

PwC's Performance Measurement Group

Global Product Innovation Benchmark

Get Started

Please contact us to discuss your company's needs and the most effective way for your organization to begin the product innovation benchmarking process.

Glenn Heywood

glenn.heywood@us.pwc.com
Tel: +1 (617) 530-6103

Steven M. Coates

steven.m.coates@us.pwc.com
Tel: +1 (617) 530-5857

How effectively are you cashing in on new products?

Today's leading organizations know how to generate new sources of revenue by turning innovative ideas into new products and bringing them to market quickly. In technology-based industries, business excellence cannot be achieved without product development excellence. Profitable growth comes from introducing the right products at the right pace, with strong manufacturing ramp-ups and market-building launches.

New product development executives are being pressured more than ever to rationalize their R&D spend. They demand data-driven insights, through benchmarking and analytics, to give them information to help them uncover, understand and address a number of challenges:

- Getting new products to market on time and on budget
- Turning ideas into projects in a timely manner
- Developing products platforms that drive material and technology reuse
- Managing product lifecycles

Understanding PwC's PMG Global Product Innovation Benchmark

The PwC Global Product Innovation Benchmark takes a thorough look at performance and practices across the entire innovation process, from ideation through launch and product lifecycle management. The benchmark covers performance metrics that look at innovation and new product development launch excellence. It covers measures such as time-to-market, schedule variance, pipeline throughput, and R&D effectiveness.

PwC uses the Product and Cycle-time Excellence (PACE[®]) model as the basis for its Global Product Innovation Benchmark. PACE[®] helps companies gauge their "stage of process capability" and has been correlated to product development performance. In our increasingly networked economy, companies are using the PACE[®] framework to establish a common "language" for product development and a structured approach to managing it, enabling easier resource sharing, rapid knowledge dissemination, more innovative customer solutions, and lower costs across divisions or companies.

PwC's experience in working with a wide range of organizations can help you to understand what high performing new product development and R&D functions are doing differently to achieve process excellence, and which of those could be appropriate to your organization. That experience, combined with the benchmarks and measures, helps companies balance the competing demands of strategy, alignment and efficiency, and prioritize improvement initiatives.

Getting results

PwC research indicates that companies with mature new product development practices realize significant benefits over those with immature practices:

- **30–40%** higher profits
- **30%** more products for the same investment
- **50–80%** higher return on R&D spending

® Product and Cycle-time Excellence® and PACE® are registered trademarks of PwC

© 2015 PwC's Performance Measurement Group. All rights reserved."PwC" and "PwC US" refer to PricewaterhouseCoopers LLP, a Delaware limited liability partnership, which is a member firm of PricewaterhouseCoopers International Limited, each member firm of which is a separate legal entity. Please see www.pwc.com/structure for further details. MW-15-2307

PwC's Performance Measurement Group

Supply Chain Benchmark

Get Started

Please contact us to discuss your company's needs and the most effective way for your organization to begin the supply chain benchmarking process

Glenn Heywood

glenn.heywood@us.pwc.com

Tel: +1 (617) 530-6103

Is your supply chain contributing to competitive advantage?

Savvy organizations know that they can create a competitive advantage in their market by effectively tapping into the power of their supply chain. They demand data-driven insights, through benchmarking and analytics, to give them information to help them uncover, understand and address a number of challenges:

- Delivering products on time and with complete orders
- Optimizing product portfolios and managing SKUs
- Managing inventory to increase working capital
- Managing supply chain costs
- Creating a flexible and adaptable supply chain to meet the changing needs of customers

Understanding PwC's PMG Supply Chain Benchmark

The PwC Supply Chain Benchmark measures SC effectiveness across three dimensions: quantitative performance measures, qualitative practices, and supply chain complexity. PwC experience suggests that not all organizations strive to achieve top performance in all supply chain areas – instead, aligning supply chain strategy to business strategy is the key priority. Balancing these demands to deliver optimal value to the wider organization is a fundamental challenge facing SC leaders.

Quantitative Metrics are the key performance metrics of the supply chain and span end-to-end supply chain functions across Plan, Source, Make, and Deliver elements. SC metrics include both customer facing, which impact your customer experience, as well as internal facing, which impact bottom-line financials. Supply Chain performance metrics are based on the Supply Chain Operations Reference-model (SCOR®), which is recognized by the 1,000+ member companies of the Supply Chain Council as an effective toolkit for companies wanting to upgrade their supply chains for strategic advantage. Sample metrics include: perfect order fulfillment, delivery lead times, supply chain management costs, and inventory days of supply.

Qualitative Metrics measure the maturity of practices across Overall Supply Chain Elements, including Plan, Source, Make, and Deliver. Maturity levels are measured against a four-stage model that PwC has developed to help companies understand what practices need to be implemented to move towards higher levels of SC maturity.

Complexity Metrics help companies understand their relative supply chain complexities against three key drivers of complexity: Products and Services, Network Structure, and Systems. PwC research shows that complexity elements can have a tremendous impact on supply chain performance if they are not managed efficiently.

PwC's experience in working with a wide range of organizations can help you to understand what high performing SC functions are doing differently to achieve process excellence and which of those could be appropriate to your organization. That experience, combined with the benchmarks and measures, can help you evaluate how to balance the competing demands of delivery, agility and efficiency, and how to prioritize improvement initiatives.

