

- Government Agencies including Research Institutes;
- Private Companies; and
- NGOs

MASTIC is always working on novel ways to promote KRSTE.my especially among the researchers in Malaysia through seminars and workshops.

5. Impact and Benefits

Impacts:-

- Availability of strategic and reliable S&T Info that provide informed decision by policy makers;
- Enable networking, collaboration among knowledge workers;
- Repackaging of information for specific needs that can reduce search time for information and learning material;
- Online streaming of information which offers real time information from source
- Context based search which reduce search time; more accurate search to meet with specific work needs;

Benefits:-

- Policymakers and Planners (Public & Private Sectors) - better decision making and projecting future venture.
- Business community (Venture Capitals, Entrepreneurs, SMEs) - product and services innovations.
- Research community (Education & Industry) - research extensions and product and services innovations.
- Education community (Private & Public Institutions) - research extensions.
- Individuals interested in S&T and R&D particular on indigenous knowledge in S&T and R&D

6. Next Steps

MASTIC is currently working on several ways to promote KRSTE.my especially among the researchers in Malaysia. Some of the main MASTIC initiatives are:

- KRSTE portal can be accessed through Institutional of Higher Learning, Government Agencies, Library and other relevant organization website & portal;
- Continuous engagement with relevant organisations and other potential information provider through various meetings, discussions and forums;
- Organise road shows involving relevant organisations and researchers to get information on KRSTE.my as well to capture updated information on R&D activities; and
- Taking part in many of its Ministry events organised by cluster agencies as a platform to promote KSTRE.my to the public especially researchers.

14) MARK GARLINGHOUSE

Integrating internal and external knowledge sources to accelerate innovation in an R&D function for a food and beverage manufacturer

1. About the Case Organization

A Fortune 500 food and beverage manufacturer with a team of about 1000 R&D professionals based in 12 facilities around the world restructured their R&D capability as a consequence of a global re-organization. One of several conclusions reached as a result of a review R&D capabilities was that the R&D repository and R&D content assets were woefully underutilized. The organization was centralizing the R&D capability in order to better coordinate global research activity

2. About the Challenge

The client desired to deliver better R&D outcomes in the following ways:

- provide better access to existing R&D content and avoid duplicate research
- provide consistent access to content sets representing both internal and external sources: past R&D results, authoritative content (both proprietary and open source including patent data, scientific journal literature, standards and regulatory information), and partner content where available
- provide more effective search results to both information professionals as well as lay searchers

The client had an existing R&D repository with high quality content that was difficult to retrieve. It was where “good research was left to fade away.” Each R&D facility made their own decisions about licensed information resources and data structure leading to inconsistency, extra expense, and difficulty sharing across businesses.

The client had about 1000 R&D professionals supporting a diverse product line of food and beverage products. Innovation in the industry comes not only from new and enhanced food and beverage products but also from innovation in packaging.

3. What We Did

After working with the client to clarify desired outcomes and project deliverables, we recommended a solution that provides more effective access to existing content and identifies relationships between internal and external content through semantic indexing. This enabled identification of any content relevant to research interests in the context of those research interests.

With an inventory of the existing client content to include in the system and clarity about the research focus, we created knowledge bases from the client's internal content and linked it to the open source and proprietary content sets that the client already used or selected to license for this project. The solution used IHS Goldfire to semantically index and link the internal and external content and IHS Knowledge Collections as a platform for proprietary content. Implementation required server integration and an ODBC interface to leverage legacy content. The solution leveraged existing and newly created term dictionaries to enhance context for the semantic search engine.

Recognizing the challenge of any technology solution is more in adoption than implementation, we invested significantly in change management necessary to drive adoption. This included identifying a team of internal champions: power users, mentors, knowledge base designers, quality control agents and analysts.

4. Challenges and Lessons Learned

We learned a great deal while implementing and tuned the implementation where necessary working as partners with the client.

We deliberately planned to invest heavily in implementation and support of change management activity. We invested as partners with the client to ensure that they understood and derived full value from the system. With the client's internal champions, we drove continuous education about the differences between open source intelligence research tools and authoritative, consistent research tools. This was a user mind set change going from a focus on searching for sources to a focus on searching for answers.

