Symbols
% Task Completion, 136

A
accountability
checklists, 28
scorecards. See scorecards
Activate phase (IDEA)
tools, 107
  best practices, 112, 114
deliverables, 108, 110
requirements, 107
tasks, 110, 112
activate phase, LMAD, 195-196
deliverables for adapt phase milestones, 198
requirements for adapt phase milestones, 197
tasks for adapt phase milestones, 200-202
Allied Signal, 8
AMA (American Marketing Association), 3
Analyze phase (UAPL), 123, 140-142
Analyze gate deliverables, 143-145
best practices, 146-150
requirements, 141
tasks, 145-146
Analyze step, DMAIC, 218-220
anticipating change, 175
arithmetic mean, 7
assignable cause variation, 196
ATS (Average Tool Score), 133, 188
averages, 7
B
Baruch, Bernard, 5
benefits of implementing Six Sigma tools, 3
best practices
  Activate phase (IDEA), 112, 114
  Analyze phase (UAPL), 146, 148, 150
  Analyze step (DMAIC), 220
best practices (cont.)
Control step (DMAIC), 227
Evaluate phase (IDEA), 105, 107
Improve step (DMAIC), 224
LMAD, 184-186, 188
Launch gate (UAPL), 168, 170-171
Measure step (DMAIC), 218
Plan phase (UAPL), 157-158
business growth, 64

C
CAGR (Compounded Annual Growth Revenue), 2
change, anticipating, 175
changing markets, 118
characteristics of designed cycle time, 49
charts, Pert Charts, 52
checklists, 28
Christensen, C., 17
Christensen, Clayton, 67
color coding, 136
commercialization, 119
macro tasks, 121
planning, 120
teams, 119
transitioning projects to ongoing operations, 170
UAPL. See UAPL
commercialization process, 174
communication, 41
compensation, 26
competition, 230
Compounded Annual Growth Revenue (CAGR), 2
Control step, DMAIC, 224-225
best practices, 227
deliverables, 226
methods, 227
tasks, 226-227
tools, 227
controls, LMAD, 185
correction, measuring, 181

Cooper, Robert G., 16
critical parameters, 128
cycle time, 46-47
designing, 49-50, 53
modeling with Monte Carlo simulations, 53-56

D
data, hard versus easy data sets, 183-184
data analysis, LMAD, 185
data integrity, 30
decision-making, fact-based decision-making, 5
Defects Per Million Opportunities (DPMO), 14
Define phase (IDEA), 86
deliverables, 91-92
matching ideas to opportunities, 88
methods, 98
requirements, 87-91
tasks, 95, 98
tools, 98
Define step, DMAIC, 212
deliverables, 213-214
tasks, 214
tools, 215
Define-Measure-Analyze-Design-Validate (DMADV), 11
Define-Measure-Analyze-Improve-Control (DMAIC)
Analyze step, 218
best practices, 220
deliverables, 220
methods, 220
tasks, 220
tools, 220
Control step, 224-225
best practices, 227
deliverables, 226
methods, 227
tasks, 226-227
tools, 227
Define step, 212
  deliverables, 213-214
tasks, 214
tools, 215
implementing, 211
Improve step, 221-222
  best practices, 224
deliverables, 222
methods, 224
tasks, 223
tools, 224
Measure step, 215-216
  best practices, 218
deliverables, 217
methods, 218
tasks, 217

Define-Measure-Explore-Develop-Implement (DMEDI), 11
deliverables
  Activate phase (IDEA), 108, 110
  for adapt phase milestones, 198
  Analyze gate, 143, 145
  Analyze step (DMAIC), 220
  Control step (DMAIC), 226
  Define gate (IDEA), 91-92
  Define step (DMAIC), 213-214
  for discontinue phase milestones, 203, 205
  Evaluate phase (IDEA), 101, 103
  Identify phase (IDEA), 75-76
  Improve step (DMAIC), 222
  Launch gate, 163-164
  for launch phase, 190, 192
  for manage phase milestones, 194-195
  Measure step (DMAIC), 217
  Plan gate (UAPL), 152-153
  Understand gate, 127-129, 132
Design for Six Sigma (DFSS), 233
design process discipline during inbound marketing, 66-69
designing, cycle time, 49-50, 53
DET (detectable), 59
deterioration noise, 177

