

# Driving Business Transformation Through Data and Innovation

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**Larry Blue**  
**Chief Executive Officer**  
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# Company Overview

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## Who We Are

1,000 employees  
Headquartered in RTP, NC  
Private Equity owned



## Where We've Been

Founded 1907 in camera &  
film  
Transforming from  
manufacturing to service



## What We Do

Technology-enabled  
services company  
30,00+ systems supported,  
50+ OEMs, 207 US Patents

# Bell and Howell in 2011

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# It's Hard to Find Time to Innovate

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"Well, SURE they'd like me to come up with bold and innovative ideas... but I've got a career to protect!"

# Change is Scary



# Reasons Innovation Initiatives Fail

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1. Corporate culture adapting to new business
2. Taking the wrong approach to the market
3. Failing to leverage the organization's core capabilities
4. Not putting best, most motivated talent in charge
5. Failing to provide the right kind of oversight
6. Staffing up prematurely

# Innovation, Like Many Other Business Processes, Can Be Managed

## Markets are constantly changing

- Change is accelerating with rapid advances in technology

## Businesses that don't adapt fail

- E.G. GE, RIM

Need to constantly replenish our portfolio to stay relevant

**Good news: our team is great at thinking up new ideas, improvements and products.**



BUT – we need a structured way to evaluate these ideas for business impact and match to our capabilities and strategy (service first)

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CIMS (Center for Innovation Management) at NCSU has defined such a process (we've changed it a bit to reflect our unique business needs) that has resulted in success.

# HISTORY | Center for Innovation Management

**2014**

## **OFF-SITE SEMINAR**

Introduced CIMS concepts and mission

**MAY 2015**

## **ON-SITE WORKSHOP**

Three internal teams worked through the CIMS System in "Traversing the Valley of Death"

**JUNE 2015**

## **ESTABLISH INTERNAL OWNER**

Created five new project ideas, instituted bi-weekly review meetings, and defined BH "CIMS-lite" process