We reinforced the importance of repeatable outcomes in R&D and usage behaviour evolved away from a default to Google searches. Client created case studies and use cases helped to drive adoption and foster cultural change about R&D practices.

We had and relied heavily on senior management support. We benefited from significant frustration from the previous R&D content systems, but we still had to actively manage expectations and to clarify optimal results. We experienced significant up take at launch and then more gradual continued.

5. Impact and Benefits

Use of the solution enables users to spend more time on research and less time looking for information. Anecdotally, we know that researchers identified content from both internal and external sources that were inaccessible prior to the system implementation.

The project leaders achieved the original goals. They are happy with the outcomes so far and we continue to work with them to quantify outcomes. System usage is the easiest metric to track, and anecdotes about avoiding research rework demonstrate the most value. (For example, just one research project avoided represents significant financial savings.)

The quality of literature reviews at the initiation of new research projects has increased and the access to patent literature has enabled researchers to identify IP white space to target in their research.

6. Next Steps

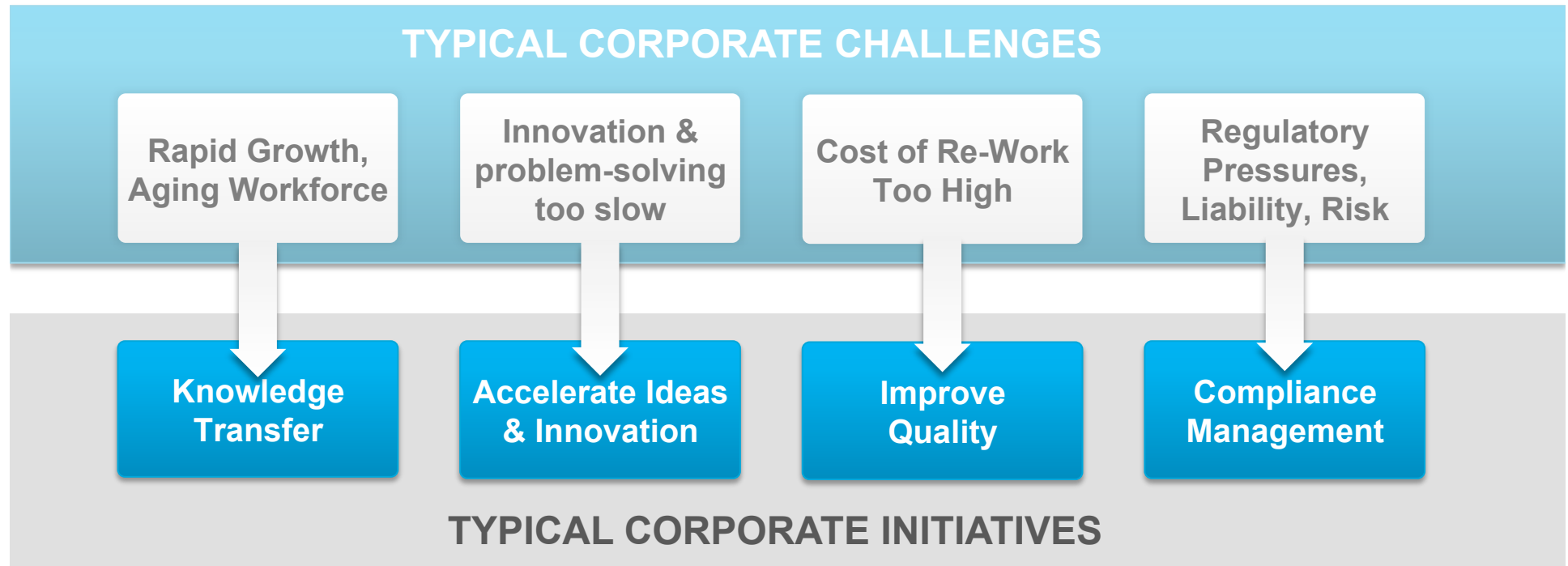
We continue to work with the client to ensure effective adoption and support the on-boarding of new R&D staff. The client monitors the availability of additional datasets to include in the portfolio and monitor query results to ensure they are providing quality results. We expect to roll out the system to users outside of the R&D teams in the future.

