



INCLUSIVE COLLABORATION

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INTRODUCTION

Sustainable innovation is essential to business success. And behind every great innovation are people and teams. They are a company's greatest asset and the reason you gain a competitive advantage. When everyone is able to contribute fully, you benefit from the full range of skill sets and wealth of knowledge within your business. Therefore, inclusivity is vital if a business wants to develop and grow. If a company is launching a new product or entering a new market, all teams should be involved.

This means that finance, HR, legal, sales & marketing, research & development and operations should all bring their perspective and domain expertise to discussions. If every discipline within the business is able to interact and share ideas seamlessly, then it leads to better decision making and more effective implementation.

By employing a closed-loop innovation process, a business can move effectively from concept to execution and then realization. This seamless connection, this ability for everyone to be part of the innovation process and then make it reality, is at the heart of Dassault Systèmes' **3DEXPERIENCE®** platform. A shared cloud-based platform on which everybody can operate, communicate, and contribute wherever they are and at any time.

By working together rather than in siloes, you can innovate as one and deliver truly transformative change.

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AN EXAMPLE SCENARIO: OXOS

Imagine for a moment the fictitious company OXOS. OXOS is a worldwide leader in smart homes and home automation. Following a major market disruption, OXOS decides to reinvent itself. OXOS turns to the **3DEXPERIENCE** platform to transform the way it operates as a company.



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BUSINESS TRANSFORMATION – FROM CONCEPT TO REALIZATION

The challenge for OXOS is how to leverage all the information it has inside the company as well as leverage the public information available online. It wants to be in a stronger position to anticipate change and maintain a competitive advantage as it plans moves into new markets.

With such a broad goal, the way forward is to generate multiple ideas in an unstructured way. These ideas must be generated from across all disciplines within the company and then filtered in a systematized way.

To achieve this, OXOS initiates an online workshop where teams across the business are gathered and briefed. Presenting ideas is made easy with employees able to sketch their prototype ideas in 3D and share them straight away.

The platform enables the virtual brainstorming session to be managed with a digital whiteboard and post-it notes to capture ideas and ensure accountability when the project progresses. At the end of a productive day, the brainstorming session results are shared between stakeholders on the **3DEXPERIENCE** platform. The ideas are sorted until one leading challenge emerges: 'how can we expand into new markets both quickly and cost effectively?'

All the detailed information resulting from the brainstorm is then collated and filtered into a formalized project plan.

OXOS sets project milestones that everyone who participates in the brainstorm can follow and continue to contribute to the business innovation process.

OXOS leverages the **3DEXPERIENCE** platform to manage and prioritize ideas, capture brainstorm sessions, collaborate in designated communities and manage the project, ensuring traceability at every stage. This helps save time and money. For example, the time it takes to validate new partnerships with executives goes from 2 weeks to 2 days – and the time taken to reconfigure and re-cost the global events strategy goes from 20 to 10 days.

The same platform also came to the forefront for OXOS when the global pandemic hit. The HR department created a business template for each country to manage its back-to-the-office plan. The adaptable template allowed local offices to factor in and share information on the platform regarding risk ratings and restrictions applied in different regions. This means that any regional challenges could be discussed, and workarounds were quickly developed and shared between the different departments in any location.



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HOW OXOS SHARES IDEAS ACROSS THE BUSINESS

Every function within a business has its own specialist skills and viewpoints that make a significant difference in helping turn a good idea into a commercial success.

In the case of OXOS, each area of the business is able to actively collaborate online alongside the other divisions and the project lead at any time via the **3DEXPERIENCE** platform. This enables them to add their knowledge and expertise throughout the process of turning a good idea into successful strategic transformation.

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LEGAL

The legal team at OXOS contributes to the innovation process by flagging potential risk factors and suggesting ways to mitigate the risks of launching products into new markets.

The team assesses compliance with potential competitor patents or public IP reuse in the potential market and is able to identify and protect OXOS' own intellectual property (IP) in a region operating different legal and regulatory regimes.

Working collaboratively with other departments within the business, the legal team helps them navigate and discuss any compliance and regulatory requirements at an early juncture.

By integrating legal into the strategy process and working smartly via the **3DEXPERIENCE** platform, OXOS is able to reduce long-term legal costs.

The legal team helps identify likely legal issues at the initial stage of the planning process. Team members are able to communicate any concerns to all other teams and suggest ways they could best resolve problems so that launch schedules aren't affected. In doing so, they help maximize return on strategic investments while minimizing any cost of non-compliance.

As ideas for the market launch move from initial concept to execution, the legal team is in a position to create new contractual frameworks, such as a partner agreement or IP licensing, that meets the evolving plans and can be shared with other departments, so everyone remains in the loop.



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HR AND FINANCE

Once the ideas are collated on the platform, they become a live project for OXOS. Roles and responsibilities can then be defined, and areas of collaboration identified. Here the HR team plays a key role.

