

# Fortune 50 Healthcare Company – A Story of Knowledge Management Transformation

## Snapshot:

- ▶ **Industry:** Healthcare
- ▶ **Geography:** United States
- ▶ **Number of Users:**
  - Initial: 350
  - Current: 800
  - Future: 2,000+
- ▶ **Types of Users:**  
R&D, Engineering & Legal
- ▶ **Coveo Solution:**  
Advanced Enterprise Search
- ▶ **Compelling Events:** Successful POC, validate out-of-the-box capabilities, measure relevancy of results & operability and functionality over competition
- ▶ **Connector Types:** SharePoint, databases, web, desktop, Exchange and AV sources; 34 unique sources being indexed (e.g. FDA, patents) and additional 4-6 new sources planned for delivery each quarter



## Results at a Glance:

- ▶ Transformed knowledge management with contextually relevant information
- ▶ Cut its research and development time in some instances by 160 hours
- ▶ Scientists create more content with the right context that can now be shareable.



## The Client

With operations throughout the world, this Fortune 50 company focuses on research, innovation & new product development and depends on its R&D organization to stay ahead of the competition in a crowded market.

In 2010, the R&D organization began a journey to transform its Knowledge Management to increase innovation, competitiveness and productivity. With the help of Advanced Enterprise Search from Coveo, hundreds of the company’s workers harness their collective knowledge through millions of documents, saving valuable time and increasing productivity. They can now access their knowledge ecosystem with 20/20 vision.

“Our project management team’s background is not in IT. We’re engineers, so this was a new area for us and we were definitely looking for a company we could lean on. Coveo has been that company.”

# Advanced Enterprise Search

## Business Goals:

- ▶ Reduce time to market with more innovative products
- ▶ Continually build and share R&D knowledge to increase innovation & competitiveness
- ▶ Increase R&D productivity and development of innovative and differentiated products
- ▶ Leverage IP for competitive advantage
- ▶ Create a knowledge layer that is easily accessible and available to everyone
- ▶ Leverage knowledge and know-how to cost effectively and efficiently manage future complexity



## The Challenge

Most of the company's workforce is comprised of highly skilled scientists and engineers, making their combined knowledge their greatest asset. Contained within systems, technical documents, and people, knowledge is what keeps the company competitive, innovative and unique. Faced with the realization that many of its employees would retire in the future, the company's learning and development group felt an increasing urgency to capture their knowledge in technical documents and on video.

In addition, like so many organizations, it faced a "tribal knowledge" challenge. Its employees had difficulty finding the right information and experts to tap into in order to produce innovative, quality products. For example, a long-term employee might inherently know more than a new employee because they had learned who to go to for information, while new employees were at a disadvantage. Or workers retired, taking much of their valuable knowledge with them. Prior to Coveo, the company's employees had access to only a fraction of knowledge that was housed across its people and diverse systems, and no way of understanding what other engineers knew or were working on at any point in time.

"Before, 90 percent of our users' time was spent just trying to find the right information, while 10 percent went towards analysis. Obviously, we needed to reverse those numbers," said the company's Director of R&D Informatics and Controls, who leads the task force on Knowledge Engineering.

In order to sustain its position as the global leader for comprehensive vision care products, the company approached Coveo to efficiently convert and deliver its siloed, unstructured data into useful, technical insight. With Coveo's powerful indexing technology, employees are able to tap into the wealth of data being created every day to serve as a bridge from "concept to clinic," enabling them to quickly innovate and deliver products that serve their customers' vision, comfort and lifestyle needs.

# Advanced Enterprise Search

## Selecting and Implementing Coveo

The company evaluated a number of vendor solutions and chose Coveo for Advanced Enterprise Search, due to its ability to quickly and automatically organize information into actionable, on-demand knowledge. **“Being a small project management group, one of things we wanted was a tool that was easy to use and could run on autopilot—without having to put a lot of effort into it.”**

The team took a broad approach to finding the right partner for their Knowledge Engineering (KE) initiative. First, they researched possible technologies and settled on advanced enterprise search as a cornerstone of their decade-long initiative. Then they went about finding enterprise search technology providers, and from a list of 10 they chose five to test on-site. One vendor declined because they were more interested in competing in text analytics. The four remaining were lined up.

