



LEAN PRODUCT AND PROCESS DEVELOPMENT EXCHANGE

The Science of Improving Innovation



Suomen Lean-yhdistys

Lean Association of Finland

VirtualSUMMIT2025

DIGITAL KNOWLEDGE EXCHANGE



Register Today!





Thursday April 3, 2025, 1pm-3:45pm GMT: Conference using ZOOM

1pm GMT	Welcome – Peter Palmér, LPPDE & Juha Tammi, Lean Association of Finland
1:05pm-	Janne Lundberg , LIAB – <i>Product Projects in Half the Time – Proven in Practice</i>

Projects in half the time

2025-04-03

Janne Lundberg
 Innovation AB

Sync Planning



Sync Planning



It works

ASSA ABLOY



ALSTOM



Wellspect[®]



Janne Lundberg
Innovation AB

Part 1 – The Approach

Visual Agile Project Management – Overview

Product Definition



Sync Planning



Sprint Planning and Driving



Supporting in the Pulse Meeting



Launching



Celebrating



Visual Agile Project Management – Overview

Product Definition



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Supporting in the Pulse Meeting

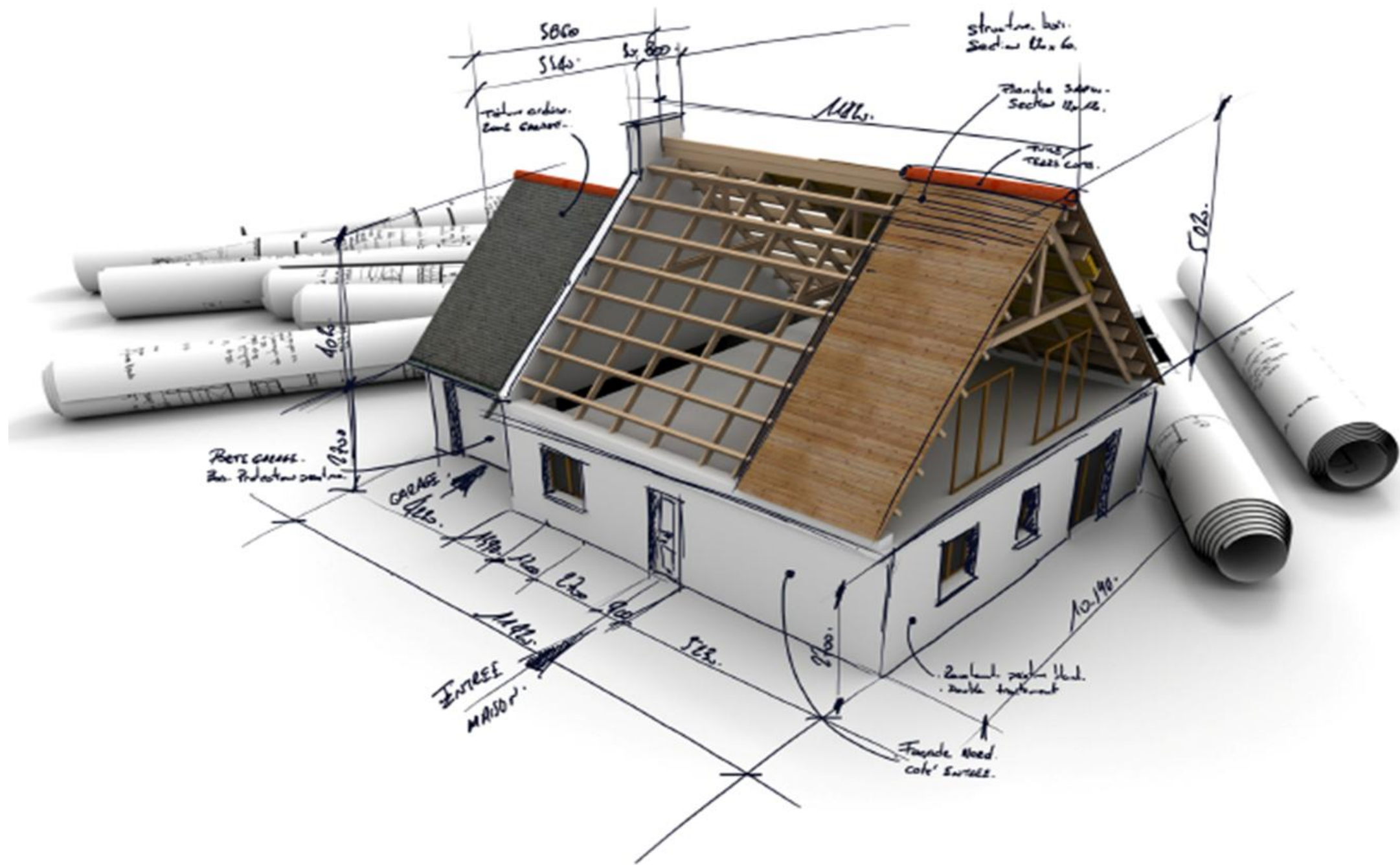


Launching



Celebrating





Sales Brochure format

– get's you to focus on the Value and Buying criteria

General Specifications

Specifications	
Intended use	The SERVO-UP Ventilator system is: <ul style="list-style-type: none">• Intended for respiratory support, monitoring and treatment of neonatal, pediatric and adult patients• To be used only by healthcare providers• To be used only in professional healthcare facilities and for transport within these facilities For NAVA® and Edi monitoring, it is in addition intended: <ul style="list-style-type: none">• To provide monitoring of the patient's breathing drive• To improve synchrony between the ventilator system and patient when the electrical signal from the brain to the diaphragm is active• For use on all patients with no contraindication for insertion/exchange of a nasogastric tube
Instructions for use	(See user's manual)
Legal manufacturer	Maquet Critical Care AB
Other products	(See separate data sheets — contact your Maquet Sales Representative for more information)