DFSS (Design for Six Sigma), 233
discipline
design process discipline during inbound marketing, 66-69
  process discipline in portfolio renewal, 65-66
discontinue phase, LMAD, 202
deliverables, 203, 205
  requirements for discontinue phase milestones, 202-203
tasks, 206
DMADV (Define-Measure-Analyze-Design-Validate), 11
DMAIC (Define-Measure-Analyze-Improve-Control), 6, 9-10, 12, 210
  Analyze step, 218
    best practices, 220
deliverables, 220
    methods, 220
tasks, 220
tools, 220
  Control step, 224-225
    best practices, 227
deliverables, 226
    methods, 227
tasks, 226-227
tools, 227
  Define step, 212
deliverables, 213-214
tasks, 214
tools, 215
  implementing, 211
  Improve step, 221-222
    best practices, 224
deliverables, 222
    methods, 224
tasks, 223
tools, 224
  Measure step, 215-216
    best practices, 218
deliverables, 217
    methods, 218
tasks, 217
DMEDI (Define-Measure-Explore-Develop-Implement), 11
documenting failure modes in critical paths of marketing tasks by phase, 57, 59-62
DPMO (Defects Per Million Opportunities), 14

E
easy data sets versus hard data sets, 183-184
error rates, 7
Evaluate phase (IDEA), 100
   best practices, 105, 107
deliverables, 101, 103
   requirements, 100
tasks, 103, 105
external variation, 177

F
fact-based decision-making, 5
failure modes, documenting in critical paths of marketing tasks by phase, 57, 59-62
FMEA, 52, 56
   documenting failure modes in the critical paths of marketing tasks by phase, 57, 59-62
   quantifying risk, 59
Folger, Tim, 13
Franklin, Benjamin, 13
Fuson, Scott, 233
future business trends, 230-232

G
gate deliverables, 51
gate requirements, 50
gate review scorecards, 36-38
Gate Reviews
   communication, 41
   conducting, 38-41
   objective of, 40
timing of, 39
GATS (Grand Average Tool Score), 145, 205
GE (General Electric), 8
go-to-market resources, 8
GOSPA method, 136
Grand Average Tool Score (GATS), 145, 205
growth, 64
guidelines, 114. See also scorecards
gut-feelings, 5

H
hard data sets versus easy data sets, 183-184
hit rate, 181-183

I
IDEA (Identify-Define-Evaluate-Activate), 20, 65, 69-70
   Activate phase, 107
      best practices, 112, 114
deliverables, 108, 110
   requirements, 107
tasks, 110, 112
Define phase, 86
deliverables, 91-92
   methods, 98
   requirements, 87, 89, 91
tasks, 95, 98
tools, 98
Evaluate phase, 100
   best practices, 105, 107
deliverables, 101, 103
   requirements, 100
tasks, 103, 105
Identify phase, 71-74
deliverables, 75-76
tasks, 79, 82
tools, 82-83, 86
Identify phase (IDEA), 71-74
deliverables, 75-76
tasks, 79, 82
tools, 82-83, 86
implementing
   DMAIC, 211
Six Sigma, 8
**Improve step, DMAIC,**
221-222
best practices, 224
deliverables, 222
methods, 224
tasks, 223
tools, 224

**inbound marketing,** 19
design process discipline, 66-69

**incomplete data, loss of talented people,** 48

**incomplete deliverables,** 47

**indicators**
  lagging indicators, 14, 176
  leading indicators, 13, 176

**integrated marketing,** 122

**integrity of data,** 30

**intuition,** 5

**J**

**Journal of Marketing,** 4

**K**

**key milestone reviews,** 22

**key milestones in the continuum,** 179

**L**

**lagging indicators,** 14, 176

**Launch phase,** 123

  LMAD, 188
    requirements for launch phase milestones, 189
tasks and deliverables, 190, 192, 194

  UAPL, 161-162
    best practices, 168, 170-171
  
Launch gate deliverables,
  163-164
requirements, 161-162
tasks, 166

**Launch-Manage-Adapt-Discontinue (LMAD),** 21, 178

  adapt phase, 195-196
deliverables for adapt phase milestones, 198

  requirements for adapt phase milestones, 197
tasks for adapt phase milestones, 200, 202
controls, 185
data analysis, 185
discontinue phase, 202
deliverables, 203, 205
requirements for discontinue phase milestones, 202
tasks, 206

