

# Greene, Tweed Improves Idea Evaluation, Cuts Early-Stage Innovation Process Time with Sopheon's Accolade® System

## About the Company

Greene, Tweed is a global company specializing in the engineering and manufacture of advanced technology solutions for aerospace, petrochemical, power, oilfield, semiconductor and solar markets. During its 150-year history, Greene, Tweed has leveraged high-performance materials, such as elastomers, thermoplastics and advanced composites to develop solutions that enable its customers' next-generation technologies.

## The Business Challenge

Greene, Tweed's aim was to significantly grow its business through core solutions and the generation of new, high-value products. To help reach this goal, the company sought to implement consistent metrics for evaluating product ideas, including assessment of their feasibility and commercial viability. It also desired a more uniform, enterprise-wide process for new product development.

## The Solution

Greene, Tweed implemented the Stage-Gate® product development methodology for all research and development activities. It concurrently deployed Sopheon's Accolade innovation governance solution to automate the new process and enhance its benefits. The company expected that the combination of process advancements and software support would improve cataloging and vetting of new product ideas and ultimately focus resources on developing those ideas that offer the highest profit and revenue returns.

## The Results

Greene, Tweed has seen many tangible benefits from its use of Stage-Gate and Accolade. The combination of the proven methodology and technology has increased the winnowing of ideas at the front end of the company's innovation process. As a result of the additional early-stage screening rigor and process consistency, one third as many ideas make it to the team-review stage but nearly two-thirds of those projects are developed into commercialized solutions.

The new processes and technology support have also allowed Greene, Tweed to speed up the evaluation of product concepts, enabling efficiencies in business analysis that have reduced investment decision times from 2-3 months to 4-6 weeks. This improvement has been realized through the use of Accolade's built-in process models and embedded "smart" templates that compress the effort required to generate critical decision input such as IP risk analysis and estimated return-on-investment.

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**Marty Cohick**

Project Manager Leader

According to Marty Cohick, Project Manager Leader for Greene, Tweed, “Accolade has streamlined our entire development process, enabling our global teams to work smarter, faster, and more cohesively. We also have a better view for identifying and solving potential development challenges quickly, allowing us to partner with our customers to create the highest quality solutions. We have been very pleased with the results.”

In summary, Accolade has helped Greene, Tweed:

- Streamline its product development and idea management processes;
- More accurately evaluate the commercial viability of new ideas, based on clearly defined criteria and business metrics;
- Centralize access to all relevant data to facilitate quicker and easier go / kill decisions about proposed new products;
- Decrease the administrative burden for the company’s cross-functional teams.



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