General Ventilator Specifications

Specifications	SERVO-U	SERVO-U on mobile cart
Base system weight	<ul style="list-style-type: none">• Approx. 50 lb 11 oz (23 kg)• Patient unit 33 lb 1 oz (15 kg)• User interface 8 lb 13 oz (4 kg)• Handle 7 lb (3 kg)• Cable holder and cable 2 lb 3 oz (1 kg)	<ul style="list-style-type: none">• Approximately 77 lb 3 oz (35 kg)• Base system approx. 50 lb 11 oz (23 kg)• Mobile cart 27 lb 9 oz (12.5 kg)
Dimensions of base (See Technical Drawings on page 13)	14.5 W x 8.1 D in (368 W x 205 D mm)	25.5 W x 21.5 D in (incl. wheels) (647 W x 547 D mm) (incl. wheels)
Height (includes user interface)	32.5 in (826 mm)	53.9 in (1368 mm)
Wheels	N/A	4 wheels with separate brakes
A-weighted sound pressure level (LpA)	<40 dB, measured at a distance of 3 R 3 in (1 m)	
A-weighted sound power level (LWA)	<51 dB	

Power Supply Specifications

Specifications	
Power supply, automatic range selection:	<ul style="list-style-type: none">• 100V to 120V AC, 2.5 A, 50 to 60 Hz• 220V to 240V AC, 1.5 A, 50 to 60 Hz
Plug-in battery module:	Six battery module slots — two batteries are delivered with the ventilator
Battery backup (nickel-metal hydride, NiMH)	Rechargeable, 12V, 3.5 Ah each
Battery capacity	Ranging from 50 minutes (2 batteries) to 150 minutes (6 batteries)
Battery backup time	Approximately 3 hr/battery
Recharge time	12.0V to 15.0V DC, 10 A
External 12V DC	110 VA, 40 W
Typical min. power consumption (no optional modules, no ongoing battery charging, normal panel backlight)	210 VA, 85 W
Typical max. power consumption (with CO ₂ , Edi and Y sensor modules, ongoing battery charging, max. panel backlight)	



Security/safe

System Features – Have control of your home!

Always Connected! – When connected to smart phone or to Cloud you have control of your home security and safety. Also when you not are home. – **Mindfulness and Efficiency**

Robust system! – The system always works. If any node gets problems the rest of the system works as expected, does self healing (graceful degradation) and you will be alerted

Simplicity - Free up your time and focus more on meaningful things!

One System – All your security/safety appliances works as one system. You don't need to worry about compatibility problems, different RF technologies or connecting different appliances to each other. – **Security-With little hassle the system is working for you!**

Low current consumption! – Long battery lifetime. No need for changing battery's every year. Sensors can be powered by solar cells without batteries – **No waste of time - It's always powered**

Easy to Extend and Change – It is easy to add, replace and change things in the system. Do it yourself. You do not have to be an expert or you do not need to read and understand manuals to manage it. – **Convenience**

Passive entry on all lock! – Instead of using a keypad or RFID interface, the lock the system keeps track of the status of the credential. Possible to have on all kind of locks; door, mail box, window, ... – **Convenience**

Additional Features		
Feature	Benefit	Value
Strange things!	When something strange happens you are alerted.	Mindfulness
History!	All events and pictures/videos are stored. If you need to go back and review history it is easy.	Who was the intruder and what happened. - Security
Monitoring all devices!	The system health and the status of the system is monitored all the time. It is possible to observe it wherever you are.	Mindfulness
See IT!	The system can provide live information to you directly. For example from small CCTV camera.	Mindfulness and efficiency
Configure IT!	System determines what room the device you are configuring/installing is in. Then the system determines by itself how it shall be configured.	Do it Yourself. Convenient
Secure IT!	The system determine the security level needed and sets the closest level possible to have.	Automatic balancing Convenience and Security
Updated	The system does automatic SW updates to solve bugs and security threats.	Mindfulness



What a nice sense of freedom! Before I always needed help to install things in my home and it was always difficult to get them to work as I wanted them to. I always had to rely on somebody else.

Now it works the way I want it to and I can do it myself. I can even see where the different things are on a map of the house without extra work.

It was so quick and easy!




Wow, it's like "being at home" the whole time! Before I would worry about if I had forgotten to close a window or lock a door. When I had been away for a while, I would worry if my house had been burgled or if my neighbour had remembered to water the flowers and empty the mailbox. Now I know what is happening the whole time and I can relax!



Yes, at last I have my own house key! I never worry if I should loose it, because if I do, I just call my parents and they open the door for me with their smart phones. And when I forget the key to my bike lock, I just call mom or dad and they unlock it for me. Magic!

Awesome, now my friends and I can rehearse in the garage whenever we feel like it! Before we never remembered who had the key, then we had to call back and forth to find it and to meet up. So much time, when all we wanted to was to rehearse our music. A hassle! Now we all have a key when we need it! And we don't have to plan! And mom is so pleased! She's got locks that fits beautifully with the design of our house and the security features is not visible, no one feels monitored.





