



## The Outstanding Corporate Innovator (OCI) Award

### Harley-Davidson and the Polyolefins and Elastomers Business Group of The Dow Chemical Company Recognized as PDMA's 2003 Outstanding Corporate Innovators

*Outstanding Corporate Innovator Awards presented at Product Development & Management Association 27th Annual International Conference October 4-8, Boston, MA*

**September 22, 2003** - The Product Development & Management Association (PDMA) announced today that Harley-Davidson Motor Company and the Polyolefins and Elastomers Business Group of The Dow Chemical Company have been named Outstanding Corporate Innovators for 2003. Since 1987, PDMA's annual Outstanding Corporate Innovator (OCI) Award has recognized those companies demonstrating sustained excellence in the development and profitable commercialization of new products and services. "The award is presented with two objectives," said Stan Jankowski, Chair of the OCI Award Selection Committee and President of N.O.V.A Consulting Co. LLC. "The first is to recognize those organizations that are the most successful in developing new products and have an enterprise-wide commitment to innovation. The second is to provide a significant learning vehicle for the product development community by having award winners share their winning practices."

#### Harley-Davidson-Optimizing the Customer Experience

The Harley-Davidson Motor Company was selected because of its established brand, its strong connection with customers, and because of its continued commitment to product innovation. Focusing on optimizing the "customer experience," Harley-Davidson has grown from 40,000 units/year in 1998 to 264,000 units/year in 2002. Their use of multiple and novel venues to gather customer needs and preferences information to guide their new product efforts, while employing a formal Concurrent Product & Process Delivery Methodology (CPPDM), has kept their new product engine running at peak efficiency. Several unique elements and concepts in their process such as "swirl," "bins," and "cadence," ensure the degree of innovation, speed to market, match of development resources, and financial viability of individual projects as well as the entire new product portfolio. Harley-Davidson has reached record revenue earning levels over the past 17 years.

#### Dow Polyolefins and Elastomers Business Group-Flexible, Results-Oriented, Innovative

The Polyolefins and Elastomers (PO&E) Business Group of The Dow Chemical Company, once characterized as "mature" in the early 1990s, is now recognized as a "growth" business at Dow. Their approach to new product development has allowed them to establish a flexible, results-oriented, and innovative small company culture and behavior, while still being part of one of the world's largest companies. In the process, Dow PO&E has won numerous industry awards including the National Medal for Technology.

Their comprehensive approach is rooted in top management's strategic commitment to value creation based on developing new products around customer needs, developing and using novel technology, and product forms. In order to foster creativity and innovation, as well as ensure excellence in project management and execution, **Dow PO&E uses a strictly applied model for personnel selection and deployment based on personality and skills best matched to job requirements**\*. It then employs a flexible SPEED development process that incorporates many of the best practices of previous OCI winners while tailoring them to the specific needs and characteristics of each new product development project. As a result, Dow PO&E has become one of the most significant sources of profit margin at The Dow Chemical Company, with sales of products less than five years old in the range of 20 percent.

Selected from a field of over a dozen global candidates nominated by PDMA members, this year's winners demonstrate exceptional skill in continuously creating and capturing value through new product development.

"In addition, we are delighted to have FASTCOMPANY Magazine as the first OCI Award media partner," Jankowski stated. "FASTCOMPANY's cutting-edge approach is a perfect fit with today's highly-charged and challenging product development climate."

Twenty-nine firms have been recognized as Outstanding Corporate Innovators since the inception of the award. Past recipients include BMW, Teknion, Hunter Douglas Window Fashions Division, Rockwell Collins, EXFO Electro-Optical, Maytag, Chrysler, Nabisco, Kodak, Herman Miller, and Pepsi-Cola Company to name a few.

PDMA and FASTCOMPANY will present the prestigious OCI award to both firms at its 27th Annual International Conference on Tuesday, October 7 in Boston, Massachusetts. To learn more about the Conference visit [www.pdma.org/2003](http://www.pdma.org/2003).

\* Using the approach recommended by WinOvations, Inc. placing "Rainmakers" or "Starters" in job roles requiring innovation, and "Finishers" or "Builders" in job roles requiring commercialization. [www.winovations.com](http://www.winovations.com)