

Gartner R&D Score

Sample report excerpt

Meet Gartner R&D Score

Introduction to Gartner R&D Score

Functional leaders use Gartner R&D Score to measure the maturity of their function in key activities, prioritize areas of improvement and plot the function's path to improvement. This is an excerpt from a full report, which provides detail on a wide range of functional activities. Gartner R&D Score covers **29** functional activities across **6** functional objectives.

Here's how it works



1. Measure the performance of the function in terms of:

- **Maturity.** We ask a series of yes/no questions about how your function approaches and executes each one of a range of key activities and objectives specific to your function.
- **Importance.** We ask you to indicate how important each of those activities is for your function to meet its enterprise objectives.



2. Prioritize.

- **See your maturity levels at a glance.** On a simple bar graph, we plot the maturity level of each activity and its importance — and you get your first glimpse of where maturity and importance aren't aligned. For example, your function may be highly mature in activities that aren't very important to driving business priorities or highly immature in activities that are.
- **See your priorities in rank order,** based on those gaps between maturity and importance. Immediately you can see what should be your highest priorities for improvement if your function is to drive business goals effectively. You also see which activities need less attention.



3. Improve.

- We provide you with steps to take on your path to improvement in whatever activities the data shows to be the biggest significant opportunities for improvement.
- **“A Pathway to Maturity”** lists action steps required to reach the next level in each specific activity.
 - **Recommended related resources** provide associated insights. In some cases, a Gartner advisor delivers the report and helps with prioritization and action planning.

Read on for more insights and recommendations you might receive on an individual activity. A complete report shows you the current status and improvement path for all activities and objectives in your function.

How mature are your functional activities?

Gartner R&D Score benchmarks your self-assessment to provide you with a current maturity score by activity.

Develop the R&D Strategy 4	Engage Partners and Stakeholders 3-	Manage the R&D Portfolio 3+	Manage the R&D Pipeline 3+	Manage R&D Talent 2+	Manage the Function 4-
Identify and Prioritize External Trends and Competitors 5	Engage the Executive Team and Board 3	Define the R&D Portfolio Strategy 3	Surface and Screen Project Ideas 4	Design the R&D Workforce Plan 3-	Manage the R&D Budget 4
Surface and Synthesize Customer Needs 5	Partner with Business Units and Functions 3	Evaluate and Prioritize Projects 4-	Develop Concept Proposals 4	Establish Career Paths and Competencies 2	Manage the R&D Organizational Structure 3
Evaluate Core Capabilities 5	Identify and Screen External Partners and Vendors 3+	Reallocate Resources Across Projects 3+	Manage Project Development and Testing 3	Hire and Onboard Employees 2+	Identify, Track, and Report Key Performance Metrics 4
Develop the R&D Strategic Plan 4-	Manage External Partner and Vendor Relationships 2+		Implement or Commercialize Project Results 3+	Engage and Retain Staff 2+	Manage Intellectual Property 3+
Manage Technology Roadmapping 3				Organize and Manage Project Teams 3+	Manage Knowledge Sharing and Collaboration 5-
Manage Strategy Implementation and Communication 3+				Manage Training and Development 2	Manage R&D Equipment and Facilities 3

High Maturity
 Low Maturity
 Medium Maturity
 Not Assessed

Maturity: Measured on a scale ranging from 1 (Low) to 5 (High), maturity measures how advanced an organization's development is in a functional activity relative to Gartner's best practice research. Maturity scores are refined with a (+) or (-) to indicate intermediate levels of maturity.

The set of activities as mapped here is subject to change.

