Innovation In The Changing World of Healthcare

IHF Dialogue Exchange
November, 29, 2012

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Mission & Vision:
To create environments that are an asset to life, and inspire our customers to establish the physical environment as the foundation of all that is done to take better care of patients and staff.

Collaborate
We collaborate with industry associations and government entities in the areas of market insight, regulations, technology, and best practices to advance the physical environment.

Analyze
We analyze your specific needs, market and technology trends and their impact on your business to develop innovative products and services.

Recommend
We work with you to identify solutions that optimize the way your facility can work to better meet the needs of your patients and staff.

Execute
We are accountable to you for delivering consistent execution and driving results.
Why We All Strive for Innovation

• Healthcare Providers
  - Improve Access
  - Increase Quality
  - Optimize Efficiency

• Solution Providers
  - Establish Differentiation
  - Achieve Sustainable Growth
  - Create New Markets
Standard Work Overview
Decision-Making Process: Phase-Gates

The process of introducing new offerings (products, services, business models, and bundles) to the marketplace occurs through four iterative phases, each designed to further refine and clarify the offering and its strategy.

Progress toward market

0 Phase 1
1 Phase 2
2 Phase 3
3 Phase 4

Continuous information flow

launch
The Phase-Gate Process
Purpose of Each Phase: Phase 1

Objective: Understand the market, the needs of target users/customers and the technology landscape to make choices about customers and needs to target, to create fully formed offering and business model concepts and a preliminary view of the financial opportunity

Output: Market understanding and targeting choices, and a complete, unambiguous, self-consistent offering concept with initial economics
Ideation – Generate the Idea

Understand your customer

- Who’s the customer and what job is (s)he trying to do?
- What problems or unmet needs does the customer have?
- How can you solve the customer’s problem in a differentiated way?
Ideation – Generate the Idea

Sources of Innovation

- Create a Culture of Innovation
  - Measure during employee engagement surveys
- Create process to champion and fund big projects
- Best Practice:
  - Open Innovation Challenge
  - Innovation Friday
  - Innovation Workshops
  - Imagination Breakthroughs
The Phase-Gate Process
Purpose of Each Phase: Phase 2

Objective: Rigorously evaluate whether the proposed offering, in its entirety, addresses unmet customer needs, delivers value for customers, and achieves meaningful competitive differentiation such that further development investment is justified

Output: Validated offering and consistent commercialization strategy
Evaluate and Validate

- Refine the idea/concept and test your hypothesis
- Types of Innovation

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- Best Practice:
  - Expand beyond your typical method of innovation
  - Multiple types of innovation at once creates differentiation
  - Be okay with failure
The Phase-Gate Process  
Purpose of Each Phase: Phase 3

**Objective:** Finalize the offering’s design specifications and supporting configuration, such that customer value and competitive differentiation is achieved while further refining the marketing (e.g., pricing, messaging) and operations (e.g., supply chain, production) components of the integrated commercial strategy.

**Output:** A comprehensive strategy for producing and marketing offerings with finalized designs and proven quality and reliability.
Finalize and Execute

• Create a comprehensive strategy around the concept/offering
• Best Practice
  - Partner for Innovation
  - Test in the environment
  - Demonstrate success with white papers