# Successful Innovation Program Secrets

# Contents

# Revealing the Best Kept Secrets in Innovation Management

**Exceptional innovation management tools are often closely guarded secrets** among Fortune 500 heavyweights – and for good reason: Once they implement streamlined processes that help them vet and move their best ideas forward, at scale, they have little incentive to share that intel with others. But sometimes they're so impressed they can't help themselves.

On the following pages you will learn about methodologies and paths to a successful innovation program – what worked, and why, with quotes directly from these industry leaders around their experiences.

This ebook also offers benchmark metrics from a recent Customer Churn Survey, spanning a range of industries and including leaders such as Accenture, Cisco, Merck & Co, Allstate and Nielsen. And best practices shared in the form of case studies round out the narrative, from Autoliv, AXA, Cathay Pacific, Exxon, HP, Motorola, Walgreens and many more S&P, Global and Fortune 500 companies. There's valuable information for innovation management leaders here regardless of how mature your innovation management journey is.

# Defining Success

Considering the critical aspects of a successful innovation program means the difference between success and failure. What considerations are essential to success? ROI analysis, Features, Organizational Culture and Attaining Overall Goals.

Smart companies understand the value of their ideas – and they don't allow any great ideas to go to waste.

## In Action: MERCK

**Merck** was experiencing difficulty scaling and cultivating a culture of innovation. They soon realized that by not properly evaluating the growing list of ideas and not having a sustainable platform to fully manage the scope of the program, opportunities were being missed and ideas were falling through the cracks.

Enter Brightidea. Since then, they haven't lost a single idea, and have a repository of high quality ideas to easily score and evaluate – and this has been a key value-add for the company. Another key measurement of success for Merck? Their innovation program has grown to over 8,500 employees actively engaged in ongoing innovation Challenges.

# ROI Analysis

What would a high-impact innovation program mean for your business? Exceptional engagement, implementation and ROI.

We can't speak for other tools, but customers have shared how long it takes to attain positive ROI when using Brightidea:

**92%** of users who focused on Targeted Innovation Challenges with Brightidea achieved a positive ROI in under 12 months.

**41%** achieve positive ROI in under a year.

**79%** achieved a positive ROI in less than 18 months.

**100%** of Fortune 500 Professional Services companies report a value of $500K or more in ROI of implemented ideas

# In Action:

BT

# In Action:

hp

BT needed an effective way to empower all BT employees to innovate across large organizations. Its existing tools constrained efforts to drive outcomes from radical new business ideas. Its New Ideas Program: Corporate Innovation Platform powered by Brightidea was rolled out to all 130,000 employees globally. They created an elaborate rewards and recognition effort for ideas driving value, generating over $250 million between new revenue and cost savings from the ideas sourced company wide since 2005.

HP wanted to streamline their process, foster corporate collaboration and manage multiple idea communities. HP Garage 2.0 was born – a corporate online innovation hub powered by Brightidea. It was rolled out to 320,000+ employees worldwide and seamlessly integrated with HP's PPM system, resulting in 7,700+ ideas, 58,000+ active users around the globe and millions of dollars in added ROI.

" For every $1 invested by BT on our innovation program, we have returned over $75 to the business."

**// Steve Healey, Head of BT New Ideas**

" We've got very smart people scattered all over – how did we gather the best ideas?…We partnered with Brightidea."

**// Phil McKinney, CTO of HP**

Exceptional innovation platforms should be able
to capture the power of a thousand creative ideas

## Features:

**95%** of our surveyed respondents view Brightidea's targeted innovation challenges as an essential part of their innovation program toolkit. Brightidea toolkit offers a variety of innovation types, including:

→ Targeted Innovation Challenges

→ New Product Development

→ Continuous Improvement

→ Customer Insights / Voice of the Customer

→ Enhancement Requests

→ Open Innovation

→ Patent/Invention Disclosure

→ Hackathons

→ Co-Creation Portals

→ Crowdfunding

# Creating Powerful Challenges

Successful innovation challenges foster creativity and breed more innovation within a company – but you can't "go through the motions." Innovation programs may start out slowly, but must get that first challenge off and running immediately or the time to ROII (return on innovation investment) increases significantly. And with the goal of attaining consistent, positive ROII year after year, you must plan to complete five challenges per year, starting in year two.