Getting results

PwC research shows the significant top- and bottom-line financial impact that leading supply chain companies achieve:

- Best in Class Companies achieve nearly **50%** higher sales growth than non-Best in Class Companies
- Best in Class Companies achieve **20%** higher profitability than non-Best in Class Companies

PwC's Finance Effectiveness and SG&A Benchmarking (FEB)

Get Started

Please contact us to discuss your company's needs and to obtain login credentials to access the benchmark.

Ed Shapiro

Finance Effectiveness
Benchmarking Practice Leader
ed.shapiro@us.pwc.com
Tel: +1 (678) 419-4513

What do high-performing finance functions do differently to achieve process excellence?

A CFO looks at three key dimensions of process performance—transaction efficiency, compliance & control, and business insight—and understands that alignment with business strategy is the key priority. The fundamental challenge is balancing these demands to deliver optimal value to the wider organization. Moreover, the CFO realizes that having the right organizational structure, people and technology leverage are critical to successfully executing finance processes.

Finance organizations face a number of potentially conflicting demands:

- Supporting the corporate performance management model and partnering effectively with the business
- Ensuring that accuracy, control and independence are embedded in financial transactions and the reporting framework across the organization
- Utilizing an optimal sourcing model to deliver efficient transactional processes

Forward-looking leaders want an answer to a key question: *What is the optimal size and shape of a finance function to deliver effective value to the business?* For example, many organizations have had to dedicate time and resources towards transaction processing and compliance & control while opportunities to provide insight and improve performance are missed.

Understanding the finance effectiveness opportunity for your company

PwC's experience in working with a wide range of organizations helps clients to understand what high performing finance functions are doing differently to achieve process excellence and which of those could be appropriate to them. That experience, combined with the benchmarks and measures, helps organizations balance the competing demands of insight, control and efficiency, and prioritize improvement initiatives.

PwC has four distinct project components that work to this end: quantitative benchmarking, an activity analysis, performance surveys, and executive management interviews.

Finance Assessment Toolkit

Quantitative Benchmarking

- Enables objective comparison of your finance function with external peers (against industry and cross-industry organizations based on your business complexity and size) and supports leading practices gap analysis
- Standard set of quantitative and qualitative questions covering finance processes and practices
- Data collected using an integrated web-based tool
- Finance supported by PwC's benchmark professionals
- Provides an analysis of strengths and opportunities, and actionable recommendations

Activity Analysis

- Samples the role finance FTEs perform within a given process
- Helps determine the relative value performed within a process
- Guides the recommendation process by allowing finance processes to be examined at a more granular activity level

Performance Survey

- Supports gap analysis of finance performance
- Web-based survey of finance's key customers – senior managers and executives from across the business
- Covers customers' views on finance expectations and performance
- Provides an independent view of finance performance

Executive Management Interviews

- Used to qualify benchmark findings by gaining meaningful understanding of the challenges
- Structured interviews with key finance and business leadership, end-to-end
- Provides diverse view of finance priorities, challenges and direct feedback about leadership, technology, support, organization, people and organization

PwC Saratoga Benchmark

Get Started

Please contact one of our PwC Saratoga professionals to discuss your company's needs and to obtain login credentials to access the benchmark.

Scott Pollak

scott.pollak@us.pwc.com
Tel: +1 (408) 817-7446

Ranjan Dutta

ranjan.dutta@us.pwc.com
Tel: +1 (703) 918-3009

Is your workforce data helping you make better human capital decisions to drive business performance?

A CHRO looks at key dimensions of workforce performance and understands that driving alignment to the business strategy is the key priority. The fundamental challenge is balancing these demands to deliver optimal value to the wider organization while delivering an effective and efficient HR organization. Companies are increasingly looking to harness the power of workforce data—surveys, metrics, and predictive analytics—to position themselves to make better workforce decisions to drive business performance. Savvy management seeks to transform the organization's design and talent model and effectively and efficiently source, recruit, acquire, train and retain the best employees.

HR organizations face a number of challenges:

- Operational efficiency
- Talent alignment
- Workforce strategy

Benchmarking: Building your relationship with PwC Saratoga

PwC Saratoga delivers human capital surveys, metrics, and workforce analytics to help leaders make better human capital decisions. We offer thorough coverage in the HR benchmarking space, with 350 metrics from over 1,000 organizations. Our benchmarking covers multiple industries and countries—US, Europe, Latin America, Asia—as well as custom peer groups and standardized reports.

PwC has four distinct project components that work to this end: full benchmark membership, an activity analysis survey, performance surveys, and executive interviews.

Detailed Benchmarking of HR Function

Full Benchmark Membership

- Enables objective comparison of HR function with external peers (against industry and cross-industry organizations based on your business complexity and size) and supports leading practices gap analysis
- Provides a standard set of quantitative and qualitative metrics covering HR processes and practices
- Collects data using an integrated web-based tool and supported by PwC's benchmark professionals
- Provides an analysis of strengths and opportunities, and actionable recommendations

Activity Analysis Survey

- Samples the activities that HR FTEs perform within a given process
- Helps determine the relative value performed within a process
- Guides the recommendation process by allowing HR processes to be examined at a more granular activity level
- Web-based survey takes 10-15 minutes to complete online

Performance Survey

- Covers customers' views on HR expectations and performance
- Supports gap analysis of HR performance
- Web-based survey of HR's key customers – senior managers and executives from across the business
- Provides an independent view of HR performance

Executive Interviews

- Used to qualify benchmark findings by gaining meaningful understanding of the challenges
- Structured interviews with key HR and business leadership, end-to-end
- Provides diverse view of HR priorities, challenges and direct feedback about leadership, technology, support, organization, and people