Superclear Team Understanding of the final Result / Product

Visual Agile Project Management – Overview

Product Definition



Sync Planning



Sprint Planning and Driving



Supporting in the Pulse Meeting



Launching



Celebrating



Janne Lundberg
Innovation AB

TG2
4/10
21 OCT

TG3

TG4

Market Assessment Final

Requirement Specification Finalized 2 days

Project targets DEMO (STRUCTURE)

Target Product Split Verified

Target Volume Verified

Target Market Price Verified

PRELIMINARY PROD. RISK ANALYSIS DONE

Product concept approved

<TG2 REVIEW FOR CRITICAL COMPONENTS

<TG2 BUDGET QUOTE / ESTIMATES

Target cost agreed

MISCA production plan ready (incl. test)

PROD. DATA SOLUTION COMPLETED
READY FOR IMPLEMENTATION
in IT SYSTEM

Motor range / ~~range~~ agreed

Affected IT systems mapped

DEMO SOLUTION PRODUCT DATA MGMT

CONCEPT DEMO

Draft OT plan approved

TRADE COMPLIANCE PREL COMPLETED

Product Documentation Specification agreed

APPROVAL CHECKLIST SIGNED

MS Project Data updated

PAR done

TG2 DEMO

Carts ready for RFR

PAR approved

<TG3 1st SERIAL QUOTES

Product cost update

DEMO QUOTES

AR parts released in TAFIR

Spare parts (dent) Dec

Product spec released in TAFIR (IDM)

All drawings released in TAFIR

Product structure released GURU (OPP) 10/10

<TG3 FINAL SERIAL QUOTES

DEMO DESIGN & ESTIMATE

TRADE COMPLIANCE ACTUAL COMPLETED

ACTUAL PROD. RISK ANALYSIS DONE

OT plan approved

ESM Design Review signed

Alpha Launch Checklist Final

Alpha Launch Strategy Plan Final

PAR updated

<TG4 TIME PLAN NPI

DEMO GLOBAL LAUNCH PLAN

DEMO MARKETING HOTEL (Launch + Budget)

DEMO (Launch) ASBL

Technical drawing for OT plan

Technical drawing for OT plan

DEMO (Launch) ASBL

First sample approved

First sample approved

DEMO FIRST SAMPLES

Documentation for OT plan

Documentation for OT plan

DEMO (Launch) ASBL

First sample approved

First sample approved

DEMO (Launch) ASBL

DEMO (Launch) ASBL

OT approved

OT approved

OT approved

Launch

Launch

Launch

Launch

Launch

Launch

Launch

Launch

Launch

Launch

Launch

Launch

What do you need ?

Target Date Committed Date

TG2
4/10
31 OCT

TG3

TG4

Market Assessment
Final

Requirement
Specification
Finalized 2 days

Project targets
DEMO
(2000000)

Target
Product Split
Verified

PRELIMINARY
PROD. RISK
ANALYSIS
DONE

<TG2
REVIEW
FOR CUSTOM
COMMITMENT

<TG2
BUDGET QUOTE
COMMITMENT

MISC(A
production
plan ready
(incl. test)

PROD. DATA
SOLUTION
COMPLETED
READY FOR
IMPLEMENTATION
in 11/11/2001

Motor range/
agreed

Affected IT
systems mapped

DEMO
SOLUTION
PRODUCT
DATA
MEMO

CONCEPT
DEMO

TRADE
COMPLIANCE
PREL
COMPLETED

Product Documentation
Specification agreed

TG2
DEMO

MS Project Data
updated

PAR
done

Carts
ready for
REF

for SERIAL
QUOTES

DEMO
QUOTES

ALL
STANDARD
SHEETS
RELEASED

ACTUAL
PROD. RISK
ANALYSIS
DONE

TRADE
COMPLIANCE
ACTUAL
COMPLETED

PAR
updated

Alpha Launch
Timeline
Final

Alpha Launch
Strategy Plan
Final

DEMO
GLOBAL
LAUNCH
PLAN

DEMO
MARKETING
MTEL
(Launch
Message)

DEMO
Marketing
PSBL

4784
TIME PLAN
NPI

SHIPPERS
ORDERED

PREPARED
in DATABASE

DEMO
FIRST
SHIPPERS

DEMO
PRODUCTION
LINE
END

Technical
Documentation
approved on 10/11/01

Technical
Documentation
in Progress
Study

DEMO
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shippers

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shippers

Superclear how to create
the final result by related
SubResults

Visual Agile Project Management – Overview

Product Definition



Sync Planning



Sprint Planning and Driving



Supporting in the Pulse Meeting



Launching



Celebrating



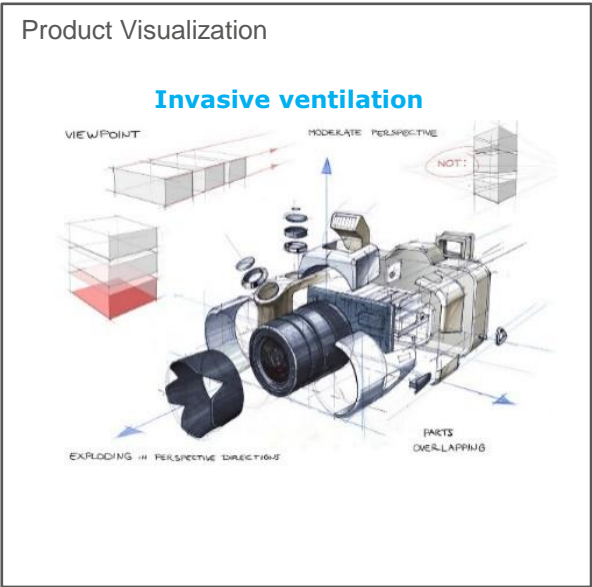
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Innovation AB

Project Name	Project Leader	Product Manager	Pulse Meetings
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Project members:



	Project status	Status	Comment
Time Plan		●	
Scope		●	
Costs		●	
Mft Cost		●	
Resources		●	
Quality		●	

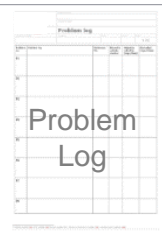


Inbox / Problems

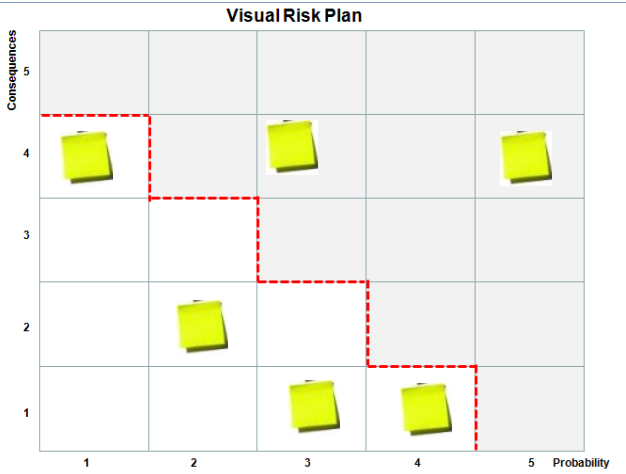
Next Synch Point – Contents and Date and Time for the next Synch Point Meeting

