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Does a New Product Development Project's Name Influence Internal Stakeholder Commitment?

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**Does a New Product Development Project's Name Influence Internal Stakeholder
Commitment?**

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A dissertation submitted in partial fulfillment of the requirements for the degree of

Doctor of Business Administration

Kellstadt Graduate School of Business

DePaul University

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Dissertation Committee and Approvals

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Biography

Dianna Akin has over 20 years of executive practitioner experience in the areas of new product development, management, marketing, and global leadership. Dianna has held roles of increasing responsibilities leading cross-function-global teams, innovation projects, and integration activities for major multi-national consumer packaged goods organizations. She has brought her practitioner experience to the classroom as an adjunct professor with DePaul University and an advisory board member for the Masters of Product Design & Development program at Northwestern University.

Dianna graduated from Northwood University with a Bachelor of Business Administration degree and graduated from Keller Graduate School of Management with a Master of Business Administration degree and is currently pursuing a Doctor of Business Administration degree at DePaul University.

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Abstract

The purpose of this study is to explore whether a new product development project's name and or charter effects commitment of senior management sponsors, product development team members and project leaders to the project. Leveraging signaling, internal marketing and imprinting theory to influence internal stakeholder project commitment, I executed three studies to 1) evaluate the validity of my research, 2) identify strong and weak project names, and strong and weak project charters, and 3) a 2x2 between-subjects experiment to test the main effect of project name, the main effect of project charter, and the interaction effect of project charter strength on the relationship between project name and stakeholder commitment. A significant main effect of project name for team member commitment is found however, the effect is a reversal of that which was hypothesized. A main effect of project charter for sponsor, team member, and leader commitment, and overall approval is found. While a significant interaction effect between project name and project charter on internal stakeholder commitment is not found, for the subgroup (n=45) of lower years overall professional experience the interaction between project name and charter on project leader commitment is significant, pointing to the need of further research. Additional research into the project name main effect on team member commitment is also suggested, to uncover what project names are considered strong cues of project success. This study provides a contribution towards both theoretical and practitioner advancements in new product development research by instigating examination of the role project name and project charter may have on internal stakeholder project commitment.

Keywords: new product development, internal stakeholder commitment, project name, project charter

Introduction

Considerable research attention has been paid to new product development (NPD), and it is now generally accepted that new product development is critical to enable growth for organizations of all types and sizes. New product development is the complete process of bringing new products to market and firms rely on successful new product development to deliver growth through the introduction of products that their consumers desire giving the firm a competitive advantage in their respective industry (Brown & Eisenhardt, 1995; Nash, 1936; Poolton & Barclay, 1998). Depending on the nature of a firm's business and the products which it produces, the new product development process can consume significant resources and span many months or years to move from concept to launch (Millson & Wilemon, 2019; Moenaert et al., 2010; Stanton, 2016). To increase return on resource investment it is critical that the new product development projects a firm pursues have a high rate of completion and success (Nagji & Tuff, 2012; Pons, 2008). Research has identified several factors, both internal and external to the firm, that lead to new product development success (Henard & Szymanski, 2001; Kahn et al., 2012). In this study, my focus is on the success factors that are internal to the firm. Specifically, the role that an NPD project's name and project charter play in motivating internal stakeholder commitment. Extant research supports the fact that internal organizational factors enabling new product development success include – support and funding from top management, product development teams committed and ideally dedicated to the project, and a skilled project leader to see the new product development process through from start to finish (Brown & Eisenhardt, 1995; Craig & Hart, 1992; Evanschitzky et al., 2012).

To steer the successful completion of new product development projects in today's complex business environment, most firms follow new product development processes – such as Stage Gate® – wherein a new product development project follows a rigorous progression from concept to launch that calls for a series of go/no go decisions be made as specific milestones are achieved (Cooper, 1994, 2001, & 2019; Senk & Roblek, 2019). The Stage Gate® new product development process was first introduced by Cooper in the late 1980's and has been the topic of much research and debate over the past three decades (Cohen et al. 1997; Cooper, 2008; Sethi & Iqbal, 2008; Yang & Hsu, 2019). The intention of Stage Gate® is to ensure that an appropriate level of due diligence is applied at each stage of the product development process to ensure that resources are being used wisely and that the project warrants the continued investment of resources to continue the process through to the next gate (Cooper, 2008; Chang & Taylor, 2016). The Stage Gate® process begins with the ideation phase – often referred to as the 'fuzzy front-end' (Wang, 1999) of the new product development process – and relatively small investment of resources are required to ideate and create concepts that may become new product development projects.

The ideation phase may result in many projects of varying scope, creating a pipeline of projects that may be pursued over the course of several years (Cooper, 2008). Following the ideation phase, regardless the project scope, a project champion initiates the product development process, and more significant levels of resource investment begin. The beginning of a project is a crucial time during which a firm's processes and resources are prioritized and aligned to deliver against its strategy, as Christensen (1997/2016) said,

“An organization’s capabilities reside in two places. The first is in its processes—the methods by which people have learned to transform inputs of labor, energy, materials, information, cash, and technology into outputs of higher value. The second is in the organization’s values, which are the criteria that managers and employees in the organization use when making prioritization decisions.”

Per the third edition of *A Guide to the Project Management Body of Knowledge* (PMBOK Guide), a project charter is defined as the document initiated by the project champion that authorizes the existence of a project to which organizational resources are applied. The chartering phase of a new product development project is a pivotal time in the life of an NPD project; it is the time when the NPD project is given a name and the intentions of the project are outlined (Hayes, 2000). These first impressions of the project may influence or motivate commitment to support the project to move forward. The NPD project charter is a project's best internal marketing tool; and because the charter is created at the very start of the project, when the selling of the project's goals and ideas needs to begin, the charter’s content is imprinted on the minds of stakeholders and decision makers (Brown, 2005).

Because new product development is so critical to the growth of a firm, it is important that success factors internal to the firm are well understood. Internal variables that lead to new product development success include senior management support, project team commitment, and experienced project leadership (Evanschitzky et al., 2012). An enormous amount of research has been devoted to understanding both the new product development process and the critical roles of senior management sponsorship, product development team commitment and strong project leadership as independent variables leading to NPD success (Brown & Eisenhardt, 1995; Craig & Hart, 1992; Evanschitzky et al., 2012). Therefore, understanding the motivating factors contributing to senior management, product development team member and project leader

commitment is also a critical area of study. Most of the research has presented senior management support, project team commitment, and experienced project leadership as internal independent variables leading to new product development success. Relatively little research has examined the internal stakeholder commitment of sponsors, team members or project leaders as dependent variables. A better understanding of factors motivating the commitment of senior management sponsors, project team members, or project leaders for some projects but not others is critical to new product development success.

In this study, my main goal is to explore whether an NPD project's name and or charter effects commitment of senior management sponsors, product development team members and project leaders to the project. This paper is organized in the following sections: first, a reasonably comprehensive overview of the dependent and independent variables to highlight the gap to address; a theoretical introduction of internal marketing, signaling, and imprinting drawn upon to in support of hypotheses aimed at better understanding the commitment phenomena of senior management sponsors, project team members, or project leaders; in the methodology section, the participants and results of three studies implemented to address the research question; followed by both academic and practitioner implications; as well as a recognition of the study's limitations, opportunities for future research and a concluding summary.

Literature Review – Champions, Senior Management Sponsorship, Project Teams, Project Leaders and NPD Success

There are a few ways to measure new product development success. NPD success can be measured by financial and non-financial performance measures (Hart, 1993); and measures can be subjective or objective (Szymanski, Kroff & Troy, 2007). Regardless the definition of

success, over the past few decades, researchers have worked to identify the factors influencing successful new product development projects (for meta-analytic overview, see Evanschitzky et al., 2012; Henard & Szymanski, 2001; Montoya-Weiss & Calantone, 1994). For the purposes of this study, I primarily relied on the relevant literature pertaining to success factors associated with stakeholder support that are internal to the firm. In fact, there are multiple internal stakeholders – senior management sponsors, project team members, and the project leader – whose commitment to new product development projects influence product performance (Brown & Eisenhardt, 1995; Markham & Aiman-Smith, 2001).

Gaining internal stakeholder commitment begins with a project champion. A project champion is someone who works to promote the project within the firm and provides a communication link between the project team and the senior management sponsor with an ability to talk the language of both the project and senior management (Sim et al., 2007). Markham and Griffin (1998) observed that champions could be found in small and large companies, technology push or market pull organizations. Additionally, the more innovative the new product development project, the more likely a champion role is to exist (Holahan, et al., 2014). The NPD project champion's contribution to NPD success is his or her ability to overcome internal politics (Sethi, et al., 2012) and generate project support across functions and to generate positive conditions in which the NPD project can exist within the firm (Cooper, 2019). In their early 2000s work on champion behavior, Howell & Shea (2001) confirmed that champion behavior is related to project performance noting the champion's ability to communicate confidence in the innovation, build support for and involvement in the innovation, and persisting in the face of adversity.

One internal factor that is repeatedly credited as critical to NPD success, is senior management support. In their 2012 meta-analysis, Evanschitzky et al., concluded that the effects of senior management support are particularly influential to the long-term performance and subjective measures of NPD success. Senior management involvement is a significant factor when decisions to proceed or cancel projects are made (de Oliveira et al., 2014) and the best senior management sponsors assume ownership for project success (Tighe, 1998). The support of and decisions made by senior management have an impact especially at the beginning of an NPD project when the initial approval is made (Lemmerer, Zapilko & Menrad, 2015). Despite the apparent importance of senior management support to NPD success, very few if any studies provide information on why or why not senior managers choose to or not to support a project. In fact, Felekoglu and Moutlrie (2014) specifically call out for the need to better understand the rationale behind senior management support stating that in doing so researchers and practitioners could anticipate the support as well as lack of support in future NPD projects. They (Felekoglu & Moutlrie, 2014) call for the need to also understand better what drives senior management support highlighting that doing so would enrich the understanding of senior management involvement in NPD.

As mentioned, the role of project champion plays a bridge of sorts between the NPD project team and the senior management sponsor. Therefore, the importance of the NPD project team also warrants a review. The need for a cross-functional NPD team is supported through the evidence that NPD teams dramatically improve financial and non-financial success factors including time to market and in market success, and the formation of cross-functional NPD teams is generally accepted as standard business practice (Cooper 1994; Smith & Blanck, 2002; Snow et al., 1996). Cross-functional NPD teams work best when the team members are

committed and dedicated to the NPD project (Lester, 1998), and research has also revealed that project team stability can play an important role in the NPD process through its relationship to decision-making (Slotegraaf & Atuahene-Gima, 2011). In a 2012 meta-analysis, Sivasubramaniam, Liebowitz and Lackman highlight several key findings associated with NPD team performance; of note, team tenure is positively related to NPD performance, team communication through the development of shared meanings enable creativity, and that teams with specific and clear goals outperform others (Sivasubramaniam et al., 2012). The literature is vast regarding NPD teams relative to topics such as team performance (Sivasubramaniam et al., 2012), team decision-making (Dayan & Elbanna, 2011), team stability (Slotegraaf & Atuahene-Gima, 2011), team cohesiveness (Brockman et al. 2010), and team structure (Salomo et al., 2010; Smith & Blanck, 2001; Snow et al., 1996;). However, the factors that drive one's desire to commit to an NPD project team have had less attention.

