



Management Roundtable & Stage-Gate Inc.
jointly present



THE FIRST INTERNATIONAL

Stage-Gate®



Leadership Summit

Ansell's Roadmap to Commercialization: 'Customization in a Global Organization'

Lawrence Del Principe

Process Manager New Product Commercialization

Ansell Healthcare Products LLC

Red Bank, N.J.

**Storyboard Presentation – Unique Customization
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Ansell Healthcare Products LLC

Lawrence Del Principe



Company Description:

- Multinational public company
- ~ \$850M in F'06 sales
- 100 years young!
- Founded in Melbourne, Australia (ASX)
- Global leader in Healthcare Barrier Protection



Diverse Business & Products :



- Medical Gloves – Surgical & Exams
- Consumer Products – Condoms & HHG
- Occupational Gloves – Chemical resistance, food handling, knitted and general purpose

- Fy07 goal is 15% of sales
- Product Innovation directed via strategic planning
- Ad hoc NPD occurs allows regions to explore market opportunities aligned with regional strategy
- Global product (s) opportunities



Unique Requirements for Product Innovation:

- Our Stage-Gate process includes 19 SOP's consistent with medical device regulations
- All New Products must meet Country & Product specific requirements

Regulatory Agencies	
United States of America	U. S. Food & Drug Administration
Austria*	Federal Ministry of Labor, Health & Social Affairs
Belgium *	Ministere Federal des Affaires Sociales, de la Sante Publique et de l'Environnement
Denmark*	Danish Medicines Agency
Finland*	National Agency for Medicines
France*	Agence Francaise de Securite Sanitaire des Produits de sante
Germany*	Federal Institute for Drugs and Medical Devices
Greece*	Ministry of Health & Welfare
Ireland*	Department of Health
Italy*	Ministero della Sanita
Luxembourg*	Direction de la Sante
The Netherlands*	Ministerie van Volksgezondheid
Norway*	The Norwegian Directorate of Health & Social Welfare
Portugal*	Instituto Nacional de Saude Lemes
Spain*	Ministerio Sanidad y Consumo
Sweden*	The Medical Products Agency
United Kingdom*	Medical Devices Agency
Hungary	Orvos- és Kórháztechnikai Intézet -ORKI
Russia	GO S
Israel	Israeli Standards Institution
Australia	Therapeutic Goods Agency
Japan	Ministry of Health, Labor & Welfare
Thailand	Thai FDA
S. Africa	South African Bureau of Standards
China	State Drug Administration
Canada	Canadian Medical Device
Other Countries	Mexico, Brazil, Ethiopia, Kenya, Lithuania, Nigeria, Czech Republic – ITC, etc.

Our Product Innovation Teams collaborate with geographically dispersed R&D Centers .

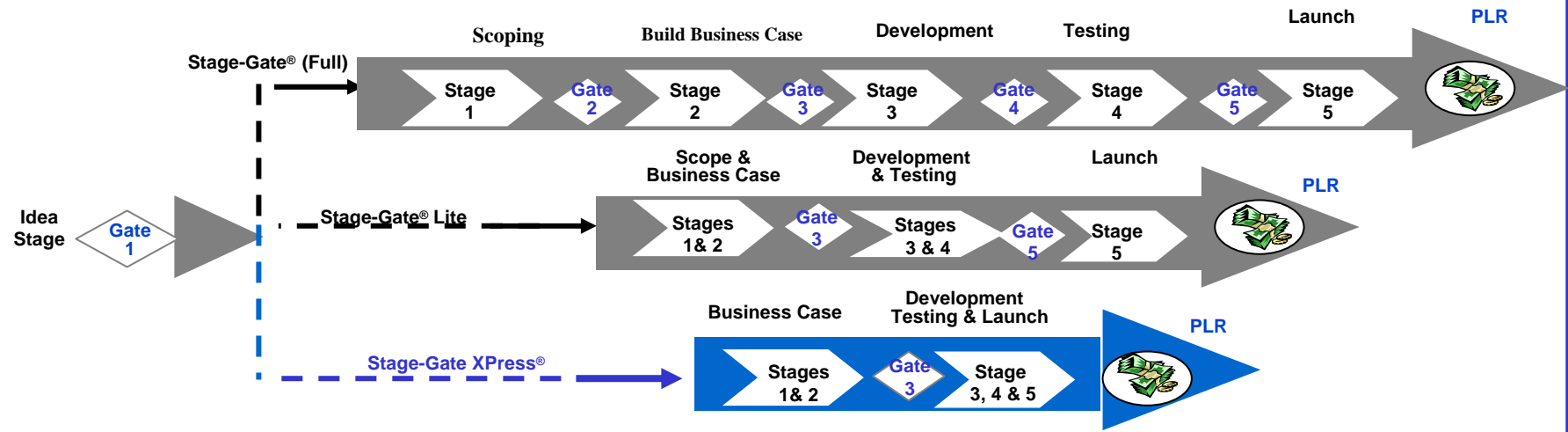
- R&D Locations – Malaysia, Clemson, S.C., United Kingdom , Sri Lanka, and Mexico
- Marketing Regions- Americas, EMEA and APAC

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Ansell Healthcare Products Roadmap to Commercialization:



Unique Customization of Stage-Gate Process:

- **Integrated Industry Requirements**– Incorporated 19 Design & Development Control SOP's into each process
- **Scaled Process to Accelerate Innovation**– 5 Stage - A genuine new product offering for the business or new to the market.
3 Stage - A visible improvement, modification or extension of an existing projects. A product to sustain the business – a sustaining innovation
New 2 Stage - Regions can exploit market opportunities that are aligned with regional product and market development strategies.
- **Automated Lotus Notes Stage-Gate Workflow** -- all customized cross functional product development activities and related worksheets, and deliverables documents built right into Lotus Notes to automatically populate each new project. Users can view their projects, their activities, their documents and their project metrics dashboard from their own workspace.



Customization & Implementation Team:

- The implementation team was cross function and multinational
- The functions represented were:
 - Marketing
 - Science & Technology/Regulatory
 - Supply Chain
 - Finance
 - IT
 - Legal
- The team came from our locations in Belgium, Malaysia and the U.S.
- The team represented various levels of management from senior management to subject matter experts

Results:

- Regular Ideation & NPD Project Reviews
 - Increased Idea Submissions – over 200 ideas have entered the pipeline
- Sales from New Products
 - Increased from 8.5 % to 13% in a a little over two years
- Cross Functional Team
 - Improved Communication
 - Global Database for Projects
 - One Common Language

Lessons Learned:

- Focus on project prioritization early in the implementation stage.
- Implement support and training for new skills required for Stage-Gate (project management ,market research).
- Cross functional teams do make a difference. Provide tools for easier communication for geographically dispersed team
- Understanding the Corporate Landscape an leverage it to drive the Stage Gate Implementation
- Before implementation, carefully analyze the degree of change Stage-Gate will have on your organization. The impact of the change is felt through the whole organization. No functional area is exempt.
- Partner with IT early in the process