Collaborative Innovation & Social Product Development Consulting Practice

Better, Faster, and Efficient Innovation Leveraging the "Collective Mind"

Product Lifecycle Management (PLM) is the strategic business approach that puts your products and services, and the processes by which they are defined at the heart of your company—directly linked to your business strategy. PLM empowers the business, enables product and process innovation, and enhances both top and bottom-line business benefits. In its early days, PLM created competitive advantages. In today's global economy, PLM is a competitive necessity.

Most companies would acknowledge that despite hard-won gains in the past twenty years there is still room to improve product innovation, engineering productivity, and organizational agility. Internal and external organizations and networks, e.g., partners, suppliers, and customers comprise the enterprise's *Collective Mind*. Further improvements can be gained by leveraging the collective's creativity and knowledge, and by making decisions more robust through better and meaningful collaboration.

CIMdata's Collaborative Innovation and Social Product Development consulting practice adds knowledge, know-how, roadmaps, best practices, and knowledge about available solutions and their providers to CIMdata's well-established consulting services. The addition of these capabilities is a recognition that the ways in which businesses and people work are changing based on "open innovation" models and strategies, and social networking technologies and techniques.

The Next Wave

The next wave of competitive advantage is available to those who embrace more open business models and strategies that require collaboration among distributed and diverse workforces within networks of partners, suppliers, and customers. A set of new collaboration tools, processes, and information infrastructures is enabling this new and radical collaboration.

To remain competitive, companies must deal with and take advantage of major demographic and technology trends. Essential product knowledge vanishes with the departure of experienced knowledge workers due to retirement, downsizing, or the allure of opportunities elsewhere. Labor arbitrage has caused global distribution of product development resources. The constant pressure on profits causes the continual need to increase innovation, improve development efficiency and time to market, and reduce product costs. Furthermore, the breakdown in supplier collaboration caused by miscommunication and communication barriers increases costs.

Product engineering and manufacturing companies are finding that new ideas can come from anywhere and disrupt their business; that there is more knowledge outside their company; and that co-location, when all product development and associated team members are working in the same room, is no longer sufficient or scalable for developing complex products. "Open Innovation," which was just a trend in the early 2000s, is now common practice. To be profitable, products must be developed for global markets. This demands that consumer insights must be gained locally, and that knowledge and capabilities must be sourced from places where they are most cost effective. Competitive advantage is being achieved by combining ideas, insights, knowledge, and capabilities from diverse sources and places. Information technology provides a means to support globalization to implement effective and efficient connectivity and virtual co-location, but so far, the results have fallen short of expectations.

The advent of cloud-based software, global search services, Software as a Service (SaaS), social networking, big data, and data analytics is causing a disruptive lowering of information technology costs and a huge increase in the amount of data and what can be done with data. These technologies are accelerating people's access to information, knowledge, and insights. As a result, many are demanding better products and services, delivered more quickly and at a lower price.

Coincident with these trends is the emergence of technologies and business practices that seek to liberate the workforce from inefficiency and the "silo" effect created by legacy collaboration tools such as email. The objective is to provide people with access to the right information at the right time in the right context through a web of simple-to-use, interconnected applications, services, and devices, therefore enabling a "collective mind" as a competitive advantage in the form of increased innovation, productivity, and agility.

There are tradeoffs with large-scale transformative business strategy, technology, and process changes. CIMdata is uniquely qualified to assist organizations in analyzing these

tradeoffs, facilitating and supporting decision-making, and driving the necessary culture change and adoption.
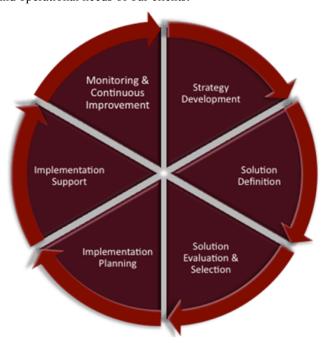
Strong trends in ways that people work and collaborate, and the impacts of new strategies and technologies, create compelling reasons to start a Collaborative Innovation and Social Product Development (CI&SPD) initiative within the context of your organization's overall PLM strategy.

The CIMdata Approach

CIMdata's methodology recognizes that the successful planning, selection, and implementation of new business strategies and solutions involves ongoing, cyclical processes comprised of six phases. This applies to every organization—whatever the industry, whatever the particular requirements or applications, and whatever the final result desired. Each of the six phases (as illustrated) is separate and unique. Each is equally important, and for the final outcome to be successful, each requires a set of targeted activities. CIMdata is ready to provide support during each and every phase.

The CI&SPD Consulting Services concentrate on strategy design and how to best leverage new collaboration technologies, collectively known as social technologies, by integrating these in people's daily work processes. Many companies are already using social media and networks in their sales and marketing processes with positive impact. Yet a huge potential remains in leveraging social technologies and processes for innovation and product development.

All of CIMdata's services are tailored to the specific business and operational needs of our clients.

Strategy Development

Strategy defines the purpose for collaboration and is derived from the business objectives. It defines what is required for transparency, accountability, execution velocity, and effective mass collaboration. Defining the purpose is a crucial step in accelerating adoption of new processes and associated enabling technologies in a way that is closely aligned with the desired cultural attributes.

Recognizing that strategy is not about deploying social networking technologies, but rather about clarifying internal and external collaboration and robust decision-making processes and capabilities needed to achieve the business objectives as a critical first step.

