

Scott Bader's Implementation of Accolade® Generates 30% More Value for Product Portfolio

About the Company

Scott Bader is a global producer of composite and specialty polymer resins headquartered in the United Kingdom. For more than 85 years, the company has been recognized as an innovator in the chemicals sector. Its products are widely used in the marine, land transportation, graphic arts, and construction industries. Uses include structural fiberglass applications, such as water-resistant tile adhesives and boat hull linings.



The Business Challenge

Scott Bader's principal business goals were to increase margins and reduce time-to-market on new products. These objectives were to be met through more effective and earlier identification of high-value projects in the company's product portfolio and use of a common development process among the company's six research and development (R&D) centers worldwide.

Each of Scott Bader's development teams was capturing different project data, and each had its own process for determining which projects should receive priority attention. This made it difficult for the company's global R&D director to analyze and compare projects, and ensure that those with the greatest strategic and market value received needed resource support.

Further complicating matters was Scott Bader's use of a homegrown Lotus Notes® database to track and maintain development projects. The system was complex and inflexible, hampering the ability of functional managers to make critical resource adjustments in response to changes in customer requirements or moves by competitors.

In addition, Scott Bader's development teams were using Microsoft® Excel® spreadsheets for gate review reports. The static nature of these documents meant that project data could not be updated in real time. As a result, senior executives were making portfolio decisions based on outdated information.

The Solution

As part of its strategic blueprint for achieving profit and revenue objectives, Scott Bader decided to implement Stage-Gate®, the widely used product development process methodology, across the entire R&D organization. The process was to be rolled out to select marketing, business development, operations, and product development users at R&D centers in the United Kingdom, United States, France, Croatia, South Africa, and the Middle East.

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Roy Phillipps

Global R&D Director

To make it easier for end users to quickly adopt the new process, Roy Phillipps, global director of R&D for Scott Bader, was charged with identifying and evaluating software applications capable of automating Stage-Gate. Phillipps’ goals included providing corporate executives with the ability to better assess and prioritize development projects.

After a comprehensive review of five different solutions, Scott Bader decided to implement Sopheon’s Accolade innovation management system. Accolade was selected because of its unique alignment with Stage-Gate, its best-practice content, and the adaptability of its process models to different project types, such as resource-intensive projects, technical support requests, or modifications to existing products. The software would also provide Scott Bader with a central repository for tracking and sharing tasks, deliverables, and the projected value of each project. It was expected that Accolade would help the company achieve better balance in its product portfolio, reflecting both high-value long-term projects and short-term projects with higher margins.

The Results

Through their use of Accolade, Scott Bader’s executive and development teams are better able to determine which projects are truly mission-critical to achieving their revenue targets and which should be killed prior to development. As a result, the company has reduced the number of high-priority projects in its development pipeline by 50 percent. This winnowing process has contributed to dramatic improvement in the business potential of Scott Bader’s product innovation investments. In the first eighteen months following deployment of Accolade, the company increased the value of its product portfolio by 30 percent.

According to Phillipps, “Accolade is the backbone of all our projects. Now we can cut and slice the data to better analyze it and set our priorities accordingly, based on predicted margins and relevant gate scores. Our product portfolio also reflects a better balance between projects with good short-term gains and those that would be considered ‘big wins’ for us – projects with a high net-present-value over the next seven years. With Accolade, we can reassign resources on-the-fly in support of the most critical, strategic projects for our company.”

In summary, Accolade has helped Scott Bader:

- Quickly adapt to changing market conditions by having real-time information about the projects in its development pipeline;
- Enable better collaboration and priority setting by allowing global development teams to see and evaluate the same project data;
- Create a better-balanced, more valuable product portfolio – both for the short- and the long-term.

Phillipps concludes, “Chemistry is our business. But innovation is our path to creating value for our customers. We view Accolade as a critical component of our value-creation strategy.”



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