

Background: An industry leading manufacturing retailer / wholesaler had an existing New Product Development Process (NPD) that was very manual, had grown organically over the years with added layers of complexity, and was not bringing new products to market at the pace which fit the new corporate strategic plan.

Action: Conducted a thorough Fit / Gap of which existing processes and artifacts still offered utility to the strategic plan.

- Simultaneously, synthesized three industry-wide NPD models into one tailored specifically to the customer (incorporating the “Fits” from above), which addressed product line Ideation through product retirement, and by product size/ complexity.
- Led multiple, iterative reviews of the process, sub-processes, product artifacts (from white paper to packaging graphics) and refined the NPD model.
- Trained and retrained customer team members as necessary, and developed Position Descriptions for new hires, participating in the interview / onboarding process.
- Jointly conducted a series of tabletop exercises to verify the process, culminating in a proof-of-concept pilot project for the design and acquisition of a holiday Point-of-Sale (POS) item for corporate flagship stores and selected wholesale partners.
- Worked other corporate divisions and IT team throughout entire project; led vendor sourcing and selection of enabling technologies which both fit the NPD process (as a first step) and supported the nascent corporate Enterprise Architecture.
- Delivered extensive Change Management planning, communications and sustainment education throughout the entire project.

Result: Reduced time to market by 35% for new products.

- Formed basis for a Lean NPD model, which reduced wastes and streamlined the product lifecycle for those which met size / complexity criteria.
- Delivered automated NPD model and trained on it using newly selected IT tool enablers (specifically Project Management, Collaboration and Document Library tools).