



Motorola's Use of Vision Strategist™ Helps Save \$32 Million in R&D Costs

Company Overview

Motorola is a \$37 billion global communications company with a long history of creating innovative products and services for use in broadband, embedded, and wireless networks. Motorola's solutions range from cell phones and handheld mobile computers to biometrics systems and fire and emergency services.

The Business Challenge

Motorola implemented a strategic roadmapping process in the late 1990s to capture ideas for new products and technologies and communicate the company's strategic plans. However, this led to the development of thousands of roadmapping documents distributed across the enterprise in a variety of Microsoft® Office files and formats. Motorola needed a way to centralize this large body of planning data, minimize duplication of development projects, and ensure that its R&D activities were aligned with long-term growth objectives.

The Solution

Motorola explored various technology options for supporting its long-range global innovation planning efforts. A principal goal was to streamline established roadmapping processes and encourage greater collaboration among global development teams and key suppliers. After an extensive search, the company selected Sopheon's Vision Strategist™ product planning solution.

Among the reasons for Motorola's choice of Vision Strategist was the fact that the software could provide multi-dimensional views of the company's product, market, and technology roadmaps. Another important advantage of

the solution was its ability to automatically notify key decision-makers and process owners when a roadmap was changed.

According to Tony Piecz, Manager of Planning Solutions for Motorola, "Prior to implementing Vision Strategist, our product and technology roadmaps were spread throughout the organization. Because there was no central database for our strategic and product planning information, we were missing opportunities to get everyone on the same page and improve the efficacy of our innovation processes. Vision Strategist also provided us visibility to our strategic plans and the decisions that were reached about those plans so that we didn't have to start from ground zero each year. The software has given us the support we need to achieve our goal of 'One Motorola Roadmap.'"

The Results

Today, Motorola is using Vision Strategist to achieve efficiencies across more than 100,000 planned R&D projects. Nearly 3,000 Motorola employees in nine countries use the software to

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***– Tony Piecz
Manager, Technology Planning,
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plan innovation projects, collaborate on new ideas, and analyze the business impact of near- and long-term decisions and investments on the company's product portfolio.

Vision Strategist allows Motorola executives and development teams to anticipate where current market trends and the company's technological capabilities will converge. This, in turn, enables the company to identify and exploit opportunities to reuse existing technologies in next-generation products.

Vision Strategist has also helped Motorola dramatically reduce its product development costs. For example, the software gave visibility to roadmap data that prompted the company to halt development of a chip that would soon become obsolete and work with its suppliers to identify alternative technologies. This change in course saved the company an estimated \$100 million in otherwise wasted R&D spending. In another instance, Motorola used Vision Strategist to identify redundant voice recognition projects across its four divisions. By consolidating these initiatives into a single project, Motorola saved \$32 million in resource costs in less than six months' time.

By using Vision Strategist as a single source of data for its long-range strategic planning discussions, Motorola has also improved cross-functional communication and collaboration. Divisional planning teams can now participate in online strategy meetings to share and review divisional, inter-divisional and corporate roadmaps to more effectively and efficiently chart future product lines.

In summary, Vision Strategist is helping Motorola to:

- Ensure that its long-range R&D plans are aligned with the company's strategic objectives;
- Streamline its planning processes and centralize planning information for use by development teams worldwide; and
- Identify new markets and applications for the company's technologies, resulting in more new product revenues.

Piecz concludes, "Vision Strategist allows us to take a more holistic view of our technology and product plans to ensure that we're capitalizing on the most up-to-date data. The solution gives us the information we need to make better long-term decisions and create products that really meet our customers' needs."



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