

Pre-IPO 100-year-old family-owned business with increased requirements for reliability and productivity of their R&D organization



New Global (central) R&D organization



Core Competency Strategy



Strategic Challenge

- Develop the R&D of 100-year-old family-owned company to a highly productive and reliable organization in preparation of an IPO
- Enable joint developments across multiple sites despite very diverse portfolio and leverage synergies
- Strengthen core competencies and increase capability to work with partners

Results & Impact

- Increase new product development resources by 15% by eliminating non-value tasks
- Reduction of organizational complexity by reduction of org units by 21 %
- Increase innovation rate by centralizing innovation activities and strengthening core competencies
- Increasef reliability by 48% measured against milestone performance

Levers & Building Blocks

- Establishing rigorous R&D pipeline management coupling portfolio and resource management
- Definition of a new R&D operating model
 - Global and tailorable PDP
 - Global value-stream organization
 - Global and lean governance structure
- Definition of R&D core competency strategy incl. sourcing strategy

Medical Devices R&D Performance R&D Operating Model R&D Pipeline Management R&D Core Competency Strategy