**New routines for Product Development in SW**  
**From now on, everybody within Surgical Workflow will work the same way when developing new products. The New Product Development Operating Model presents a new working process in our daily business, both inside and outside the company. We expect this operating model to speed up all processes and generate more quality of the product development.**

Getinge Surgical Workflow is now implementing a new aligned working process that everyone involved in product development will follow. It is a document that defines the complete structure for how we operate our R&D that includes processes, governance, competence, KPI’s, interfaces etc. It also includes everything from decision paths and responsibilities to quality assurance and information exchange within the development process.

“With the implementation of the new structure at Getinge, the business environment has changed, and therefore it was necessary to develop a new Product Development Operating Model that defines the way of working within the company as well as between development and partners”, says Adrien Bouteille, Innovation Program Manager.  
  
Fredrik Bergman, VP Strategy Office & New Business Development, agrees and says:   
“As we come from different backgrounds, it was essential to establish common values and common practices. We needed to clarify a structure for making the right decisions, and we started by explaining the different roles and responsibilities within the organisation. I think it is essential to define this in a document, and not rely on everybody being aware of the decision-making process.”  
  
**Convert strategies into capabilities**  
As Getinge invests significant amounts to stabilise the core business, expand into new niches and even enter additional business areas, the R&D organisation needs a well-managed base.

“Therefore, the New Product Development Operating Model is a **Process-based project management**model, that translates the strategic intentions of the company into capabilities. It defines an efficient way of working to achieve these goals and builds a strong R&D network to support new development”, says Adrien Bouteille.

**A common way of working together**  
Dieter Engel, CTO SW, tells that the trigger point was a meeting in Rastatt where all six participants were arguing about Quality.

“I asked everyone to write down what Quality should do. I got six different answers where everyone had a distinct opinion and definition of it. There was no common understanding between us. That´s when we realised that everyone had different expectations of the work, and it explained the cause of several conflicts that had been in the past.”

Together with Klas Arildsson, Head of Supply Chain SW, Jean-Philippe Brien, Senior Director Category Management and Holger Ullrich, representing QRC, the idea of a standard process model was developed.

“We wanted to find a common way of working that prevents conflicts, avoids unnecessary disruptions and that makes the processes much smoother”, says Dieter Engel.

**Everybody involved in the process**  
“Based on the overall Surgical Workflows Operating Model, we organised a series of workshops, involving the different R&D teams as well as purchasing, assembly and other functions involved in product development”, Dieter Engel says.

It took more than a year to perform the workshops, draft and improve the documentation. Probably it would have been more timesaving to hire management consults to do the job, the choice of doing the work inhouse was to get people involved in the process.

“First of all, I think we all got a better understanding of each other’s workflow, and second, the process itself was a sort of team building within the new organisation”, he says.

**Working with partners**  
The model involves all partners and describes the new way of working with links between each partner.

“We had to build a model that also defines the way of working between development and partners. Now we have a strategy from the top and down to the operative level. It gives us a common way of thinking within the organisation and gives Getinge one voice to our partners”, Adrien Bouteille states.

**Creating clarity and visibility**  
The New Product Development Operating Model implies early involvement and active participation in each project. It implicates for example; strong communication, cooperation in design reviews and approvals and aligned commitments of resources across functional departments.

Fredrik Bergman, who has been responsible for developing and implementing the Operating Model at the overall level within the business area, says that one main target was to create clarity and visibility: Who is responsible for each process? This will in return give both faster product development and better product quality.

René Hjorth, Director of Development and Test Management, Integrated Workflow Solutions, SW, agrees and says that a clearer accountability in the individual stages of a new product- and solution development creates better ownership of the product and enables a better solution. He sees many benefits from the New Product Development Operating Model, also for IWS:

“Early cross-team cooperation ensures an early detection of a broader range of requirements − and impediments − which in the end can help to provide a better solution for the customer. The openness between teams can also provide a clearer natural path for working together and a faster solution when supporting a customer with a problem.”

**Implementation with feedback**  
The deployment will start at this month. R&D directors and team managers will be trained in October, and R&D members will have their training in October and November.

“We learn as we go, and will collect feedback during the training,” says Dieter Engel. Feedback loops will, therefore, be in November.

“The New Product Development Operating Model is a document for everyone, and I hope it will become the reference in the SW area”, says Adrien Bouteille finally.  
  
The master document is found on the intranet.

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