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OPEN SEASON

Unleashing a Culture of Innovation with Collaborative Decision Environments

Manufacturing is on the move. Leading companies are relocating near supply and demand, as well as near the best talent. They're digitizing operations to automate critical processes and enable crowdsharing. Manufacturers are building innovation hubs to accelerate R&D. They're wooing—and retaining—talent with continuous knowledge sharing and professional development opportunities. And they're using an array of technologies to capture and leverage the insights and skills of their best thinkers: industry visionaries, emerging technology experts, and process reengineers. Manufacturers are doing this quietly and consistently. To take aim at the target of market leadership, it pays to draw closer—and then closer still.

Are you ready?



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Issue Brief

Open Season: Unleashing a Culture of Innovation with Collaborative Decision Environments

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Collaborative decision environments energize the global manufacturing ecosystem, accelerating innovation and speed-to-market.

Leading companies operate in a 24/7/365 world. Market changes can be swift and far-reaching, and business intelligence can come from any corner of the globe.

It's open season on innovation.

Every manufacturing company is on the hunt for new ideas, technologies, and processes that will change the game for their companies, while simultaneously disenfranchising competitors. To

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do this, they're creating dynamic and always-on idea factories, where all key contributors—from internal teams to external partners—can collaborate.

In this new paradigm, ideas are shared and iterated continuously, across geographies, time zones, work environments, platforms, and devices. What makes this happen? State-of-the-art collaborative decision environments (CDEs) that tie together video, audio, and content sharing technologies in ways that mirror how teams work.

CDEs provide a framework that supports enterprise growth: not only fueling innovation for front-end processes such as product development and marketing, but also helping companies streamline back-end processes such as procurement, factory operations, and distribution. In addition, CDEs can prove invaluable assets in grooming and retaining in-demand knowledge workers, whose skills are typically sought by multiple companies.

So how will you make your move?

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CDEs Spur the Constant Quest for Innovation

Forget the stereotype of manufacturers as being slow to sense and respond. Companies account for up to 90% of private R&D spending in major manufacturing nations. Now, more than ever, manufacturing is a hotbed of innovation, as the internet of everything powers the fourth industrial revolution, linking people, processes, and technologies in a virtuous cycle of data creation and analysis.

How can you leverage CDEs to move from surviving to thriving as one of manufacturing fittest—and fleetest? In the issue brief, *Innovation Hubs Spur Manufacturing's Transformation*, we offer and elaborate on the following nine best practices for commercializing great ideas.

1. Come closer to supply and demand.
2. Ensure equal access for partners.
3. Perpetuate productivity gains.
4. Go glocal with product development.
5. Look outside for innovation.
6. Go virtual to find excellence.
7. Change processes for better results.
8. Make speed-to-market even faster.
9. Share the wealth with joint R&D ventures.

Collaborative Decision Environments Link the Workplace of the Future

So where is the manufacturing workplace? For most enterprises, the four walls of the factory have flung open to accommodate outside collaborators and mobile workers. The modern workspace isn't just a branded factory or office park: It's the coffee shop, the airport lounge, the home office, the car, and the customer site.

That's why it's important to equip employees, suppliers, and other key partners with the right tools they need to collaborate on business-critical initiatives. Research has shown that best-in-class companies empower teams with video, audio, and content sharing technologies that include:

- Virtual meeting rooms that can be accessed across platforms and devices, such as computers, tablets, and smartphones;
- Real-time collaboration tools, including analysis of multiple data streams, live chat, video players, and content markup; and
- Meeting recordings, search, and document views with annotations, to enable knowledge sharing and ongoing work.

Christopher Schnier, group purchaser, IT and Telecommunications at the Valliant Group, a market leader in heating, ventilation and air conditioning, uses CDEs to meet regularly with his geographically dispersed team, suppliers, and partners. "Video is great," he says, "especially if we are working on complex issues. Being able to see the person facilitates the conversation, and we are able to find solutions quicker. I can be in London in the morning, Paris in the afternoon, and home for dinner."

Collaborative decision environments are open innovation environments where everyone in the manufacturing process – from internal team members to suppliers and customers – can collaborate on-demand and on any device.

