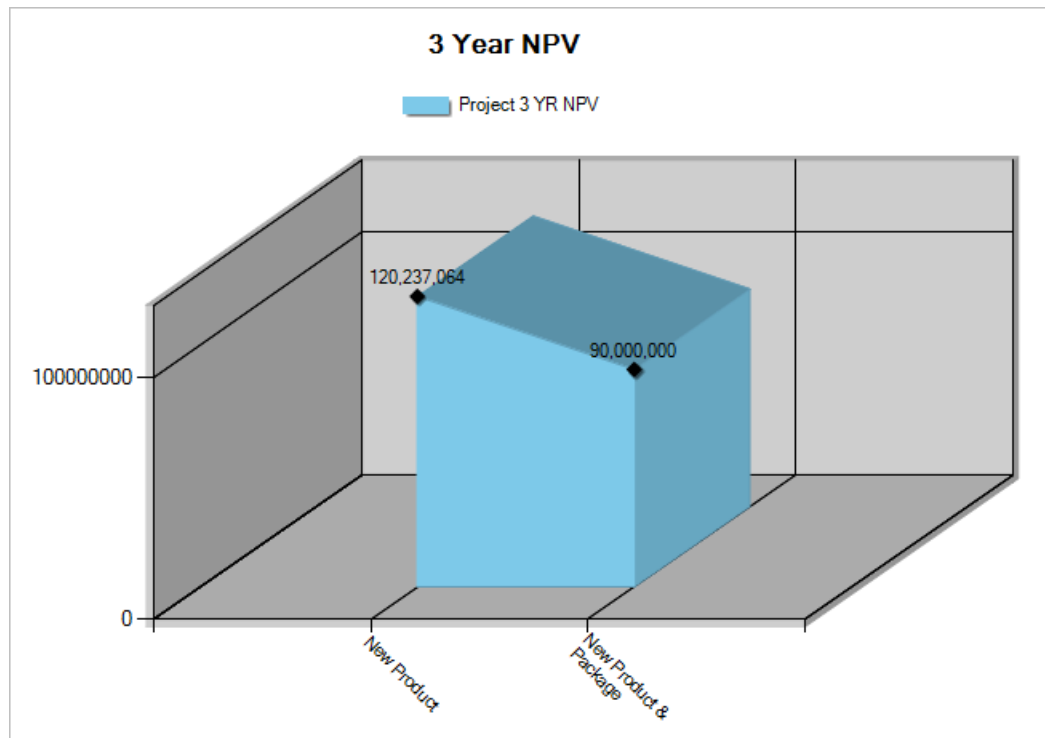
Figure 7-12 Data grouped by project, 3D effect



Group by Project Type Feature

To view the same data by project type, click **Project Type** in the **Group By** field. The result contains the project types on the X axis and the metric data on the Y axis. The metric data is a sum of all values for each metric per project type and all their activities that exist in a final state for the portfolio. [Figure 7–13](#) shows a chart containing data grouped by project type.