Launch phase, 188
  requirements for launch phase milestones, 189
tasks and deliverables, 190, 192, 194

manage phase, 194
  requirements for manage phase milestones, 194
tasks and deliverables, 195

operational models, 185
process definition, 184
process risk management, 185
tools, methods, and best practices, 184-186, 188

leading indicators, 13, 176

lean, 180

lean methods, 183

leaned production process, 10

LMAD (Launch-Manage-Adapt-Discontinue), 21, 178

  adapt phase, 195-196
deliverables for adapt phase milestones, 198
requirements for adapt phase milestones, 197
tasks for adapt phase milestones, 200, 202
controls, 185
data analysis, 185
discontinue phase, 202
deliverables, 203, 205
requirements for discontinue phase milestones, 202
tasks, 206

Launch phase, 188
  requirements for launch phase milestones, 189
LMAD (cont.)
tasks and deliverables, 190, 192, 194
manage phase, 194
requirements for manage phase
milestones, 194
tasks and deliverables, 195
operational models, 185
process definition, 184
process risk management, 185
tools, methods, and best
practices, 184-186, 188
loss of talented people because
of incomplete data, 48

M
macro tasks
commercialization, 121
portfolio renewal, 68
manage phase, LMAD, 194
requirements for manage phase
milestones, 194
tasks and deliverables, 195
marketing, 3-4
applying Six Sigma to, 13, 15-20
inbound marketing, 19
measuring performance. See
measuring marketing
performance
outbound marketing, 19, 180
process thinking, 17
marketing methods, 15, 20-23
marketing processes, future
trends, 230-232
markets, changing markets, 118
matching ideas to opportunities,
Define phase (IDEA), 88
Mean Time Between Failures
(MTBF), 14
Measure step, DMAIC,
215-216
best practices, 218
deliverables, 217
methods, 218
tasks, 217
measuring, 181
conversion, 181
hard data sets versus easy data
sets, 183-184
measuring marketing
performance, 26
checklists, 28
pay for performance, 26
scorecards, 27-30
gate review scorecards, 36-38
task scorecards, 32-35
tool scorecards, 30, 32
methods
Analyze step (DMAIC), 220
Control step (DMAIC), 227
Define gate (IDEA), 98
Improve step (DMAIC), 224
LMAD, 184-186, 188
Measure step (DMAIC), 218
modeling cycle time with Monte
Carlo Simulations, 53-56
Monte Carlo Simulations,
modeling marketing task
cycle time, 53-56
Moorman, Christine, 4
Motorola, 8
fact-based decision-making, 5
MTBF (Mean Time Between
Failures), 14

N
noise, 176-177
NUD circle, 88

O
objective of Gate Reviews, 40
OCC (occurrence), 59
operational marketing
processes, 179
operational models, LMAD, 185
outbound marketing, 19, 180

P
pay for performance, 26
percent confidence, 55
performance, sustainable
performance, 64
Pert charts, 52
INDEX

phase-key milestone review
system, 180
Plan phase, 123
Plan phase (UAPL), 150-151
   best practices, 157-158
   Plan gate deliverables, 152-153
   requirements, 150
   tasks, 155, 157
planning, 120, 175
portfolio renewal, 65
   design process discipline
during inbound marketing, 66-69
IDEA. See IDEA
macro tasks, 68
process discipline, 65-66
   steps of process, 114-115
portfolio requirements, 73
post-launch line management,
outbound marketing,
19, 180
Post-Launch Operational Management process, 17
Potential Causes, 59
Potential Failure Effects, 59
Potential Failure Mode, 59
problem prevention, 12, 19
process definition, LMAD, 184
process discipline, portfolio renewal, 65-66
process improvement methodology. See DMAIC
process risk management, LMAD, 185
process thinking, 17
processes, business growth, 64
Product and/or Services Commercialization process, 16
products, 65, 120
project cycle times, 46-47
   designing, 49-50, 53
   modeling with Monte Carlo simulations, 53-56
Q
Quality of Tool Usage, 30