Innovation in Knowledge Organization

8 – 9 June 2015 Singapore

Case Study Café: Providing access to knowledge to accelerate innovation in an R&D function for a food and beverage manufacturer

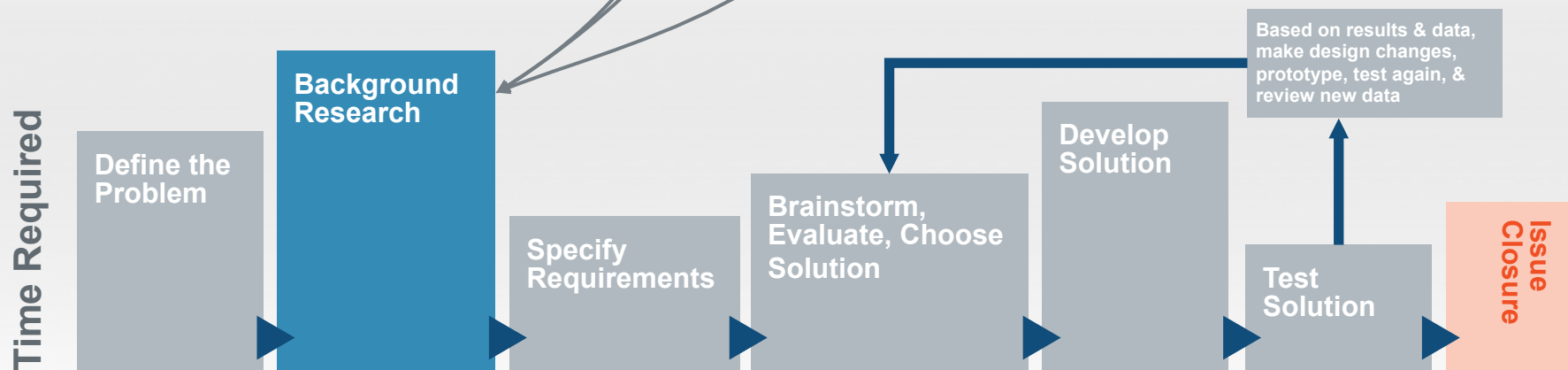
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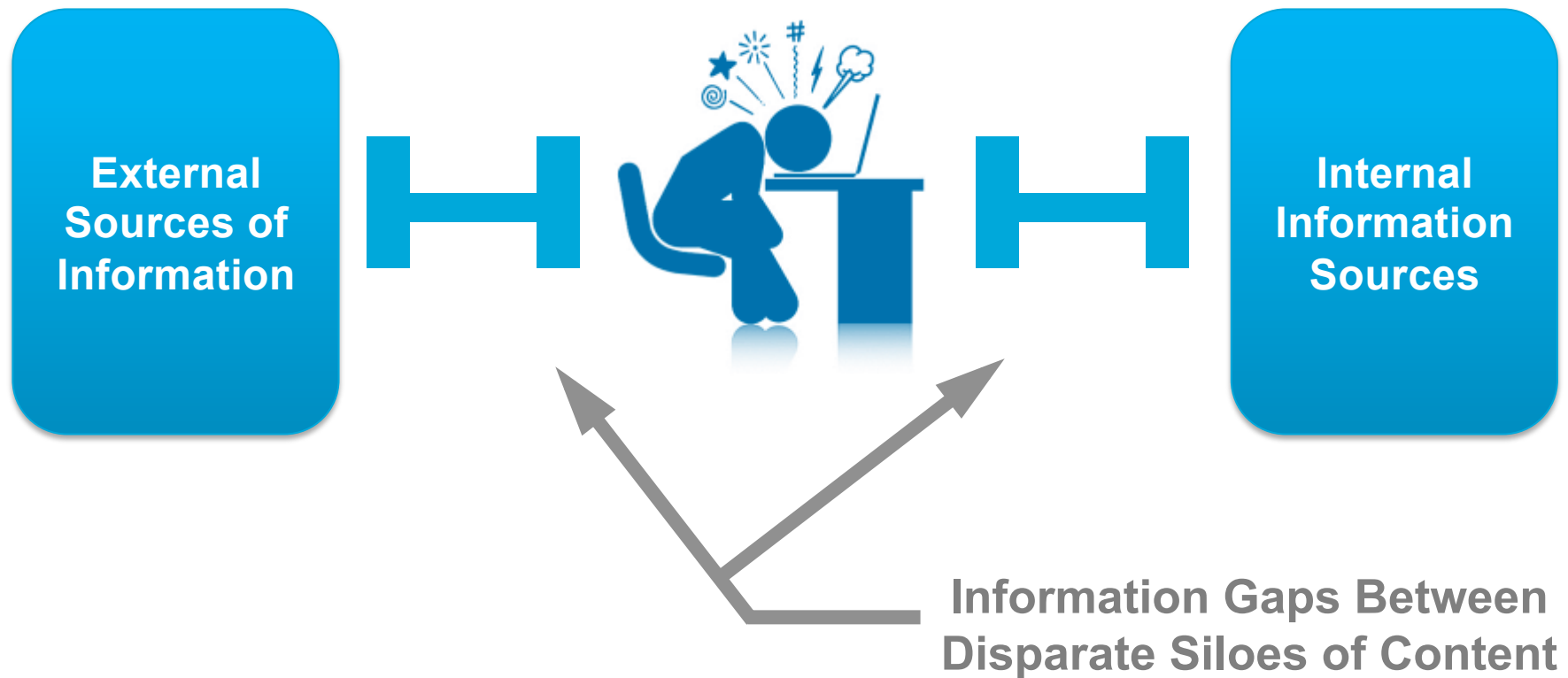
Engineers Need Dozens of Data Sources to Find Answers



