

# Corning Uses Accolade® Vision Strategist™ to Generate Breakthrough Innovations

## About the Company

Corning is a \$5.4 billion world leader in the manufacture of specialty glass and ceramics products. Founded in 1908, the company has a long history of landmark innovation. One of its earliest inventions was the creation of the glass encasement for Thomas Edison's first commercial light bulb. Today, Corning's diversified product portfolio includes specialty glass and ceramics for consumer electronics, substrates for automotive catalytic converters, fiber optic cables, optical biosensors for new-drug development, and heat-resistant Pyrex® and CorningWare® glass for chemistry and commercial baking applications. The company is divided into four business units – Display Technologies, Telecommunications, Environmental Technologies and Life Sciences – with research centers throughout North America, Europe and Asia.

**CORNING**

## The Business Challenge

Though Corning already had a mature, collaborative roadmapping process in place, many of the development groups were relying on Microsoft® PowerPoint® and Excel® spreadsheets for the creation and presentation of their strategic product plans. However, the static nature of these documents made it impossible to include real-time information about rapidly changing market or customer requirements. Consequently, Corning's product pipeline was populated with one-off projects that met the needs of specific customers but had limited commercial appeal. In addition, Corning's development teams had no easy way to share their plans, making hand-offs between business units and R&D inefficient, and contributing to repeated delays in getting new products to market.

Corning determined that it needed a way to centralize its strategic planning data, minimize duplication of its development projects, and create stronger alignment between its R&D activities and the new product needs of the company's business units.

## The Solution

Corning appointed a task force to identify and select a software solution that could provide its cross-functional planning teams with a common format for developing its product and technology roadmaps. The company planned to include users from R&D, product engineering, sales, marketing, manufacturing and strategic planning from all of its business units.

Corning selected Accolade Vision Strategist™ (now known as Accolade Roadmapping™) solution to help its business line, R&D, and technology managers map changes in product requirements and performance attributes over time. Consistent with one of the company's principal strategic goals, by collaborating on the development of an integrated, long-term roadmap, cross-functional process participants from throughout the organization could better plan for the development of breakthrough products.

“With [Accolade Roadmapping], we now have more visibility into our pipeline. Most users are able to forecast three-to-five years out into the future, compared to the one year period from before...Roadmaps are fundamental in helping us prepare a timely and effective response to potential market events.”

**Bruce Kirk**

Director of Corporate  
Innovation Effectiveness

## The Results

In the first 18 months following the implementation of the Accolade Roadmapping software, Corning was able to effectively expand its planning horizon for new products from one-to-three years to three-to-five years into the future. This enhancement of the company’s roadmapping process enabled R&D and business unit leaders to better share information and plan for new product requirements far in advance. One of the benefits of more effective longer-range strategic product planning has been an overall reduction in time-to-market.

A specific example of how its improved roadmapping process is helping Corning produce tangible results comes from the company’s Display Technologies business unit. Using Sopheon’s software, Corning was able to identify a significant market shift from small display screens for cellular phones and PDAs to large, flat-panel display screens used for personal computers and televisions – an event already recorded in a product plan developed by the company’s LCD Glass Market division. The Display Technology business unit was able to take the data already noted in the LCD Glass Market roadmap and use it as a basis for establishing a series of R&D projects focused on creating new glass substrates and related manufacturing processes. As a result, Corning was first to market with new, cutting-edge display products that in the first year following their launch increased the company’s sales by 15%.

Other major gains realized by Corning through its implementation of the Sopheon software include an ability to link markets with product performance and technology capability, a way to demonstrate ROI on all R&D investments, and the ability to see which short- and long-term opportunities are most aligned with corporate growth objectives.

In summary, Accolade Roadmapping is helping Corning to:

- Create better alignment between the company’s R&D activities and the needs of its business units;
- Encourage greater communication and collaboration between R&D and functional managers;
- Realize more revenues and profits from new products by sharing core technology and market data across the enterprise.



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