Agenda

• Goodyear Background
• Interest in Starmind
• Pilot Project Results
• Lessons Learned
• Q&A
Goodyear produces tires for almost all vehicles that touch the road.
Complexity of a Modern Tire

- 18 Components
- 12 Compounds
- 2 Fabrics
- 2 Steels
- 60 Raw Materials

~ 60 million cycles during an 80,000 miles tire life

Tires are highly-engineered to meet the demands of all vehicles.
Goodyear is working to expand the performance triangle in all 3 dimensions simultaneously.
Goodyear’s Innovation Network

Innovation Center
Akron, Ohio

Innovation Center
Luxembourg

Development Center
Germany

Development Center
China

2,500 professional associates collaborating worldwide
Goodyear’s open innovation network spans the globe
This is why we do KM ...
Knowledge Management (KM) Vision

Organization’s collective knowledge at everyone’s fingertips …

… via a healthy balance of Collect & Connect behaviors …

… leading to better and faster decisions

Knowledge based decision making is a competitive advantage
What drives us at Starmind?

80% of company knowledge sits in the brains of employees. Companies don’t know how to access and use this knowledge to win business.

Employees waste significant time looking for critical information to do their jobs or finding the expert who can provide the right information.

Exchanging knowledge over email or phone is repetitive and siloed. Every employee must duplicate the same time-wasting efforts for problems that have been solved many times before.
Starmind provides your organization a self-learning knowledge network that uses AI to generate associations of employees and skills, empowering people with access to expertise they need to get work done.
Using self-learning algorithms Starmind creates **neural knowledge networks** of the **human intelligence** in your organization.

The knowledge map is **constantly evolving** and automatically generating weighted relationships between topics and experts.
We are experimenting with Starmind for the following reasons:

1) To ensure the use of existing knowledge for product development and reduce the need for physical prototype iterations

2) To ensure the lessons learned in technology development build upon our existing expertise and increase the flow (time and amount) of competitive (IP generating) solutions for Goodyear
“Why are we trying Starmind at Goodyear?”

Challenge:

Hypothesis:
If associates can easily connect with experts and passionate colleagues “in the flow” of work, then they will get better answers faster thereby helping increase technology flow.

Experiment:
Conduct a ~3 month trial with an AI-based knowledge tool that learns about and from our associates via question and answer interaction.

Measuring Success
Activity, time savings and survey for satisfaction & applied learnings.
Objective & Subjective findings
How does Goodyear Compare to Starmind Client Benchmarks?

Accenture evaluated over 30 Starmind networks and got the following results.

- **95%** Success Rate
  - posed problems solved by other employees
- **4.5/5** End-User Satisfaction
  - average solution rating
- **70%** Geographic Silo Busting
  - connecting people across geographic locations

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<th>Metric</th>
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Starmind User Growth @ Goodyear

- CAGR of 120.73%
- 45% of users from Akron
- 37% of users from Luxembourg
- 5% of users from Hanau
- 9% from the rest of the world
- Total Activation rate of over 45%
Hyperactive Knowledge Consumption

“Connects people & saves time”
“Like the concept & Great potential!”
Instantaneous Knowledge Sharing Across the Globe

63% of questions are answered from a different location than they were asked.

4.6 hours average time saved per solution, as reported by users.
Survey Observations & Feedback
User Survey Results

Survey Participants

Total Participants: 275
18% of users
5% of non-users

Overall Experience

Positive 76%
Negative 24%

Authorized Users: 2539
Users Logged-in: 1158
Survey Respondants: 69 non-users, 206 users
Non-User Survey Results

Why didn’t you try Starmind?

- don’t know what it is: 10%
- won’t be helpful: 20%
- no time: 32%
- not adequately explained: 6%
- lack of mgmt support: 13%
- no reason: 12%

What would be needed for you to try Starmind?

- more information (use cases & value): 35%
- more mgmt support: 18%
- local personal contacts: 12%
- no desire: 28%
- more training: 7%

“Too many non-technical questions”
“Unsuited for technical knowledge”
Observations on Contributions

- **Questions**
  - Good & Poor
  - Specific & General
  - Technical & HR, Legal, IT

- **Answers**
  - Factual & Speculation
  - Links to & Duplication of knowledge
  - In the comment field (to avoid being identified as an expert)

- **Ratings & Comments**
  - Mostly only Positive
    - 4 & 5 star ratings
    - Complimentary comments

Observations not aligned with survey scores

Too many answers; which one is correct?”

“The knowledge is not verified as accurate”
KEY Lessons Learned

✓ Ensure the POC is Long Enough and Integrated into Workflows
  • 12 weeks was not enough time

✓ Create Custom Guidelines for your Users— Even for a Trial!
  • Harnessing the value of Tacit Knowledge is not easy.
  • Types of questions appropriate for the network (technical vs non-technical)
  • Define rules for providing answers (verified truth is valued, opinions are not)
  • Technical teams demand accuracy
  • Explicit knowledge is highly valued/trusted and a precious commodity

✓ Cultural Adaptation needs to be Managed Carefully
  • Accepting KM actually saves time and that the forum is safe to post sensitive IP
  • Straying from strictly technical questions, non-SME answers provided
  • Overloaded with other online tools – hard to prioritize
  • Emotional elements (unexpected) – competitive feelings
  • Internal promotions are needed to encourage engagement
  • Bicycle vs motorcycle analogy
Questions?