

## *EPSRC Innovative Manufacturing Research Centre*

### **Marketing technology: a process guide to making the business case (Dec'06-Dec'07)**

The project aims to develop a process guide for use by managers making the business case for further technology investment. This short project builds on leads and interest generated within the recently completed Business Appraisal of Technology Potentials project.

#### **Project Objectives & Deliverables**

The focus of the project is on managers within mid size or large technology intensive companies, who are making the case for continuing investment in technology, where the technology is leaving the research phase and moving into the exploitation phase.

The aim is to capture and analyse current practice in order to:

- Build detailed case examples of the process
- Identify lessons for technology “buyers” and “sellers” within the company
- Provide guidance to improve practice in companies



#### **Industrial Collaboration: Opportunities & Benefits**

We are looking for companies who wish to be involved in developing the process guide:

- ***Process reference sites:*** companies who are willing to explore their current process by being involved in two or three short process mapping interviews, followed by a half day review workshop.
- ***Guidance test sites:*** companies who wish to be involved in applying and reviewing the draft guidance by means of feedback interviews and interactive workshops.
- ***Specific theme focus:*** companies who wish to provide case access focused on one of the theme areas (literature, process, IP, innovation readiness levels and tools - see overleaf).
- ***Discussion partners:*** companies who wish to actively contribute to the research process by making inputs and taking part in reviewing the project evolving outcomes.

The benefits of collaboration include:

- Individual audit of your investment process
- Insight into practices used in other companies
- Access and influence over developing tools & techniques
- Early view of lessons, principles, guidance and recommendations

This project is supported by the EPSRC on the basis that part of the overall funding comes from industry. On this understanding, companies involved in the project will be requested to make a

donation towards research costs, unless they are already a member of the Centre for Technology Management or the Institute for Manufacturing.

## **Project approach**

The project will map the process of building the business case for technology investment in 10 companies. These case studies will serve as a rich database on which to build the process guide, resulting in lessons and principles for technology buyers and sellers within the company, supported by software and training materials.

The project will follow an integrated approach. Each project theme will explore one element of the cases, with the process mapping exercise as the basis. Using a generic interview protocol and a common process mapping methodology the cases will be comparable. The themes are: Literature, Process, IP, Innovation Readiness Levels and Tools:

### ***1. Literature: Marketing and Technology Marketing concepts***

This literature review will summarise and explore the possible linkages between traditional marketing principles (strategic and operational), technology marketing, technology transfer and diffusion concepts, and practical business case requirements.

### ***2. Process: Mapping the business case process***

Process mapping will be used in up to 10 companies, detailing the process from technology related idea to investment approval, in order to identify and analyse a set of generic steps for building a business case for technology projects.

### ***3. IP: Strategic value of IP***

IP is the main asset for many early stage technology companies, however identifying and valuing IP is difficult. How and why this element needs to be woven into the business case development will be explored through literature and case study.

### ***4. Innovation Readiness Levels: Technology/marketing links via IRL concepts***

This will be based on a recently completed MPhil and validation of the resultant framework will be carried out via a set of case studies, focusing on early stage, disruptive innovation.

### ***5. Tools: Improving assessment techniques***

This work package has two elements which will be subjected to company trials:

- Quantitative cases comparing early projects in small portfolios
- Principles/consolidation of portfolio and scoring methods

The themes will be combined, to provide a process guide for managers. This will be tested in companies and refinements made.

**To find out more about the project please contact:** David Probert, Marcel Dissel or Clare Farrukh, Centre for Technology Management, Institute for Manufacturing, University of Cambridge Engineering Department, Mill Lane, Cambridge, CB2 1RX, Tel.01223-766141, drp@eng.cam.ac.uk, mcd35@eng.cam.ac.uk, cjp2@eng.cam.ac.uk.