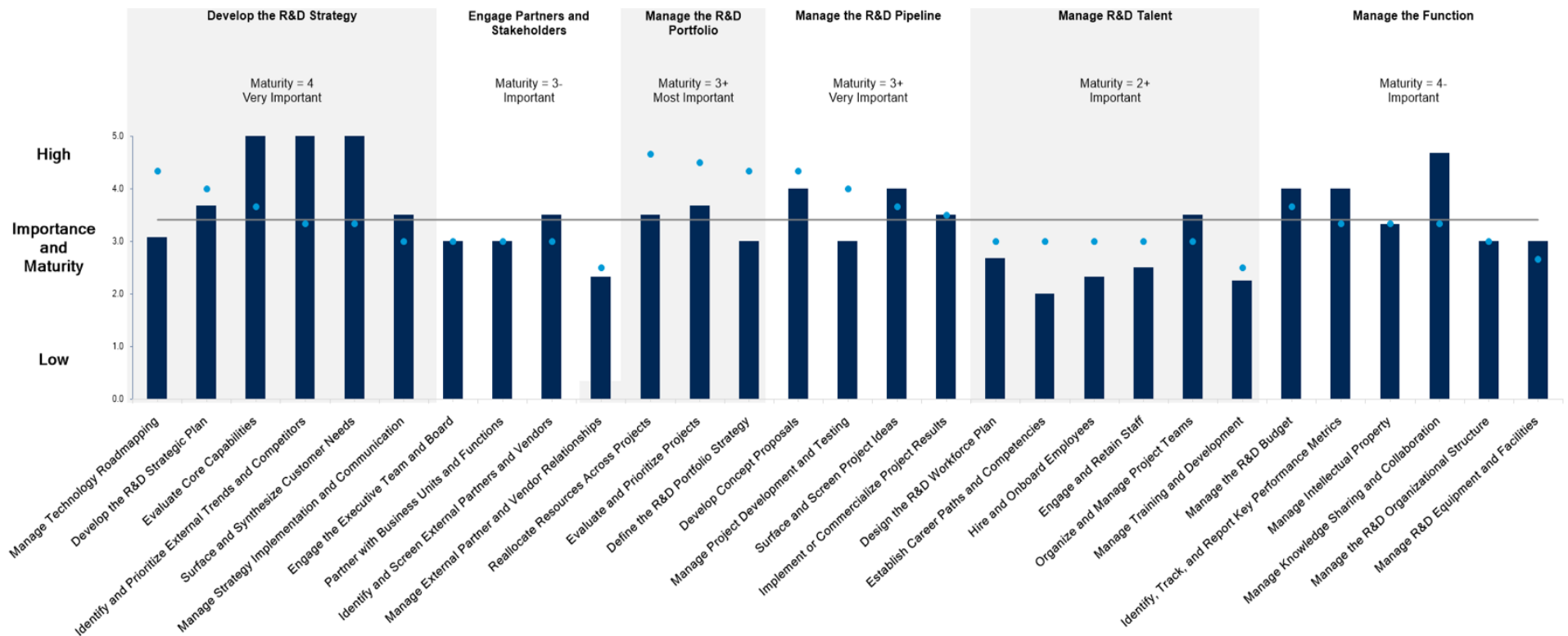
Source: Gartner

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How do maturity and importance compare?

Gartner R&D Score plots your benchmarked maturity score against the importance you assign to that activity in terms of its criticality for your function to meet enterprise business objectives.



