



Sopheon Success Profile

Challenge

Honeywell has some of the top minds in engineering, research, marketing and other fields that drive the company's success. Not unlike many businesses of its size and complexity, Honeywell was looking for a better way to manage collaboration and coordination among various departments and business units. Achieving this would ultimately provide visibility into the entire organization while adding structure to the planning process, allowing Honeywell to reduce costs and redundancies, seize opportunities and manage the stages of successful innovation.

Honeywell identified its primary challenges:

- ▶ Eliminate product development inefficiencies by stopping projects not precisely aligned to the customers' needs or the company's strategic objectives.
- ▶ Break down "silos" and create an opportunity for various departments and business units to communicate, collaborate and innovate in a purposeful, coordinated way. Up to this point, each business unit had their own roadmaps, but there was no consistent way to communicate plans between business units.
- ▶ Work across diverse business technology platforms. Like many global corporations, Honeywell had grown into a diverse enterprise, especially after its merger with AlliedSignal. This had created an environment where personnel in one business unit did not have the desired visibility into what was happening in other business units, making it difficult to re-use designs, components or technology platforms.
- ▶ Develop a structure for planning that provides Honeywell visibility into the future, including emerging markets, technologies and opportunities.

Solution

Honeywell needed a robust business strategy tool that would help them evaluate conditions that impact their business, understand their planned investments and decide how to achieve their business goals as efficiently and effectively as possible. This tool had to be located at the "front-end" of the planning process in order to leverage the company's various existing roadmaps and "connect the dots" on their path toward innovation.

Honeywell

- ▶ A \$25-billion diversified technology and manufacturing leader with products and services in a variety of sectors
- ▶ Offers products in the aerospace, automotive, specialty chemical, electronics and control, and sensing & security fields

Goals

- ▶ Align the right resources with the right strategic priorities for long-term growth
- ▶ Improve technology re-use across business technology platforms
- ▶ Leverage the company's existing R&D strengths
- ▶ Gain visibility into what opportunities the company should be investing in and when

Results

- ▶ Better alignment of R&D spend to highest priority product strategies
- ▶ Engineering and technology R&D savings from re-use of designs across product lines
- ▶ Re-used strategic planning data for portfolio management and near-term prioritization
- ▶ Gained a better visibility into customer needs and technology development capabilities

// We now have the ability to leverage the best roadmapping across the entire enterprise, adjust to ever-changing conditions and be confident we are still aligned with our business objectives. //

-Bob Rasmussen, Director, Strategic Technology Planning, Honeywell

The organization's planning processes involved gathering customer information, market pull data, competitive information, and long-term strategic direction data. That, in addition to the need for each business function to contribute, made the need for a database tool abundantly clear. The solution they selected was Vision Strategist.™

A small task force began by defining a roadmap process involving participation from marketing, strategic planning and product development. After rolling out the architecture and process, the team introduced the tool to the involved participants and began a staged rollout across most of its business units, including: Aerospace Electronic Systems, Aerospace Engines Systems and Services, Specialty Materials, and Automation and Control Systems.

The company also began deployments to new job functions and increased participation from product managers, engineers and strategic planners. The result was a fully cross-functional process that allowed engineers to create roadmaps, share technology plans and communicate with each other more effectively. Within the first 18 months of deployment, the team observed major changes in two key business processes: strategic planning and technology development.

Vision Strategist facilitated Honeywell's creation of a more collaborative strategic planning process. With Vision Strategist, engineering and marketing worked closer to real-time using the software to assess what is possible based on input from all. This process ensured linkage between the technologists and marketing groups while aligning with the corporate objectives.

The product development process also saw improvements. Prior to Vision Strategist, all product development roadmaps were created by various individuals on their own initiative. They were created once and ultimately became static, since there was no single repository where they could be linked. With Vision Strategist, roadmapping teams work together to create more detailed roadmaps with participants from a variety of functions. The groups reconvene at regular intervals (timed with Honeywell's stage-gate process) where the roadmaps are reviewed and updated, ensuring a living, evolving roadmapping process.

Results

In the first 12-18 months, Honeywell recognized results, including:

- ▶ Improved visibility into upstream R&D efforts, ensuring that projects the company is investing in today are on target with what's most important to the company's future
- ▶ Increased collaboration and communication among departments and business units
- ▶ Re-used strategic planning data for portfolio management and near-term prioritization
- ▶ Gained a better understanding of customer needs and dynamics of the supply chain activities
- ▶ Greater efficiencies and fewer "starts-and-stops" on projects due to poor planning and foresight
- ▶ Marked improvement in technology readiness at the time of product development commitment



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