**AUG 2015**

## **TEAM KICK-OFF**

Outreach program launched to generate a change of culture

# CHALLENGE | Corporate Culture



Projects must be nurtured and protected during early stages



Management's commitment to innovation must be resolute and visible



Employee outreach and training is a key success factor

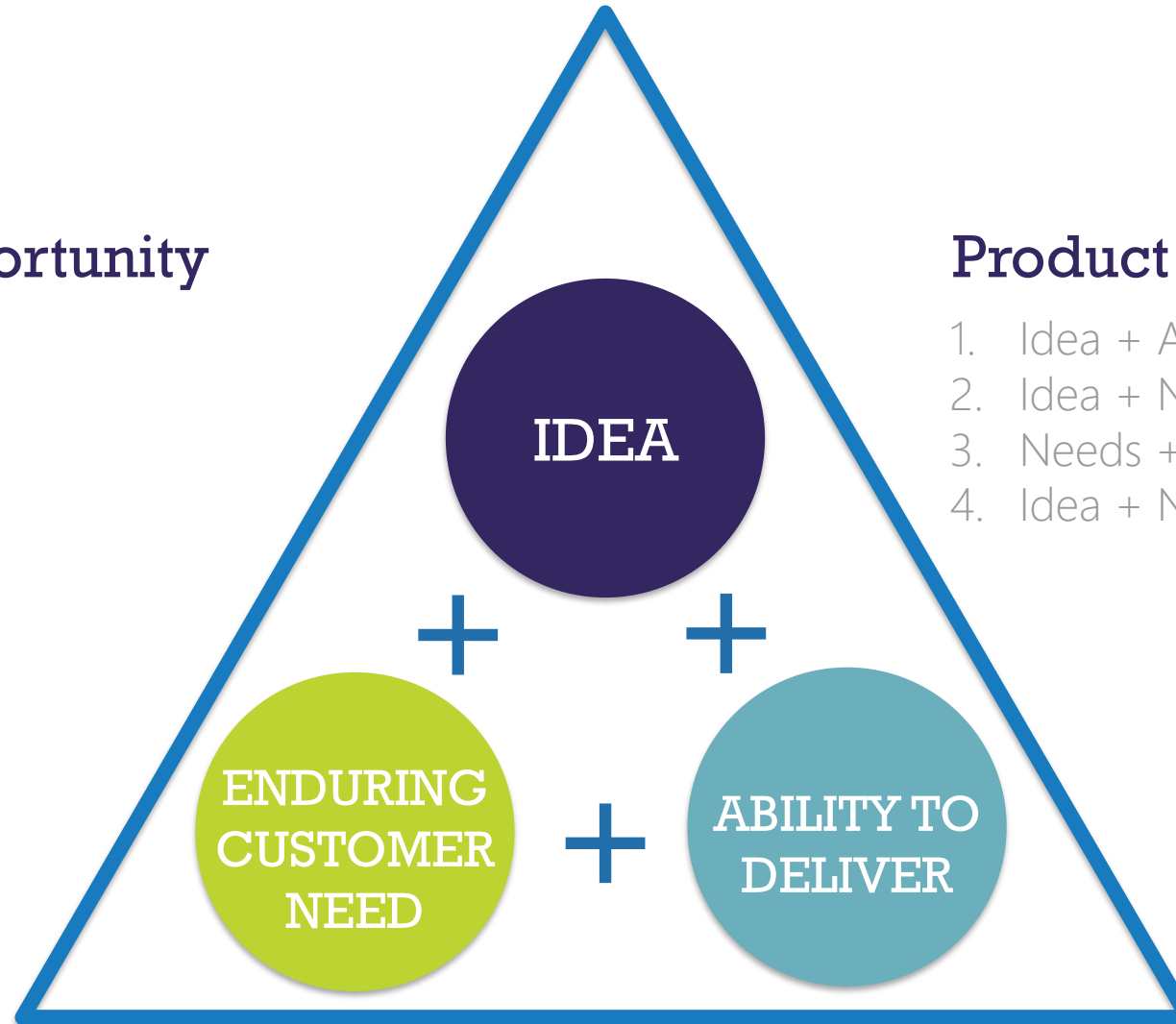


Recognition and reward for thought leaders

# Success is the Intersection of an Idea, a Need, and the Ability to Deliver

**Business Opportunity**

**Product**



1. Idea + Ability = Product no one wants
2. Idea + Needs = Product you can't deliver
3. Needs + Ability = Unfocused product
4. Idea + Needs + Ability = Opportunity

# CIMS | By the Book

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## 1. CONVERT IDEAS INTO OPPORTUNITIES

Define Idea  
Build opportunity



## 2. CREATE THE COMPELLING CASE

Elaborate & Evaluate  
Develop Business Case



## 3. ADOPT AND IMPLEMENT IDEAS

Plan Adoption  
Govern and Measure

# "CIMS- Lite" | By the Book



## 1. CONVERT IDEAS INTO OPPORTUNITIES

Define Idea by week 1  
Build opportunity by week 4



**"Agile" concepts in 2 week sprints**

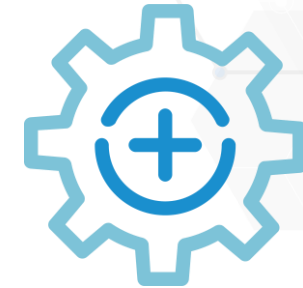


## 2. CREATE THE COMPELLING CASE

Elaborate & Evaluate by week 10  
Develop Business Case by week



**Small teams (<4)  
Weekly meetings with exec help**



## 3. ADOPT AND IMPLEMENT IDEAS

Plan Adoption  
Govern and Measure



**Transfer to corporate with first customer**

# Key Concepts of CIMS Lite

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## CIMS Lite Uses 7 Key Concepts:

1. Speed of decision-making – 90 day idea evaluation process
2. Small, focused teams led by a passionate Idea Champion – 3 to 4 people per team – thru business case development stage of the process.
3. Doing the right projects – Focus on “breakthrough projects” that will significantly impact our growth, not incremental improvements
4. Executive support and “air cover” via regular meeting participation through business case development and first customer pilot
5. Use of Agile development process ideas during discovery stages (1B and 2A of the CIMS System) to attack the toughest problems first
6. BH CIMS Lite process owner (Craig Urban) to provide guidance and enforce process adherence
7. Clear data-driven decision criteria and Go/No Go project decisions