Friday June 13, 01.00 pm – Working Prototype.
Invited: PM, CEO, GM, XX, YY

Parked



Proj L & Marketing	ToDo	OnGoing	Done
Engineering			
Manufacturing			
Purchasing			




Team Rules

Key Success Factors





A group of people in an office setting are gathered around a large table, looking at a project plan or Kanban board. The board is covered with many colorful sticky notes (yellow, green, blue, pink) arranged in columns. One man in a white shirt is pointing at a sticky note. Other people are looking on, some holding phones. The background shows office desks, chairs, and windows.

**Superclear ownership of
the progress and how to
adapt to situations**



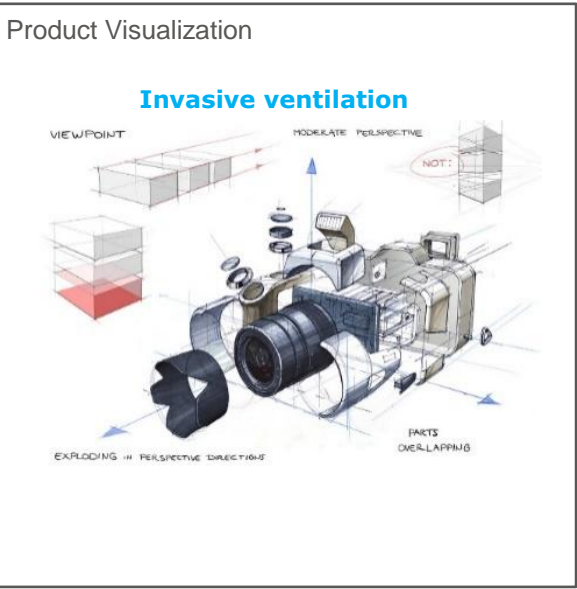
Team Self Checking

Project Name	Project Leader	Product Manager	Pulse Meetings
--------------	----------------	-----------------	----------------

Project members:



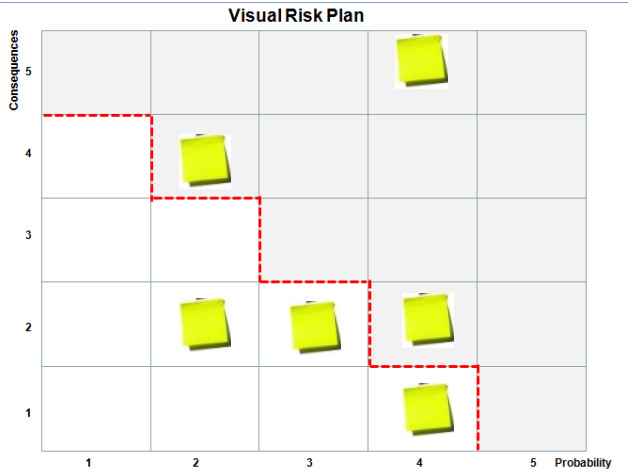
	Project status	Status	Comment
Time Plan	●	●	
Scope	●	●	
Costs	●	●	
Mft Cost	●	●	
Resources	●	●	
Quality	●	●	



Inbox / Problems

Next Synch Point – Contents and Date and Time for the next Synch Point Meeting
Friday June 13, 01.00 pm – Working Prototype.
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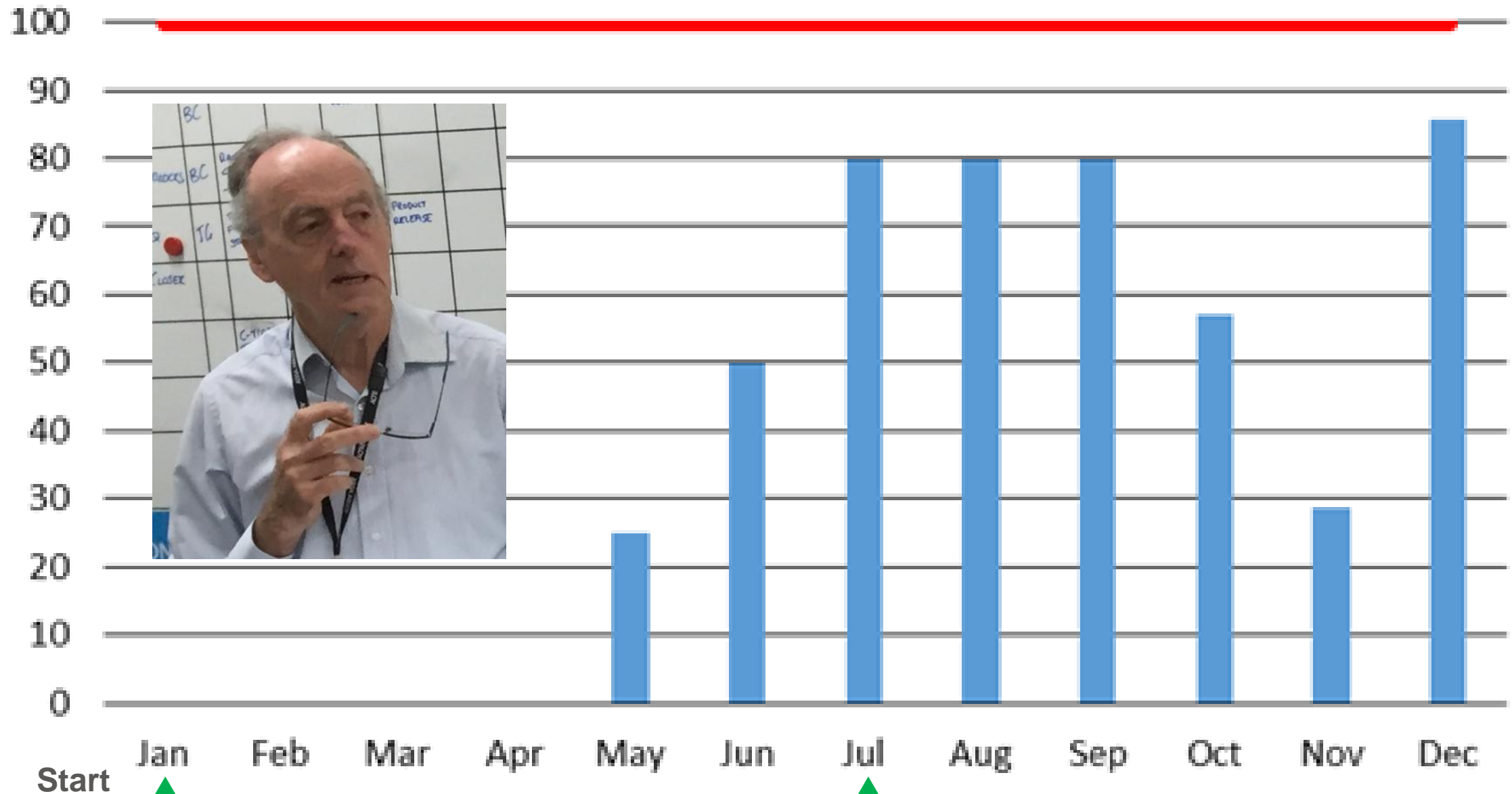
Proj L & Marketing	ToDo	OnGoing	Done
Engineering			
Manufacturing Engineering			
Purchasing			



