

Improving Product Development Process

INITIATIVE:

Vendor Leveraged Product Development Process

TOOLS & METHODS

- Process Design
- Process Flows
- Governance Committee & Processes
- Steering Committee & Processes
- Artifacts for Phased Deliverables
- Operational Hand-Off Checklists
- Training: Executives to Analysts
- Budget Process
- Stage-Gate Integration
- RFX Standards

CHALLENGE:

Lack of strategic alignment and budgetary control of organizational initiatives during the build out phase of a newly acquired company that was transforming and expanding its product/service capabilities.

ACTION:

Redefine operating model due to a heavy reliance on outsourcing. Created a Product Development Process (PDP) that supported a vendor leveraged environment and integrating this with the Governance process to ensure alignment of strategic goals and funding based on stage-gates throughout the PDP lifecycle.

Established a cross-functional team to define the supporting processes which included the inputs and outputs of the framework, suppliers, deliverables and controls. Identified core competencies, aligned appropriate resources, created tools and templates and educated the work domains on the new framework. PDP processes included Concept Evaluation, Strategic Analysis, RFX/SOW, Vendor Selection/Contract, Implementation, and Outsource Management. In addition, established a budgeting protocol with Corporate Strategic Planning and the integration processes with the EPMO to support Program Portfolio Management and Governance Review Board functions.

RESULTS:

- Elimination of projects that were not aligned with the strategic plan.
 - Better definition and requirements of product/service, assessment of alternatives, and comprehensive RFX documents.
 - More accurate view of the roadmap and associated timeframe for capabilities.
 - Realistic view of spend for vendor leveraged initiatives.
 - Clearly defined operational management and oversight processes, measurements (KPIs & SLAs), and improved procurement management practices.
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