# Process Roles

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## Champions

- Recognize the value of the idea
- Sell concept / idea to Sponsors

## Sponsors

- Resources to demonstrate viability of idea / concept

## Gatekeepers

- Decision authority over access to resources
- Accept and support projects for further development

**All three have to interact with each other!**

**Value systems must be aligned to make the crossing**

# Business Impact

## SYSTEM CONFIGURATION BACKUP SOLUTION

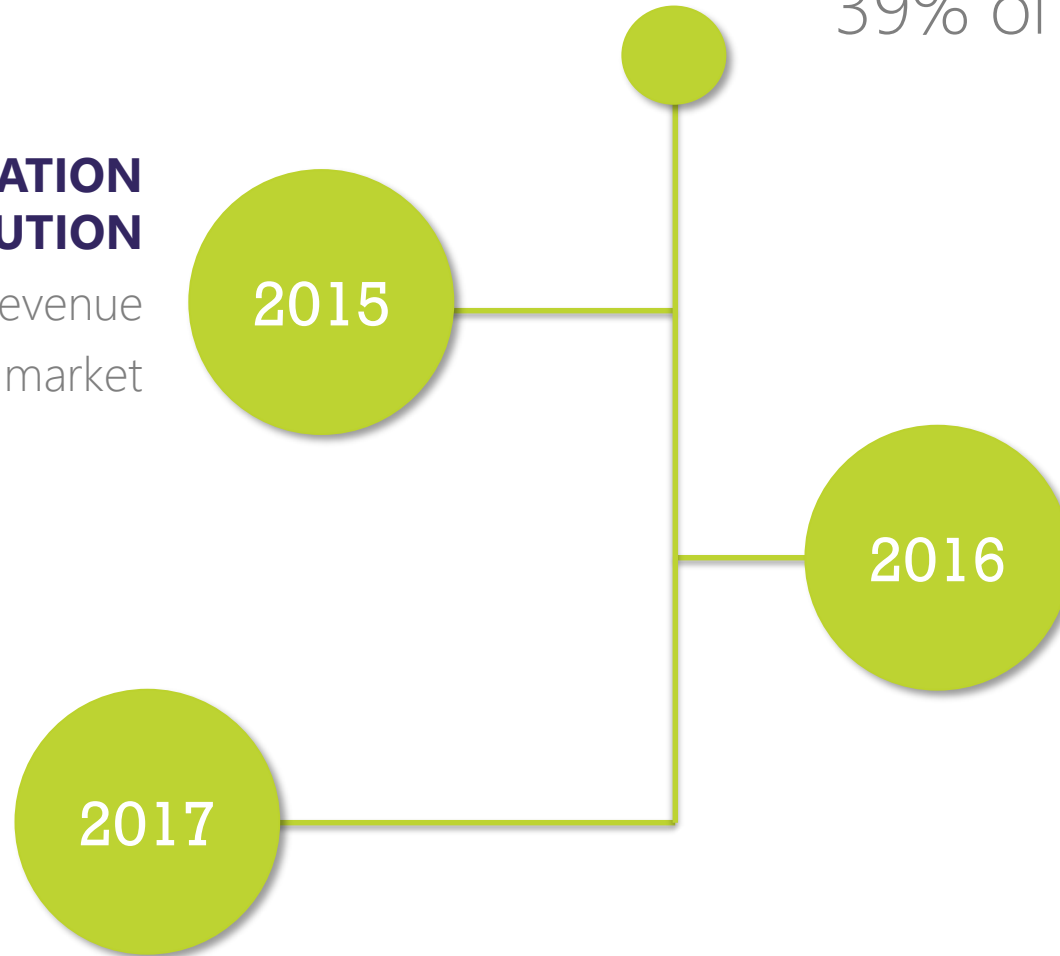
Generated \$1M in high margin revenue  
Customer penetration in sorting market

## SMART LOCKERS MARKET LAUNCH

New & strategic territory  
Distribution and service business model  
\$100M business in 2018