Solution Definition

CIMdata's consulting methodology includes a number of tailored activities that support the development of a detailed solution definition. For example, a collaboration maturity assessment is used to understand the existing barriers to collaboration and the gaps relative to an idealized collaboration model based on leadership behaviors; organizational design; the processes and techniques around knowledge sharing, discovery, and acquisition; and the existing culture. The assessment provides insights into the current status from which a roadmap towards the desired collaboration model can be developed.

Our methodology supports the evaluation of a solution based on critical aspects of user adoption of new processes and associated enabling technologies. These include speed, seamless integration, ease of use, and alignment to existing workflows, to name a few.

As the leader in CI&SPD, CIMdata brings the most comprehensive view of collaboration tools, processes, and techniques that can be applied to meet specific business objectives. CIMdata also assists our clients in aligning functional organizations such as marketing, sales, R&D, engineering, and information technology to a common solution that satisfies the business needs of each organization individually and collectively.

Solution Evaluation & Selection

CIMdata's extensive understanding of the commercially available social networking, collaborative ideation, and product development solutions dramatically reduces the time needed to evaluate and select the most appropriate CI&SPD solutions that are aligned with an organization's business and process requirements. CIMdata's evaluation and selection methodology helps an organization focus on the business and technical issues that are most critical to achieve its strategy and vision. Leveraging CIMdata's knowledge of the available solutions and our clients' specific requirements, we are able to provide a short list of appropriate CI&SPD solutions for further evaluation. This short list of solutions is then evaluated with the help of a number of technical and business-oriented templates and associated methodologies.

Implementation Planning

Upon the selection of the appropriate CI&SPD enabling solutions, CIMdata's support continues throughout the implementation planning phase of our client's project. Over the years, CIMdata has provided a significant amount of strategic advice and counsel during this critical, but often overlooked phase of a project. CIMdata offers the same best practice support for CI&SPD including statement of work development, contract negotiation, implementation team structuring, "to-be" process definition, systems definition, cultural and organizational change management, and training, and others.

As a result, CIMdata provides client-specific support totally tailored to our client's CI&SPD implementation planning needs.

Implementation Support

As with any other new strategic solution implementation, CI&SPD deployment requires active implementation support and leadership engagement. With the proper support provided by CIMdata, collaboration improvement progresses quickly. CIMdata assists with creating a team of change agents, representing different lines of business (e.g., marketing, sales, R&D, engineering, and IT) that must be assembled to push adoption deep into the organization.

CI&SPD implementation success requires executive sponsorship. CIMdata provides guidance to executive leaders to direct and influence the organization. The executive sponsor must be actively engaged and enthusiastically willing to promote collaboration. Influence, respect, and likeability are key success factors.

CIMdata assists leadership with developing clear, simple, and straightforward social collaboration guidelines. The emphasis is on innovation and product development use cases as the primary reason, but recognizes that personalization is necessary to fostering trust and willingness to share and connect.

Establishing or formalizing a group of communities representing various interests and functions within the organization is a good method to kick start CI&SPD. CIMdata assists with defining and establishing these networks and leveraging them effectively towards the organizational goals. CIMdata also supports "lunch and learn" workshops to share ideas and best practices, and to foster collaboration and participation. It is crucial that people enjoy the experience and gain quick wins. As these quick wins diffuse throughout the organization CI&SPD will gain momentum.

Monitoring & Continuous Improvement

Early on, the primary means of measuring adoption is to identify and celebrate successes and "smart" failures that lead to organizational learning. At this stage it is also important to recognize the power of collaborators and innovators, and how they are positively impacting business objectives. Recognizing the "most followed" person, or the one with the most "posts," is one step in motivating the organization to use the new social tools to collaborate. However, CIMdata's research and experience indicate that such extrinsic metrics cannot sustain ongoing adoption. CI&SPD is most successfully implemented through empowerment, encouragement, and growth.

CIMdata leverages a set of assessment techniques and other best practice experiences to identify areas requiring improvement and then recommends roadmaps to move forward.

About CIMdata

CIMdata, an independent worldwide firm, provides strategic management consulting to maximize an enterprise's ability to design and deliver innovative products and services through the application of Product Lifecycle Management (PLM) solutions. Since its founding over thirty years ago, CIMdata has delivered world-class knowledge, expertise, and best-practice methods on PLM solutions. These solutions incorporate both business processes and a wide-ranging set of PLM-enabling technologies.

CIMdata works with both industrial organizations and solution providers of technologies and services seeking competitive advantage in the global economy. CIMdata helps industrial organizations establish effective PLM strategies, assists in the identification of requirements and selection of PLM technologies, helps organizations optimize their operational structure and processes to implement solutions, and assists in the deployment of these solutions.

For PLM solution providers, CIMdata helps define business and market strategies, delivers worldwide market information and analyses, provides education and support for internal sales and marketing teams, as well as overall support at all stages of business and product programs to make them optimally effective in their markets.

In addition to consulting, CIMdata conducts research, provides PLM-focused subscription services, and produces several commercial publications. The company also provides industry education through PLM certificate programs, seminars, and conferences worldwide. CIMdata serves clients around the world from offices in North America, Europe, and Asia-Pacific.

To learn more about CIMdata's services, visit our website at www.CIMdata.com or contact CIMdata at: 3909 Research Park Drive, Ann Arbor, MI 48108, USA. Tel: +1 734.668.9922. Fax: +1 734.668.1957; or at Oogststraat 20, 6004 CV Weert, The Netherlands. Tel: +31 (0) 495.533.666.