



# Sopheon Success Profile

## Challenge

Roadmapping had already been in use at Corning a few years before the need for an enterprise solution was evident. At the time, roadmaps were being created by different cross-functional groups for different functions using Microsoft® Office applications such as PowerPoint and Excel. Corning faced the following challenges:

- ▶ Gaining a better understanding of customer needs in the context of rapidly changing markets. For example, some product design specifications may have been perfectly matched for a particular customer, yet they failed to align with broader market needs.
- ▶ Create stronger alignment between R&D and functional business units. Without alignment, some R&D projects were not being effectively integrated into final products.
- ▶ Improving time to market. Some products were late to market due to development delays from insufficient communication and insufficient insight into technology lifecycles.

## Solution

After a successful pilot of Vision Strategist™, a selection task force decided to adopt the platform and roll it out to additional business units. Vision Strategist's common format, scalable database and ability to prioritize roadmaps were all factors in the company's decision to adopt the product on a wider scale.

Today, Vision Strategist is most widely used in the Display Technologies business segment, with prominent involvement in some telecom business units, the specialty materials group and environmental businesses. Altogether, Vision Strategist has touch points in every Corning business unit. Participants include R&D, product engineers, sales, marketing, manufacturing and strategic planning.

Product line managers use Vision Strategist to forecast performance attributes over time to see when required technologies are needed. R&D uses the software for advanced warning of product requirements, allowing sufficient time to develop processes to implement new technologies. Core technology managers use Vision Strategist to anticipate future needs and devise solutions to solve those needs.

# CORNING

- ▶ A \$3.8-billion materials corporation with products in a variety of sectors
- ▶ Operates in four business segments: Display Technologies, Telecommunications, Environmental Technologies and Life Sciences
- ▶ Employs approximately 25,000 and maintains research centers throughout North America, Europe and Asia

## Goals

- ▶ Better understanding of the customer in the context of the market
- ▶ Create a stronger link between R&D and various business units
- ▶ Accelerate time-to-market

## Results

- ▶ Expanded product forecasting range by three-to-five times
- ▶ Doubled visibility into ripple impact when roadmaps are updated
- ▶ Enhanced alignment between project selection and corporate goals

Most users are now able to forecast 3-5 years into the future, as opposed to the one year that was forecasted historically. The result: A smoother new product development process with fewer surprises.

In the first 12-18 months, the organization saw tangible results, most notably in the R&D handoff to business units. Before Vision Strategist, the information being shared between business units and R&D wasn't sufficient, resulting in delays to market and missed opportunities. After Vision Strategist, process owners have more pre-handoff insight into new product performance attributes, resulting in improved time-to-market.

The organization also saw a decrease in development costs due to fewer last-minute changes that previously had been difficult to integrate further down the development chain. Vision Strategist allows all stakeholders to see the ripple impact up to two years away when new information was inserted into a roadmap.

Other major gains include the ability to link markets with product performance and technology capability, a way to demonstrate ROI on all R&D investments, and the ability to see which short- and long-term opportunities are most aligned with corporate goals.

## Results

In the first 12-18 months, Corning recognized such benefits as:

- ▶ Expanded the ability to forecast products three to five years into the future
- ▶ Accelerated time-to-market through minimization of disconnect between R&D and business units
- ▶ Extended visibility into ripple impact from one year to two years when roadmaps are updated with new information
- ▶ Enhanced alignment between project selection and corporate goals through better differentiation between near-term opportunities and long-term opportunities

// We now have more visibility. Most users are able to forecast 3-5 years out into the future, compared to the one year period from before. //

-Bruce Kirk, Director of Corporate Innovation Effectiveness, Corning



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