



INO Transforms Knowledge to Speed Innovation and Better Serve Customers with Coveo



Institut National D’Optique (INO) is a technological design and development firm specializing in optics and photonic solutions, where knowledge is the main currency. In business for more than 25 years, INO is home to the largest concentration of skills in its field and serves a global client base of all size companies. Eighty percent of INO’s workforce is highly educated, highly skilled scientists, technicians and engineers. From 2010 – 2011, INO was awarded 12 new patents, for a total of 134 patents held on a variety of technological innovations.

“In order to accelerate our ability to innovate, we needed to provide a better way to access and share our extensive scientific and technical knowledge across the business, so that we can increase the productivity of our researchers and speed innovation, which in turn would ultimately help serve our customers better”



Pierre Bergeron
Process & Compliance Manager
Institut National D’Optique (INO)

Industry: Technical and Science Research Services

Business Goals: Accelerate innovation by:

- ▶ Transforming 25 years of research and information contained within people (tribal knowledge) and systems into actionable knowledge and insight
- ▶ Improving efficiency of scientists and researchers so more time can be spent developing innovative solutions to meet customer and marketplace needs and requirements
- ▶ Shortening time to productivity for new engineering employees

Coveo Solution: Coveo for Advanced Enterprise Search

Results:

- ▶ By indexing 99% of relevant corporate information, INO employees now have consolidated views of contextually relevant knowledge across departments and people—in near real time
- ▶ Secured, permissioned access to information has sped innovation
- ▶ 99% adoption rate
- ▶ 5% increase in productivity across employees

Coveo Customer Success Story

INO Transforms Knowledge to Speed Innovation and Better Serve Customers with Coveo

"Coveo has become very pervasive throughout INO. We ask each other now, "Have you Coveo'd it?"

Pierre Bergeron

INO has built its reputation by providing its customers with technological solutions that make them more competitive. The company's solutions are used in a wide range of applications, from process control to inspection, medical screening, remote sensing, quality control, and much more. According to its most recent annual report, "Speeding up the transfer of research findings into applications generates value, and at INO, that's exactly what we intend to do for our clients. And not only is working at the speed of industry our ultimate goal, it's also an integral part of our business model."

INO Process and Compliance Manager Pierre Bergeron is the driving force behind the company's Coveo implementation and continued success. Bergeron commented, "In order to accelerate our ability to innovate, we needed to provide a better way to access and share our extensive scientific and technical knowledge across the business, so that we can increase the productivity of our researchers and speed innovation, which in turn would ultimately help serve our customers better."

"Our work is all about information contained in people and systems, and it continues to grow exponentially every day."

Pierre Bergeron

Defining the Business Need for Consolidated Views of Information and Increased Innovation

INO's business centers on expertise, knowledge, and information and its competitive edge is found within its people and their Intellectual Property (IP). It's what drives innovation within INO and sets them apart from the competition. Bergeron commented, "Our work is all about information contained in people and systems, and it continues to grow exponentially every day. In fact, we have three times the amount of PCs compared to the number of employees, so you can get a sense of the sheer volumes of information that need to be shared among our teams of scientists and technicians. After 25 years of doing business, it became impossible to do this effectively."

Prior to implementing Coveo, knowledge was shared mainly via a people network, that is, around the proverbial water cooler. INO employees would slowly learn "who knew what," during their tenure, creating a culture of "tribal knowledge." A long-term employee would inherently "know" more than a new employee because they had learned whom to go to for information. New employees were at a disadvantage; ramp times were extended and their ability to contribute to the business was hindered by the time it took to learn "who knows what," and become part of the inner tribe. The inability to share important knowledge across teams and the business was hindering INO's ability to more quickly innovate, serve customers and ultimately sell more.

"Our employees were only getting a fraction of the view of all knowledge, and were lacking the insight that they needed to be more effective at their jobs."

Pierre Bergeron

"Beyond our informal way of sharing information, we also realized that the embedded search functionality within our applications was cumbersome and didn't present an accurate view of all the knowledge of our employees. For example, I heard stories of employees accessing only 200,000 documents when searching for information on a customer project, when in fact we have more than 2 million documents that contain valuable knowledge that our scientists and technicians need to do their jobs. Our employees were only getting a fraction of the view of all knowledge, and were lacking the insight that they needed to be more effective at their jobs," Bergeron continued.

Bergeron realized that INO needed a better way to share critical knowledge and information across teams, ensure an accurate, consolidated view of all information, near real time, and get new employees up to speed quickly. Greater insight into information and expertise would not only lead to increases in productivity and improve profitability, but would increase the company's ability to collaborate and innovate quickly, improve its competitive position, and help better serve its customers.

Selection and Implementation Process

As the project manager, Bergeron formed a steering committee comprised of a representative from each The department that would ultimately help him in the

Coveo Customer Success Story

INO Transforms Knowledge to Speed Innovation and Better Serve Customers with Coveo

selection process. The committee outlined its stringent requirements, with a specialized focus on security and permissioning.

"Since we deal with vast amounts of private information under NDA with our customers, security was a big concern for us in the selection process," commented Bergeron. "We were looking to partner with a company that was able to respect the security permissions we had set up in our systems, and one that also had the flexibility to set up permissions to information based on project teams and roles within INO. This level of security is paramount to our business and how we operate, and it was critical for our partner to meet these needs."

