

CHANNEL INNOVATION MANAGEMENT BROADCASTING

Next Generation Innovation

- What do I need to get started?

David Burns and Kenny Hognestad

Induct – "The Open Innovation Company™"

November 10, 2011



Open Innovation Initiatives Are Driven By Many Factors



Global sustainability challenges



Government plans

GAO
Report to Congressional Addressees

Marck 2011
Opportunities to Reduce Potential Duplication in Government Programs, Save Tax Dollars, and Enhance Revenue



Corporate objectives

Finance		Process		Offering			Delivery		
Business	Networking	Enabling process	Core proces	Product performance	Product system	Service	Channel	Brand	Customer experience

Personal motives







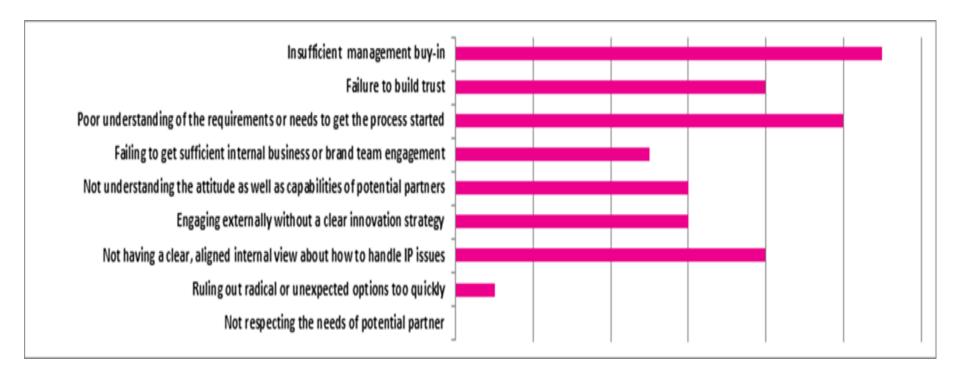






Common Open Innovation Implementation Barriers







Agenda



- Important Issues For Management Buy-in
- How to prevent fear of violated IPR issues becoming showstoppers?
- Implementation Barriers and Pitfalls
- Preparation Framework: Plan Your Work & Work Your Plan
- Move Communities Through Management and Motivation



