Innovation Speed

**Problem**
- Lengthy development lead time
- Last step of the process - project plan commitment (PPC) - plagued with rejects and rework
- Not enough development capacity
- Sales were not maximised by dropping customer requirements throughout the process

**Root causes**
- Lack of communication between teams from different departments
- Rigid and bureaucratic process
- Development focus only on the closed concept
- Inputs and exchanged requirements throughout the process

**Solution approach**
- **Obeya control** and standardisation of **lean scheduling** to increase communication
- **Customer interests** events, **feasibility planning**, **learning cycles** and **integrating events** to improve project quality
- **Flow cells** creation to reduce project lead time
- Documentation **Standard Work** to reduce project cost

**Benefits**
- **Savings** £4.5 m/year
- **Payback Period** < 3 months
- **Real Sales vs Forecast Sales** +18%
- **Development Effort** +8.6%
- **Project Lead Time** -50%