

CASE STUDY

Global Health Care & Medical Device Company



INNOVATION FRAMEWORK IMPLEMENTATION

Program Background

A technology and services division at this global health care and medical device company was seeking to define an innovation framework with supporting processes to enable it to realize organic growth goals. An initial analysis of the division's product portfolio revealed a significant gap between its current five year forecast and five year objectives. Portfolio analysis also revealed that a disproportionate amount of resources are being allocated to sustain aging product lines. The client was looking to stimulate its innovation engine and close this performance gap with new product revenue and profitability contribution.

Program Scope

The Kalypso team worked with the client to define an integrated innovation framework designed to address deficiencies in innovation strategy, portfolio management, resource management, and product development execution. Key process elements include the following:

- Defined Stage Gate objectives and criteria with links to the portfolio management process
- Redefined product development governance structure to clarify accountability and aid decision making
- Defined a portfolio and resource management processes with clear roles and responsibilities for improved project selection and resource utilization
- Developed an innovation process champion organizational model with defined roles and responsibilities to promote continuous improvement

Program Results

The client has started rolling out the recommended framework. Front end development phases have been bolstered to enable rigorous market validation prior to full scale development. Portfolio analysis, project management, and resource management tool recommendations have been accepted and are being implemented to enable the senior management team to better align tactical product development decisions with strategic priorities.