

# BASF Enables Enterprise-Wide Standardization of Innovation Process with Sopheon's Accolade®

## About the Company

With nearly \$62 billion in annual revenues in 2009, BASF is the world's largest chemical company. It has 385 production facilities worldwide, and employs more than 100,000 people. The business is organized around six segments: Chemicals, Plastics, Performance Products, Functional Solutions, Agricultural Solutions, and Oil and Gas. The company has a 145-year history of landmark product innovation, currently highlighted by leading-edge research in such areas as biotechnology, nanotechnology, and energy management.

## The Business Challenge

As part of its strategy for maintaining market leadership, BASF sought to substantially increase its revenues from new products. However, every division and business unit had its own product innovation process, limiting transparency and contributing to a high level of complexity. A goal was set to develop and implement a standardized, enterprise-wide process.

## The Solution

BASF decided to implement a standard innovation process (phase-gate) for all research and development activities throughout the company. Sopheon's Accolade solution was deployed to automate the process and to provide portfolio and resource planning support. The software was chosen because of its strong alignment with the company's phase-gate process, its ease-of-use, configurability and advanced reporting capabilities. The enhanced innovation process was subsequently rolled out to 5,100 users in marketing, R&D, sales, finance, and operations at 250 sites in countries throughout Europe, North America, and Asia.

## The Results

BASF cites a range of benefits from the implementation of its enhanced innovation process and Sopheon's software. Accolade is being used to track and manage 3,300 research and development activities at company locations throughout the world. Global process standardization has helped to establish a common language for project and portfolio analyses. Decision-making and status details are now transparent, and receive attention all the way to the Board level. Projects with limited commercial potential are identified and stopped early, helping to ensure that resources are focused on the most promising product opportunities. In addition, the flexibility of BASF's innovation process backbone has enabled its integration with other internal procedures such as the management of capital expenditures and operational planning, helping the company establish a connected ecosystem of core processes.

“Our goal is to translate market trends and ideas from the scientific community into tangible innovations for our customers. Accolade provides us with a flexible backbone for managing our innovation projects, and it allows our senior management to have complete visibility of the projects in our innovation portfolio. Now we can prioritize our work more effectively and get our best new products to market faster.”

**Manfred Hauptreif**

Manager, Science Relations & Innovation Management

In summary, Accolade has helped BASF:

- Provide senior executives, board members, and global teams with greater visibility to strategic projects;
- Establish a common language and standardized metrics for its cross-functional development teams throughout the world;
- Increase flexibility in managing all of the company’s core processes and planned expenditures, including capital and operational expenses.



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