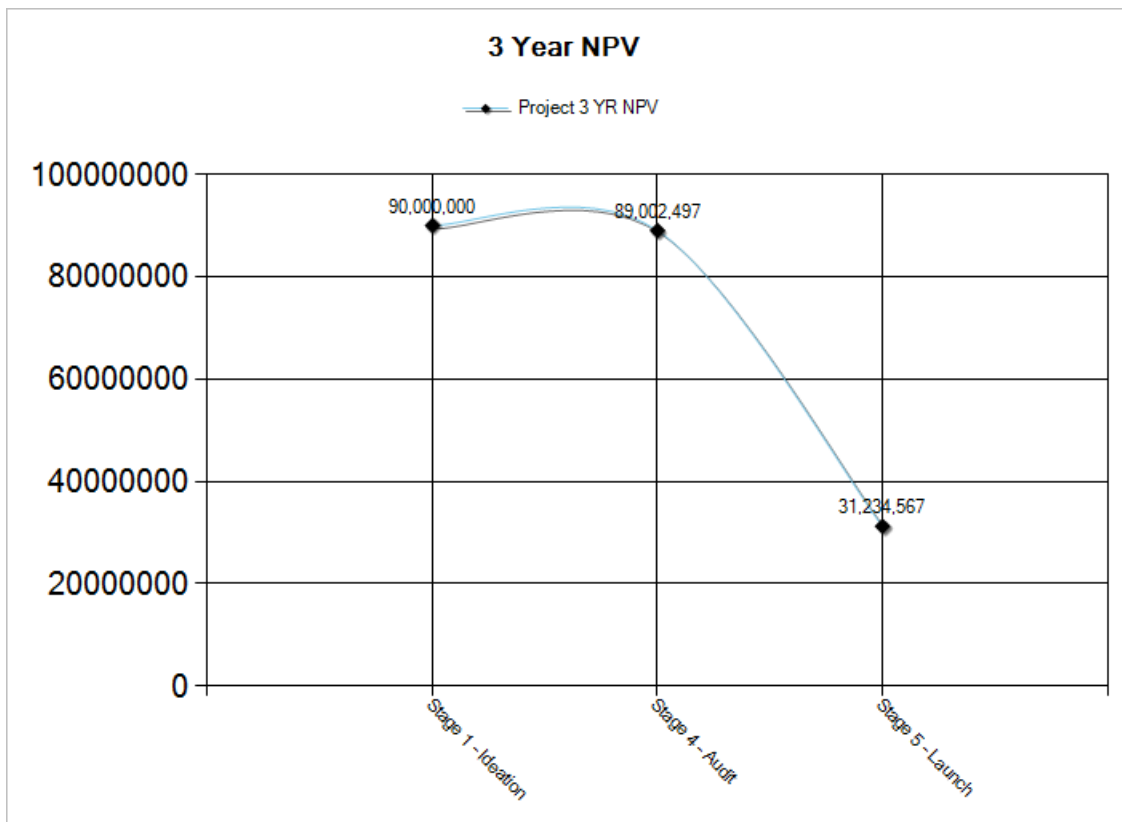
Figure 7–13 Data grouped by project type, 3D effect



Group by Stage Feature

To view data grouped by stage, click **Stage** in the **Group By** field. The result contains the stages on the X axis and the metric data on the Y axis. The metric data is a sum of all values for each metric, per stage, that is contained in all projects and all their activities that exist in a final state for the portfolio. [Figure 7–14](#) shows a chart containing data grouped by stage.

Figure 7–14 Data grouped by stage



Creating a New Portfolio

To create a new portfolio:

1. Click **Portfolio Mgmt. > Portfolios** in the left navigation panel. A table containing the portfolios that you have access to is displayed.
2. Click **Add New** displayed at the bottom the table. The Project Portfolio page is displayed, as [Figure 7–15](#) shows:

Figure 7–15 Project Portfolio page



3. Enter a title in the **Portfolio Title** field (required).
4. Enter a description in the **Description** field.
5. For **Layouts (Tabs)**, click the search icon (). The Portfolio Tabs page displays containing an empty table of layouts.

Figure 7–16 Portfolio Tabs page

6. Click **Add New**. The Layout Selections page is displayed. It contains layouts that you have access to.
7. Select a layout. The dialog box closes. The layout you selected displays in the table.
8. Add as many layouts as needed.
9. Reorder or remove layouts by clicking **Reorder/Remove**.
10. Click **Done**. The dialog box closes and the Project Portfolio page is displayed. The layouts you chose display in the Layouts (Tabs) field.

Sharing a Portfolio

To share a portfolio with others:

1. Click the search icon () at the end of the **Shared With** field.
2. Search for and select the users that you would like to share the portfolio with.

3. Click **Done**.

Applying a Filter

To determine what projects are visible in the portfolio:

1. Click **Set/Change Filter Criteria**. This button is displayed at the bottom of the Project Portfolio page.
2. The Filter Criteria dialog box opens, displaying a list of filters, as shown in Figure 7-17.

Note: The filters act as an "AND" condition on the filter, meaning that the portfolio only displays projects needing the criteria defined across all of the sub-attributes.

Figure 7-17 Filter Criteria dialog box

Filter Criteria			Done	Cancel
Attribute	Sub-attribute	Filter		
Scope	Business Unit(s)	<input type="text"/>		
	Project Type	<input type="text"/>		
	Project Visibility	<input type="text"/>		
	Strategic Brief(s)	<input type="text"/>		
	Project Name(s)	<input type="text"/>		
	Project Metric(s)	<input type="text"/>		
	Priority	<input type="text"/>		
	Risk	<input type="text"/>		
Team	Team Leader(s)	<input type="text"/>		
	Team Member(s)	<input type="text"/>		
	Gate Keeper(s)	<input type="text"/>		
Market	Global Categories	<input type="text"/>		
	Brands	<input type="text"/>		
	Demographics	<input type="text"/>		
	Channels	<input type="text"/>		
	Lead Countries	<input type="text"/>		
Schedule	Development Stage	<input type="text"/>		
	Time to Market	<input type="text"/>		
	Time in Market	<input type="text"/>		
	Time in Development	<input type="text"/>		
Consumer Technology Matrix	Enabling Technology	<input type="text"/>		
	Consumer Value Perception	<input type="text"/>		

