



Creating a New Growth Platform

Case Study

Situation

A major manufacturer of commercial B2B products looked across its three flat or declining businesses to identify new combinations of capabilities that would generate growth. They had several unique, valuable, and portable capabilities that competitors would find exceedingly difficult to copy, including the ability to:

- Formulate and synthesize adhesives
- Coat complex adhesives on complex materials
- Layer materials, adhesives, and devices at high speed onto fabrics and plastics
- Connect sensors to processors and RFID
- Send data from sensors directly to mobile devices.

Challenge

The company had a successful small healthcare supplies business. Could they combine capabilities from other parts of the business to meet current demands and future needs in the medical device market?

Approach

The team spent one month learning our methods and tools, then three months in the ecosystem visiting start-ups, hospitals, physicians, wound clinics, and long-term care facilities. They identified and validated multiple product categories that could leverage their distinctive capabilities including:

- Patient monitoring
- Deep wound treatment
- Transcutaneous medicine delivery, e.g., insulin, blood thinners, and pain management
- Medication monitoring, e.g., glucose level, blood pressure, and blood oxygen.

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Next, leaders were trained in capability modeling by building models and applying our toolkit to identify on top opportunities.

Results

- In six months, the team developed a backlog of opportunities.
- Within a year a new business unit was established and had launched its first product, with a steady cadence of new healthcare delivery products for advanced wound care, skin care, medical wearables, and medical device applications.
- Capability changes allowed them to convert a high-speed line to produce and donate 500,000 disposable plastic face shields in just weeks. The shield is a protective clear anti-fog coated polyester plastic sheet that can be used two different ways. Its innovative design allows the user to wear it using the easy to assemble, integrated adjustable plastic headband, or the shield can be applied directly to the forehead or an article of clothing using the skin-friendly, gentle, and repositionable adhesive tape strip. The face shield is designed with user comfort in mind and accommodates the wearing of face masks or respirators.

Key to Success

Leaders tackled their challenge by immersing themselves in their ecosystem. Leaders adapted their roles and became stewards of capabilities and leaders of people. They repurposed some capabilities, improved others and created new ones.

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C O M P A N Y

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