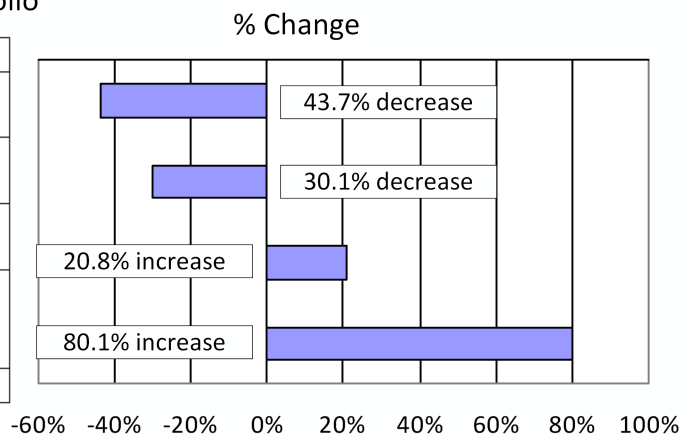


Fig 1-1 Breakdown of Development Portfolios by Project Type - Then and Now

% of Projects in the Average Development Portfolio

Development Project Type	1990s	2000s
New-to-world, new-to-market innovations	20.4%	11.5%
New-product lines to the company	38.8%	27.1%
Additions to existing product line in company	20.4%	24.7%
Improvements & modifications to existing company products	20.4%	36.7%
Total	100.0%	100.0%



Source: Adams & Bolke (2004)