How should these challenges look? You need to inject power into your challenges. Innovation Program Leader experts from Nielsen, Thomson Reuters and Brightidea share insight to help you achieve success in this recorded Hangout webinar. And here are some tips to put you on the right path beyond that:
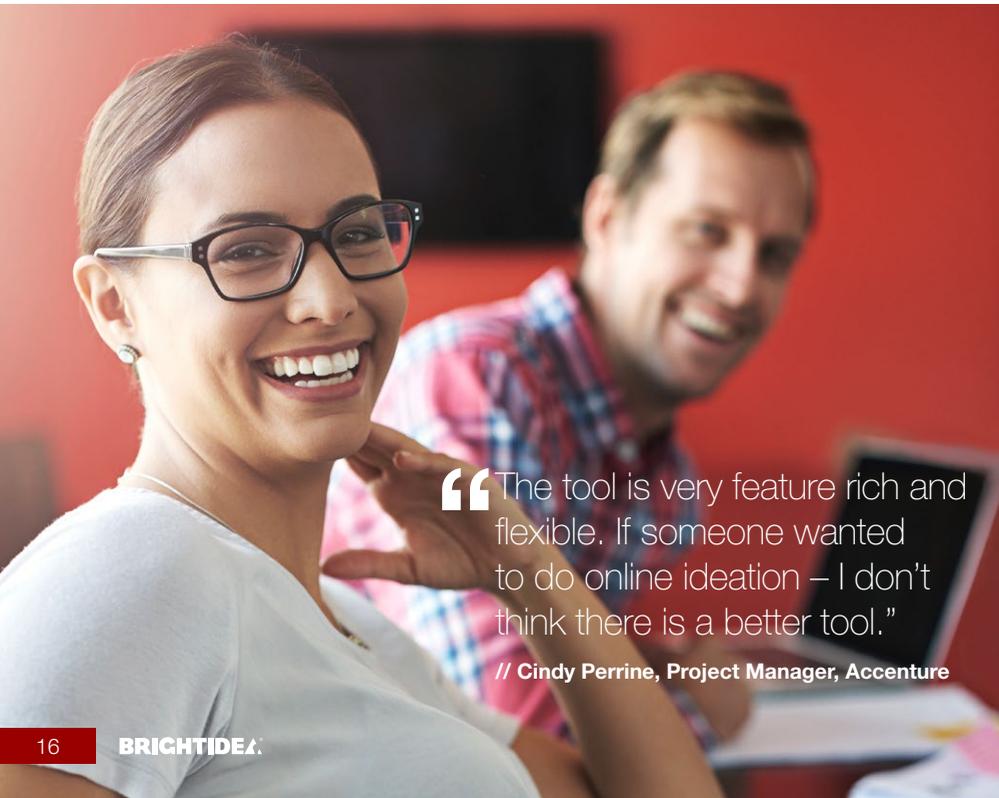
> "The tool is very feature rich and flexible. If someone wanted to do online ideation – I don't think there is a better tool."
> // Cindy Perrine, Project Manager, Accenture

**1** Make it easy for participants to share their ideas. If your innovation program has been up and running for a bit, you can easily approach those who've shown interest in challenges or those with an obvious problem to solve. However if your program is new, or if you aren't sure where the biggest opportunities are for innovative growth – ask.

Sit down with executives and managers and find out what problems need solving.

Here are some leading questions to get sponsor candidates talking:

→ What keeps you up at night?
→ What goals has your boss handed down to you to meet?
→ What would you pursue if you had more brain power/hands on your team?
→ What problem would make you look like a hero if you solved it?

**2** Communicate often and early to keep participants focused on your challenge for the duration.

**3** There will always be surprises, so plan for what IS predictable, including:

→ Judges' availability
→ Implementation phase – budget, staff
→ Thank yous/rewards to participants and your team

**4** Choose your judging pool wisely. To ensure objectivity, SMEs should make up about 50 percent of the judging pool and the remaining 50 percent should be a mix of people across the company, including marketing and other consumer-facing departments.

# Success Metrics Matter

There are critical metrics you'll want to consider tracking so you can communicate to leadership, including:

→ Cost savings opportunities identified or generated

→ Participants/level of participation

→ New revenue opportunities identified or generated

→ New product opportunities discovered or launched

→ New processes implemented

→ Patents secured

→ Ideas generated

→ Innovation challenges run per year

→ Total outcomes

> " I like the user experience of the tool from idea contributor to administrator. The support service is very quick to respond and friendly. The assigned consultant is very knowledgeable, attentive and pro-active to supporting our program. Interactions with the sales team, product team, and technical team has also been positive which adds to the overall experience."
> **// Allstate**

> " Brightidea was the best choice for CLP. They are the top in their field of innovation management and their software is quick and easy to implement."
> **// China Light and Power**

> " This tool really streamlines how we operate as a company. It's a great user experience and takes away a lot of the manual efforts of tracking results."
> **// Nielsen**

# Organizational Culture

Exceptional innovation platforms should be able to capture the power of a thousand creative ideas, while also:

→ Creating a culture of innovation with increased engagement among employees

→ Streamlining workflow and processes to run the innovation program

→ Providing exceptional reporting and metrics

# Survey says:

**100%** IPMs in Fortune 500 Companies use innovation programs to improve innovation culture or employee engagement

**88%** of Innovation Leaders have Executives who are actively involved with sponsoring the innovation process and attaining internal buy-in

**75-100%** of innovation challenges led by IPMs at Fortune 500 companies resulted in ideas implementation

**100%** of IPMs in Fortune 500 companies report their executives are highly satisfied with Brightidea's Innovation Program performance

**100%** of Innovation Leaders at large enterprises confirmed that Brightidea is making noticeable improvements to their innovation programs – and their culture.