"The ability to easily configure and refine the solution by role and ensure personalized context was also critical to our decision. Because our employees work on different projects for various customers, what's contextually relevant to one project team isn't relevant to another. We decided to evaluate Coveo alongside Microsoft and Google."

"Our selection committee immediately saw a direct return on the investment we would achieve with Coveo, and were able to calculate the ROI to be less than a year. This, along with Coveo's ease of use and extensive security features and permissioning were key factors behind our decision to implement Coveo."

Pierre Bergeron

As part of the selection process, Coveo worked with the INO team to conduct a Proof of Concept (POC) on a subset of INO's data. Once the committee saw the POC and how its knowledge and information was consolidated and correlated and presented in a unified way through Coveo's Insight Consoles, while respecting its security and permissions, it was easy to see the immediate impact and value that Coveo would deliver to the bottom line.

Bergeron said, "Our selection committee immediately saw a direct return on the investment we would achieve with Coveo, and were able to calculate the ROI to be less than a year. This, along with Coveo's ease of use and extensive security features and permissioning were

key factors behind our decision to implement Coveo. Perhaps equally important was the ability to refine facets and present contextually relevant knowledge and information by employee role. This greatly improves the efficiency of our employees."

After selecting Coveo, the INO team quickly expanded its use from the original Proof of Concept, to include what it considered to be its most important information and knowledge repositories and where its IP, project documents, client information and research reside: emails, project documents and files shares. This was rolled out to all INO employees.

"Our selection committee immediately saw a direct return on the investment we would achieve with Coveo, and were able to calculate the ROI to be less than a year. This, along with Coveo's ease of use and extensive security features and permissioning were key factors behind our decision to implement Coveo."

Pierre Bergeron

INO then expanded its use of Coveo even further and indexed additional systems including its ticketing system, CRM system, ERP system, intranet, and more. Currently approximately 99 percent of INO's relevant corporate information is indexed by Coveo, giving scientists, engineers and all employees immediate, single-screen access to the most up-to-date information across all enterprise systems.

Better Insight into Knowledge & Information Drives Impressive Results and Industry Recognition for INO

"With Coveo, we now have greater insight into all our corporate knowledge and information, and our customers and their projects. This unified view of information helps us to better collaborate on projects, quickly understand who our subject-matter experts are, get our new employees up to speed and productive faster, avoid the recreation of work that's already been done, and more. These benefits have an impact on our ability to innovate more quickly which translates directly into better customer service," Bergeron stated.

Coveo Customer Success Story

INO Transforms Knowledge to Speed Innovation and Better Serve Customers with Coveo

"Since our Coveo implementation, we have significantly increased our efficiency and productivity numbers."

Martin Larrivée
CFO
Institut National D'Optique (INO)

INO also reports impressive productivity gains. INO CFO Martin Larrivée said, "Since our Coveo implementation, we have significantly increased our efficiency and productivity numbers, with our average user saving two hours each week searching for information, or recreating work that already exists, which translates into a five percent improvement in productivity per employee.

Bergeron added, "A five percent productivity gain translates to big dollars for us. Our employees are very highly skilled people—engineers and scientists with masters, doctorates, and post doctorate degrees— so our average salary is very high, so a five percent improvement in productivity translates into a lot of cost savings."

Productivity improvements are due in part to INO's near 100% adoption rate, thanks to Coveo's intuitive and highly addictive user experience. "Coveo has become very



INO's INOvation award recognizes outstanding achievements in innovation and what is possible with technology.

permeates throughout INO. We ask each other now, "Have you Coveo'd it?" when looking for knowledge. Coveo is just as popular here at INO as Google is in the consumer world."

INO has also integrated Coveo into the company's new hire training process. New hires get immediately trained for 30 minutes on Coveo to help them get up to speed faster, understand subject matter experts and who knows what within the organization, and quickly ramp up on customer projects and requirements. "With Coveo, our new hires come up to speed more quickly and are able to start contributing to the success of client projects right away. This has helped improve our customer service, innovation levels, and more."



The INO and Coveo team win the 2011 OCTAS award for Best Business Solution. Pictured from left to right: Laurent Simoneau, Christophe Deutsch, Frédéric Paré, Pierre Bergeron.

The results of its Coveo implementation have earned INO awards and recognition—both internally and externally. INO's internal awards program dubbed "INOvation" recognizes the outstanding achievements of teams who continue to push the boundaries of innovation, and what is possible with technology. Bergeron and his team were recently awarded an "INOvation award" for its Coveo implementation and delivering better insight into the company's exceedingly growing and vast amount of critical knowledge.

In June 2011, INO was presented with the 2011 OCTAS Business Solutions award, an annual competition recognizing achievements in IT. INO's innovative use of Coveo, and results generated to date, were recognized by an independent jury as the winner in the Business Solution category.

"We're excited about expanding our use of Coveo even more, to help further our innovation and ability to research and develop technological solutions to help advance our customers' businesses. We're extremely pleased with the results we've generated to date and think we've only scratched the surface of what's possible with greater insight into our knowledge capital," concluded Bergeron.

See Coveo in Action

[Arrange for a proof of concept](#) on your own data to see first-hand how Coveo for Advanced Enterprise Search can increase customer centricity in your organization.