R
RACI (Responsible, Accountable, Consulted, Informed), 51
Raynor, Michael, 17, 67
requirements
   Activate phase (IDEA), 107
   for adapt phase milestones, 197
   of Analyze gate, 141
   Define gate (IDEA), 87, 89, 91
   for discontinue phase milestones, 202
   Evaluate phase (IDEA), 100
   Launch phase (UAPL), 161-162
   for launch phase milestones, 189
   for manage phase milestones, 194
   Plan gate (UAPL), 150
   portfolio requirements, 73
   for Understand gate, 125
responsibilities, defining clearly and completely, 51
risk, 26
   color-coded scheme of classifying risk, 34
   FMEA, quantifying risk, 59
   ranking values, 35
Risk Priority Number (RPN), 60
roles, defining clearly and completely, 51
RPN (Risk Priority Number), 60
rushing, 46
Rust, Roland, 4
S
scorecards, 26-30
   gate review scorecards, 36-38
   sample Activate gate deliverables scorecard, 109
   sample Activate phase task scorecard, 111
   sample Activate phase tools scorecard, 113
   sample Analyze gate deliverables scorecard, 144
   sample Analyze phase task scorecard, 147
scorecards (cont.)
sample Analyze phase tools scorecard, 149
sample Define gate deliverables scorecard, 93-94
sample Define phase task scorecard, 96
sample Define phase tools scorecard, 99
sample discontinue phase deliverables scorecard, 204
sample discontinue phase task scorecard, 207
sample Evaluate gate deliverables scorecard, 102
sample Evaluate phase task scorecard, 104
sample Evaluate phase tools scorecard, 106
sample Identify gate deliverables scorecard, 77-78
sample Identify phase task scorecard, 80
sample Identify phase tools scorecard, 84
sample Launch gate deliverables scorecard, 165
sample Launch phase task scorecard, 167
sample Launch phase tools scorecard, 169
sample Plan gate deliverables scorecard, 154
sample Plan phase task scorecard, 156
sample Plan phase tools scorecard, 159-160
sample Understand gate deliverables, 130
sample Understand phase task scorecard, 134
sample Understand phase tool scorecard, 138
task scorecards, 32-35
tool scorecards, 30, 32

Six Sigma, 6-7, 9
benefits of implementing, 3
Six Sigma for Growth,
applying to classic product marketing market share development model of awareness-consideration-conversion (hit rate), 181-183

Smith, Bill, 8

SPC (Statistical Process Control), 186
standard deviation, 7

Statistical Process Control (SPC), 186

Strategic Planning and Portfolio Renewal, 15

strategic-tactical-operational triangle, 15

success, 2

sustainable growth, 64

T
tactical, technical functions for tactical, 122
task scorecards, 32-35
Task/Tool, 59
tasks
Activate phase (IDEA), 110, 112 for adapt phase milestones, 200, 202
Analyze phase (UAPL), 145-146
Analyze step (DMAIC), 220
Control step (DMAIC), 226-227
Define gate (IDEA), 95, 98
Define step (DMAIC), 214 for discontinue phase milestones, 206
Evaluate phase (IDEA), 103, 105
Identify phase (IDEA), 79, 82
Improve step (DMAIC), 223
Launch gate (UAPL), 166

SEV (severity), 59
for launch phase, 190, 192, 194
macro tasks, commercialization, 121
for manage phase milestones, 195
Measure step (DMAIC), 217
Plan phase (UAPL), 155, 157
Understand phase (UAPL), 132-133, 136

tools, commercialization, 119
timing of Gate Reviews, 39
Tool Function, 59
tool scorecards, 30, 32

tools
ad hoc use of, 48
Analyze step (DMAIC), 220
Control step (DMAIC), 227
Define gate (IDEA), 98
Define step (DMAIC), 215
Identify phase (IDEA), 82-83, 86
Improve step (DMAIC), 224
LMAD, 184-186, 188
Understand phase (UAPL), 136-137, 140

trade shows, 182
transitioning commercialization projects to ongoing operations, 170
trends, future business trends, 230-232

U
UAPL (Understand-Analyze-Plan-Launch), 21, 123
Analyze phase, 140-142
Analyze gate deliverables, 143, 145
best practices, 146, 148, 150
requirements, 141
tasks, 145-146
Launch phase, 161-162
best practices, 168, 170-171
Launch gate deliverables, 163-164
requirements, 161-162
tasks, 166
Plan phase, 150-151
best practices, 157-158
Plan gate deliverables, 152-153
requirements, 150
tasks, 155-157
Understand phase, 124-126
requirements for Understand gate, 125
tasks, 132-133, 136
tools, 136-137, 140
Understand gate deliverables, 127-129, 132

UMC (Unit Manufacturing Cost), 14
Understand gate deliverables, 127-129, 132
requirements for, 125
Understand phase (UAPL), 123-126
requirements for Understand gate, 125
tasks, 132-133, 136
tools, 136-137, 140
Understand gate deliverables, 127-129, 132
Understand-Analyze-Plan-Launch. See UAPL
unfinished activities, 47

V
variance, 7. See also error rates
variations, noise, 176-177
VOB (Voice of the Business), 128
VOC (Voice of the Customer), 118

W-X-Y-Z
WCBF (Worldwide Conventions and Business Forums), 5
Work Breakdown Structure (WBS), 49