## In Action: **Autoliv**

## In Action: **P** Pearson

**Autoliv** sought to boost innovation and drive cultural change. Since implementing Brightidea, the cross-pollination of ideas from different departments, disciplines and geographies has enabled Autoliv to solve very important company challenges. 99% of its Challenges result in ideas that are subsequently invested in. And their innovation team has grown from one person to a CEO-sponsored team of nine.

**Pearson** needed new ways to innovate to develop new solutions, find new sources of revenue and increase intimacy with their customers. Brightidea's collaborative innovation platform's powerful back-end idea management capabilities offered deep insight on innovation as a body of knowledge, helping them "understand the theory and how to put it into practice." One particular success story involved selecting a crowdsourced idea from a customer and creating a product which today has over 2,300 subscribers. The process that typically takes three years at best, was completed in six months. "In terms of time to first dollar of revenue, our Execs loved it!"

# Attaining Overall Goals

How much have you improved your innovation program overall with your efforts? You need proof that structured innovation works. This requires diving in, finding people who have a problem to solve and are excited that you can help them and then solve their problem.

Results are what will convince the C-suite, as will getting the trust of the people they trust – so approach them first when you're looking for problems to solve. And approaching them with a proven innovation management tool doesn't hurt either.

Customers say we are the most knowledgeable contender in this space – probably because we offer robust options to power ideation – and because we help them attain (and maintain) global leadership:

> **"** Brightidea's innovation platform helps us maintain our global leadership in customer experience and service excellence.
>
> **// Joe Locandro, CIO, Cathay Pacific**

# In Action: nielsen

Nielsen needed a better way to effectively triage ideas, prioritize and roadmap innovations. They sought an easy-to-use solution, as its homegrown SharePoint-based system was not working. And it had to be a system that was so simple that users from any background and skillset could operate it without prior training. Their Brightidea-powered innovation program encouraged widespread adoption of the program, with over 500 highly qualified ideas per quarter.

In 2013, the "Cycle Time" Challenge saved Nielsen over four million employee hours, across all teams.

> " Brightidea gives us the flexibility we need. At any point in time we are supporting 15 or more business units, each with their own unique needs and requirements."
>
> **// Ann Marie Dumais, Director, Planning & Governance, The Nielsen Company**

# In Action: CISCO™

Cisco's innovation efforts were uncoordinated and not aligned with overall business objectives. They needed to orchestrate and align, as well as frame and ignite innovation. To address this, they formed a Service Innovation Excellence Center, defined building blocks for services innovation and implemented a SmartZone idea platform and process built on Brightidea.

Cisco's success resulted in 1,663 ideas submitted and one prize challenge that yielded a $50 billion business opportunity.

> " We chose Brightidea because of their emphasis on driving implementation rather than narrowly focusing on idea collection."
>
> **// Kate O'Keefe, Leader of the Services Innovation Excellence Center at Cisco**

# Preparing for the future:

Innovate or die – you probably hear that a lot. And it's true. How does your organization encourage continuous innovation?

Savvy Innovation Program Leaders seek to not only ensure the innovation program is being used but that quality outcomes and results are being achieved. And success breeds more success:

**92%** of Innovation Program Leaders  who share successful outcomes of current/past innovation challenges are able to successfully sell their innovation program internally and attract additional demand. It's not only smart thinking though, it's job security.

## In Action:

**AXA** knew that the way they do business will radically change in the next 10 years, making innovation absolutely critical in order to stay ahead. Their innovation challenges have yielded several key projects, and they plan to begin using external accelerators regularly to further develop and bring the prototypes to market faster. Their goal is for a 1-year cycle from idea capture to market ready.

Brightidea provides something
customers aren't finding elsewhere.

> "
> You can use other tools, but
> it's like taking a square peg and
> pounding it into a round hole."
>
> **// Peter Neumann, Innovation Manager at Bosch**

Connect with us to see why.

# BRIGHTIDEA®

Brightidea is the leading provider of software for corporate innovation programs. Companies including **Accenture, BT, Cisco, GE, Nielsen and Roche** use Brightidea to power their world-class innovation programs. We've worked with over 300 leading global brands to achieve hundreds of millions of dollars of documented financial innovation impact.

Brightidea's software and methodology are designed to help you take advantage of the full creative capacity of your people. Our crowdsourcing software, deep expertise, and data-driven insight will guide you toward a successful, marquis innovation program.

**Contact us** | **email us** **sales@brightidea.com** | **visit** **brightidea.com**