3. Click the links in the **Sub-attribute** column to add filter criteria.
4. If needed, click the delete icon (✖) to delete criteria.
5. Click **Done** when you are finished. The Filter Criteria dialog box closes. The Project Portfolio page displays the filter criteria you chose. All the projects that met that criteria are displayed beneath it.
6. Click **Save** or **Save & Close**.

Whenever this portfolio is accessed, the layouts defined in the Layouts field are displayed as tabs. The projects listed in the tabs are filtered according to the chosen filter criteria.

Editing a Portfolio

To edit a portfolio:

1. Open a portfolio by clicking the **Portfolio Mgmt. > Portfolios** link on the left navigation panel. The Project Portfolio page displays all the portfolios that you have access to.
2. Click the title link in the **Title** column. The portfolio opens.
3. Click **Edit**. The system refreshes and the page displays in edit mode.
4. Update the portfolio as needed.
5. Click **Save** or **Save & Close** to save the portfolio.

Copying a Portfolio

To copy a portfolio:

1. Open a portfolio, click the **Portfolio Mgmt. > Portfolios** link on the left navigation panel. The Project Portfolio page displays all the portfolios that you have access to.
2. Click the Title link in the **Title** column. The portfolio opens.
3. Click **Create New Copy**. The newly created portfolio displays with all fields copied from the original portfolio except for the portfolio title.
4. Enter a title for the portfolio in the **Portfolio Title** field (required).
5. Update the portfolio as needed.
6. Click **Save** or **Save & Close** to save the portfolio.

Exporting a Portfolio

To export the portfolio data contained in the layout to Excel:

1. Open a portfolio by clicking the **Portfolio Mgmt. > Portfolios** link on the left navigation panel. The Project Portfolio page displays all the portfolios that you have access to.
2. Click the Title link in the **Title** column. The portfolio opens.
3. Click **Export**. An Excel document is created. You are asked to either Open or Save this document.
4. To open the Excel document, click **Open**. An Excel file opens containing the projects defined for this portfolio with a column for each column defined in each custom layout of the portfolio.

5. If needed, edit or save the Excel document.

Temporary Signature Authority

This chapter describes the temporary signature authority feature. It includes the following topics:

- [Temporary Signature Authority](#)
- [Accessing Temporary Signature Authority](#)
- [Creating a Temporary Signature Authority](#)
- [Editing an Existing Temporary Signature Authority](#)

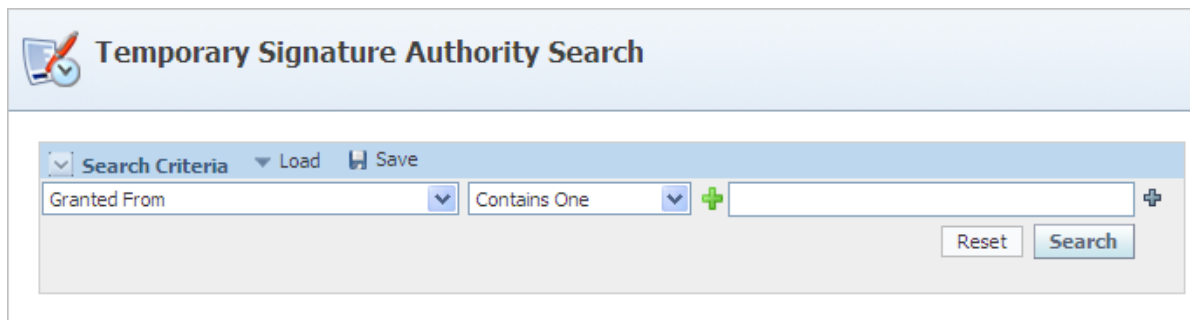
Temporary Signature Authority

You can use temporary signature authority (TSA) in NPD to grant someone the privilege to act on your behalf for a period of time. This means that a designated user (authority grantee) can approve or disapprove signature requests and manage activity workflow on behalf of you (authority grantor).

