



Honeywell Uses Accolade® Vision Strategist™ to Align New Products with Growth Strategies and Reduce Development Costs

Company Overview

Honeywell International is a \$35-billion diversified technology and manufacturing leader, providing customers worldwide with products and services for the aerospace, automotive, specialty chemical, construction, and security industries. Honeywell's solutions range from miniaturized, implantable medical devices that track changes in temperature and heartbeat to toxic and flammable gas and fire detection sensors to sophisticated aerospace guidance and navigation systems.

The Business Challenge

Like many global corporations, Honeywell had grown into a diverse enterprise comprised of departments and business units. The decentralized make-up of the company had given rise to siloing that impeded cross-organizational communication and collaboration. When it came to product and technology planning, each business unit had its own roadmaps and the information was not easily shared. In addition, there was no common structure for the roadmapping process. Because of these factors, it was often difficult for senior executives and other decision makers to identify project redundancies or determine if proposed products were aligned with customer needs and the company's growth strategies.

Honeywell concluded that it needed a way to bring together and raise the visibility of market trends, economic conditions, competitor moves, internal resources and other things that might impact the company's product development strategies and decisions. This would include leveraging existing roadmaps throughout the organization, using them to chart a clear path forward for the company's innovation efforts.

The Solution

A task force was formed consisting of representatives from marketing, strategic planning and product development. Its charter was to define a new roadmapping process and find a software system that could automate it. With process design in hand, the team selected Accolade® Vision Strategist™ as the enabling tool. It then orchestrated a staged rollout of the new process and software solution across five of Honeywell's major business units: Aerospace Electronic Systems, Aerospace Engines Systems and Services, Specialty Materials, and Automation and Control Systems. The deployment consolidated existing roadmaps from the participating divisions. As importantly, it introduced a fully cross-functional process

“We now have the ability to leverage roadmapping best practices across the entire enterprise so that we can quickly change course to match changes in market conditions. Sopheon's Vision Strategist™ gives us confidence that we can produce new products that are aligned with our long-term business objectives.”

***– Bob Rasmussen
Director,
Strategic Technology Planning
Honeywell***

that allowed engineers and product managers from these business units to develop and share roadmaps and communicate with each other more easily about planned initiatives.

The Results

Prior to Honeywell's adoption of Vision Strategist, the company's product and technology roadmaps were produced primarily by individuals working on their own. Once created, the maps were static and quickly became out of date. Now roadmaps are developed by cross-functional teams. These groups convene at regular intervals called out in the company's stage and gate development process to review and update plans, giving Honeywell a "living" roadmapping process.

Overall, Vision Strategist has facilitated Honeywell's creation of a more collaborative and effective strategic planning system. Within 12 months after implementing the software, the company was realizing both qualitative and quantitative benefit. Today, improved visibility into upstream R&D efforts is helping to ensure near-term project investments are aligned with long-term product and technology strategies. Because they reside in a single repository, roadmaps are easier to access, compare and link. This advantage has led to

increases in the reuse of product designs, components and technology platforms, significantly reducing development costs. Plans are more complete because they incorporate data from across the company. And there are fewer starts and stops on projects due to unanticipated developments. Meanwhile, improved accessibility has contributed to keeping roadmaps current, increasing their value as decision-support tools.

In summary, Vision Strategist is helping Honeywell to:

- Ensure that short- and long-range development plans are aligned with growth strategies;
- Encourage greater cross-functional and inter-organizational communication and collaboration;
- Gain better insights into customer needs and emerging market opportunities;
- Synchronize technology readiness with product development timetables; and
- Keep resources focused on those projects and programs that will make the greatest contribution to continued business growth.



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