## NEW BUSINESS FROM CIMS

10% of 2017 revenues  
39% of 2018 revenues



## NEW MAIL TECH MARKET

Pharma tagged as best market  
\$1.3M deal with Colgate  
Install complete and pending FDA certification

# Keys to Success

## Lessons Learned



### Must Haves

Passion of innovation champion

Patience with executive sponsor

Process owner & CIMS evangelist



### What Helped

Evaluate & decision speed

Executive involvement & visibility

Weekly meetings



### Growth Areas

Generating new ideas

"Build opportunity" stage

Emphasizing success internally

Passing the torch

# Next Horizon Projects – BH Innovation Labs

## **BH CONNECT**

Generated \$500,000 in 2019 revenues  
Mail Equipment Service Improvements of  
XXX

2019

2020

## **AUTOMATED GROCERY PICKUP**

Delivered \$1.2M in 2018 revenue

Market growth from 2% to 20% using pickup by 2025

Automation a key need

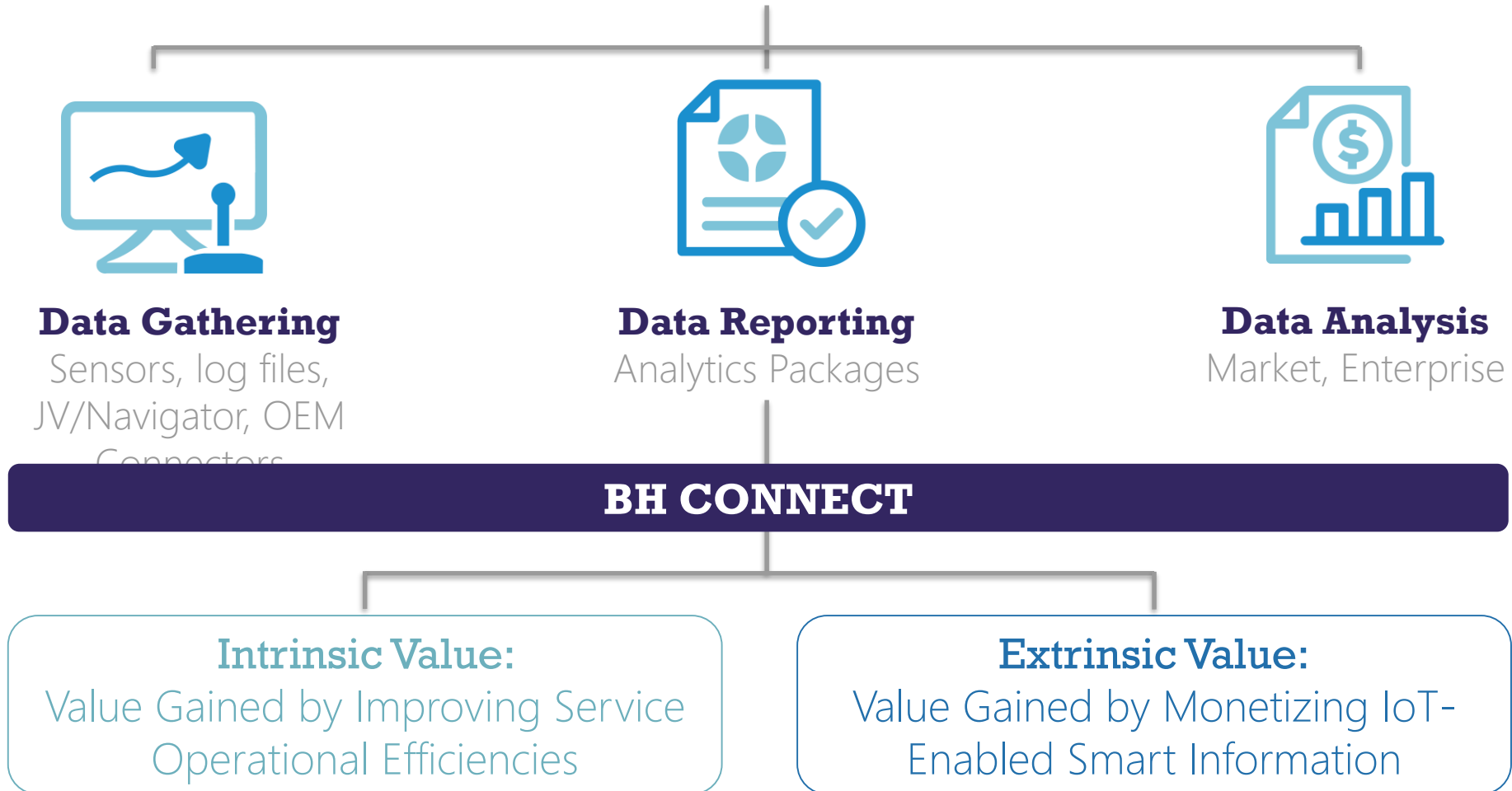
2021

## **AUTOMATED PRESCRIPTION PICKUP**

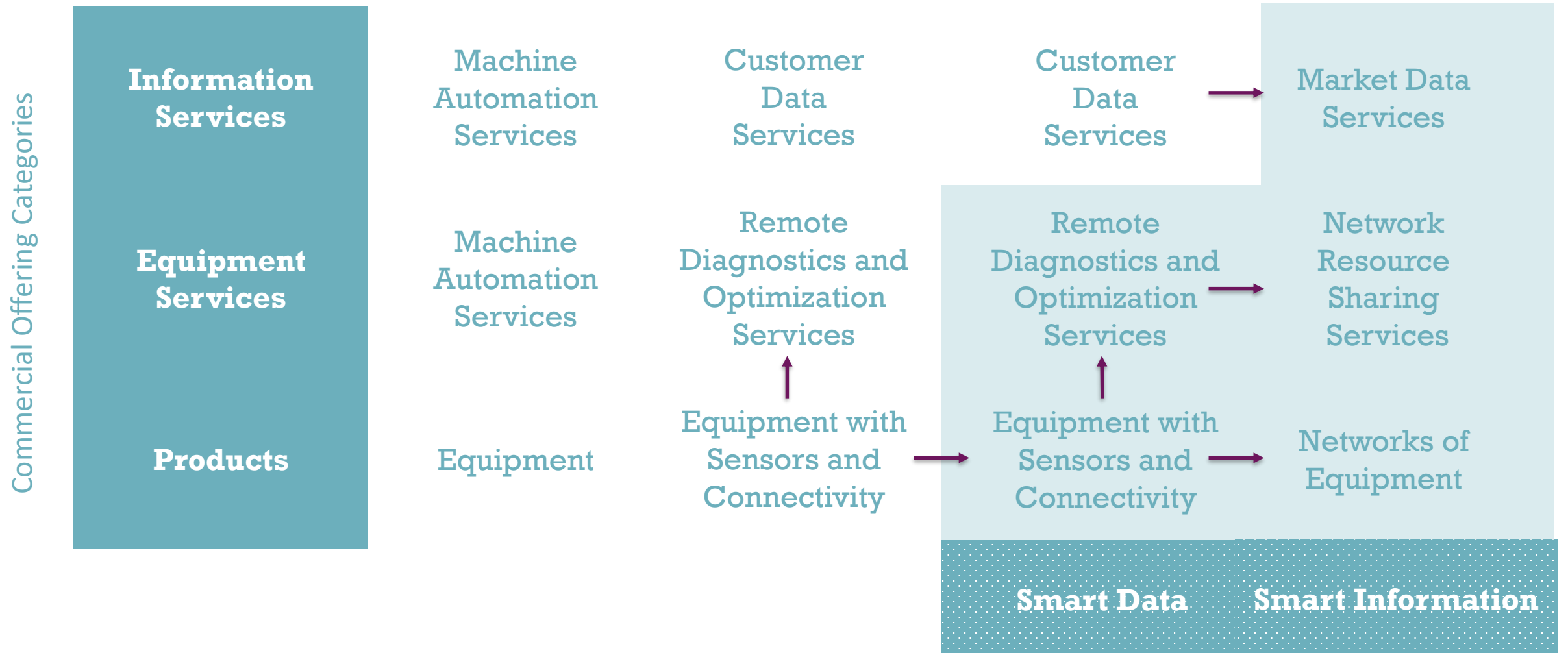
New & strategic territory  
Distribution and service business model