According to Aberdeen Group, best-in-class companies that leveraged collaboration technologies¹ effectively achieved significantly more gains than average competitors:

- Increasing operational efficiencies: 95% vs. 64%
- Accelerating product or service development: 84% vs. 20%
- Improving sales capabilities: 74% vs. 41%
- Increasing lead generation: 63% vs. 32%²

Leading manufacturers build collaborative decision environments to energize their global ecosystem of partners, suppliers and customers, accelerating innovation and speed-to-market. CDEs are transformative and offer these benefits to your organization:

SUPPLY CHAIN INTEGRATION

- Transform the traditional globally dispersed supply chain into a network of real-time relationships built on trust and cohesion.
- Reduce uncertainties in demand and lower overall costs by streamlining logistics and modifying processes.

PRODUCT AND PROCESS INNOVATION

- Foster innovation and creativity by creating immersive and collaborative experiences.
- Make informed decisions faster by transferring knowledge via multiple streams of content and annotations—both live and on-demand.

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¹ Hyoun Park, “Enterprise Video Collaboration: Strategic and Revenue-Producing Video for the Business,” Aberdeen Group Research Report, September 2011. <http://aberdeen.com/Aberdeen-Library/7183/RA-video-conferencing-collaboration.aspx>. Accessed May 14, 2014.

² “Manufacturing-Grade Video Collaboration: A Key to Agile TQM,” Aberdeen Group, October 2012, 3. <http://www.aberdeen.com/Aberdeen-Library/8207/AI-agile-video-collaboration.aspx>. Accessed May 12, 2014.

TALENT ACQUISITION AND RETENTION

- Attract best-in-class talent worldwide by eliminating relocation requirements, widening the talent pool beyond local candidates, and accommodating a variety of work styles.
- Create the training room of the future with innovative training environments that accelerate learning and foster deeper engagement.

PROJECT MANAGEMENT

- Maximize creative input into design reviews through real-time, life-like interactions with global development teams.
- Reduce development time and shorten time-to-market by being able to remotely assess and annotate product samples, view multiple CAD/CAM drawings or blueprints, review designs, and test product quality.

SERVICE MANAGEMENT

- Diagnose and resolve customer problems in the field in real-time by accessing remote experts globally, reducing downtime and cost, while enhancing customer satisfaction.
- Allow agents to interact face-to-face virtually with customers visiting website, stores, or kiosks in public areas.
- Train and support partners and channels via the Internet thanks to secure browser-based video.

QUALITY

- Reduce the cost of audits by eliminating logistical barriers while enabling global experts to interact via video, on their preferred devices.
- Extend continuous improvement initiatives to all sites by facilitating a common global understanding of company priorities, with access to critical data and improvement plans.

To compete in a single world market, global manufacturing leaders defy distance.

Polycom helps organizations unleash the power of human collaboration. More than 400,000 companies and institutions worldwide defy distance with secure video, voice, and content solutions from Polycom to increase productivity, speed time to market, provide better customer service, expand education, and save lives. Polycom and its global partner ecosystem provide flexible collaboration solutions for any environment that deliver the best user experience, the broadest multi-vendor interoperability and unmatched investment protection.

Contact your Polycom sales representative or partner today or request a call.

Issue Brief Collaboration Partner Spotlight

John Paul Williams is Director of Enterprise Solutions at Polycom. His background in leading global innovation in manufacturing, quality and engineering spans the fields of telecommunications, process controls and more. Prior to joining Polycom, John Paul served as General Manager of a process controls firm, designing and manufacturing control systems for the Energy industry. He was Vice President, Operations and Quality for a division of Hunter Douglas, a manufacturer of custom designed products with a 24-hour lead time. John Paul has also managed plants in Europe, Asia and the United States, providing local support to customers and markets while taking advantage of regional cost advantages.

About Polycom

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About Obzervant

Obzervant is a content development agency positioned to create relevant and valuable thought leadership materials in order to engage readers throughout the buyers' journey as part of an integrated and multi-channel campaign strategy.