

# Agile Development for Innovation

# Current State

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## **The stage gate process has five gates**

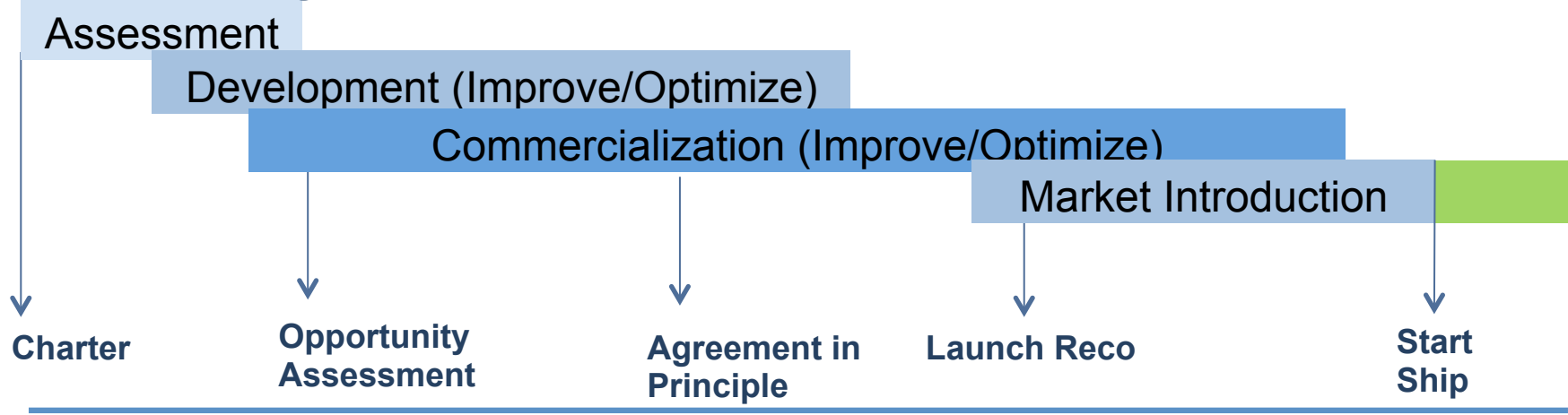
- Long lead requirements are consistently allowed to cross gates, starting early to maintain timing
- Many parallel work paths are started to minimize risk
- Functional requirements are added over time, which add more work paths that also start earlier in the process

## **Over time, the standard process takes significant resources and is overly long**

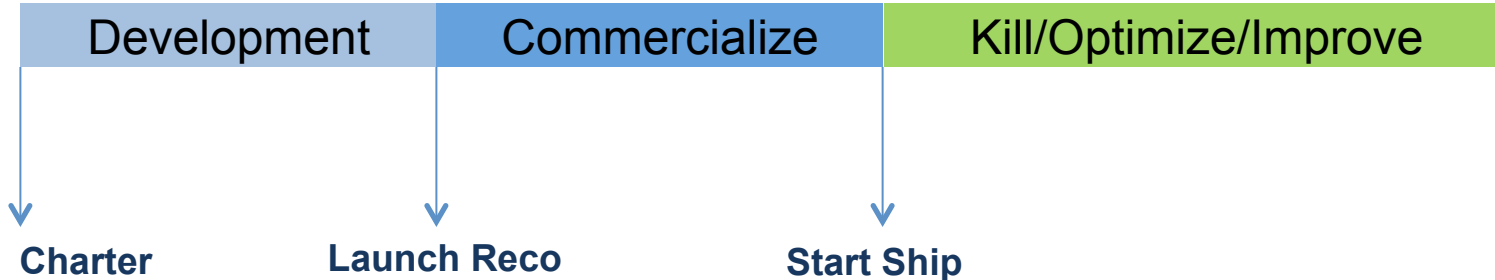
- The process is designed to deliver perfection.

# Charter-to-Shelf Process

## Current 'Navigator' Process



## New Process



**The new process runs significantly faster**

# Future State

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## **Three gates with 'hard' stops!**

- Use only the resources needed within that phase.
- More standardized process yield quicker results.

## **Get to market quicker to find out if the proposition hits the mark!**

- Shift resources to post launch.

# Agile Innovation Principles

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## **SPEED to Shelf is incredibly valuable!**

- Speed is more important than the things we do that make us slow.
- “Don’t tinker too much” – Right rigor at the right time.
- The biggest risk with innovation is that it fails with consumers.

## **Push work down the timeline to the point it adds value – do not do it before it’s needed.**

- Move from a ‘proactive approach’ to a ‘practical approach’, where we optimize only when it is necessary.

## **Focus on the 3-5 requirements that make this project uniquely successful.**

- Deliver the 2-3 key Consumer requirements
- Meet the 1-3 important business requirements.