Another area of agreement among new product development researchers is the importance of a clearly identified strong project leader (also referred to as project manager) who is in charge and responsible for driving the NPD project from concept to completion (Brown & Eisenhardt, 1995; Cooper, 1994, 2019; Kahn et al., 2012). Taking actions that serve to motivate the NPD team is one important characteristic of an effective project leader (Barczak & Wilemon, 2001). A strong project leader can speed up projects by directing and helping team members, coordinating, and facilitating development activities (Kessler & Charkrabati, 1999). Existing literature emphasizes both the pros and cons of being a project leader. When interviewing project leaders in 1994, Cooper learned from one project leader “Being a new product project leader is a career enhancing and very visible job—assuming the project is a winner”. Alternatively, project leaders also know that the recognition of their criticality to project success has two sides: the

honor of appreciation and the responsibility of duty, and the weight of high expectations (Alvarenga et al., 2018). Given the importance of the project leader role in the success of NPD project and potential career implications that can result from an association with NPD project both good and bad, understanding why project leaders are willing to commit to some projects versus others is important to advance research in new product development. Now that the reader has a better understanding of the internal stakeholders that represent the current study's dependent variables, I will examine the focal and moderator independent variables as well.

Literature Review – NPD Project Charters and NPD Project Names

The first step to kick-off the new product development process is the creation of a project charter (Merrick, 2014). A new product development project charter – also referred to as a project mandate or project roadmap – (Bonnal & Rauser, 2017) is the first official document outlining the objectives and critical success factors that the new product development project is intended to achieve. The charter sets the tone of the project; it is the contract that outlines what senior management is signing on to fund and support, the ‘pitch’ the project champion promotes, the objectives that the project team are expected to deliver, and the high-level expectations against which the project leader is measured (Brown, 2005).

A sub-set of a firm's overall strategic planning process, product innovation charters for new product development were initially described as “a set of policies and objectives designed to guide new product development” (Crawford, 1980). Product innovation charters articulate the strategy for the firm's new product portfolio and provide direction relative to individual new product development projects (Bart & Pujarti, 2007). Analogous to the firm's strategic product innovation charter, in the new product development process, the project charter is the initial

document that summarizes the project strategy. The new product development project charter is created by a project champion at the very start of an NPD project; it is the first document that sponsors, potential project team members and prospective project leaders are exposed to when commitment decisions are made (Brown, 2005). The NPD project charter is brief and typically consists of such summary details as the project name, a project overview tying the project to the firm strategy, an opportunity statement, and a high-level list of constraints and assumptions (Hayes, 2000). The NPD project charter acts as the project initialization document and depending on the rigor of the firm, the charter may be created prior to or after initial feasibility is assessed (Bonnal & Rauser, 2017). The charter is not an overly precise definition of the project, but rather it is a document that contains sufficient information to generate support and create a shared vision (Merrick, 2014).

A component of a new product development project charter that deserves more research attention, is the project name. At a Project Management Institute symposium in 2000, Aaron Shenhar presented a conference paper entitled “Creating competitive advantage with strategic project leadership” in which he noted that projects often get code names by which they are identified and communicated within an organization. Shenhar (2000) makes the point that while there are times that the project name is simply randomly assigned, there is an opportunity to leverage a project name as a powerful tool in creating project commitment, and project spirit, and the project name can aid in establishing the project culture to motivate the team. In a 2019 marketing blog, Matthew Stibbe the CEO of Articulate Marketing wrote “The essential guide to choosing good project names” in which he promotes the importance of a well-chosen project name as they indicate tone and intent and can inspire and unify action. Code names have been used in U.S. military operations since World War II and since 1989, major U.S. military

operations have been given code names intended to shape perceptions about the activities of the operation to enhance public relations (Sieminski, 1995). The following David Slawson statement from 1987 still holds true today:

“Names are an important key to what a society values. Anthropologists recognize naming as 'one of the chief methods for imposing order on perception'. What is not named in a culture very likely goes unnoticed by the majority of its people. The converse is also true people pay greater attention to things that been given names”

Despite these practitioner and philosophical views on names, the influence that a project name has on new product development project commitment decisions has received little or no empirical attention.

Literature Review – Theoretical Framework

There are three theoretical frameworks underpinning this study – internal marketing, signaling theory, and imprinting theory.

Internal marketing is defined as a planned effort that leverages a marketing-like approach to motivate employees or groups of employees towards the effective development and / or deployment of a firm’s strategic objectives (Rafiq & Ahmed, 2000). This planned effort can be focused to overcome resistance, implement change, motivate employees to be more customer oriented, or to ensure the effective implementation of corporate strategies (Ballantyne, 2003). According to Davis (2001), this process of internal marketing occurs naturally when employees attempt to influence each other to assist with tasks and managers work to sell ideas to senior leaders or their subordinates in hopes of gaining support to a program or project. Furthermore, Davis (2001), highlights that correlations to the traditional “4 P’s” of the marketing mix can even be observed when internal marketing – either implicitly or explicitly – is employed; the product refers to the program or project that needs support, the price are the resources needed from

others, the place reflects the location or functions in which the work will occur, and promotion are the tactics that are used to sell or promote the quest for buy-in internally. Frequently internal marketing is performed by one department or one group of employees marketing to another department or group of employees to garner support for both short and long-term initiatives (Foreman & Money, 1995).

Signaling theory is, in essence, about communication of information; information that is intentionally designed or selected by a sender to influence a specific need from the receiver (Dunham, 2011). The information signaled can be broad such as the signaling a CEO shows to demonstrate the quality of their firm through the quality of their financial statement (Zhang & Wiersema, 2009), or more direct, such as the sleek design of a package to signal the efficacy of a beauty product (Sundar et al., 2020). According to Kirmani & Rao (2000), signaling is most useful in situations where the quality of the product is unknown before purchase and that a brand name can be a persuasive signal of brand integrity and brand quality.

In their frequently cited work on imprinting theory, Marquis and Tilcsik (2013) build on the seminal foundation set by Stinchcombe (1968) and define imprinting as “a process whereby, during a brief period of susceptibility, a focal entity develops characteristics that reflect prominent features of the environment” providing a basis for support that imprints can occur at varying levels from organizational collectives to individuals. Much of the imprinting research has focused at the macro-organizational level at organizational founding (Boeker, 1989; Simsek, et al., 2015); influencing entrepreneurial and new venture success (Albert & DeTienne, 2016); and within higher education (Oertel, 2018), examining the enduring impact – or imprint – that founding conditions have on organizational characteristics. Baker (2003) recognized the impact of imprinting at more of a micro level and demonstrated that brand name imprinting has a

facilitating effect on consumers ability to retain subsequent brand information, and while Oertel's (2018) work examined the role that a university's founding imprint plays in the adoption of diversity management, he concludes that imprinting is likely to have different effects at different levels of an organization calling out that this is an area deserving more research.

Hypotheses Development

As previously stated, the role of the NPD project champion is to advocate for project stakeholder support to drive project success (Markham & Aiman-Smith, 2001; Sim et al., 2007). Leveraging internal marketing tactics to garner internal stakeholder commitment the project champion assigns the project a name; and the project's name, much like a brand name, signals the quality (Akdeniz et al., 2014) of the project. When the project name is presented during the sensitive period (Marquis & Tilcsik, 2013) at the initiation stage of the project, the project name, becomes imprinted in the minds of internal stakeholders. Thus, I hypothesize a main effect of project name on internal stakeholder commitment:

H_{1a}: A stronger name will lead to stronger project sponsor commitment as compared to a weaker name.

H_{1b}: A stronger name will lead to stronger project team member commitment as compared to a weaker name.

H_{1c}: A stronger name will lead to stronger project leader commitment as compared to a weaker name.

H_{1d}: A stronger name will lead to stronger overall project approval commitment as compared to a weaker name.

The project lifecycle begins with the initiation phase, and it is when the project charter is introduced to internal stakeholders (Merrick, 2014). A project's charter is the first document that

a project champion uses to persuade internal stakeholder commitment to the project. Therefore, the information presented in the project charter should signal a project that can be successful, achievable, and worthwhile to the internal stakeholders whose commitment is desired (Peterson, 2007). The opportunity presented in the project charter will stick in the minds of internal stakeholders, setting expectations of possible outcomes if commitment and approval are granted to the project (Mazur & Pisarski, 2015). Thus, I hypothesize a main effect of project charter on internal stakeholder commitment:

H_{2a}: A stronger charter will lead to stronger project sponsor commitment as compared to a weaker charter.

H_{2b}: A stronger charter will lead to stronger project team member commitment as compared to a weaker charter.

H_{2c}: A stronger charter will lead to stronger project leader commitment as compared to a weaker charter.

H_{2d}: A stronger charter will lead to overall project approval commitment as compared to a weaker charter.

If the project champion chooses a project name that is less likely to imply positive project benefits, the relative weakness of the project name will signal lower project quality even when paired with a positive project charter. The project champion will be least successful at generating project support (Cooper, 2019) when attempting to internally market an NPD project that has insufficiencies in its project charter and a project name that doesn't signal project quality. When the project champion works to motivate the commitment of project sponsors, project teams and project leaders, the project champion may decide to leverage promotion tactics (Davis, 2001) by bestowing a positive project name to overcome a weaker project charter to signal higher project

quality. Thus, I hypothesize an interaction effect will occur between project name and project charter on internal stakeholder commitment:

H_{3a}: There will be a positive interaction between strength of name and strength of charter on project sponsor commitment.

H_{3b}: There will be a positive interaction between strength of name and strength of charter on project team member commitment.

H_{3c}: There will be a positive interaction between strength of name and strength of charter on project leader commitment.

H_{3d}: There will be a positive interaction between strength of name and strength of charter on overall project approval commitment.

The main contribution of the of this study is to demonstrate the influence that a project's name, moderated by project charter, has on internal stakeholder commitment, by testing the following model.

Method

I executed three studies to 1) evaluate the validity of my research, 2) identify strong and weak project names, and strong and weak project charters, and 3) test the main effect of project name, the main effect of project charter, and the interaction effect of project charter strength on the relationship between project name and stakeholder commitment. Following are the procedures, participants, and results for each of the three studies.

Study 1: Face Validity

Informal interviews were conducted with eight new product development industry experts in my personal network. Combined, these interviewees have over 200 years of new product development expertise in a variety of consumer product industries and at varying levels of authority from product developer to business owner to executive coach. This first study was

conducted to assess the face validity of the intended model (Bornstein, 1995; Hardesty & Bearden, 2004); to check that my personal experience resonated with other product development professionals. Each interview was conducted personally by me via a 45–60-minute video conference. These interviews were semi-structured in that I had a few (6) specific questions that I asked each participant (Figure 2), as well as open-ended conversations about their experiences in NPD and the roles they have played in the various NPD projects throughout their careers. Interviewees reinforced the importance of the support from top management, committed product development teams, and strong project management/project lead; thus, supporting the importance of the dependent variables the current study evaluates. When asked to describe the best and worst projects that the interviewees recalled from throughout their career, all seven respondents began their story by stating the project name and did so with a smile when reflecting the best projects or derision when reflecting the worst projects. The current study's intended model was qualitatively supported by the interviews, therefore I proceeded to undertake study two.

Study 2: Defining Independent Variables

The two independent variables in the present study, project name with two levels (strong or weak) and project charter with two levels (strong or weak) require that dichotomous project names and dichotomous project charters are defined. To define the dichotomous independent variables, two pre-tests were conducted via Amazon's Mechanical Turk (MTurk) to identify strong and weak project names, and strong and weak project charters.