Team Rules	Key Success Factors	Risk Log
------------	---------------------	----------

Sync Points % On Time

12 projects,
12 sprints / month



Visual Agile Project Management – Overview

Product Definition



Sync Planning



Sprint Planning and Driving



Supporting in the Pulse Meeting



Launching



Celebrating







**Not accepting delays –
how can we help, really?**

A group of approximately 12 diverse professionals, including men and women of various ethnicities, are gathered in a meeting room. They are all smiling and giving thumbs up or fist pumps, indicating a successful outcome or celebration. In the background, several project management charts are visible on the wall. One chart is a 'PULSE MEETINGS' calendar. Another is a 'VISUAL RISK PLAN' with a grid. A third is a 'PROJECT NAME' chart with columns for 'PROJECT LEADER', 'RISK MEETING', and 'STATUS'. The 'STATUS' column lists 'TIME PLAN', 'PATENT', 'COST (PRODUCT)', and 'PROTOTYPE'. A fourth chart is a 'RIM LOCK GUARD SERIES' flowchart. The overall atmosphere is positive and collaborative. The text 'Winning Teams' is overlaid in large white font on a semi-transparent dark blue banner across the center of the image.

Part 2 – What makes it work?



**Do you
want it to
work?**

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Product Definition



Sync Planning



Sprint Planning and Driving



Supporting in the Pulse Meeting



Launching



Celebrating



Visual Agile Project Management – Overview

Product Definition



Sync Planning



Sprint Planning and Driving



1/2

Supporting in the Pulse Meeting



Launching



Celebrating



Visual Agile Project Management – Overview

Product Definition



Sync Planning



Sprint Planning and Driving



Supporting in the Pulse Meeting



Launching



Celebrating



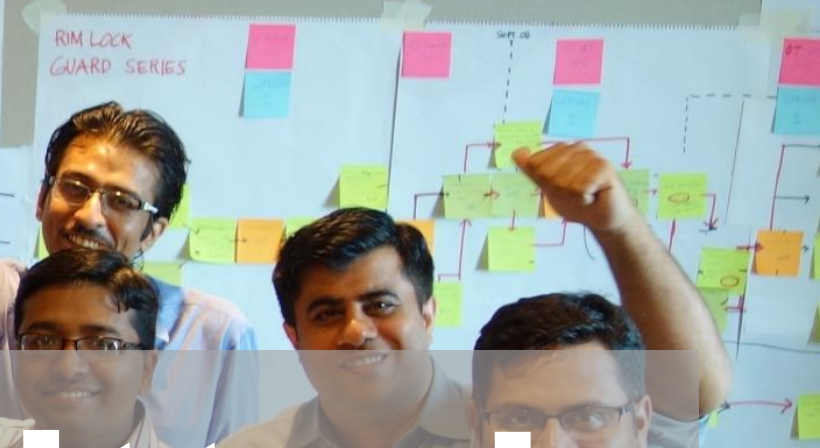
Tips and Tricks

A close-up, low-angle shot of a middle-aged man with short brown hair, wearing rectangular glasses and a light blue dress shirt with a red tie. He is looking upwards and to the left with a slight smile. A semi-transparent grey horizontal bar is overlaid across the middle of the image, containing the text 'Need a Challenge' in a large, white, sans-serif font.

