Table 1.2: Differences between ExPD and the Phased-and-Gated Process

System Element	ExPD	Phased-and-Gated Process
Process characteristics	The product drives the product development process Adaptable activities Activities and timing are based on the uncertainty and risk of the project. Iterative risk reduction is the primary principle behind the process and structure	The process drives the development of the product Sequential activities Activities and documentation are prescribed within each phase
Strategic framework	Strategy and roadmaps are tightly integrated into the product development process Strategy is adaptable; based on the enterprise's environment/market	Strategy and roadmaps are treated separately from the product development process
Resource Management	Prioritization and allocation of projects and resources are executed in real-time to prevent delays and overloading the pipeline	The assignment of resources is not directly incorporated within the product development process. Resource management may be addressed at regular intervals, such as at a portfolio management meetings
Risks	Risks drive the process Critical risks are pulled forward for resolution, enabling "learn fast and adapt" decisions Risks are explicitly identified, evaluated, and prioritized at the project's onset and revisited and updated during the entire process	Prescribed activities drive the process. Risk identification and the process generally start at the development phase when technology risks are high
Documentation	Modular, targeted documentation is reusable. Project teams document only the assumptions they are resolving	Documentation addresses all aspects of the project with increased detail at each phase
Decision-making	The team has clear guidelines on resources, budgets, and timelines Decision-making is decentralized, and management by exception is incorporated The project team can recommend adapting the project quickly at any time	Monthly gate meetings are typical. Gatekeepers make decisions (go, cancel, recycle, hold) Gatekeeper involvement depends upon the organization (management, director, or senior level)
Team skills	More experienced project leads typically lead the team Team members are open to ambiguity	Less experienced project leads can lead the team Team members require structure and a formula to follow
Product types	ExPD can work across all product types. It is especially beneficial for products with a high level of uncertainty ExPD can be used for hardware and/or software	Teams typically have different process paths, depending on product type: full process for new or complex products, a lite process for revisions It is not recommended for software products