



Applying Project Management Practices to R&D

Case Study, Topcon Positioning Systems, Inc.

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Kerstin Gammon, Blueberry Management
Martijn Hoppenbrowers, Vice President Engineering Operations, Topcon Positioning Systems, Inc.
Roslynn Peters, Manager Engineering Operations, Topcon Positioning Systems, Inc.





Previous Research Project Environment

- No Common Process
- Lack of Collaboration
- Inadequate Planning
- Lost Capitalization Opportunities



Objectives

- Increase Visibility
- Increase Communication
- Improve Transition Timing
- Maintain Innovation



Steps Taken

- Develop Research Project Lifecycle
- Defined Research Project Criteria
- Approval & Review Process
- Defined Metrics



Develop Research Project Lifecycle

- Project Request Process
- Lifecycle Phases & Gates
- Updated RACI



Criteria for Research Projects

- Align with Corporate Strategic Objectives
- Applies to Core Company Competencies
- Fulfills Objective Category
- Feasibility v. Research



Approval & Review Process

- All Projects Subject to Process
- Funding Criteria & Approvals
- Quarterly Reviews
- Senior Management Engagement



Potential Metrics

Number of Patents

Number of Transitioned Products

Planned v. Actuals



Rollout

Pilot Process

Present Workflows

Provide Presentation Guidelines

Implemented Quarterly Research Review Meeting



Current Adaptation

Updated Phases/Gates
Tailored for Internal v. OEM
Wider Roll Out



Organizational/Business Impacts

Initial Goals Accomplished

- Transparency
- Stimulation of Innovation
- Appropriate Control

First projects transitioned to development

Bonus Achievements

Increase Face Time from Engineers to Executives

Dialog between Engineering Teams

Foothold for Resource Conversations