Select Findings

Lowest Maturity

- Establish Career Paths and Competencies
- Manage Training and Development

- Hire and Onboard Employees
- Manage External Partner and Vendor Relationships

Highest Importance

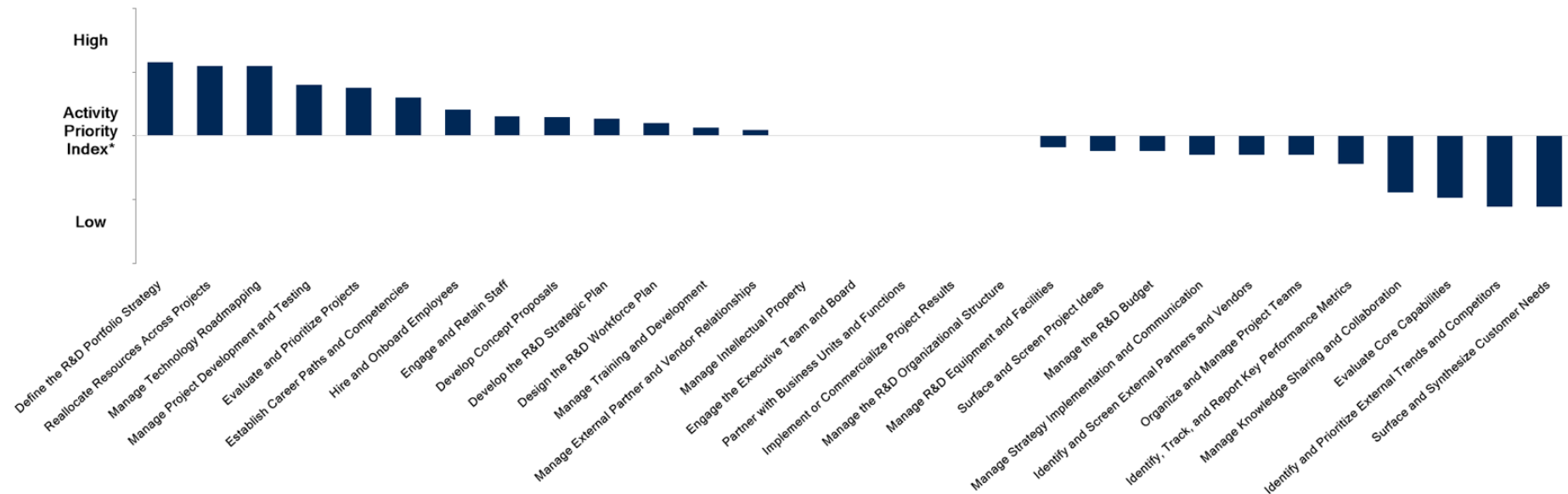
- Reallocate Resources Across Projects
- Evaluate and Prioritize Projects

- Manage Technology Roadmapping
- Define the R&D Portfolio Strategy

What are the high-priority areas for your function?

Gartner R&D Score rank-orders your improvement priorities, based on the gap between maturity and importance. The Activity Priority Index (API) identifies where the function is less mature in activities of greater importance. A higher API score indicates a greater priority to the organization.

The Activity Priority Index identifies where the function is less mature in activities of greater importance.



Highest Priority

- Define the R&D Portfolio Strategy
- Reallocate Resources Across Projects
- Manage Technology Roadmapping

Lowest Priority

- Surface and Synthesize Customer Needs
- Identify and Prioritize External Trends and Competitors
- Evaluate Core Capabilities