To define the independent/focal variable, project name with two levels (strong or weak), a pre-test was conducted. The pre-test was designed to assess 10 individual project names (Figure 3) in three different ways. First, participants were asked to measure each project name on

a 5-point scale with 5 meaning “it is definitely a strong name” and 1 meaning “it is definitely not a strong name”. Next, participants were instructed to rank each project name from strongest to weakest by assigning a rank order of 1 (strongest), 2, 3, ... 10 (weakest) to the project name. Finally, each participant was asked to respond to two open ended questions “which project name do you believe is the strongest, and why?” and “which project name do you believe is the weakest, and why?” to gain insight on project name strength. The 10 project names tested in this pre-test were chosen based on input provided in the qualitative interviews conducted in study one, the author’s professional experience, and guidance from *Merriam’s Guide to Naming* (2013).

MTurk was used to recruit participants over the age of 18 in the United States. Participants were offered \$2.00 to complete the survey, payment required full response to the entire survey including correctly responding to a quality check question. Thirty-two responses were usable for data analysis. When the 10 project names were measured on a 5-point scale to measure each project name on a 5-point scale with 5 meaning “it is definitely a strong name” and 1 meaning “it is definitely not a strong name”, project name ‘POWER’ scored the highest ($M = 4.28$, $SD = 0.813$) and project name ‘SIMPLE’ scored the lowest ($M = 2.16$, $SD = 0.920$). When the 10 project names were ranked from strongest to weakest by assigning a rank order of 1 (strongest), 2, 3, ... 10 (weakest) to the project name, project name ‘BRILLIANCE’ was ranked strongest (25% ranked 1, and 28.1% ranked 2 for a cumulative 53.1% top two ranking), and project name ‘SIMPLE’ was ranked weakest (34.4% ranked 10, and 34.4% ranked 9 for a cumulative 68.8% bottom two ranking). When asked to respond to two open ended questions “which project name do you believe is the strongest, and why?” and “which project name do you

believe is the weakest, and why?”, participants indicated that project name ‘BRILLIANCE’ was the strongest name; and participants indicated that project name ‘SIMPLE’ was the weakest name. The decision of which name to use to represent a weak project name was clearly project name ‘SIMPLE’ as it received the lowest score across all three evaluation methods. However, after calculating all three evaluation methods, the choice of for strong project name required a “best two out of three” approach. While project name ‘POWER’ received the highest score in the Likert evaluation, project name ‘BRILLIANCE’ was evaluated as the strongest project name in both the ranking and qualitative response assessments. Therefore, project name ‘BRILLIANCE’ is used to represent a strong project name and project name ‘SIMPLE’ is used to represent a weak project name in the 2 X 2 between-subjects experimental design.

To define the independent/moderator variable, project charter with two levels (strong or weak), a second pre-test was conducted. This pre-test was designed to assess 4 unique project charter outlines, see charters 1, 2, 3, and 4 (Figures 4a, 4b, 4c, 4d) in three different ways. First, participants were asked to measure each project charter on a 5-point scale with 5 meaning “it is definitely a strong charter” and 1 meaning “it is definitely not a strong charter”. Next, participants were instructed to rank each charter from strongest to weakest by assigning a rank order of 1 (strongest), 2, 3, or 4 (weakest) to the charter. Finally, each participant was asked to respond to two open ended questions “which project charter do you believe is the strongest, and why?” and “which project charter do you believe is the weakest, and why?” to gain insight on project charter strength. The project charter outlines were intentionally brief (Merrick, 2014), and the content developed to depict the perspective of a fictitious consumer packaged goods company leveraging my professional experience from the past twenty years.

MTurk was used to recruit participants over the age of 18 in the United States. Participants were offered \$2.00 to complete the survey, payment required full response the entire survey including correctly responding to a quality check question. Thirty responses were usable for data analysis. When the 4 project charters were measured on a 5-point scale to measure each project charter on a 5-point scale with 5 meaning “it is definitely a strong charter” and 1 meaning “it is definitely not a strong charter”, ‘CHARTER 2’ scored the highest ($M = 3.85$, $SD = 1.146$) and ‘CHARTER 4’ scored the lowest ($M = 2.85$, $SD = 1.197$). When the 4 project charters were ranked from strongest to weakest by assigning a rank order of 1 (strongest), 2, 3, ... 4 (weakest) to the project charter, ‘CHARTER 2’ was ranked strongest (46.4% ranked 1), and ‘CHARTER 4’ was ranked weakest (35.7% ranked 4). When asked to respond to two open ended questions “which project charter do you believe is the strongest, and why?” and “which project charter do you believe is the weakest, and why?”, participants indicated that ‘CHARTER 2’ was the strongest charter; and participants indicated that ‘CHARTER 4’ was the weakest charter. Following the review of the three evaluation methods, ‘CHARTER 2’ is used to represent a strong project charter, and ‘CHARTER 4’ is used to represent a weak project charter in the 2 X 2 between-subjects experimental design.

Prior to proceeding with study 3, a pilot survey was first shared with the members of my DBA cohort (10 doctoral students at DePaul University) to gain feedback regarding the flow and user friendliness of the final study survey design and content. As a result, the charter content used in study 3 is presented in a more succinct and streamlined manner with relevant details highlighted for emphasis.

Study 3: Testing the Hypotheses

In study 3, a 2 X 2 between-subject experimental design manipulating project name and project charter outline was conducted to measure project commitment (project sponsor, project team member, and project lead) as well as overall project approval phenomena with participants who are currently or have been involved in the new product development process as part of their professional experience. Participants were solicited from my own personal network, and from the network of my dissertation chair. The survey was administered via email using links to the online platform Qualtrics. Participants were asked to read a brief context vignette (Figure 5) describing a fictitious consumer packaged goods company in the snacking industry followed by one of two fictitious project charter outlines wherein each outline is assigned one of the two project names (Figure 6a, Figure 6b, Figure 6c, Figure 6d). Participants were then asked to assess their individual response relative to project sponsor commitment, project team member commitment, and project leader commitment that they would be willing to provide.

Measures

The dependent variables (project sponsor commitment, project team member commitment, project leader commitment) were measured by adapting an existing commitment scale, with an internal consistency score of 0.95, (Gattiker & Carter 2010) consisting of five questions measured on a 7-point scale with 7 meaning “strongly agree” and 1 meaning “strongly disagree”. Sample question presented from each perspective “As the project sponsor, I would be likely to ‘talk up’ the project among other employees”; “As a project team member, I would be likely to ‘talk up’ the project among other employees”; “As the project leader, I would be likely to ‘talk up’ the project among other employees”. Additionally, a single item omnibus question to

assess overall project approval on a 7-point scale with 7 meaning “strongly agree” and 1 meaning “strongly disagree” moving forward with the project was asked. Relevant demographic control variables of gender, highest level of education achieved, familiarity with the new product development process, years of new product development experience, and overall professional experience were collected. Finally, two manipulation check questions and a demand question were asked to ensure the insight gained from each participant reflects the intent of the study.

Sample Characteristics

A survey was administered via email using links to the online platform Qualtrics. Initial email requests were sent in early July 2021 with a follow-up email request sent one week after the initial request. A total of 555 email requests to participate were sent, 311 responses were gathered (56% response rate), resulting in 273 complete responses for evaluation (88% completion rate); the distribution among the four experimental blocks were (strong name with strong charter $n = 81$), (weak name with strong charter $n = 63$), (strong name with weak charter $n = 64$), and (weak name with weak charter $n = 65$). Participants were all over the age of 18. The demographic characteristics of study three participants can be found in Table 1. Additionally, respondents self-reported belonging to a variety of industries such as healthcare, food, consumer goods, higher education, software, and consulting.

Results

All hypotheses were assessed via two-way ANOVA, with control variables (gender, education, familiarity with the NPD process, years of NPD experience, and years of professional experience), to examine the effects of project name and project charter on internal stakeholder

project commitment (project sponsor, project team member, and project lead) as well as overall project approval. Dependent variable means, standard deviations, alpha reliabilities and correlation matrix are found in Table 2.

The descriptive statistics and the results of the two-way ANOVA tests of between-subject effects for study 3 are reported in Table 3 and Table 4 respectively.

There are no significant main effects of project name for hypothesis 1_a, project sponsor commitment, hypothesis 1_c, project leader commitment, or hypothesis 1_d, overall project approval. A significant main effect of project name for hypothesis 1_b, project team member commitment is found. However, the effect is a reversal of what was hypothesized – project team member commitment score ($M_{WEAK\ NAME} = 5.86 > M_{STRONG\ NAME} = 5.64$, $F(1,264) = 4.00$, $p = .046$, partial $\eta^2 = .015$).

The main effect of project charter for hypotheses 2_a, 2_b, 2_c, & 2_d are all supported. Project sponsor commitment score ($M_{STRONG\ CHARTER} = 6.09 > M_{WEAK\ CHARTER} = 5.32$, $F(1,258) = 41.05$, $p < .001$, partial $\eta^2 = .137$). Project team member commitment score ($M_{STRONG\ CHARTER} = 6.09 > M_{WEAK\ CHARTER} = 5.39$, $F(1,256) = 38.26$, $p < .001$, partial $\eta^2 = .130$). Project leader commitment score ($M_{STRONG\ CHARTER} = 6.40 > M_{WEAK\ CHARTER} = 5.80$, $F(1,255) = 31.35$, $p < .001$, partial $\eta^2 = .109$). Overall project approval score ($M_{STRONG\ CHARTER} = 6.12 > M_{WEAK\ CHARTER} = 4.94$, $F(1,257) = 53.89$, $p < .001$, partial $\eta^2 = .173$).

There are no significant interaction effects. Therefore, hypotheses 3_a, 3_b, 3_c, & 3_d are not supported.

The open-ended responses to a demand check question, ‘What do you believe is the purpose of this study?’, were evaluated to assess whether respondents had any suspicions relative to the purpose of the study. No respondents correctly stated the purpose of the study; therefore, it is safe to assume that survey responses are unbiased. Additionally, the responses to two manipulation check questions (‘Project Simple/Brilliance is a strong project charter’ and ‘Project Simple/Brilliance is a strong project name’), were analyzed to determine whether the independent variable manipulations for project name and project charter were effective. The project name strength manipulation check was analyzed via one-way ANOVA and results confirm that respondents found the project name brilliance to be significantly stronger, $p < .05$, than project name ‘simple’ ($M_{BRILLIANCE} = 4.20 > M_{SIMPLE} = 3.75$, $F(1,270) = 5.38$, $p = .021$). The project charter strength manipulation check was analyzed via one-way ANOVA and results confirm that respondents found the strong project charter to be significantly stronger, $p < .001$, than the weak project charter ($M_{STRONG\ CHARTER} = 4.70 > M_{WEAK\ CHARTER} = 4.07$, $F(1,270) = 12.21$, $p < .001$).

Due to the fact that the hypothesized results for project name main effect (hypothesis 1a, 1c, & 1d) and the interaction effect (hypothesis 3a, 3b, 3c, & 3d) were not supported, a deeper analysis of results by control variables was performed; control variable and dependent variable correlation matrix is noted in Table 5. Because a covariate can improve the precision of data analysis only if the covariate is correlated with the dependent variables (Wildt & Ahtola, 1978), the results of between-subjects ANCOVA for NPD experience and overall professional experience can be found in Tables 6a, & 6b.

Results of the deeper analysis by control variable for the main effect of project name on team member project commitment, hypothesis 1b, by years of professional experience, with 16+ years of professional experience participants' project team member commitment score ($M_{WEAK\ NAME} = 5.92 > M_{STRONG\ NAME} = 5.48$, $F(1,90) = 4.58$, $p = .035$, partial $\eta^2 = .048$)

The results of the deeper analysis by control variable for the main effect of project charter on internal stakeholder commitment for hypotheses 2a, 2b, 2c, and 2d are supportive of the main effect findings of the full data set already reported.

