

A glowing blue DNA double helix structure is the central focus of the top half of the page, set against a dark blue and purple background with bokeh light effects.

Transforming the Innovation Process at a Biologics Company

Summary

A consistent and efficient execution of the innovation process was enabled across organizational units to achieve key goals such as cycle time reduction and improved predictability of time-to-market. This was accomplished by establishing appropriate process governance, ensuring that effective guidelines and frameworks were in place to streamline innovation workflows and promote cohesive decision-making.

Organization Background

Recognizing the importance of their New Product Development process in driving innovation and growth, the Biotechnology Company understood the need for consistent and efficient product development to bring new products to the global market. Despite initiating efforts to define these business processes, the organization made only limited progress and lacked a clearly defined innovation process. Operating successfully on a global scale necessitated a comprehensive approach to streamline and optimize their product development activities.

To address this gap, the Biotechnology Company realized the significance of establishing a well-defined innovation process. Such a process would enable them to effectively manage and track new product development, ensuring efficiency and agility in their operations. Although initial initiatives were undertaken to define these processes, the organization encountered challenges and had not yet achieved a clearly articulated innovation process. Recognizing the importance of overcoming this hurdle, further steps were required to refine and solidify their approach to product innovation and development.

Business Challenge

Bringing new products to market involves the innovation process touching on various functional areas within the organization, including Marketing, R&D, Finance, and Operations. To reduce bottlenecks and overall cycle time, the new innovation process must enable efficient coordination across these functional areas. The process should be broken out into clearly defined phases to improve predictability of time-to-market. By clearly documenting the innovation process, the company hopes to develop the transparency necessary to establish appropriate process governance.

However, the organization realized that they lacked the capabilities to properly analyze their As-is processes and identify improvement opportunities within a reasonable timeframe due to the complexity of their organization's processes. The Scheer Americas team was asked to assist in developing the Biotechnology Company's New Product Development process models.

The Solution

■ Capture As-is Process Models

Document the as-is New Product Development process through SME interviews and analysis of supporting process documentation such as Standard Operating Procedures.

■ Identification of Improvement Opportunities

Analyze process models to identify improvement opportunities, process variants, bottleneck, and pain points.

■ Design To-be Process

Define a high-level "to-be" new product development process and subsequently design a detailed task-level process in areas crucial for enhancing business performance.

This involved describing the key steps and activities that would serve as valuable inputs for the process handbook, ensuring clarity and consistency in the execution of the new product development process.

■ Define Realization Roadmap and KPIs

Define value packages required to realize the defined to-be product development process, document KPIs for the process to help measure and manage process performance. Then define a realization roadmap to align outcomes and ensure consistency throughout the organization.

Results

The completed project provided the client with an end-to-end innovation process which clearly outlines the key steps and hand-offs required to efficiently launch new products to market development process models.

- Captured 14 New Product Development As-is processes, identified 44 pain points, 19 improvement opportunities, and 36+ action items.
- Identified challenges within the earlier as-is processes, such as data redundancy, inconsistent terminology, and missing formalization.
- Established a uniform collaboration hub, facilitating high visibility, transparency, product relevance, and delivering a platform for more structured idea finding.
- Identified areas for improvement within core business processes, targeting increased business value & predictability of product time-to-market.
- Defined a value realization roadmap that identifies and implements high reward, low effort process improvement opportunities to deliver value through Rapid Process Improvement.
- Generated process handbook with detailed reports of end-to-end process performance.

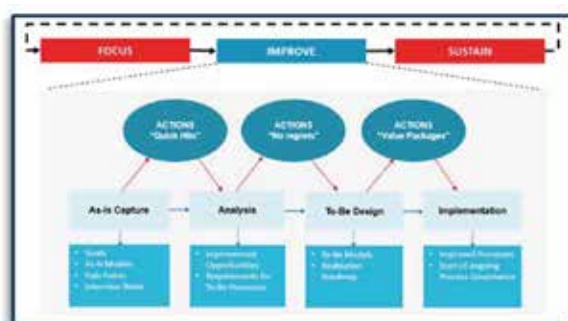


Figure 1: Rapid Process Improvement

An outcome-driven approach built on the fast and pragmatic development and analysis of process models was applied to streamline initiative.

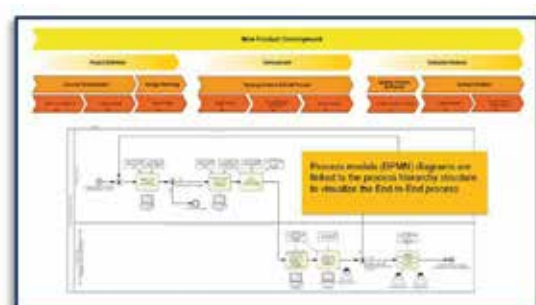


Figure 2: New Product Development As-is Process Hierarchy

High-level overview of the business, and organizational snapshot of valuecreating activities. An architectural blueprint to link current state, as-is process models.

Do you have questions on these subjects, or would you like to talk with us about specific projects?

Simply send us an e-mail or give us a call!

Dr. Mathias Kirchmer | Managing Director | Mathias.Kirchmer@scheer-group.com

Website: <https://www.scheer-group.com/americas>