

# Faster and better innovation the Coloplast way:

- Set ambitious goals. How long should it take to develop a new product?
- Assess each new product based on the time requirement. What is possible within the agreed deadline and how does it match up against requirements for market value, reasonable production costs etc.? If the product does not meet one or more of the parameters set, it should probably not be able to pass the test.
- Get as close to your users as possible. It is the only way to understand their situation and translate their needs into solutions. Some of the things Coloplast's developers do is meet users privately, and stay at colleges for people in wheelchairs with spinal cord injuries.
- Involve all the necessary skills inside and outside the company. Break down barriers between the marketing department, development department, and production, and call joint meetings.
- Get users and experts involved. An open dialogue with your users brings new, better solutions. You have to accept that this gives competitors a chance to 'spy' e.g. in open communities on the Internet where a product is discussed.
- Make the business 'smaller' by creating a more flexible decision processes. It takes time away from other management tasks when the management has to play a role at the start of new development projects and choose what to focus on. Time, on the other hand, which is well spent.