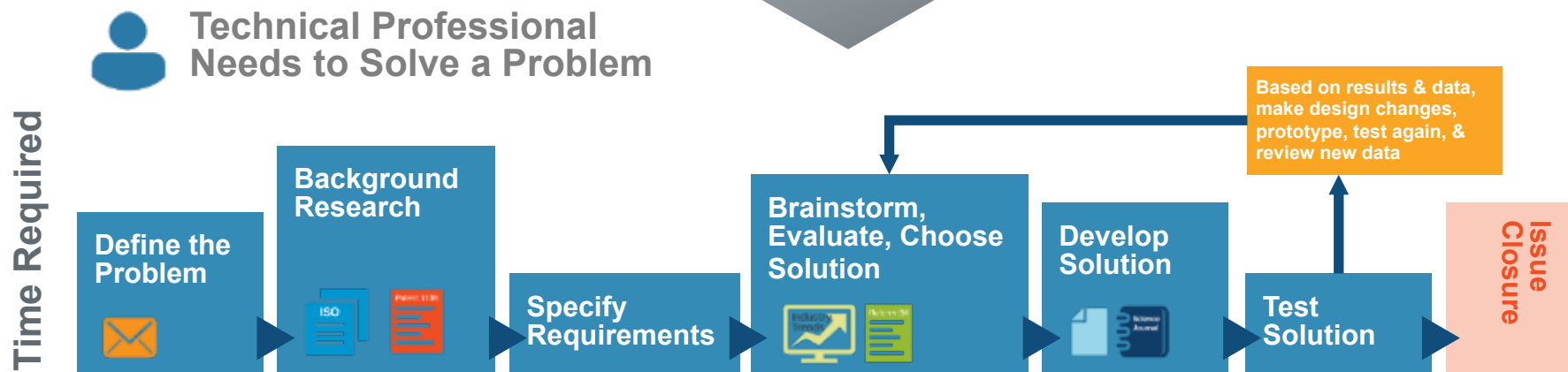
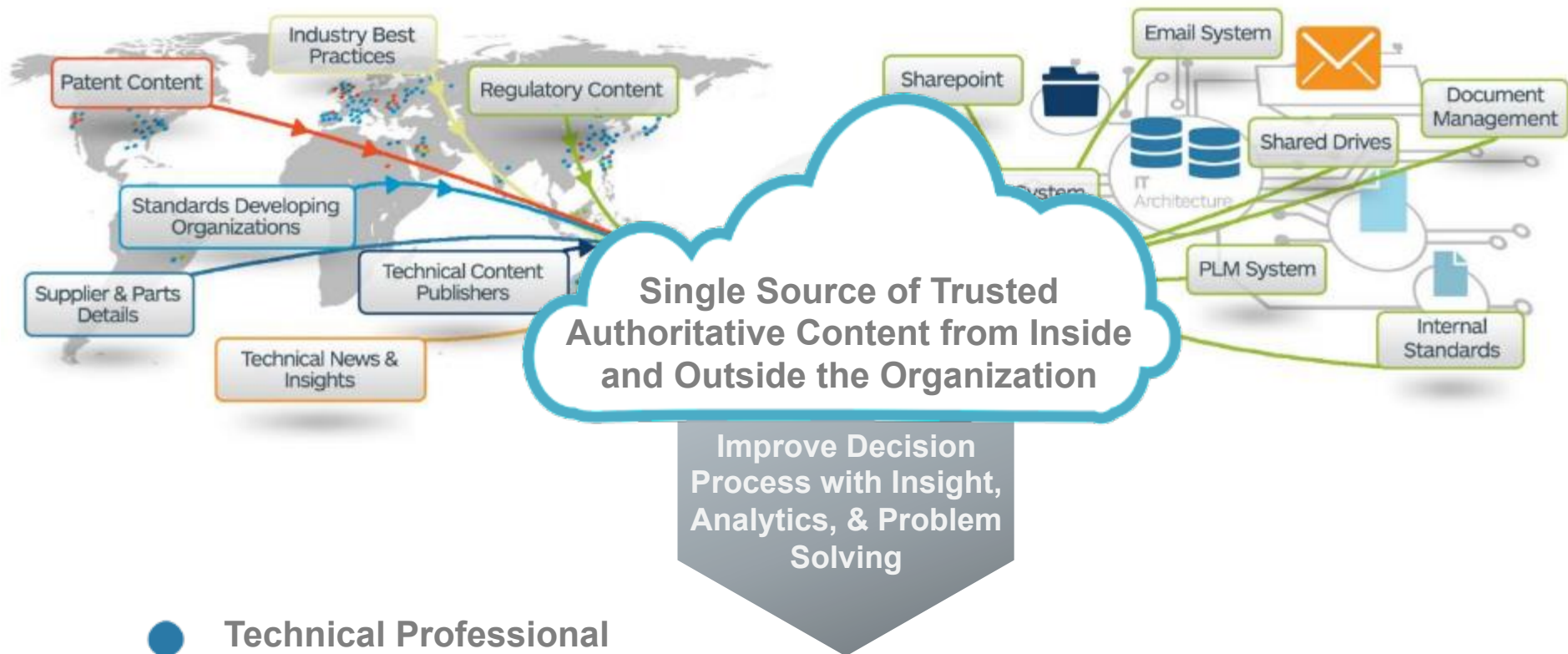
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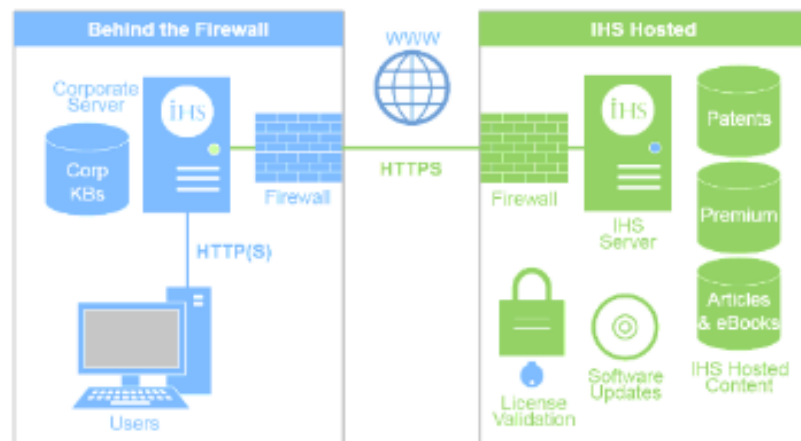
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