

*Case Study:*  
TECHNOLOGY INFRASTRUCTURE & INTEGRATION |  
MANUFACTURING & TECHNOLOGY

# BEARINGPOINT TRANSFORMS MANUFACTURING AND MARKETING FOR WIND RIVER

## WIND RIVER SYSTEMS, INC.

Wind River Systems, Inc. is a leading supplier of software solutions and development tools for the microprocessors and companion software collectively known as embedded systems. Multiple mergers and acquisitions helped establish Wind River's reputation as a market leader, but, with exponential growth, the company was beset with growing pains.

BearingPoint's experienced, objective professionals guided Wind River to a proven solution that helped the company transform the way it takes products to market and interacts with its customers.

### READY FOR THE NEXT LEVEL

Wind River's customers are in the networking, digital consumer goods, aerospace engineering and defense industries. Its products serve to control,



BearingPoint's experienced professionals helped Wind River Systems, Inc. devise new strategies, business processes and information technology to shorten product release and distribution cycles and to dramatically improve pre- and post-sales support of customers and business partners.

monitor or assist the operation of everything from cellular phones, digital imaging devices and automobile brakes to Internet routers, jet fighter control panels and factory automation devices.

The fast-growth company has manufacturing facilities on four continents and 2002 revenues of more than \$350 million. However, complications accompanied its growth. To achieve its strategic vision of becoming a \$1 billion company, management felt that the organization needed more consistent product release and distribution processes, better-integrated information systems, and a more uniform product coding system.

Additionally, management felt that it was time to offer stronger support to its sales force with better product bundling and richer customer data. They wanted to improve the way they



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analyzed licensing information to eliminate ongoing bottlenecks caused by poorly integrated systems and to transform inefficient processes that often kept customers waiting three months for product installation.

In fact, management set a goal of reducing the product release cycle—the time between a product’s release to manufacturing and first shipment to customers—to only 24 hours.

### BEARINGPOINT DEVISES A BOLD, NEW APPROACH

Because of our professionals’ expertise in digital licensing transformation, high technology business strategy and business model definition, we were Wind River’s first choice as a service provider that could help them develop and execute a winning solution in a short time.

We quickly identified two fundamental objectives for the transformation effort:

- To improve the company’s software release process swiftly
- To improve Wind River’s customer interactions dramatically with a real-time customer information database

“The BearingPoint team presented a road map for our new operating model.

They led a significant change management and communication effort to ensure that the goals of the overall program were well understood. Their efforts in our operational transformation were critical, and their industry knowledge and experience greatly accelerated our path to success.”

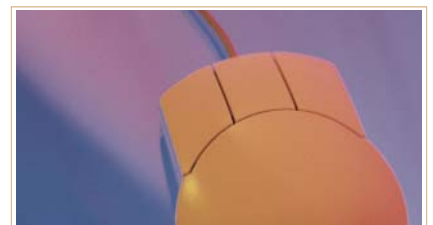
—KAMRAN SOKHANVARI,  
Vice President, Global Operations and Services, Wind River Systems, Inc.

To accomplish the first objective, we evaluated Wind River’s traditional approach of manufacturing multiple versions of each software product and compiling a separate compact disk for each. We simplified and shortened the manufacturing and shipping processes with digital licensing technology that places all versions of a single product on one CD.

Our solution also revamped all internal and customer-facing processes that were affected by the new software manufacturing and marketing approach. It supports Wind River’s processes with an integrated environment that encompasses the product development infrastructure and back-office operational systems.

For the second objective—helping the company obtain crucial customer information to seize key cross-selling and up-selling opportunities and improve customer relationships—we provided a foundation for the consistent capture of customer and product information. This database delivers highly accurate customer information for post-sales support of Wind River’s customers.

We also helped Wind River give its customers access to a CD feature that allows them to experiment with additional products and features on a trial basis.



## SEIZING NEW OPPORTUNITIES

In addition to helping Wind River devise an entirely new software operational model and the strategy for its implementation, we managed the deployment. Wind River provided the human resources to make system and process changes. This collaborative approach enabled our professionals to transfer critical strategy and project management knowledge and skills to the Wind River team.

Our implementation approach provided Wind River with the infrastructure to introduce and support market-specific, integrated embedded platforms, as well as a new, enterprisewide, subscription-based licensing model. Wind River platforms include highly integrated, proven technology attuned to each market that improves development efficiencies, accelerates time-to-market and enhances product reliability.

According to the Venture Development Corporation, industry spending on development of embedded software is \$23 billion annually. With its new capabilities, Wind River is poised to take full advantage of this new market. Today, Wind River's products are

## DELIVERING TANGIBLE RESULTS

Our strategy and implementation helped Wind River adopt a best practices approach to managing its business, better positioning the company to achieve its growth goals. Here are a few of the benefits Wind River has experienced with the new operating model:

- Reduced complexity in its product line to better support customer-facing teams
- Reduced warehouse and inventory management costs
- Reduced time and costs associated with cross-selling and up-selling efforts

easier for its customers and business partners to understand, purchase and use.

Additionally, the company's unified release process and standardized product data model have improved the Wind River customer experience and helped the company conform to its customers' preferred vendor require-



ments while meeting ISO certification standards. Also, Wind River's departments now work together to establish product development and marketing strategies.

Our recommendation for Wind River, to treat its products as licensed intellectual property rather than physical goods, enables the company to generate the renewable revenue streams that will help grow its business.

Finally, our professionals leveraged BearingPoint's fully integrated global delivery framework, now called ProvenCourse<sup>SM</sup>, to help reduce project risk, accelerate return on investment and maximize the long-term value of the solution we helped Wind River devise.

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BearingPoint is a leading global business advisor and systems integrator. Our experienced professionals help organizations around the world set direction to reach their goals and create enterprise value. By aligning their business processes and information systems, we empower our clients with the right business solutions to gain competitive leadership advantage—delivering measurable results in an accelerated time frame. To learn more, contact us at 1.866.BRNGPNT (+1.703.747.6748 from outside the United States and Canada) or visit our Web site at [www.bearingpoint.com](http://www.bearingpoint.com).



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