High-priority area: Manage Project Development and Testing

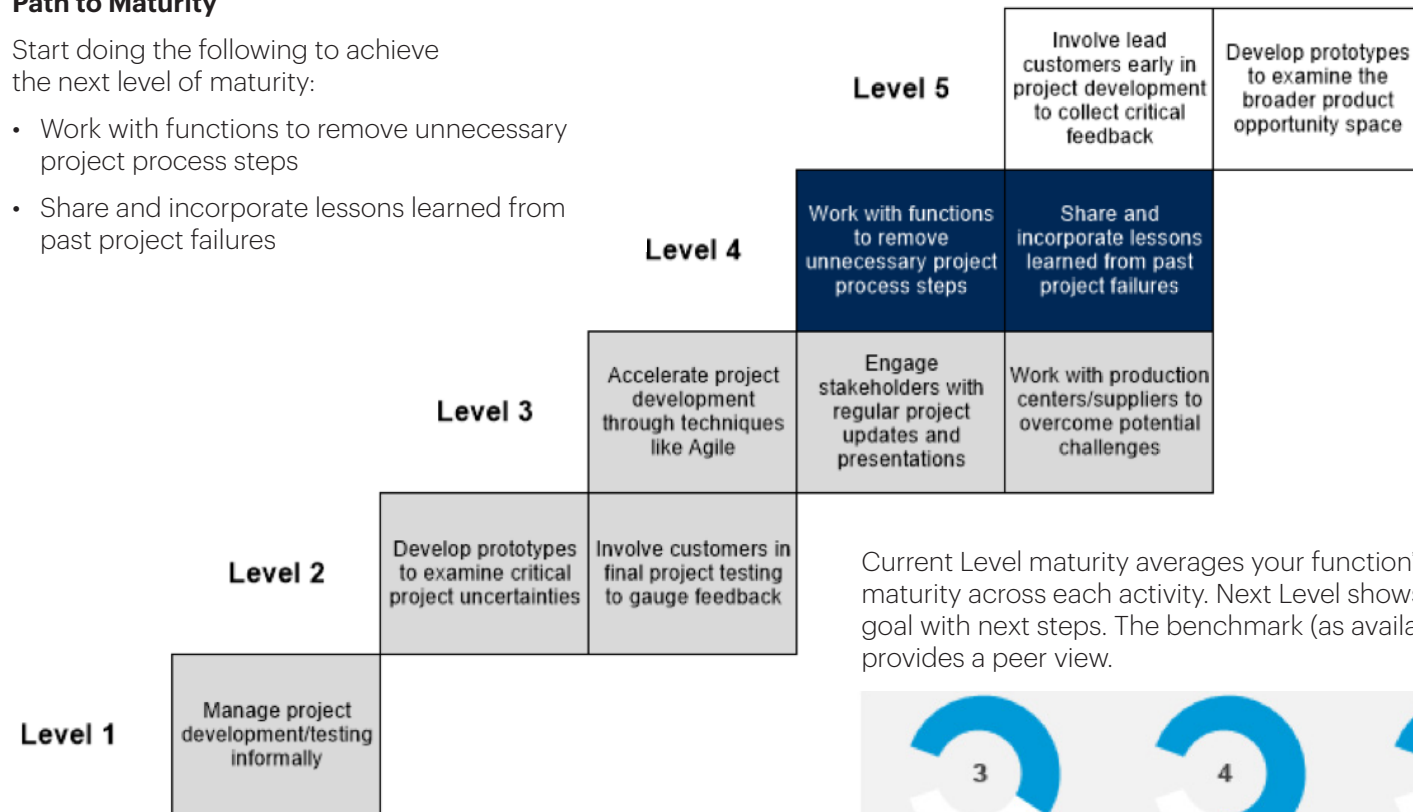
How the R&D function develops and tests projects.

Gartner R&D Score provides next steps for each individual activity, based on current and desired state.

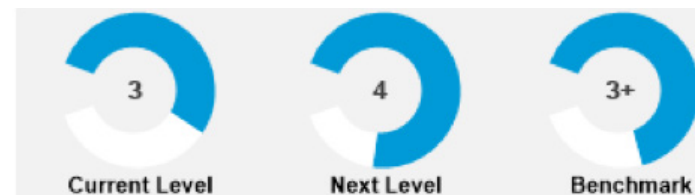
Path to Maturity

Start doing the following to achieve the next level of maturity:

- Work with functions to remove unnecessary project process steps
- Share and incorporate lessons learned from past project failures



Current Level maturity averages your function's maturity across each activity. Next Level shows the goal with next steps. The benchmark (as available) provides a peer view.



- Currently practiced (or no longer required)
- Commence to achieve next level of maturity
- Not currently practiced

Manage Project Development and Testing

Sample recommended resources

Featured resources

Ignition Guide to Creating a Product Roadmap: Brainstorm and prioritize product development ideas and develop a comprehensive product development roadmap.

Overview of Agile Development Methodology: Improve product development speed and efficiency by embracing the agile methodology.

Foundational practices

Applying Agile to the Development Process: Adopt agile in a stage-gated development process and use Scrum, an agile framework.

Challenging Posture Questions Checklist: Pressure-test and validate customer information and organizational assumptions about customer and business value drivers.

Discovery-Driven Planning: Better manage transformational, high-risk projects by testing and reconciling the critical uncertainties that commonly characterize them.

Learning Sprints: Reorganize front-end innovation research into sprints to increase flexibility and accelerate delivery of tangible outputs.

Note: Some documents may not be available as part of your current Gartner subscription.

Learn how you can use Gartner R&D Score to evaluate your functional maturity and priorities.

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