# Analytics & Data Services Key Focus Areas

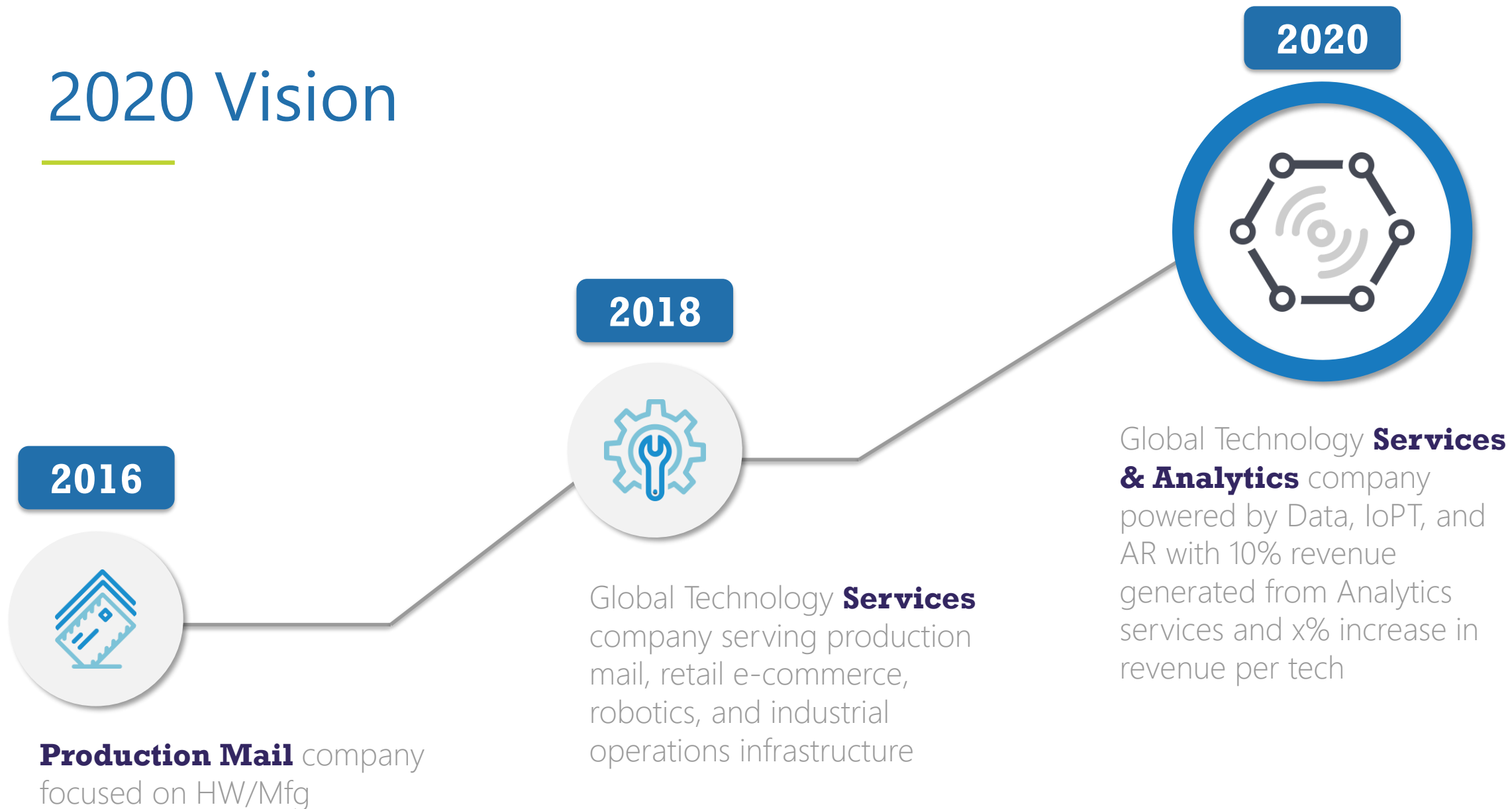
## Analytics & Data Services BU



# Data from product usage creates information-based business opportunities



# 2020 Vision



# Thank You

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