- A temporary authority creates a relationship between an authority grantor and an authority grantee.
- The authority grantee can view and respond to signature documents that are owned by the authority grantor.
- Tasks assigned to the grantor also appear in the Action Items list of the grantee.
- The grantee receives an email notification when the temporary signature authority was granted.
- The grantee is copied on notification emails sent to the grantor.
- Multiple grantors can assign TSAs to the same grantee during the same time period. The grantee receives action items for each TSA.

Accessing Temporary Signature Authority

Access the temporary signature authority by selecting **New Product Development > Temp Sig Authority** from the left navigation panel. The Temporary Signature Authority search page displays, as [Figure 8-1](#) shows:

Figure 8–1 Temporary Signature Authority search page


Creating a Temporary Signature Authority

To create a new signature authority, click the **Create New** action icon. The Temporary Signature Authority page is displayed as [Figure 8–2](#) shows.

Figure 8–2 Temporary Signature Authority page


Key fields include:

- **Current Owner**—The user that currently has signature authority. This field defaults to the logged in user. Certain roles can change this and grant authority for other users in the system. For more information about roles, refer to the *Agile Product Lifecycle Management for Process Administrator User Guide*.
- **Temporary Owner**—The user that will be granted temporary signature authority. This field is required.
- **Start and End Date**—These fields represent when the temporary signature authority begins and ends. To set these fields, click the select date icon (📅). This opens a calendar dialog where you can select a date.
- **Status**—Using this field, you can enable and disable the signature authority.

Editing an Existing Temporary Signature Authority

You can edit existing signature authorities that you have created. Search and select the signature authority that you would like to edit and click **Edit** at the upper right of the page. When you are done editing, click **Save & Close**.

Maintaining Templates

This chapter describes how to maintain templates in New Product Development. It includes the following topics:

- [Maintaining Templates](#)
- [Replacing a User](#)

Maintaining Templates

New Product Development's template maintenance feature provides a mechanism to easily replace a user who is a template administrator or part of the team member formulation requirements (TMFR), with another user. You can replace a user across multiple activity templates, ISP templates, project templates, and strategic briefs. You may want to use this feature when a user is no longer acting in the same capacity and someone else has assumed the role.

Replacing a User

To replace a user:

1. Click **Templates > Template Maintenance** in the left navigation panel. The Template Maintenance page is displayed, as [Figure 9-1](#) shows.

Figure 9–1 *Template Maintenance page*

Template Maintenance

Find & Replace

User to Replace: Sally Jones

New User: Ruth Jenkins

Replace Cancel

Replace in Templates

Name	Type	Template Admin(s)
------	------	-------------------

Add New



2. Click the search icon () at the end of the **User to Replace** field. A user search page displays.
3. Search for and select the user to replace.
4. Click the search icon () at the end of the **New User** field. A user search page displays.
5. Search for and select a user who will replace the previous user.
6. Click **Add New** in the Replace in Templates section to add the templates that are impacted by this replacement. The template search page is displayed, as [Figure 9–2](#) shows:

Figure 9–2 Template search page

The screenshot shows a web-based interface for searching templates. At the top right are 'Cancel' and 'Done' buttons. Below them is a 'Search Source:' dropdown menu currently set to 'Project Template'. A horizontal bar contains 'Search Criteria' (with a dropdown arrow), 'Load' (with a dropdown arrow), 'Save' (with a floppy disk icon), and 'Recent Items' (with a document icon). Below this bar are three input fields: a dropdown menu showing '--', another dropdown menu, and a text input field. To the right of the text input is a '+' icon. Below these fields are 'Reset' and 'Search' buttons. A section titled 'Selected Items' contains an empty list box. At the bottom left are 'Remove' and 'Clear' buttons, and at the bottom right is a 'Done' button.

7. Select a template type in the dropdown list.
8. Use the key field drop down list, operator, and search term fields to search and select a template. You can make multiple selections. All appear in the Selected Items section.
9. To add templates of different types, select the type from the dropdown list, then and search and select the templates. For strategic briefs, select a business unit from the key field dropdown list instead of a template.
10. Click **Done**. The template search page closes.
11. Click **Replace** to complete the replacement. If you are the administrator for all items selected, the replacement is complete. The Template Maintenance page closes and the Activities page is displayed.

Note: If you are not the administrator for all items selected, an error displays informing you which items need to be addressed (as you cannot alter templates unless you are an administrator for that template). Remove those items from the list, and then click **Replace** again.