Understanding new directions for sales processes and operations requirements in real time means that the OXOS HR team knows what staff profiles would be required for innovation. They are then able to think about and discuss what existing skillsets they have and what potential reorganization options exist, before looking externally. This helps reduce recruitment costs.

They are also able to pinpoint staffing requirements that might be needed, and any additional training required. The team also has an important role in communicating market expansion plans to existing staff and new hires, so they feel in-the-loop and engaged.

The HR team are also important at the early innovation stage, reimagining the organizational model to support the business growth objectives and considering what new talents and

experience OXOS needs to move into a new market.

For the finance team, being part of the innovation process from an early stage helps them better align corporate revenue goals and expectations in relation to a new market entry. Furthermore, they provide information on what the short- and long-term cash flow and financing requirements will be for the expansion, helping other teams understand what is realistic and what is too much of a risk.

And because all teams are collaborating as one through the **3DEXPERIENCE** platform, any potential funding short falls can be identified at an early stage so timely decisions can be made on how to proceed.

Ultimately, by being part of the ideation process and understanding what is required, the finance team can preserve the financial integrity of the business without over-extending cash reserves. Essentially, they help define what is feasible and what isn't.

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SALES & MARKETING

The sales and marketing team at OXOS plays a hugely important role in collaborative business innovation – understanding what the customer in this new market needs and how to reach them. They are able to provide up-to-the minute market analysis and deliver existing customer feedback to help steer strategy and ideation to align more closely with specific consumer demands and requirements.

Their expert knowledge means that they can also provide a realistic view of the potential market value to be gained from this initiative as well as size up competitive threats and vulnerabilities.

Once the concept has been formalized, the sales and marketing team can be in place to swiftly develop go-to-market plans and materials, maximizing the efficiency and impact of the launch.

By continuously sharing data via the **3DEXPERIENCE** platform, the sales and marketing team informs the other departments about any changes to consumer or competitor behavior that might impact launch plans. In turn they are kept in the loop on timing, costs and logistics of the launch to better plan their go-to-market strategy.

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OPERATIONS

The operations team is crucial to the 'how' part of moving into a new market. By seeing the new innovation in products virtually and understanding the expectations from sales and the executive team from the early stage, the team can work out what internal capabilities, external partners, new technologies or operational processes are needed to achieve the strategic goals.

Once they optimize the processes needed to make the strategy work, the operation teams use the collaborative digital platform to connect with the various stakeholders involved in execution. Here they discuss different ways of working and how to remain as agile and responsive as possible during the launch phase.



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RESEARCH & DEVELOPMENT

Those tasked with researching and developing new products or services are vital to the future growth of a business. What is innovative today might be obsolete tomorrow so there is an ongoing requirement to provide fresh ideas that break new ground.

Being able to collaborate with the other teams gives the OXOS R&D team the ability to not only explain what is and isn't technically feasible but also for them to understand the

requirements in the new market the company is targeting. OXOS is able to more accurately estimate development costs and how long it will take to develop a market-leading product. The R&D team identifies what skills and technologies they should consider and any development risks, such as component or supplier availability, associated with the project. In general, this information is invaluable in developing the next product or service - knowing which path to follow at an early stage so that innovation can be better realized.

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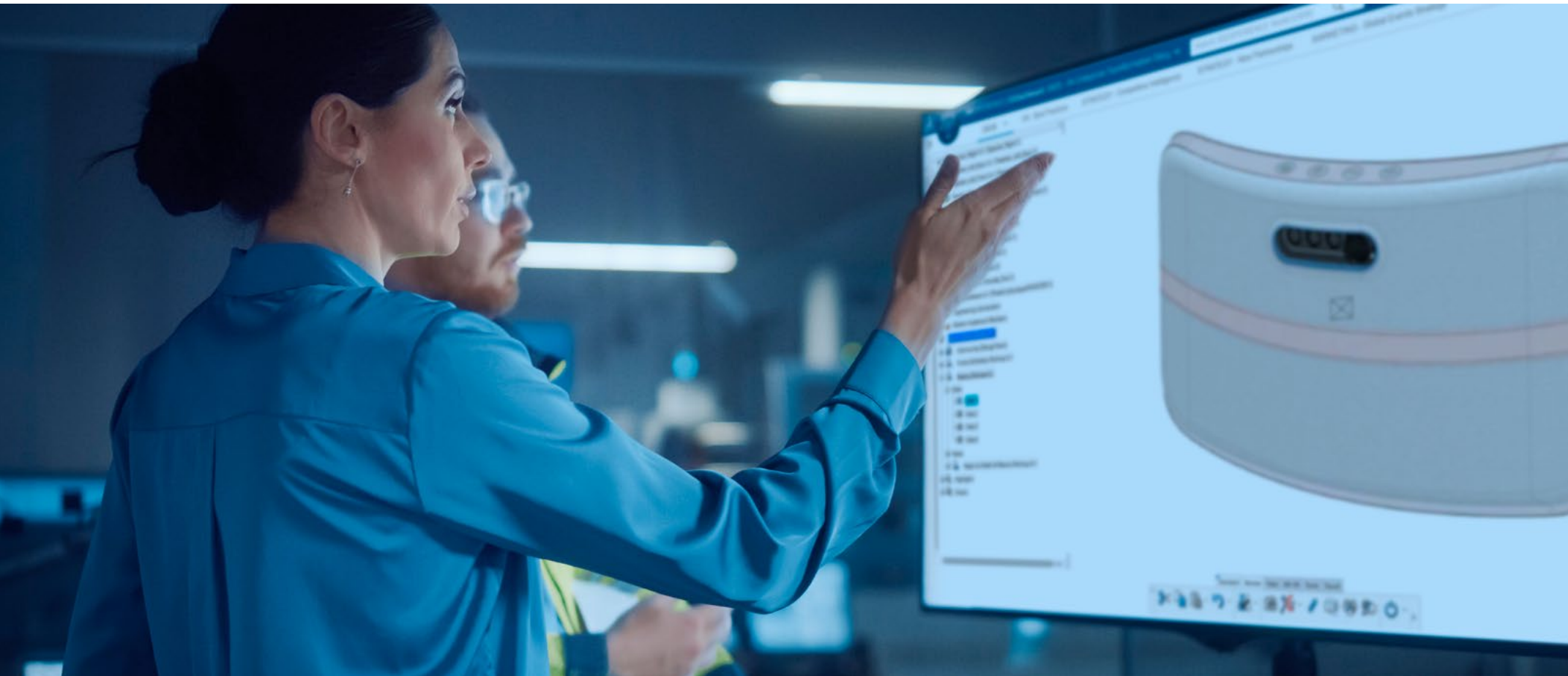
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BE A LEADER NOT A FOLLOWER