There were statistically significant interactions between project name and project charter on project leader commitment when controlling for years of professional experience – with 1-5 years' experience interaction for project leader commitment, $F(1,39) = 4.527$, $p = .040$, partial $\eta^2 = .104$; and 11-15 years' experience interaction for project leader commitment, $F(1,38) = 4.975$, $p = .032$, partial $\eta^2 = .116$. When examined further and splitting the data into subgroups of lower years and higher years overall professional experience, we find that the subgroup of lower years overall professional experience (combining the groups of 0 years and 1-5 years) the interaction between project name and project charter on project leader commitment is significant $F(1,40) = 4.402$, $p = .042$, partial $\eta^2 = .099$; there is not a statistically significant interaction for the higher years of overall experience subgroup (combining the groups of 11-15 years and 16+ years).

Discussion and Implications

This research takes a step towards answering the call for additional research to investigate antecedents to project commitment decision making (Eliens, et al., 2018); this study's purpose is to explore possible antecedents to internal stakeholder commitment of new product

development projects. Specifically, I set out to better understand the influence that a project's name, moderated by a project's charter, has on internal stakeholder NPD project commitment. While the results did not yield an interaction effect of project name moderated by project charter as predicted in Hypotheses 3a, 3b, 3c, and 3d, the study did generate some interesting main effects that warrant discussion. The main effect results associated with impact of project name (Hypothesis 1b) on internal stakeholder commitment and with project charter (Hypotheses 2a, 2b, 2c, and 2d) on internal stakeholder commitment are diagrammed in Figure 7.

The project name main effect on internal stakeholder project commitment as noted in the first set of hypotheses was not fully supported. However, hypothesis 1b, project team member commitment, is significant when influenced by the weak project name 'simple'. Recall in the study 2 name pre-test, ten project names were evaluated by MTurk respondents and project name 'simple' was ranked the weakest project name across all three evaluation methods. Study 3 results reflect a reversal of the hypothesized expectation that *a stronger name will lead to stronger project team member commitment as compared to a weaker name*. This result is surprising and one possible explanation for the reverse finding is that from the perspective of team member, is that the study 3 respondents may have perceived the project name 'simple' to trigger an unintended signal. Because signaling theory establishes that information is intentionally designed to elicit a specific response (Dunham, 2011), it could be that rather than signaling a weaker project name, the project name 'simple' signaled a project that would be easier to accomplish from the perspective of a project team member. This reversal effect is quite interesting, and it may be that while a significant main effect of project name relative to project team member commitment is found as hypothesized by signaling theory, an unintended effect

driven by expectancy theory (Vroom, 1964) is also at play. Vroom's work on expectancy theory looks at motivation from a somewhat common-sense approach stating that employees will be motivated to act when there is an expectancy that their action can result in the achievement of desired outcomes (Parijat & Bagga, 2014). With this brief of expectancy theory in mind, it could be that the project name 'simple' signaled an expectation of an achievable project thereby triggering (motivating) project team member commitment. When the data is analyzed further by the covariable of professional experience, project name 'simple' has a significant effect on team member commitment with 16+ years of professional experience participants' project team member commitment score ($M_{WEAK\ NAME} = 5.92 > M_{STRONG\ NAME} = 5.48$, $F(1,90) = 4.58$, $p = .035$, partial $\eta^2 = .048$). A possible explanation for this finding is to liken a project name to a product name – in that a project is an internal product to be produced (Davis, 2001); Leonhardt & Pechmann (2021) recently reported that product name can affect product preference and perceptions of controllability. Therefore, it could be that the project name 'simple' instills a belief that from a project team member perspective the project will be controllable thereby making it the more preferred project.

The study 3 findings do support the second set of hypotheses – a strong project charter is associated with project sponsor commitment, project team member commitment, project leader commitment, and overall project approval. This indicates a project that fits strategy and has a high likelihood of success is more likely to be supported by internal stakeholders. Prior research has shown that product innovativeness is a driver of internal stakeholder commitment (Schmidt & Calantone, 2002), indicating managers get excited about having a product that is different (better) – the strong charter literally used the word better in the project goal statement and further

indicated a high strategic fit with a high probability of success. The wording of the strong project charter is likely driving internal stakeholder commitment due to the positive signal quality the strong project charter represents; a team leader's encouragement of self-expectation, as well as members' perceptions of project support on the part of the organization, each held a positive relationship with project commitment (Ehrhardt, et al., 2014). Signal quality refers to the extent that the signal is believable by receivers. Previous research indicates that signaling theory provides a unique perspective on problems dealing with multiple options selection under conditions of imperfect information (Connelly et al. 2011). Schmidt & Calantone found in 1998 that individuals are more psychologically committed to projects with high product innovativeness (81.2% v. 61%) than low product innovativeness at the initial go/no decision. This might point to the fact that the stronger charter sells a more innovative idea and that is why respondents were willing to commit to it from the perspective of project sponsor, project team member, project leader and overall project approval; supporting the notion that even projects in support of strategy are likely to require an internal marketing effort to motivate internal stakeholder commitment (Rafiq & Ahmed, 2000).

An interaction effect of project name and project charter on internal stakeholder commitment as hypothesized was not supported. The reasons for this may be that the extrinsic cues of project name and project charter are not in agreement in the eyes of the study 3 respondents (Campbell & Goodstein, 2001). Evaluations are enhanced when both cues present positive quality inferences. However, when either cue in a pair provides a weak quality signal, overall evaluations are reduced regardless of the valence and extremity of the positive cue (Miyazaki, et al., 2005). It is interesting to note that an interaction effect of project name and project charter is present when controlling for years of professional experience – with the lower

years of experience subgroup (combining 0 years and 1-5- years' experience) resulting in an interaction effect of project name and project charter for project leader commitment; the sample size of this subgroup ($n = 45$) is too small to be of real implication, but the finding does point to possible future exploration. This could be due to the fact that the longer an employee's tenure with an organization, the greater the impact internal marketing has on their behavior; when they consider themselves as contributing to the success of the project, their motivation to deliver is likely to be enhanced (Punjaisri & Wilson, 2011).

Theoretical Implications

Regarding the three theoretical frameworks leveraged for the foundation of this study – internal marketing, signaling theory, and imprinting theory – there are two theoretical implications. First, this research uncovered the unintended potential for signaling theory and expectancy theory to be explored in combination. This unintended finding presents a potential response to a 2011 study (Connelly, et al.) in which the authors raised the issue of what they called signal fit, asking the question “Does the signal represent a valid and reliable measure of the underlying quality that the signaler is attempting to communicate?” and point out that *Camouflage signals* disguise a potential liability. These are different from other signals insofar as they are designed to divert attention away from a potential vulnerability toward some other characteristic. (Connelly et al., 2011)

Second, both signaling, and internal marketing theories are advanced through the findings that a strong project charter influences internal stakeholder commitment of project sponsor, project team member, project leader and overall approval. Previous research found a positive and significant relationship between project communication and project-stakeholder commitment

(Nangoli, et al., 2012) – project communications and project stakeholder commitment are positively related – it can be inferred that the information conveyed in a project charter acts as the signal of the written communication form to drive internal stakeholder project commitment.

Managerial Implications

This study shows that internal stakeholder commitment of a new product development project is influenced by the strength of the project's charter. This supports the opinions of an MIT Sloan Management Review (Brokaw, 2017; Brown, et al., 2011) paper outlining that project commitment is more likely to occur when the perceived project viability is high. It really is no surprise that projects closely linked to high-level strategic goals generally attract more enthusiasm than those whose strategic links are less strong. New product development project champions will benefit from ensuring a project's charter conveys a strong signal of success will also drive project commitment. Additionally, as Cooper (1988) taught us over thirty years ago, the initial charter screening is the first decision to commit resources to a project: the project is "born" at this point and the information contained in the initial charter is largely qualitative. Project champions will benefit from ensuring the major benefits of the project are conveyed in the project charter as it will help to obtain project buy-in (Combe, 2000). Because a relationship between project name and project team member commitment exists, albeit the reversal of that initially hypothesized, another avenue for gaining project commitment is for project champions to assign a project name that signals an expectancy of project outcomes. Likening an NPD project to a new venture, different types of words (project names) can either enhance or reduce the project's signaled quality enabling the project to stand out amongst other projects for commitment (Lohrke & Landstrom, 2016). Furthermore, from the project leader commitment

perspective, project leaders likely know the most common complaint cited by managers is the abundance of short term, low risk project in the pipeline; these remain important projects in an organizations portfolio so creating project charters that will motivate project commitment could be an important tool in the project champions' toolbox (Cooper, Edgett, & Kleinschmidt, 2001).

Limitations and Future Research

As is the case with all research, this study has some limitations that may also point to opportunities for future research. Obviously since the name main effect results weren't as expected one potential path to future research is to understand why, and dive deeper into the unintended signal and expectancy effect surmised to be found in the present study. Researchers should explore alternative research designs that could be implemented to support the hypotheses that a strong project name will influence internal stakeholder commitment. A deeper dive into the project name main effect on project team member commitment is warranted, focusing on a single dependent variable – team member commitment – to uncover what project names are considered strong cues of project success. Again, likening a project to a product, NPD project research can explore the congruence of project name and project features to confirm project name meaningfulness (Pavia & Costa 1993; Keller et al. 1998). As mentioned in the discussion section, the interaction effect found among the lower years' professional experience subgroup for project name and project charter on project leader commitment should be examined in depth in further research. Another possible shortcoming is this research focuses on only the signal receiver from the perspective of project sponsor, project team member and project leader. Because I assess NPD project commitment from the vantage point of the receiver, this research is potentially biased because it relies on the receiver's perception only (Robertson et al., 1995) –

this shortcoming could possibly be addressed through a qualitative research design in which the dyad of project champion and internal project stakeholder is explored. A better understanding of the role that imprinting theory plays on internal project stakeholder commitment could be better suited to a longitudinal study designed to observe the impact of the project charter and/or project name over time to determine if the commitment garnered at the initial charter phase carries on in an escalation of commitment. Exploring imprinting tied to culture and history of an organization combined with the willingness to commit to a project – longitudinal and/or a qualitative approach to understanding the role that a project's name and/or project's charter has on project commitment initially as well as ongoing (Marquis & Tilcsik, 2013). Alternatively, an archival approach examining post hoc project outcomes and their respective initial charter and/or project code name to determine if any correlations to successful continued project commitment outcomes are found.

Conclusion

As noted initially, new product development is crucial to the success of business growth. Much of the existing literature highlights the importance of internal stakeholder commitment to the successful delivery of new product development projects. Gaining insights to the antecedents of internal stakeholder commitment to NPD projects will continue to be an important aspect of NPD research. I set out to gain an empirical understanding of the role that a project's name and a project's charter play on internal stakeholder commitment because my practitioner experience led me to believe that even a less desirable project can gain commitment if positioned appropriately. While the evidence presented in this study does not fully support the hypotheses as predicted, it is my belief that this study provides a contribution towards both theoretical and

practitioner advancements in new product development research by instigating examination of the role project name and project charter may have on internal stakeholder project commitment.

