

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



Strategic Challenge

- Approx. 80% of resources are currently used for sustaining of existing products instead of innovation projects.
- This is reinforced by the new MDR (Medical Device Regulation) due to higher requirements for the recertification of existing products.
- The R&D reorganization is embedded in the merger of the two CoEs (Center of Excellence)

Results & Impact

- New **R&D operating model** that integrates the business of the 2 former R&D organizations and led to an **increase of efficiency for sustaining projects by 17%**
- **23% of resources were freed up for innovation projects** post MDR
- Strengthening of **product line focus** through end-to-end ownership

Levers & Building Blocks

- Therapy fields with **product ownership** bundled in one department incl. cross-therapy portfolio and product lifecycle management (“system view”)
- **Strengthening project and change management** through bundling in one department
- **Central pre-development**
- **Co-location of subject matter experts**