As a business you want to move forward. You want to be nimble, to innovate and raise the bar in the industry you operate in. But to successfully drive business innovation, you need to move from a patchwork of communication and collaboration tools to an integrated experience that efficiently drives successful results.

If you don't consider the good ideas from the knowledgeable people within your teams, how will you be able to implement them? Working in siloes means ideas aren't shared across the whole company. Insights from HR, finance or data from operations and marketing is critical to developing true business innovation. And even if ideas are eventually shared – the

opportunity to act on them for competitive advantage may already be gone.

In a digital world successful companies need to work smart and fast. They need to ensure they maximize collaboration opportunities that the very best technology offers them - by innovating together, you innovate as one.

The **3DEXPERIENCE** platform is a collaborative innovation platform. It acts as the conduit for the successful business – enabling all functions to come together to develop and execute innovative business strategies that give their business the competitive edge.

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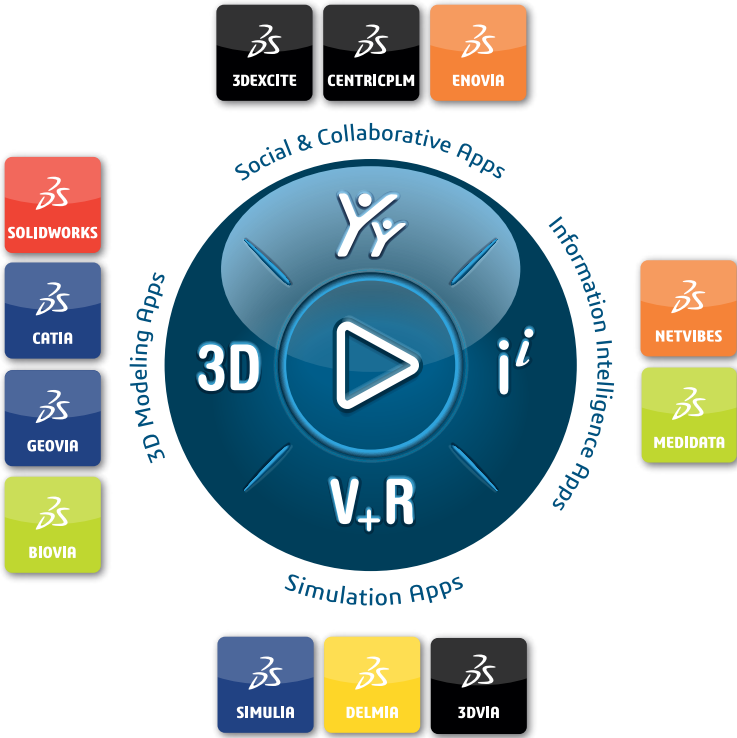
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Our 3DEXPERIENCE® platform powers our brand applications, serving 11 industries, and provides a rich portfolio of industry solution experiences.

Dassault Systèmes, the 3DEXPERIENCE Company, is a catalyst for human progress. We provide business and people with collaborative virtual environments to imagine sustainable innovations. By creating 'virtual experience twins' of the real world with our 3DEXPERIENCE platform and applications, our customers push the boundaries of innovation, learning and production.

Dassault Systèmes' 20,000 employees are bringing value to more than 270,000 customers of all sizes, in all industries, in more than 140 countries. For more information, visit www.3ds.com.



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