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Tables

Table 1

Demographic characteristics of Study 3 Participants

Participant characteristic	Strong Name & Strong Charter		Weak Name & Strong Charter		Strong Name & Weak Charter		Weak Name & Weak Charter		Full Sample	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Gender										
Male	36	45	28	45.2	31	48.4	21	32.3	116	42.8
Female	44	55	34	54.8	33	51.6	43	66.2	154	56.8
Prefer not to Answer	0	0	0	0	0	0	1	1.5	1	0.4
Education										
Some college	2	2.5	3	4.8	0	0	0	0	5	1.8
2-year degree	0	0	1	1.6	0	0	2	3.1	3	1.1
4-year degree	34	42	28	45.2	34	53.1	31	47.7	127	46.7
Professional degree	38	46.9	27	43.5	26	40.6	30	46.2	121	44.5
Doctorate	7	8.6	3	4.8	4	6.3	2	3.1	16	5.9
Familiarity with NPD										
Not familiar at all	5	6.2	1	1.6	4	6.3	4	6.2	14	5.1
Slightly familiar	11	13.6	13	21	14	21.9	8	12.3	46	16.9
Moderately familiar	32	39.5	15	24.2	19	29.7	30	46.2	96	35.3
Very familiar	13	16	14	22.6	14	21.9	14	21.5	55	20.2
Extremely familiar	20	24.7	19	30.6	13	20.3	9	13.8	61	22.4
NPD Experience										
0 years	12	14.8	5	8.1	12	18.8	10	15.4	39	14.3
1-5 years	36	44.4	23	37.1	23	35.9	34	52.3	116	42.6
6-10 years	15	18.5	10	16.1	12	18.8	5	7.7	42	15.4
11-15 years	7	8.6	7	11.3	5	7.8	6	9.2	25	9.2
16+ years	11	13.6	17	27.4	12	18.8	10	15.4	50	18.4
Professional Experience										
0 years	0	0	0	0	0	0	1	1.6	1	0.4
1-5 years	14	17.5	10	16.1	10	15.6	10	15.6	44	16.3
6-10 years	22	27.5	20	32.3	21	32.8	22	34.4	85	31.5
11-15 years	14	17.5	8	12.9	12	18.8	8	12.5	42	15.6
16+ years	30	37.5	24	38.7	21	32.8	23	35.9	98	36.3

Note. $N = 273$ ($n = 81$ for Strong Name & Strong Charter; $n = 63$ for Weak Name & Strong Charter; $n = 64$ for Strong Name & Weak Charter; $n = 65$ for Weak Name & Weak Charter), and participants were randomly assigned by condition.

Table 2*Dependent Variables Means, Standard Deviations, Reliabilities, and Correlation Matrix*

Variable	Mean	SD	1	2	3	4
1. Project Sponsor Commitment ^a	5.72	1.07	(.90)			
2. Project Team Member Commitment ^a	5.75	.98	.71**	(.88)		
3. Project Lead Commitment ^a	6.12	.92	.73**	.75**	(.86)	
4. Project Approval ^b	5.56	1.44	.78**	.67**	.69**	

Note. $N = 259$ (listwise)^a scores computed on a five question 1-7 scale with 1 = Strongly Disagree and 7 = Strongly Agree^b scores computed on a single question 1-7 scale with 1 = Strongly Disagree and 7 = Strongly Agree
alpha reliability on the diagonal* $p < .05$ ** $p < .001$

Cronbach's alphas are shown in the diagonal

Table 3*Descriptive Statistics^a*

Dependent Variable	Project Name	Project Charter	Mean	SD
Project Sponsor Commitment	1	1	5.37	1.14
		2	6.15	.71
	2	1	5.28	1.33
		2	6.02	.68
	Total	1	5.32	1.23
		2	6.08	.69
Project Team Member Commitment	1	1	5.49	.86
		2	6.21	.73
	2	1	5.30	1.20
		2	5.96	.76
	Total	1	5.39	1.05
		2	6.06	.76
Project Leader Commitment	1	1	5.85	.88
		2	6.44	.71
	2	1	5.76	1.20
		2	6.34	.60
	Total	1	5.81	1.05
		2	6.39	.65
Overall Project Approval	1	1	5.00	1.5
		2	6.16	1.00
	2	1	4.89	1.78
		2	6.06	.84
	Total	1	4.94	1.64
		2	6.11	.91

^a 1 = Weak; 2 = Strong

Table 4*Two-way ANOVA Tests of Between-Subjects Effects*

Dependent Variable	Independent Group	df	<i>F</i>	Sig.	η^2
Project Sponsor Commitment ^a	Project Name	1	2.100	.148	.008
	Project Charter	1	41.051**	<.001	.137
	Project Name*Project Charter	1	.460	.498	.002
Project Team Member Commitment ^b	Project Name	1	4.077*	.045	.016
	Project Charter	1	38.259**	<.001	.130
	Project Name*Project Charter	1	.350	.555	.001
Project Leader Commitment ^c	Project Name	1	1.602	.207	.006
	Project Charter	1	31.347**	<.001	.109
	Project Name*Project Charter	1	.130	.719	.001
Overall Project Approval ^d	Project Name	1	.732	.393	.003
	Project Charter	1	53.888**	<.001	.173
	Project Name*Project Charter	1	.013	.908	.000

^a $R^2 = .173$ (adjusted $R^2 = .148$).^b $R^2 = .143$ (adjusted $R^2 = .116$).^c $R^2 = .141$ (adjusted $R^2 = .115$).^d $R^2 = .197$ (adjusted $R^2 = .172$).* $p < .05$ ** $p < .001$

Table 5*Dependent Variables and Covariants Means, Standard Deviations, Reliabilities, and Correlation Matrix*

Variable	Mean	SD	1	2	3	4	5	6	7	8	9
1. Project Sponsor Commitment ^a	5.71	1.07	(.90)								
2. Project Team Member Commitment ^a	5.74	.98	.71**	(.88)							
3. Project Lead Commitment ^a	6.11	.92	.73**	.75**	(.86)						
4. Project Approval ^b	5.55	1.44	.78**	.67**	.69**	-					
5. Gender ^c	1.57	.52	-.04	.02	-.02	-.06	-				
6. Education Level ^d	5.53	.67	.06	.01	.03	.00	-.04	-			
7. Familiarity with NPD Process ^e	3.38	1.16	-.01	.02	-.03	-.05	-.13*	.11*	-		
8. NPD Experience ^f	2.74	1.33	-.14*	-.05	-.13*	-.12*	-.21**	.13*	.64**	-	
9. Overall Professional Experience ^f	3.7	1.13	-.10	-.04	-.14*	-.14	-.20**	.18**	.42**	.68**	-

Note. N = 256 (listwise)^a scores computed on a five question 1-7 scale with 1 = Strongly Disagree and 7 = Strongly Agree^b scores computed on a single question 1-7 scale with 1 = Strongly Disagree and 7 = Strongly Agree^c scores computed with 1 = Male, 2 = Female, 3 = Non-binary, 4 = Prefer not to answer^d scores computed with 1 = Some College, 2 = 2-Year Degree, 3 = 4-Year Degree, 4 = Professional Degree, 5 = Doctorate^e scores computed on a single question 1-5 scale with 1 = Not at all Familiar and 5 = Extremely Familiar^f scores computed on a single question 1-5 scale with 1 = 0 Years and 5 = 16+ years

alpha reliability on the diagonal

* $p < .05$ ** $p < .001$

Cronbach's alphas are shown in the diagonal

Table 6a

Two-way ANOVA Tests of Between-Subjects Effects - NPD Experience

Dependent Variable	Years of NPD Experience	Independent Group	df	F	Sig.	η^2
Project Sponsor Commitment	0 Years ^a	Project Name	1	.028	.867	.001
		Project Charter	1	2.807	.157	.056
		Project Name*Project Charter	1	2.807	.157	.056
	1-5 Years ^b	Project Name	1	.298	.586	.003
		Project Charter	1	11.979**	<.001	.098
		Project Name*Project Charter	1	.904	.344	.008
	6-10 Years ^c	Project Name	1	2.159	.150	.054
		Project Charter	1	7.592*	.009	.167
		Project Name*Project Charter	1	2.554	.118	.063
	11-15 Years ^d	Project Name	1	1.583	.222	.070
		Project Charter	1	2.003	.172	.087
		Project Name*Project Charter	1	3.949	.060	.158
	16+ Years ^e	Project Name	1	.092	.762	.002
		Project Charter	1	18.835**	<.001	.291
		Project Name*Project Charter	1	.153	.698	.003
Project Team Member Commitment	0 Years ^f	Project Name	1	.128	.723	.004
		Project Charter	1	.553	.463	.016
		Project Name*Project Charter	1	.109	.743	.003
	1-5 Years ^g	Project Name	1	1.674	.198	.015
		Project Charter	1	10.800*	.001	.089
		Project Name*Project Charter	1	.228	.634	.002
	6-10 Years ^h	Project Name	1	.780	.383	.020
		Project Charter	1	8.420*	.006	.181
		Project Name*Project Charter	1	1.627	.210	.041
	11-15 Years ⁱ	Project Name	1	.803	.380	.037
		Project Charter	1	.753	.395	.035
		Project Name*Project Charter	1	2.371	.139	.101
	16+ Years ^j	Project Name	1	2.180	.147	.047
		Project Charter	1	19.685**	<.001	.309
		Project Name*Project Charter	1	.001	.975	.000
Project Leader Commitment	0 Years ^k	Project Name	1	.463	.501	.013
		Project Charter	1	.023	.880	.001
		Project Name*Project Charter	1	.351	.557	.010
	1-5 Years ^l	Project Name	1	.132	.717	.001
		Project Charter	1	9.652*	.002	.080
		Project Name*Project Charter	1	.061	.806	.001
	6-10 Years ^m	Project Name	1	.649	.426	.017
		Project Charter	1	6.420*	.016	.148
		Project Name*Project Charter	1	1.531	.224	.040
	11-15 Years ⁿ	Project Name	1	.485	.494	.024
		Project Charter	1	2.615	.122	.116
		Project Name*Project Charter	1	2.373	.139	.106
	16+ Years ^o	Project Name	1	.193	.662	.004
		Project Charter	1	13.107**	<.001	.226
		Project Name*Project Charter	1	.002	.963	.000
Overall Project Approval	0 Years ^p	Project Name	1	.709	.406	.020
		Project Charter	1	1.970	.170	.055
		Project Name*Project Charter	1	1.970	.170	.055
	1-5 Years ^q	Project Name	1	3.199	.076	.028
		Project Charter	1	24.785**	<.001	.183
		Project Name*Project Charter	1	.072	.790	.001
	6-10 Years ^r	Project Name	1	1.259	.269	.033
		Project Charter	1	8.415*	.006	.185
		Project Name*Project Charter	1	3.201	.082	.080
	11-15 Years ^s	Project Name	1	3.103	.093	.129
		Project Charter	1	1.713	.205	.075
		Project Name*Project Charter	1	4.346	.050	.171
	16+ Years ^t	Project Name	1	.064	.802	.001
		Project Charter	1	20.853**	<.001	.312
		Project Name*Project Charter	1	.006	.940	.000

^a $R^2 = .087$ (adjusted $R^2 = .009$).^b $R^2 = .105$ (adjusted $R^2 = .081$).^c $R^2 = .308$ (adjusted $R^2 = .253$).^d $R^2 = .262$ (adjusted $R^2 = .156$).^e $R^2 = .305$ (adjusted $R^2 = .260$).^f $R^2 = .024$ (adjusted $R^2 = -.059$).^g $R^2 = .094$ (adjusted $R^2 = .069$).^h $R^2 = .283$ (adjusted $R^2 = .226$).ⁱ $R^2 = .155$ (adjusted $R^2 = .034$).^j $R^2 = .360$ (adjusted $R^2 = .316$).^k $R^2 = .029$ (adjusted $R^2 = -.057$).^l $R^2 = .081$ (adjusted $R^2 = .056$).^m $R^2 = .248$ (adjusted $R^2 = .187$).ⁿ $R^2 = .231$ (adjusted $R^2 = .116$).^o $R^2 = .242$ (adjusted $R^2 = .191$).^p $R^2 = .127$ (adjusted $R^2 = .050$).^q $R^2 = .187$ (adjusted $R^2 = .165$).^r $R^2 = .320$ (adjusted $R^2 = .265$).^s $R^2 = .297$ (adjusted $R^2 = .196$).^t $R^2 = .314$ (adjusted $R^2 = .269$).* $p < .05$ ** $p < .001$