Need a Challenge



Team committed





Experience

Tips and Tricks – Context



Pre Product Development

Product and System Architecture



Motivated Product Team

Tips and Tricks

– The Result

Spend time on the Product Definition workshop





DRAGONS' DEN

Tips and Tricks – Planning

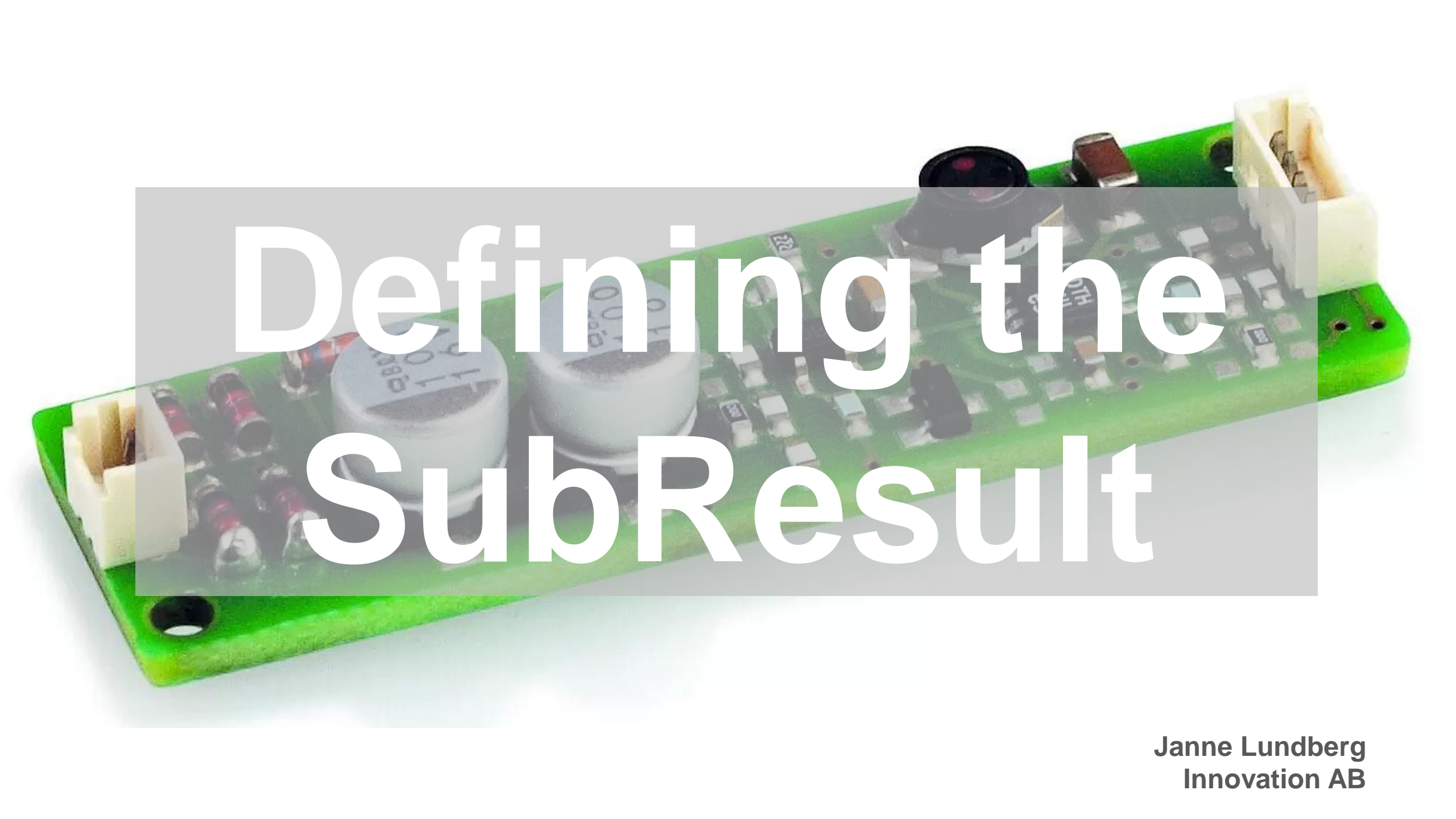
A black and white photograph of Winston Churchill in a military uniform, including a peaked cap, standing and talking to a group of soldiers. The soldiers are wearing helmets and combat uniforms. The scene is outdoors, possibly on a battlefield or in a camp. A semi-transparent grey rectangle is overlaid on the center of the image, containing the text "Plan anyway" in white. In the bottom right corner, there is a small, square inset showing a close-up of a soldier's combat uniform, specifically a cargo pocket.