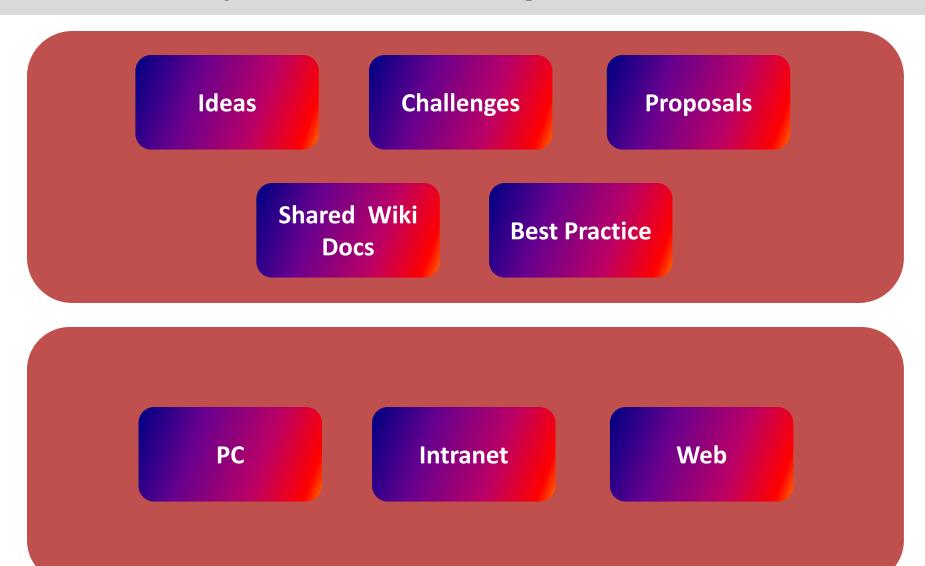


Management Buy-in



Fear, Uncertainty and Doubts About Legal Issues

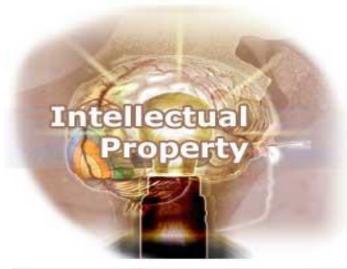






Open Innovation Content Needs Access Control







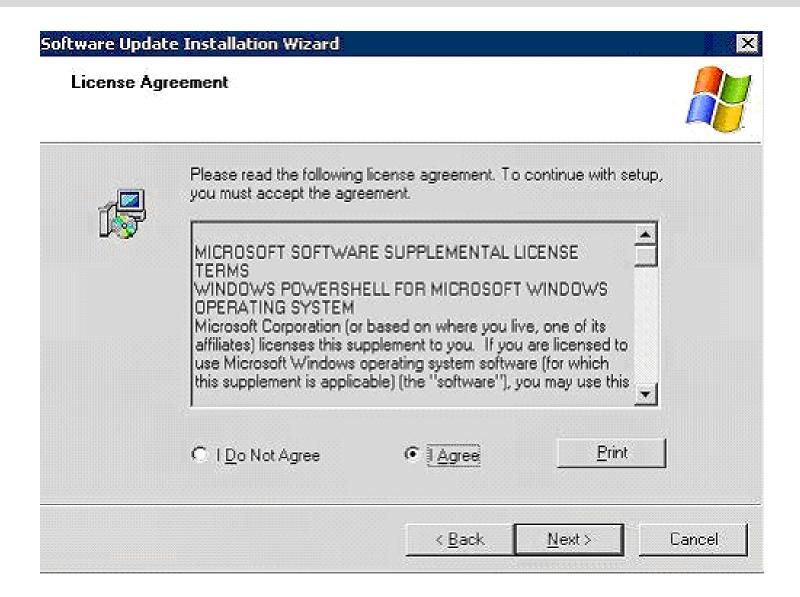






Lock All Content Types With Multiple Agreements

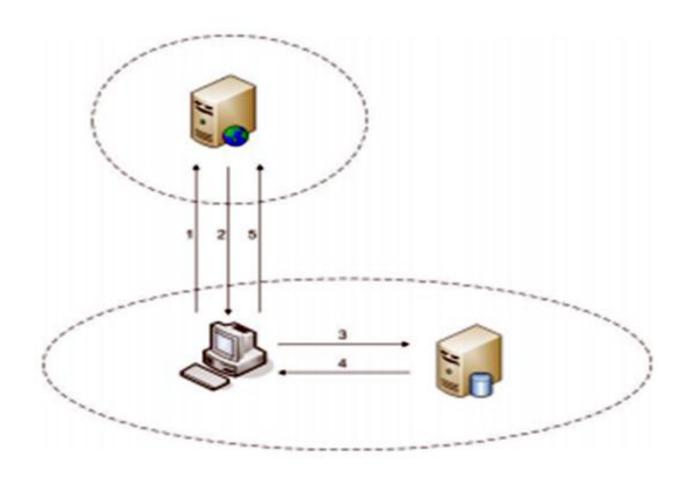






Single-Sign-On – A Technology Mechanism Reducing Risk













Fixed Ranking with Limited Choices...







1. Rating: 3.4/5 (14 votes cast)



2. Rating: 3.2/5 (15 votes cast) Thanks for voting!



3. Rating: 4.3/6 (15 votes cast)



4. Rating: 5.1/8 (12 votes cast)



Fixed Ranking with a Bit More Meaning...