Table 6b

Two-way ANOVA Tests of Between-Subjects Effects - Overall Professional Experience

Dependent Variable	Years of Professional Experience	Independent Group	df	F	Sig.	η^2
Project Sponsor Commitment	0 Years ^a	Project Name	1	-	-	-
		Project Charter	1	-	-	-
		Project Name*Project Charter	1	-	-	-
	1-5 Years ^b	Project Name	1	.192	.664	.005
		Project Charter	1	1.893	.177	.045
		Project Name*Project Charter	1	.192	.664	.005
	6-10 Years ^c	Project Name	1	.567	.454	.007
		Project Charter	1	12.397**	<.001	.136
		Project Name*Project Charter	1	.280	.598	.004
	11-15 Years ^d	Project Name	1	.000	1.000	.000
		Project Charter	1	4.623*	.038	.108
		Project Name*Project Charter	1	1.156	.289	.030
	16+ Years ^e	Project Name	1	.923	.339	.010
		Project Charter	1	24.807**	<.001	.209
		Project Name*Project Charter	1	.011	.916	.000
Project Team Member Commitment	0 Years ^f	Project Name	1	-	-	-
		Project Charter	1	-	-	-
		Project Name*Project Charter	1	-	-	-
	1-5 Years ^g	Project Name	1	.203	.655	.005
		Project Charter	1	3.306	.077	.076
		Project Name*Project Charter	1	1.314	.259	.032
	6-10 Years ^h	Project Name	1	.190	.664	.002
		Project Charter	1	9.047*	.004	.100
		Project Name*Project Charter	1	.451	.504	.006
	11-15 Years ⁱ	Project Name	1	.058	.811	.002
		Project Charter	1	2.080	.157	.052
		Project Name*Project Charter	1	.020	.888	.001
	16+ Years ^j	Project Name	1	4.577*	.035	.048
		Project Charter	1	27.469**	<.001	.234
		Project Name*Project Charter	1	.078	.781	.001
Project Leader Commitment	0 Years ^k	Project Name	1	-	-	-
		Project Charter	1	-	-	-
		Project Name*Project Charter	1	-	-	-
	1-5 Years ^l	Project Name	1	.030	.864	.001
		Project Charter	1	.576	.453	.015
		Project Name*Project Charter	1	4.527*	.040	.104
	6-10 Years ^m	Project Name	1	.101	.752	.001
		Project Charter	1	6.409*	.013	.074
		Project Name*Project Charter	1	.264	.609	.003
	11-15 Years ⁿ	Project Name	1	.370	.547	.010
		Project Charter	1	6.254*	.017	.141
		Project Name*Project Charter	1	4.975*	.032	.116
	16+ Years ^o	Project Name	1	1.569	.214	.017
		Project Charter	1	23.381**	<.001	.002
		Project Name*Project Charter	1	.171	.680	.002
Overall Project Approval	0 Years ^p	Project Name	1	-	-	-
		Project Charter	1	-	-	-
		Project Name*Project Charter	1	-	-	-
	1-5 Years ^q	Project Name	1	.007	.932	.000
		Project Charter	1	.710	.405	.018
		Project Name*Project Charter	1	.081	.777	.002
	6-10 Years ^r	Project Name	1	.442	.508	.005
		Project Charter	1	17.720**	<.001	.181
		Project Name*Project Charter	1	.023	.881	.000
	11-15 Years ^s	Project Name	1	.904	.348	.023
		Project Charter	1	11.691*	.002	.235
		Project Name*Project Charter	1	.198	.659	.005
	16+ Years ^t	Project Name	1	.396	.531	.004
		Project Charter	1	30.025**	<.001	.244
		Project Name*Project Charter	1	.016	.898	.000

Note: no statistics are reported for cells having insufficient sample size

^aR² = n/a^bR² = .060 (adjusted R² = -.011).^cR² = .142 (adjusted R² = .110).^dR² = .116 (adjusted R² = .046).^eR² = .211 (adjusted R² = .186).^fR² = n/a^gR² = .111 (adjusted R² = .045).^hR² = .105 (adjusted R² = .072).ⁱR² = .054 (adjusted R² = -.021).^jR² = .054 (adjusted R² = -.021).^kR² = n/a^lR² = .124 (adjusted R² = .056).^mR² = .077 (adjusted R² = .042).ⁿR² = .200 (adjusted R² = .137).^oR² = .223 (adjusted R² = .198).^pR² = n/a^qR² = .020 (adjusted R² = -.055).^rR² = .183 (adjusted R² = .153).^sR² = .254 (adjusted R² = .196).^tR² = .245 (adjusted R² = .220).

*p < .05

**p < .001

Figures

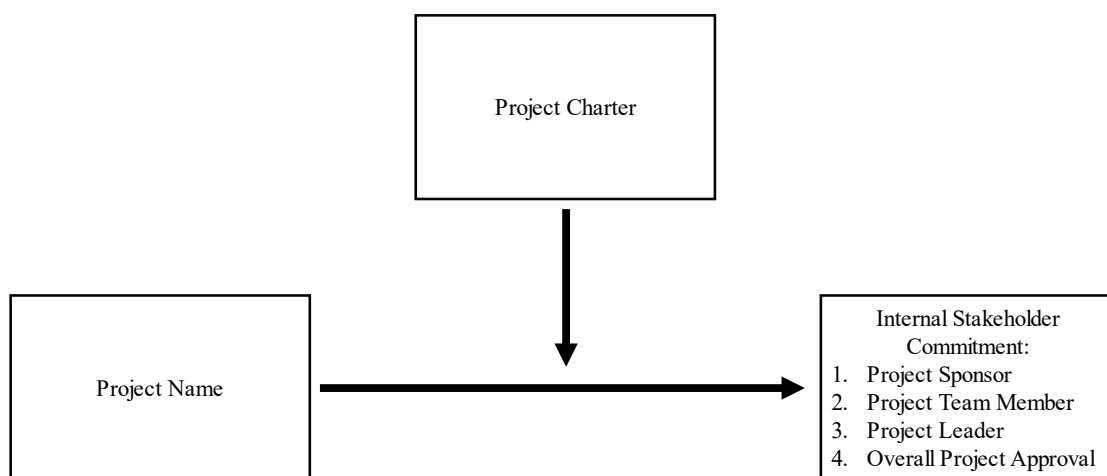


Figure 1. Conceptual moderation model for the influence of Project Charter strength on the relationship between Project Name on Internal Support as measured by individual internal new product development process stakeholder commitment.

Q1: Can you tell me about the best new product development project you worked on in your career?

Q2: Can you tell me about the worst new product development project you work on in your career?

Q3: What role(s) did you play in these projects?

Q4: Based on the answer to Q5, ask what some of the key attributes of the project were that made them more or less committed to their role in the project?

Q5: What are some specific project attributes that you expect in order to align your commitment to a new product development project (either as a project sponsor, team member or assigning one of your top team members to the project)?

Q6: If they have not already mentioned it in the course of the interview, I will ask them what the project name was for the best and worst projects they shared.

Figure 2. Study 1 interview questions

Brilliance
Bronze
Gold
Health
Help
Marvel
Paradise
Power
Simple
Swap

Figure 3. Study 2 project names evaluated

<ul style="list-style-type: none"> James is a USD 2 billion consumer packaged goods company, founded in 1967, and whose primary product line is crispy snacks (e.g. chips, pretzels, and crackers), with a compound annual growth rate (CAGR) of 3.8% for the five-year period ending 2018. James' products are available in most US grocery, convenience and big box stores. The global snacks market size was valued at USD 439.9 billion in 2018 and is expected to grow at a CAGR of 6.2% from 2019 to 2025. Rising health concerns along with changing lifestyles and diets have spurred demand for various snacking options across the globe (Grand View Research, 2019). The James Board of Directors is not happy with the significantly below industry CAGR and has set a target for James increase CAGR aspiring to grow at a CAGR of 5.8% from 2021 to 2025. 	
Project Charter Outline	
Project Description	Launch a new line of crispy snacks that appeals to consumers' desire for "better for you" snacking.
Project Opportunities	<ul style="list-style-type: none"> James' research and development team have been working on a patented new technology to create an entirely new, crispy snack product that tastes great and is low carb. With this new product line James can expand distribution to additional retail channels (i.e. Whole Foods). Market research reflects that a premium price (+25% to line price) on "better for you" products. A prominent sports celebrity is
Project Strategic Fit (High, Medium, Low)	High <ul style="list-style-type: none"> With this new product line, James will have a competitive advantage in the U.S. market. Enables James to address incremental growth via premium price and increased distribution opportunities.
Project Constraints	<ul style="list-style-type: none"> The product must leverage patented technology and expanded manufacturing capabilities. Cost of goods sold not to exceed +10% to current line.
Project Assumptions	<ul style="list-style-type: none"> The product will achieve consumer acceptance scores equal to or greater than current product line. The product will meet FDA guidelines. The product will be premium priced and achieve a margin that is accretive to current line priced items in the portfolio.

Figure 4b. Study 2 Project Charter 2

<ul style="list-style-type: none"> James is a USD 2 billion consumer packaged goods company, founded in 1967, and whose primary product line is crispy snacks (e.g. chips, pretzels, and crackers), with a compound annual growth rate (CAGR) of 3.8% for the five-year period ending 2018. James' products are available in most US grocery, convenience and big box stores. The global snacks market size was valued at USD 439.9 billion in 2018 and is expected to grow at a CAGR of 6.2% from 2019 to 2025. Rising health concerns along with changing lifestyles and diets have spurred demand for various snacking options across the globe (Grand View Research, 2019). The James Board of Directors is not happy with the significantly below industry CAGR and has set a target for James increase CAGR aspiring to grow at a CAGR of 5.8% from 2021 to 2025. 	
Project Charter Outline	
Project Description	Launch a new chip that appeals to consumers' desire for "better for you" snacking.
Project Opportunities	<ul style="list-style-type: none"> James' research and development team have been working on a new ingredient to reduce saturated fat without impacting flavor. With a "better for you" chip, James can expand distribution to additional retail channels. Market research reflects that a premium price (+25% to line price) on "better for you" products.
Project Strategic Fit (High, Medium, Low)	High <ul style="list-style-type: none"> Enables James for incremental growth via premium price and increased distribution opportunities.
Project Constraints	To achieve desired launch timing: <ul style="list-style-type: none"> The product must leverage existing manufacturing and packaging capabilities. Cost of goods sold not to exceed +5% to current line.
Project Assumptions	<ul style="list-style-type: none"> The product will achieve consumer acceptance scores equal to or greater than relevant competitive product. The product will meet FDA guidelines. The product will be premium priced and achieve a margin that is accretive to current line priced items in the portfolio.