“Coveo was the first to go, and we were impressed with the team’s professionalism and confidence. Coveo was well prepared, and dealt with our little problem easily and with confidence.” Most of the other test participants completed the test, but their results were not as impressive as Coveo’s. “They were not as prepared as Coveo, and they were unable to complete the test in a full day. Coveo was finished by lunchtime.”

The Coveo search portal, branded as “Sherlock,” became the foundation for the company’s ongoing Knowledge Engineering project, designed in part to navigate and extract knowledge from unstructured, fragmented data found in multiple formats and silos including PDF, Word, Excel, PLM systems and QUMAS compliance solutions. Since the technology was deployed in March 2012, Coveo has indexed 2.5 million documents. More than 600 workers use Coveo to simply find the information they need to start and accelerate new projects as well as facilitate existing processes. Coveo’s ability to “find” information, regardless of which system it resides in encouraging knowledge workers to generate more knowledge documents. “Since people know it will be used and highly valued, they are more likely to create content. We didn’t think that would be a benefit going in to the project, but it has been a great result.”

**“We didn’t create knowledge sharing, but we certainly made it sexy. Before KE, it was very difficult to access data, and people were constantly complaining. Now they can actually see the value of the technology and results. They’re more compelled to create and store information in the correct IM systems, knowing they can retrieve it again when they need it.”**

This has resulted in a real cultural shift at the company. Contrary to IT’s initial concerns, user adoption of “base systems” is improving. “Our users are beginning to realize that not everything I create is ‘mine.’ Everyone should have access to everything.”

# Advanced Enterprise Search

He also notes that the company has used the Knowledge Engineering project to create several applications to assist with the development of new products and materials. Historically, it used to take two to three weeks to gather the right information for product specifications. Today, by using KE, the company has cut its research and development time in some instances by 160 hours. And since the company no longer has to collect data manually, it doesn't have to worry about making a mistake that could potentially cost the company millions.

## Business Benefits:

- ▶ Reduce time to market with more innovative products
- ▶ Efficiently, convert and deliver data & information for useful technical insight
- ▶ Continually build and share R&D knowledge to increase innovation & competitiveness
- ▶ Increase R&D productivity and development of innovative and differentiated products

## Results

Using advanced enterprise search, the company is on its way to success for its Knowledge Engineering initiative. Its engineers and scientists now have greater insight into the collective corporate knowledge and information, enabling scientists and engineers to better collaborate on projects, quickly understand who their fellow subject-matter experts are, innovate more quickly and become productive faster.

Since deploying Coveo, the company has experienced a significant increase in R&D productivity. The technology has contributed USD\$6 million in savings due to increased knowledge worker productivity, in addition to reduced labor requirements equivalent to \$1.75 million in FTE.

**“When you're able to do what previously took three to four weeks in just hours, you're actually reducing cycle time for product development. And when you find the right level of process information and knowledge you need, you avoid 'recreating the wheel'—the re-creation of work that has already been done—all leading to faster time to market.”**

## Up Next

While Coveo was first used by the company's R&D group, it is now being leveraged by all of the company's various business units. For example, the legal team has been able to search through patent information more quickly using Coveo's flexible facets, or connect to external data sources like the FDA to learn about and avoid adverse events. In the future, the company plans to use Coveo to do competitive research and other types of market analysis to improve product design and manufacturing. The project management team is also collaborating with Coveo on an in-depth study of the value creation from the knowledge engineering project's success.

### Get Started with Coveo

For more information visit our website at [coveo.com](http://coveo.com), or call us at

**1-800-635-5476.**