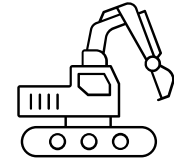
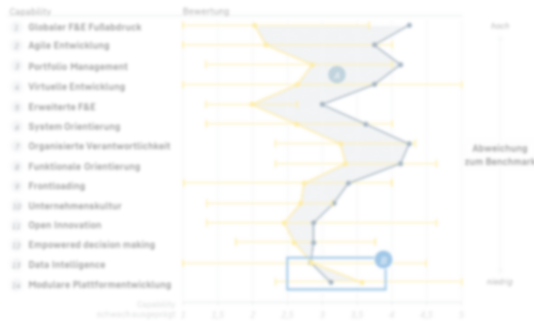


# R&D optimization program to gain best in class efficiency in a distributed global R&D organization



## Cross Industry R&D benchmark in 14 capabilities **Strategic Challenge**



- Cope with the **increasing complexity** and **size** of the **product portfolio** as well as increasing market and **competitor pressure** from Asia.
- **R&D sites** are **independent**. There is no distinct central organization. The **organizational structure** varies across the sites, and the **maturity** and progress of **systematic processes** also varies.
- Realize **cross-site synergies** without dissolving the responsibility of the sites within R&D to **rise productivity**.

## Efficiency gains in three dimensions (KPIs)



## Results & Impact

- Cross industry benchmark to become best in class
- 12 action areas to improve productivity with 15 measures in 3 different KPI dimensions
- Decrease of development cost up to 7%
- Reduction of time to market of 30%
- Optimization of cost of poor quality by 35%

## Levers & Building Blocks

- **Quantitative and qualitative benchmarking** with, KPI data collection & comparison, comparable top performers, identified key capability gaps and assessed core competencies
- **Improvement levers** and **measures** derived from cross industry best-practices with impact evaluation (KPI set)
- **Implementation roadmap** and **improvement initiative** setup