Figure 4a. Study 2 Project Charter 1

<ul style="list-style-type: none"> • Junes is a USD 2 billion consumer packaged goods company, founded in 1967, and whose primary product line is crispy snacks (e.g. chips, pretzels, and crackers), with a compound annual growth rate (CAGR) of 3.8% for the five-year period ending 2018. • Junes' products are available in most US grocery, convenience and big box stores. • The global snacks market size was valued at USD 439.9 billion in 2018 and is expected to grow at a CAGR of 6.2% from 2019 to 2025. Rising health concerns along with changing lifestyles and diets have spurred demand for various snacking options across the globe (Grand View Research, 2019). • The Junes Board of Directors is not happy with the significantly below industry CAGR and has set a target for Junes increase CAGR aspiring to grow at a CAGR of 5.8% from 2021 to 2025. 	
Project Charter Outline	
Project Description	Chips flavor line extension
Project Opportunities	<ul style="list-style-type: none"> • Add a new flavor to the existing chip brand, increasing the total number of flavors from 7 to 8. • Reach additional consumers desiring new flavor choices.
Project Strategic Fit (High, Medium, Low)	Medium <ul style="list-style-type: none"> • Maintains current capabilities and distribution.
Project Constraints	To achieve desired launch timing: <ul style="list-style-type: none"> • The product must leverage existing manufacturing and packaging capabilities. • Cost of goods sold must remain neutral to current line.
Project Assumptions	<ul style="list-style-type: none"> • The product will achieve consumer acceptance scores equal to or greater than current line. • The product will meet FDA guidelines. • The product will be line priced.
Figure 4c. Study 2 Project Charter 3	

<ul style="list-style-type: none"> • Junes is a USD 2 billion consumer packaged goods company, founded in 1967, and whose primary product line is crispy snacks (e.g. chips, pretzels, and crackers), with a compound annual growth rate (CAGR) of 3.8% for the five-year period ending 2018. • Junes' products are available in most US grocery, convenience and big box stores. • The global snacks market size was valued at USD 439.9 billion in 2018 and is expected to grow at a CAGR of 6.2% from 2019 to 2025. Rising health concerns along with changing lifestyles and diets have spurred demand for various snacking options across the globe (Grand View Research, 2019). • The Junes Board of Directors is not happy with the significantly below industry CAGR and has set a target for Junes increase CAGR aspiring to grow at a CAGR of 5.8% from 2021 to 2025. 	
Project Charter Outline	
Project Description	Cracker packaging improvement
Project Opportunities	<ul style="list-style-type: none"> • Improvement Cracker packaging to increase product freshness post purchase.
Project Strategic Fit (High, Medium, Low)	Medium <ul style="list-style-type: none"> • Maintains current capabilities and distribution. • Addresses consumer complaints.
Project Constraints	To achieve desired launch timing: <ul style="list-style-type: none"> • The product must leverage existing manufacturing and packaging capabilities. • Cost of goods sold must remain neutral to current line.
Project Assumptions	<ul style="list-style-type: none"> • The product will achieve consumer acceptance scores equal to or greater than current line. • The product will meet FDA guidelines. • The product will be line priced.
Figure 4d. Study 2 Project Charter 4	

Setting the context:

Please imagine that you are an employee of Junes, Inc., a **USD 2 billion consumer packaged goods company**, founded in 1967, and whose primary product line is crispy snacks (i.e., chips, pretzels, and crackers). Junes' products are available in most US grocery, convenience, and big box stores. Junes, Inc., has a compound annual growth rate (CAGR) of **3.8% for the five-year period ending 2018**.

Global snacks market size valued at USD 439.9 billion in 2018 and is expected to grow at a CAGR of 6.2% from 2019 to 2025. Rising health concerns along with changing lifestyles and diets have spurred demand for various snacking options across the globe (Grand View Research, 2019).

The **Junes Board of Directors is not happy** with Junes' significantly below industry CAGR of 3.8% and has set an **aggressive target for Junes to increase CAGR aspiring to grow at a CAGR of 5.8% from 2022 to 2026** and **New Product Development projects will play an important role in Junes' ability to achieve the aggressive growth target.**

Figure 5. Study 3 Company Vignette

Please read the following new product development project charter (a project charter is a document describing the project's goals potential for internal support purposes):

Project Brilliance

Goal of Project Brilliance - Launch a **brand-new line of 'better for you' crispy snack**

- How is Project Brilliance important - Leverages **patented technology**
- Creates an **entirely new crispy snack that tastes great and is low carb**
- Expands **distribution to new retail channels** (i.e., Whole Foods)
- Premium priced (+25% to line price)**
- How strongly does Project Brilliance contribute to Junes' strategic objectives of 5.8% CAGR - **High strategic fit, with High probability of success**
 - Increases competitive advantage
 - Forecasts incremental growth

Figure 6a. Study 3 – Strong Name & Strong Charter condition

Please read the following new product development project charter (a project charter is a document describing the project's goals potential for internal support purposes):

Project Simple

Goal of Project Simple - Launch a **brand-new line of 'better for you' crispy snack**

- How is Project Simple important - Leverages **patented technology**
- Creates an **entirely new crispy snack that tastes great and is low carb**
- Expands **distribution to new retail channels** (i.e., Whole Foods)
- Premium priced (+25% to line price)**
- How strongly does Project Simple contribute to Junes' strategic objectives of 5.8% CAGR - **High strategic fit, with High probability of success**
 - Increases competitive advantage
 - Forecasts incremental growth

Figure 6b. Study 3 – Weak Name & Strong Charter condition

Please read the following new product development project charter (a project charter is a document describing the project's goals potential for internal support purposes):

Project Brilliance

Goal of Project Brilliance - Launch a **package improvement to existing cracker product line**

- How is Project Brilliance important - Addresses consumer complaints
- Improves product freshness
- How strongly does Project Brilliance contribute to Junes' strategic objectives of 5.8% CAGR - **Medium strategic fit, with Medium probability of success**
 - Leverages current capabilities
 - Maintains current distribution

Figure 6c. Study 3 – Strong Name & Weak Charter condition

Please read the following new product development project charter (a project charter is a document describing the project's goals potential for internal support purposes):

Project Simple

Goal of Project Simple - Launch a **package improvement to existing cracker product line**

- How is Project Simple important - Addresses consumer complaints
- Improves product freshness
- How strongly does Project Simple contribute to Junes' strategic objectives of 5.8% CAGR - **Medium strategic fit, with Medium probability of success**
 - Leverages current capabilities
 - Maintains current distribution

Figure 6d. Study 3 – Weak Name & Weak Charter condition

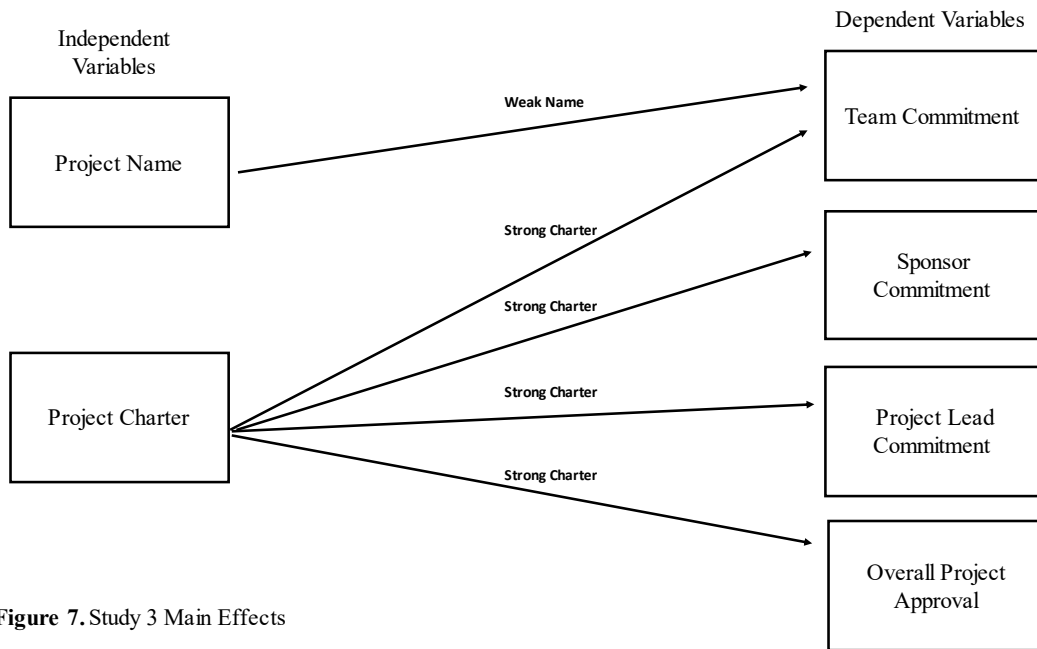


Figure 7. Study 3 Main Effects

Appendix A – Study 3 Participant Surveys

Default Question Block

Introduction

You are invited to participate in a research study that is being conducted through DePaul University's Kellstadt Graduate School of Business, supervised by Dr. Zafar Iqbal (ziqbal@depaul.edu; 312-362-7232). The primary investigator of this research is Dianna Akin (dakin@depaul.edu; 312-479-8195), a doctoral candidate at DePaul University.

Why you're being asked to participate

As an individual with experience in new product development or project teams who is 18-years or older, you are being asked to participate voluntarily for research purposes; if you choose to participate, your information will be anonymous. No data will be gathered that can be used to identify you personally. Also, you may withdraw from the study at anytime without penalty or consequences.

What is the purpose of this study

The purpose of the study is to learn more about the factors that motivate new product development project commitment. The research is being conducted with individuals in the primary investigator's network, and the faculty supervisor's network, including current and past DePaul MBA students. The research team hopes to include about 200 people total in this research. If you would like to help the research team achieve their desired sample size, in addition to your own participation please feel free to forward the survey link to individuals in your network as well.

What you will be asked

If you agree to participate in this research, you will be asked to take one online survey. When taking the online survey, you will be asked to read information about a fictitious organization and a potential new product project charter request; you will then be asked to answer questions from the perspective of a member of the fictitious organization. Demographic information will also be asked of you such as your gender, your highest level of education achieved, your years of experience, and the industry in which you currently work. You may choose to withdraw at any time without penalty. The online survey results will generate so that only the primary investigator receives them and results will be de-identified. We anticipate that it will take you about 10-15 minutes to complete the survey. Your responses will be kept anonymous and results will be analyzed in aggregate only, looking for group patterns.

If you have questions or want more information

There are always risks with data collection over the internet; however, your survey participation is anonymous - we will not ask you for any information that could be used to identify you personally. The data will be kept on a secure server at DePaul's College of Business in a password protected account.

If you have any questions, concerns, or complaints about this study or want to get additional information or provide input about this research, please contact either Dianna Akin (dakin@depaul.edu; 312-479-8195) or Dr. Zafar Iqbal (ziqbal@depaul.edu; 312-362-7232). If you have questions about your rights as a research subject, you may contact Jessica Bloom in the Office of Research Services (jbloom8@depaul.edu; 312-362-6168). You may also contact DePaul's Office of Research if you have questions that are not being addressed by the research team.

Thank you for your consideration,
Dianna Akin, Doctoral Candidate
Zafar Iqbal, PhD

Are you 18 years of age or older?

- Yes
 No

Block 1

Setting the context:

Please imagine that you are an employee of Junes, Inc., a **USD 2 billion consumer packaged goods company**, founded in 1967, and whose primary product line is crispy snacks (i.e., chips, pretzels, and crackers). Junes' products are available in most US grocery, convenience, and big box stores. Junes, Inc., has a compound annual growth rate (CAGR) of **3.8% for the five-year period ending 2018**. **Global snacks market size valued at USD 439.9 billion in 2018 and is expected to grow at a CAGR of 6.2% from 2019 to 2025**. Rising health concerns along with changing lifestyles and diets have spurred demand for various snacking options across the globe (Grand View Research, 2019). The **Junes Board of Directors is not happy** with Junes' *significantly below industry CAGR of 3.8%* and has set an **aggressive target for Junes to increase CAGR aspiring to grow at a CAGR of 5.8% from 2022 to 2026** and **New Product Development projects will play an important role in Junes' ability to achieve the aggressive growth target.**

Please read the following new product development project charter (a project charter is a document describing the project's goals potential for internal support purposes):

Project Brilliance

Goal of Project Brilliance -

- Launch a **package improvement to existing cracker product line**

How is Project Brilliance important -

- Addresses consumer complaints
- Improves product freshness

How strongly does Project Brilliance contribute to Junes' strategic objectives of 5.8% CAGR -

- **Medium strategic fit, with Medium probability of success**
 - Leverages current capabilities
 - Maintains current distribution

project sponsor block

Now, please picture that you have been asked to act as a project sponsor for Project Brilliance (a project sponsor is someone at a senior management level who ensure that a project receives the necessary support from the senior leadership team):

Please answer the following questions regarding Project Brilliance from the perspective of a project sponsor...

