

**Project Note**

# Reorganisation and focusing the R&D

The customer can halve the time-to-market with constant investments and so introduce substantially more new products to the market - a result of reorganisation and focusing the R&D functions.

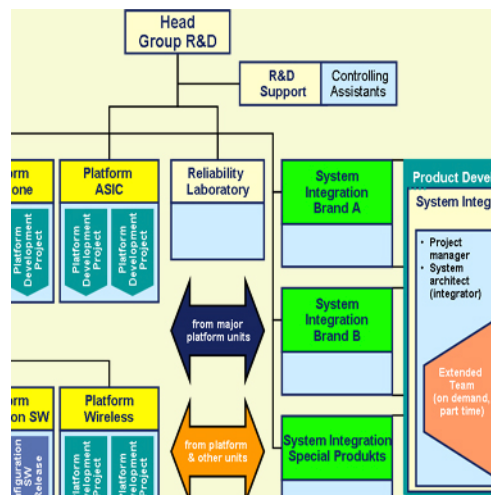
**Task**

Due to changed market conditions Phonak Hearing Systems wants to stop focusing on the high-end market segment and develop the company to offer a full range of products. In this context the organisational conditions are to be created whereby - under the same personnel capacity - the goals are to triple the annual number of new products and substantially reduce the time-to-market. Zühlke assisted Phonak as consultants to meet these goals.

**Implementation**

First, Zühlke analysed the existing R&D organisation and its integration with Marketing and Operations, in order to point out substantial optimisation potentials and fields of operation. Building on this, a model for the reorientation of the R&D functions was compiled and converted:

- Introduction of a comprehensive platform strategy for the entire product assortment with two of different brands.
- Replacing the functionally and technically aligned structure by a process orientated and interdisciplinary organisation. The know-how exchange was made possible with systematic job rotations.
- Consistent separation from technology platform and product development.
- The organisation realigns itself to the defined platforms.
- Introduction of an integral platform definition process and comprehensive optimisation of the innovation processes
- Clear role definition and division of responsibilities between projects manager and system architect.



**Customer benefits**

Reorganisation and the focusing of the entire R&D functions achieve the following goals with unchanged investments:

- Trebling of the number of product introductions was made possible.
- Halving "time to market" for new products to 6 to 12 months.
- New product and process understanding as a condition for the successful use of platforms
- Improved industrialisation of the products.

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