Plan anyway

Several shorter planning events



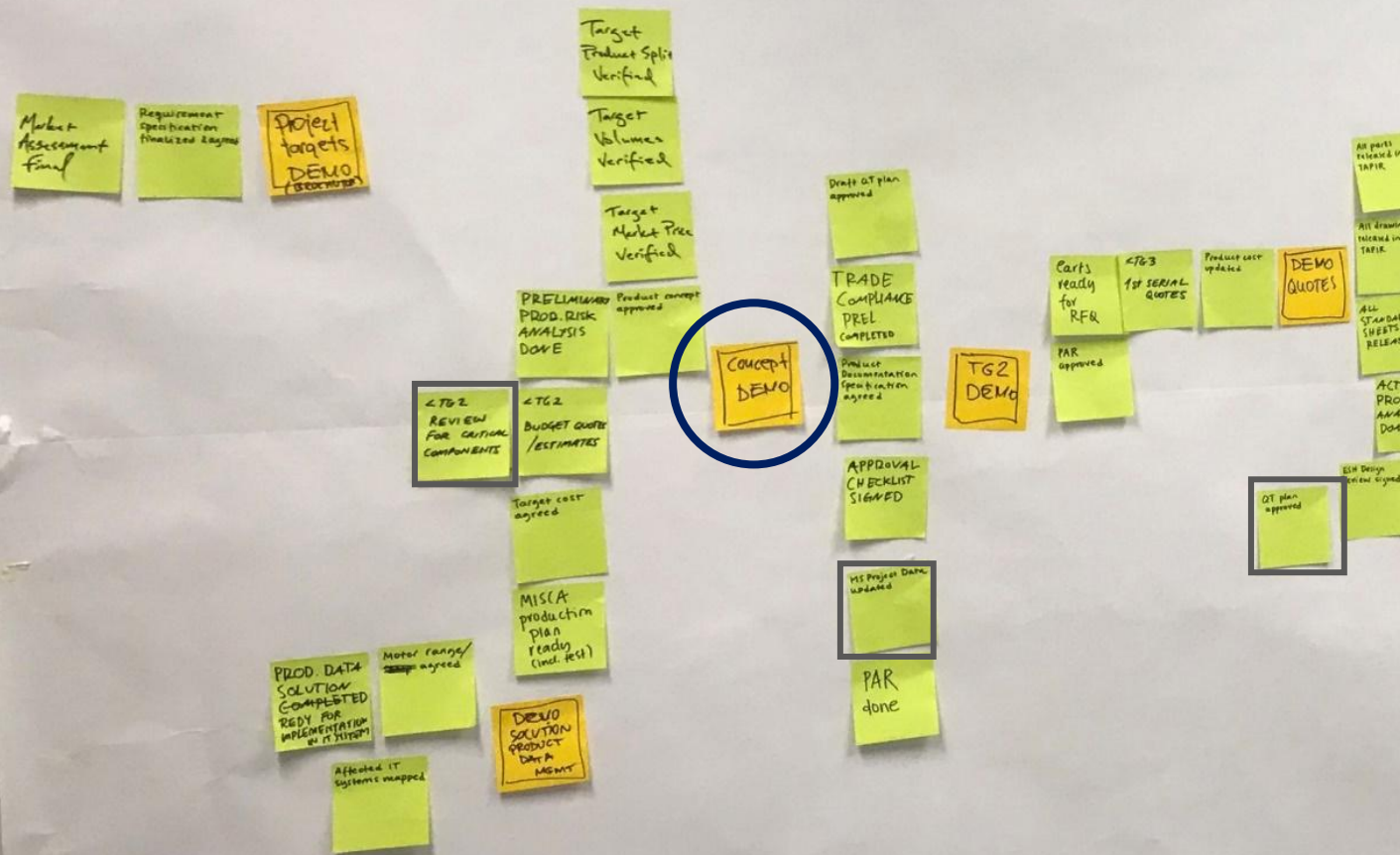
Launch Situation



Defining the SubResult

Janne Lundberg
Innovation AB

It should be difficult



Approved Levels Classification Final	Approved Levels Strategy Plan 28/09/01	DEMO GLOBAL LAUNCH PLAN	DEMO MARKETING MATERIAL (LAUNCH MOMENT)
#1	#2	#3	TARGET
40 WEEKS	28 WEEKS	23 WEEKS	23 WEEKS
AUG 1	MAY 7	MARCH 31	MARCH 31
NOK	NOK	OK	

Tips and Tricks – Driving

True Progress
– see the progress

TG2
4/10
21 OCT

TG3

~~Market Assessment Final~~

~~Requirement Specification Finalized~~

~~Select targets DEMO (Structure)~~

~~Test Plan Split Verified~~

~~Target Market~~

~~Preliminary Prod Risk Analysis Done~~

~~Product concept approved~~

~~CONCEPT DEMO~~

~~TRADE COMPLIANCE PREP COMPLETE~~

~~TG2 20/10~~

~~PAR approved~~

~~QUOTES~~

~~ALL STANDARD SHEETS RELEASED~~

~~ACTUAL PROD RISK ANALYSIS DONE~~

~~TRADE COMPLIANCE ACTUAL CHECKLIST~~

~~DESIGN & DEVELOPMENT~~

~~SHAPES ORDERED~~

~~DESIGN REFINED IN DATABASE~~

~~DESIGN PROGRESS LIKE BUD~~

~~DESIGN PROGRESS LIKE BUD~~

~~DESIGN PROGRESS LIKE BUD~~

~~DESIGN PROGRESS LIKE BUD~~

~~DESIGN PROGRESS LIKE BUD~~

~~DESIGN PROGRESS LIKE BUD~~

~~PROD DATA SOLUTION COMPLETED READY FOR PRESENTATION~~

~~Market range/ demand agreed~~

~~MA/CA production plan ready/ final ATR~~

~~DESIGN SOLUTION PROTOTYPED~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

~~PAR done~~

A large, perfectly round snowball sits on a snowy slope in a forest. A person stands to the right of the snowball, looking up at it, providing a sense of scale. The background is filled with snow-covered trees and a bright, overcast sky.

Snowballing



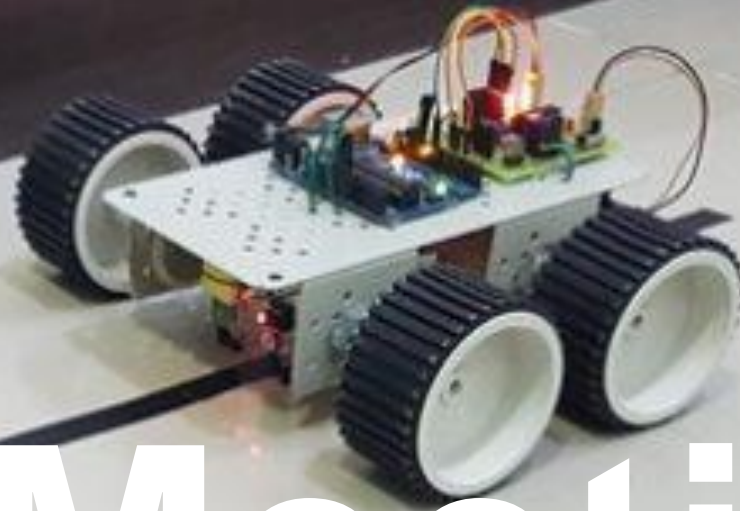
Debt Free



Sprints

Green = Team Committed

Pulse Meetings





Circle of Truth



ELMO

Janne Lundberg
Innovation AB

Date
SYNC
• POINT
TIME
CONTENTS

Sync Point Demo

A formal portrait of King Charles III in his full royal regalia. He is seated on an ornate golden throne, wearing the Crown of the United Kingdom, which is encrusted with diamonds and features a large red ruby. He holds the Scepter of State in his right hand. His robes consist of a white ermine-trimmed cape over a purple velvet garment adorned with gold embroidery and several royal orders. A large diamond cross is pinned to his left breast. The background is a deep red, patterned curtain. Overlaid on the center of the image is a semi-transparent grey rectangle containing the text "The King is coming" in a large, white, sans-serif font.