When considering **Project Brilliance**, as the project sponsor I would be likely to "talk up" this project with other employees

1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Neither Agree nor Disagree	5 = Somewhat Agree	6 = Agree	7 = Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When considering **Project Brilliance**, as the project sponsor I would be proud of being associated with this project?

1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Neither Agree nor Disagree	5 = Somewhat Agree	6 = Agree	7 = Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When considering **Project Brilliance**, as the project sponsor I would put in extra effort if it would help this project succeed

1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Neither Agree nor Disagree 5 = Somewhat Agree 6 = Agree 7 = Strongly Agree

When considering **Project Brilliance**, as the project sponsor I would be committed to this project

1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Neither Agree nor Disagree 5 = Somewhat Agree 6 = Agree 7 = Strongly Agree

When considering **Project Brilliance**, this is a project that I would want to sponsor

1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Neither Agree nor Disagree 5 = Somewhat Agree 6 = Agree 7 = Strongly Agree

project team member block

Now, please picture that you have been asked to be a project team member for Project Brilliance (a project team member is someone who provides functional support towards completing the project working with other cross-functional team members):

Please answer the following questions regarding Project Brilliance from the perspective of a project team member... the project charter is provided again for reference

Project Brilliance

Goal of Project Brilliance -

- Launch a **package improvement to existing cracker product line**

How is Project Brilliance important -

- Addresses consumer complaints
- Improves product freshness

How strongly does Project Brilliance contribute to Junes' strategic objectives of 5.8% CAGR -

- **Medium strategic fit, with Medium probability of success**
 - Leverages current capabilities
 - Maintains current distribution

When considering **Project Brilliance**, as a project team member I would be likely to "talk up" this project with other employees

1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Neither Agree nor Disagree 5 = Somewhat Agree 6 = Agree 7 = Strongly Agree

When considering **Project Brilliance**, as a project team member I would be proud of being associated with this project?

1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Neither Agree nor Disagree 5 = Somewhat Agree 6 = Agree 7 = Strongly Agree

When considering **Project Brilliance**, as a project team member I would put in extra effort if it would help this project succeed

1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Neither Agree nor Disagree 5 = Somewhat Agree 6 = Agree 7 = Strongly Agree

When considering **Project Brilliance**, as a project team member I would be committed to this project

1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Neither Agree nor Disagree	5 = Somewhat Agree	6 = Agree	7 = Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When considering **Project Brilliance**, this is a project that I would want to be a project team member of

1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Neither Agree nor Disagree	5 = Somewhat Agree	6 = Agree	7 = Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

project team lead block

Now, please picture that you have been asked to be the project lead for Project Brilliance (a project lead - sometimes called a project manager - is someone who is in charge and responsible for driving the NPD project from concept to completion):

Please answer the following questions regarding Project Brilliance from the perspective of the project lead ... the project charter is provided again for reference

Project Brilliance

Goal of Project Brilliance -

- Launch a **package improvement to existing cracker product line**

How is Project Brilliance important -

- Addresses consumer complaints
- Improves product freshness

How strongly does Project Brilliance contribute to Junes' strategic objectives of 5.8% CAGR -

- **Medium strategic fit, with Medium probability of success**
 - Leverages current capabilities
 - Maintains current distribution

When considering **Project Brilliance**, as the project lead I would be likely to "talk up" this project with other employees

1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Neither Agree nor Disagree	5 = Somewhat Agree	6 = Agree	7 = Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When considering **Project Brilliance**, as the project lead I would be proud of being associated with this project?

1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Neither Agree nor Disagree	5 = Somewhat Agree	6 = Agree	7 = Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When considering **Project Brilliance**, as the project lead I would put in extra effort if it would help this project succeed

1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Neither Agree nor Disagree	5 = Somewhat Agree	6 = Agree	7 = Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When considering **Project Brilliance**, as the project lead I would be committed to this project

1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Neither Agree nor Disagree	5 = Somewhat Agree	6 = Agree	7 = Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When considering **Project Brilliance**, this is a project that I would want to lead

1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Neither Agree nor Disagree	5 = Somewhat Agree	6 = Agree	7 = Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Block 3

I would approve moving forward with **Project Brilliance**

1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Neither Disagree nor Agree	5 = Somewhat Agree	6 = Agree	7 = Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demographic Questions

Please indicate your gender

Male	Female	Non-binary / third gender	Prefer not to say
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate your highest level of education achieved

Less than high school	High school graduate	Some college	2 year degree	4 year degree	Professional degree	Doctorate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate how familiar you are with the process of New Product Development

Not familiar at all	Slightly familiar	Moderately familiar	Very familiar	Extremely familiar
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate the number of years' experience you have working in New Product Development or project teams

0	1 to 5 years	6 to 10 years	11 to 15 years	16 or more years
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate the number of overall years' professional working experience you have

0	1 to 5 years	6 to 10 years	11 to 15 years	16 or more years
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is the industry in which you are currently employed?

Block 7

What do you believe is the purpose of this study?

Block 8

Project Brilliance is a strong name for this project?

- | | | | | | | |
|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|-----------------------|-----------------------|
| 1 = Strongly Disagree | 2 = Disagree | 3 = Somewhat Disagree | 4 = Neither Agree nor Disagree | 5 = Somewhat Agree | 6 = Agree | 7 = Strongly Agree |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Project Brilliance has a strong project charter?

- | | | | | | | |
|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|-----------------------|-----------------------|
| 1 = Strongly Disagree | 2 = Disagree | 3 = Somewhat Disagree | 4 = Neither Agree nor Disagree | 5 = Somewhat Agree | 6 = Agree | 7 = Strongly Agree |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Default Question Block

Introduction

You are invited to participate in a research study that is being conducted through DePaul University's Kellstadt Graduate School of Business, supervised by Dr. Zafar Iqbal (ziqbal@depaul.edu; 312-362-7232). The primary investigator of this research is Dianna Akin (dakin@depaul.edu; 312-479-8195), a doctoral candidate at DePaul University.

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If you have any questions, concerns, or complaints about this study or want to get additional information or provide input about this research, please contact either Dianna Akin (dakin@depaul.edu; 312-479-8195) or Dr. Zafar Iqbal (ziqbal@depaul.edu; 312-362-7232). If you have questions about your rights as a research subject, you may contact Jessica Bloom in the Office of Research Services (jbloom8@depaul.edu; 312-362-6168). You may also contact DePaul's Office of Research if you have questions that are not being addressed by the research team.

Thank you for your consideration,
Dianna Akin, Doctoral Candidate
Zafar Iqbal, PhD

Are you 18 years of age or older?

- Yes
 No

Block 1

Setting the context:

Please imagine that you are an employee of Junes, Inc., a **USD 2 billion consumer packaged goods company**, founded in 1967, and whose primary product line is crispy snacks (i.e., chips, pretzels, and crackers). Junes' products are available in most US grocery, convenience, and big box stores. Junes, Inc., has a compound annual growth rate (CAGR) of **3.8% for the five-year period ending 2018**. **Global snacks market size valued at USD 439.9 billion in 2018 and is expected to grow at a CAGR of 6.2% from 2019 to 2025**. Rising health concerns along with changing lifestyles and diets have spurred demand for various snacking options across the globe (Grand View Research, 2019). The **Junes Board of Directors is not happy with Junes' significantly below industry CAGR of 3.8%** and has set an **aggressive target for Junes to increase CAGR aspiring to grow at a CAGR of 5.8% from 2022 to 2026** and **New Product Development projects will play an important role in Junes' ability to achieve the aggressive growth target.**

Please read the following new product development project charter (a project charter is a document describing the project's goals potential for internal support purposes):

Project Simple

Goal of Project Simple -

- Launch a **brand new line of 'better for you' crispy snack**

How is Project Simple important -

- Leverages **patented technology**
- Creates an **entirely new crispy snack that tastes great and is low carb**
- Expands **distribution to new retail channels** (i.e., Whole Foods)
- **Premium priced (+25% to line price)**

How strongly does Project Simple contribute to Junes' strategic objectives of 5.8% CAGR -

- **High strategic fit, with High probability of success**
 - Increases competitive advantage
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project sponsor block

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Block 3

I would approve moving forward with **Project Simple**

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Demographic Questions

Please indicate your gender

Male Female Non-binary / third gender Prefer not to say

Please indicate your highest level of education achieved

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Please indicate how familiar you are with the process of New Product Development

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What is the industry in which you are currently employed?

Block 7

What do you believe is the purpose of this study?

Block 8

Project Simple is a strong name for this project?

- | | | | | | | |
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Project Simple has a strong project charter?

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Default Question Block

Introduction

You are invited to participate in a research study that is being conducted through DePaul University's Kellstadt Graduate School of Business, supervised by Dr. Zafar Iqbal (ziqbal@depaul.edu; 312-362-7232). The primary investigator of this research is Dianna Akin (dakin@depaul.edu; 312-479-8195), a doctoral candidate at DePaul University.

Why you're being asked to participate

As an individual with experience in new product development or project teams who is 18-years or older, you are being asked to participate voluntarily for research purposes; if you choose to participate, your information will be anonymous. No data will be gathered that can be used to identify you personally. Also, you may withdraw from the study at anytime without penalty or consequences.

What is the purpose of this study

The purpose of the study is to learn more about the factors that motivate new product development project commitment. The research is being conducted with individuals in the primary investigator's network, and the faculty supervisor's network, including current and past DePaul MBA students. The research team hopes to include about 200 people total in this research. If you would like to help the research team achieve their desired sample size, in addition to your own participation please feel free to forward the survey link to individuals in your network as well.

What you will be asked

If you agree to participate in this research, you will be asked to take one online survey. When taking the online survey, you will be asked to read information about a fictitious organization and a potential new product project charter request; you will then be asked to answer questions from the perspective of a member of the fictitious organization. Demographic information will also be asked of you such as your gender, your highest level of education achieved, your years of experience, and the industry in which you currently work. You may choose to withdraw at any time without penalty. The online survey results will generate so that only the primary investigator receives them and results will be de-identified. We anticipate that it will take you about 10-15 minutes to complete the survey. Your responses will be kept anonymous and results will be analyzed in aggregate only, looking for group patterns.

If you have questions or want more information

There are always risks with data collection over the internet; however, your survey participation is anonymous - we will not ask you for any information that could be used to identify you personally. The data will be kept on a secure server at DePaul's College of Business in a password protected account.

If you have any questions, concerns, or complaints about this study or want to get additional information or provide input about this research, please contact either Dianna Akin (dakin@depaul.edu; 312-479-8195) or Dr. Zafar Iqbal (ziqbal@depaul.edu; 312-362-7232). If you have questions about your rights as a research subject, you may contact Jessica Bloom in the Office of Research Services (jbloom8@depaul.edu; 312-362-6168). You may also contact DePaul's Office of Research if you have questions that are not being addressed by the research team.

Thank you for your consideration,
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Are you 18 years of age or older?

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