PROJECT DESIGN JOURNAL

HAWORTH

OBJECTIVE:

The purpose of the project design journal is to provide a cumulative story of a project's journey through Discovery, Opportunity and Concept phases of its development. It is has been designed for audiences that need to understand the project objectives, history and critical information necessary to commercialize and approve the idea. The project design journal is not intended to "house" all project documentation and decisions; but does reference this material. The project design journal will be documented using narratives, visuals and quantitative techniques. The project design journal will be initiated at the conclusion of strategy & planning with a framing document, after the "projects" have been prioritized by the leadership team. The journal will continue through Discovery, Opportunity and Concept phases with an opportunity statement, business case and business plan documents to complete the journal which will then be converted into a launch plan which will articulate the direction the organization should take to commercialize the idea.

Framing Document
1. What problem or op...
2. What is the rationale...
3. What reference mat...
4. What are the target...
5. What are the projec...
6. Approvals

Opportunity Statement
1. What is/are the stat...
2. What are the emerg...
3. What reference mat...
4. What are the revised...
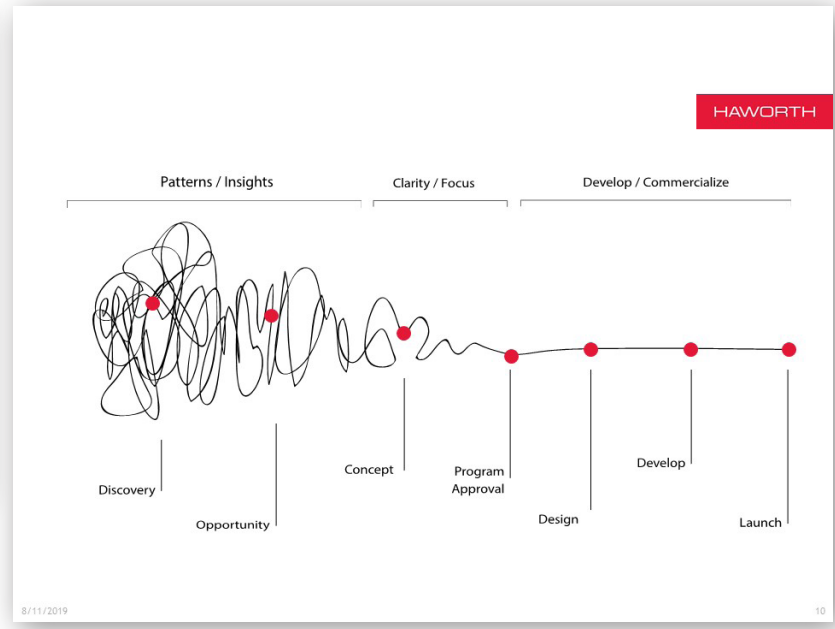5. What are the revised...
6. Approvals

Business Case
1. What is the best con...
2. What were the user,...
3. What reference mat...
4. What are the revised...
5. What are the revised...
6. Approvals

Business Plan
1. What is the refined concept idea?
2. What were the user, technical & business criterion and options that led to the concept?
3. What reference material is available to support the direction?
4. What are the revised/ confirmed target business goals?
5. What are the revised project logistics? (team leader, team & schedule)
6. Approvals

Patterns / Insights   Clarity / Focus   Develop / Commercialize

Discovery   Opportunity   Concept   Program Approval   Design   Develop   Launch

8/11/2019   10

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Product Innovation & Implementation
It's How We Innovate

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CRITICAL BUSINESS ISSUES
- **Development value stream needs to produce more impactful business results**
  - New innovative product sales & profitability contributions need to grow both in volume and also as a percent to total sales and profitability
  - The current product portfolio mix is too heavily weighted with sustaining innovations (95%) (Mix needs to be defined – Is it sales or profit \$'s? Is it capital investments? Is it number of projects?)
  - Product innovation mix needs to change to include more differentiating (20%) and breakthrough (10%) innovations
- **New product time to market is too long (36-48 months) – beginning & ending points need to be defined**
  - Sustaining - 12 months
  - Differentiating < 36 months

Optimization Thinking   LEFT   RIGHT   vs   Innovation Thinking   change Results

"Leading today's **change** for tomorrow...

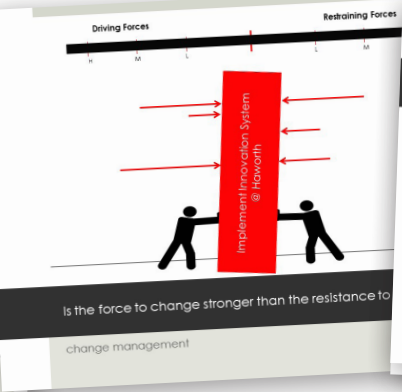KME Systems Improvements LLC

Ten Types of Innovation
- Profit Model
- Network
- Structure
- Process
- Product Performance
- Product System
- Service
- Channel
- Brand
- Customer Engagement

Recommended Innovation Forces
for successful change

Innovation Organizational Attributes
① CEO/ Senior Leadership Team
② Clearly defined innovation strategy - (references types of innovation: breakthrough, differentiating, sustaining innovation)
③ Measures that support the strategy and drive innovation
④ Organization structure that supports the strategy, just as a single function but an integrated whole
⑤ Incentive & reward system to support strategy
⑥ Clearly defined process that outlines the innovation process to allow for both open & closed innovation possibilities
⑦ HR/ Talent identification and capability development - both to orchestrate the process and execute innovation projects
⑧ Partnerships that will allow agility & acceleration to enable rapid implementation (Google Alphabet)
⑨ Tools & methods that are understood

Driving Forces   Restraining Forces
H   M   L   L   M

Implement Innovation System @ Haworth

Is the force to change stronger than the resistance to change management

Next Steps to Change (Implement)
- Phase II scope of work (Concept, Who, Design Tools, Measures, etc.)
- Discuss innovation attribute models with Michael Warsaw, Bob Tuttle and Jeff Reuschel
- Align on perceived gaps as identified by KMESI
- Align on strategies to close the gap
- Shrink the team, ensure capacity, capability & homework is available

Innovation Process

Developed a robust innovation framework, tools, measures and management approach to drive a balanced results-oriented portfolio of innovations. Integrated within current lean and new product introduction process to establish a culture of innovation for the organization.