VIRTUAL COLLABORATION - RAPID DEVELOPMENT (RADE)

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21.5.2014 klo 11.30 - 16.30
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TWO POSSIBILITIES HOW TO ACCELERATE PRODUCT DEVELOPMENT

- Fuzzy Front End (FFE): - Radical, - Platform, - Incremental
- M-1: Customer
- M0: Need(s)
- M1: Opportunity
- M2: Manufacturing
- M3: Delivery
- Front end
- Back end
- Route 66
- Fast lane

FFE: those activities that come before the more formal and well-structured NPD process (Koen et al. 2002)
NPD: new product development

Faculty of Technology / Industrial Engineering and Management / PxM Team
TWO PHASES OF RADE

Customer request(s)

- Initiated by a customer
  - Is there any business reason for rapid development?
  - Use “RaDe” rules of thumb,
  - Supply chain status, use of OEM?
  - If the answer is positive, an offer to be sent
  - Setting up a rapid development project

Business case opportunity

Order from the customer

Execution of RaDe

- Use of a fast line
- Minimize disruption

Manufacturing and Delivery to customer(s)

- Using a standard or speeded up delivery

Front end: Rapid productisation

Gate

Back end: Rapid development
Evaluation if the need of Customer can be fulfilled by the existing Product portfolio

Can the need of Customer be fulfilled by the new configuration Based on existing SW and/or HW items?

Customer need fulfilled by existing configurations based on existing SW and/or HW items

Can the need of Customer be fulfilled by the new configuration based on new developed SW and/or HW items?

Customer need fulfilled by new configuration based on existing SW and/or HW items

Start of NPD or RaDe process

Customer need fulfilled by new product configuration based on new developed SW and/or HW items

Product Portfolio Update
Virtual collaboration competence should be recognized, trained, measured and rewarded (ORGANISED and MANAGED)

TRUST
POWER
Information Contingencies
### DECISIONS REGARDING SETTING UP RAPID PRODUCT DEVELOPMENT PROJECTS IN SME’S*

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<th>Questions</th>
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<td>What is the strategic motivation?</td>
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<td>When should we say “no”?</td>
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<td>What is the growth strategy?</td>
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<td>Rapid development organisation</td>
<td>What type of decision-making culture is present?</td>
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<td>How is third party-cooperation and networking leveraged?</td>
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<td>How is the resource pool managed?</td>
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<td>How collaboration and communication is organised?</td>
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<td>Rapid development project management</td>
<td>What is the project’s potential and urgency?</td>
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<td>What is the offer?</td>
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<td>How is the project resourcing managed?</td>
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<td>How collaboration and communication is managed?</td>
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*Source: R&D Management 2014 conference. Hänninen et al. (2014) Decisions made in setting up rapid product development projects in SMEs*
KEY AREAS FOR RADE SUCCESS

- CLEAR GOVERNANCE MODEL
- CLEAR CENTRALIZED DECISION MAKING
- HIGH USABILITY IN INFORMATION SYSTEMS
- EFFICIENT COMMUNICATION PRACTICES
- RADE PROCESS TRAINING AND TEAM BUILDING
SUMMARY

- **Precondition for RaDe:** operating NPD process!

- **RaDe will not replace NPD,** both processes are needed!
  - Use of RaDe be considerate. It is not for speed up the NPD

- Fast decision-making capability is essential for RaDe
  Define a company specific thumb rules to help RaDe decision-making
  Related to e.g., time, effort need, sales item, you name it.....

- **The process of RaDe must not be limiting/restricting the work to be done**
  Use “really” necessary milestones, gates, entry and exit criteria's and reporting
  If the joy of the work remains, the speed will be reached free
  All the “obstacles can be questioned” attitude to be used

- **The quality standard must be retained**
  “Right level” should to defined case by case

Governance for decision making
Processes and tools
PEOPLE Collaboration and communication critical