



INNOVATION STARTS HERE

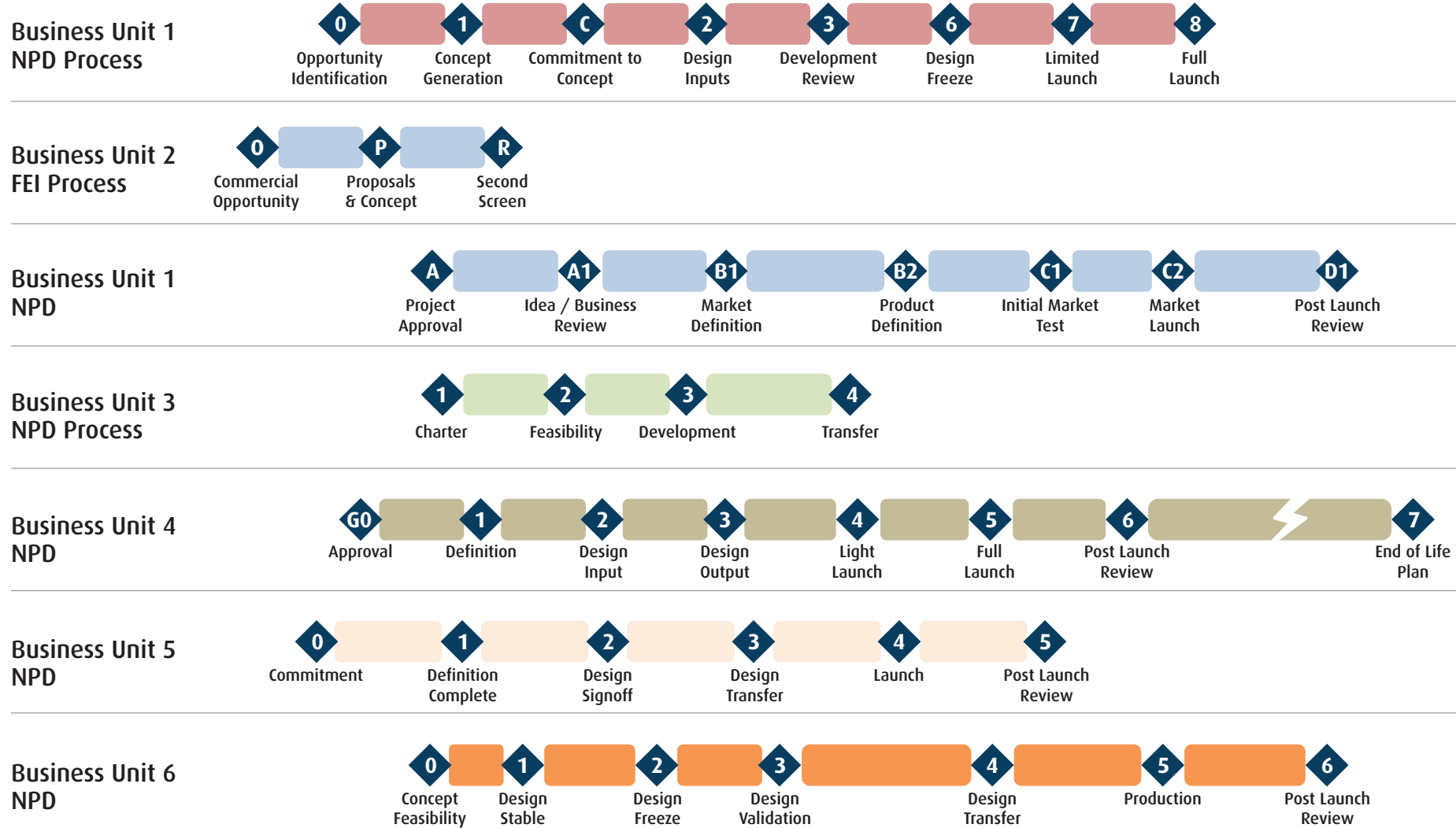
# Combining New Product Development Processes

## Example of Misaligned Stages and Gates

When two or more Product Portfolios come together, through M&A or other activity, product development processes can be misaligned as far as Phases and Gates are concerned. In this state, it often seems impossible to harmonize language, definitions and activities, but commonality can always be found once you're clear on what you're fundamentally committing resource to at each gate.

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Misaligned Processes



Note: This is an illustrative example of a hypothetical harmonized gate process. No connection to actual companies / processes are implied or evident.

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