The King is
coming



Red to Green in
max 2 weeks

—	3	Q3
—	4	Q2
—	4	APR
—	4	Q2
—	4	Q3
—	2	2
—	3	M
—	5	AUG
—	3	M

Discussion

What is wrong with this Picture?

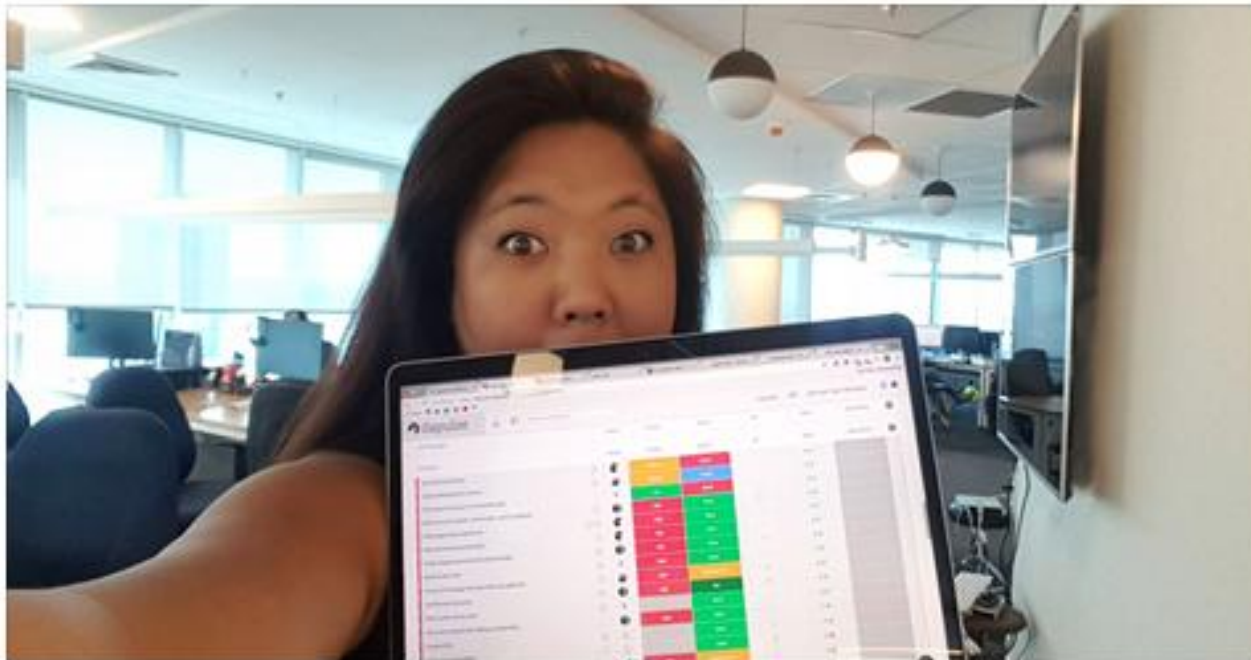


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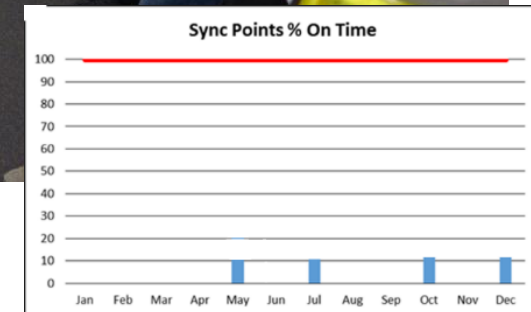
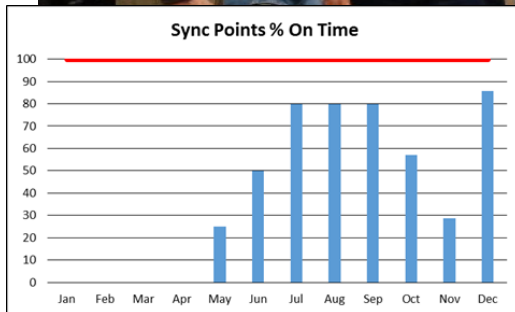
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Innovation AB

One Team gets Sprints OnTime, the other Not.



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Innovation AB

One Team gets Sprints OnTime, the other Not.



Janne Lundberg
Innovation AB

**Our people work in
several projects, cannot
participate in planning
and pulsing – no time.**

**We have so many
changes – waste to
plan.**

**No use of asking for
help – we always get
the problems back.**

Q & A 's

What is the Project Leader doing?

Janne Lundberg
Innovation AB

Digital Format?

???

Landing



Joakim Almström

Senior Software
Developer
ASSA ABLOY

Easy to walk
the extra
mile...

*It was like an AHA moment, it
became so simple ...*

dberg
on AB

Golden Triangle of shorter Projects

Product Mgmt, PreDev,
Existing Products

*NOT accepting
delays*

*Important to
succeed*

X Team

*Brutal
learnings*

*Getting
real help*



Committed

Portfolio

Line

Janne Lundberg
Innovation AB



Let's do this !

LIAB Lundberg
Innovation AB



Visual Project Management Introduction

Janne Lundberg

Template for an adapted Company Leaflet - ver 0.9

Interested ? – mail me

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