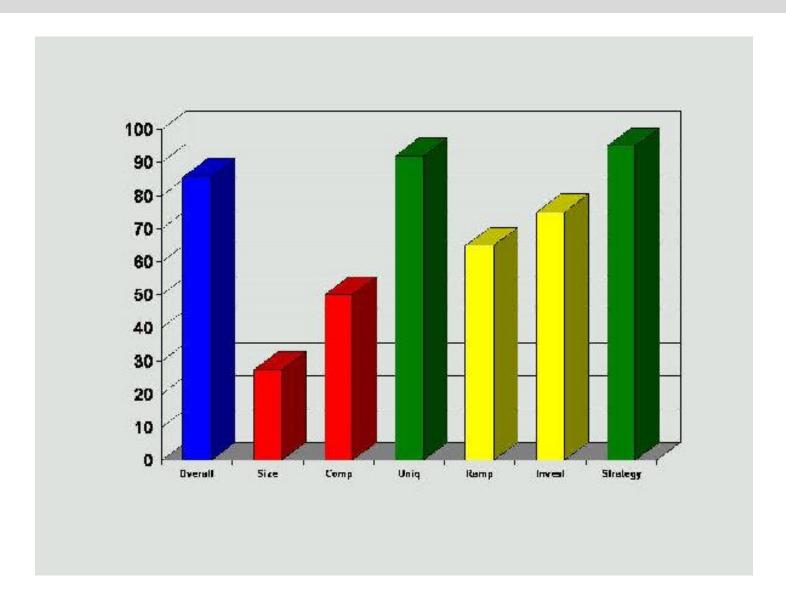






Fixed Multi-Dimensional Ranking







Never Try to Pound a Square Peg into a Round Hole

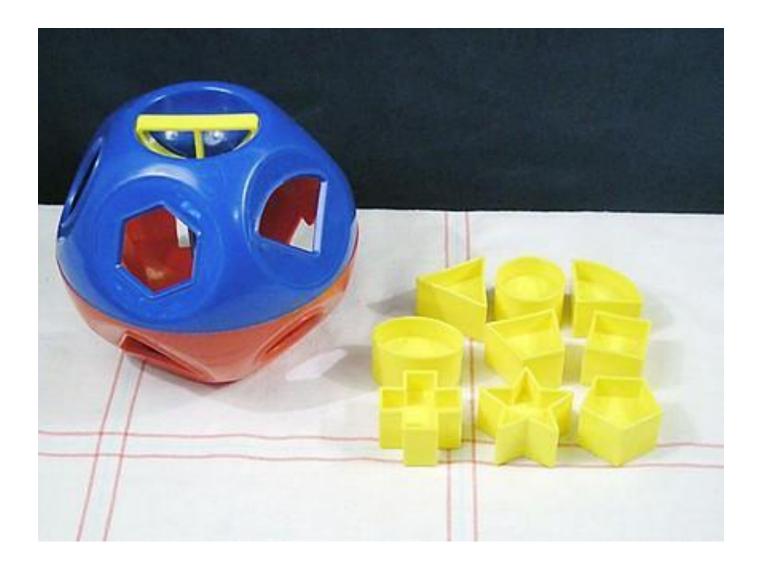






Different Innovation Types Need Different Ranking Algorithms

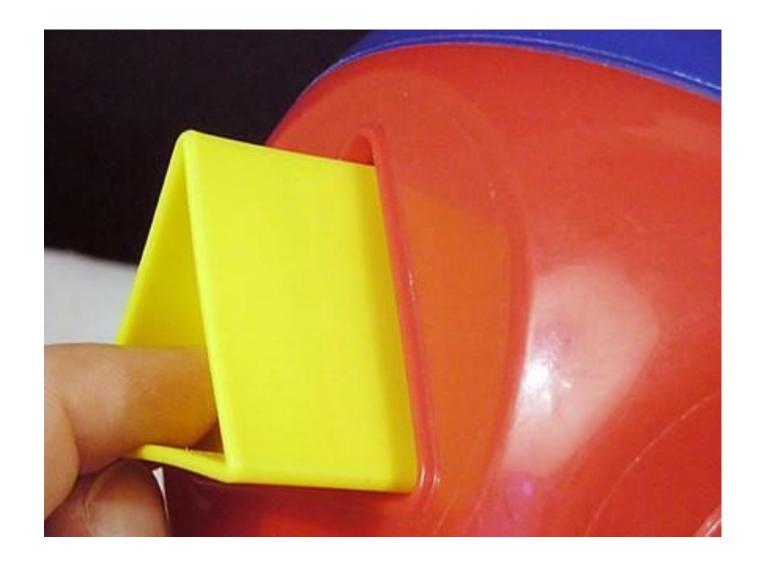






Ranking Customized to Fit Innovation Type







Custom Ranking Achieves Better Results

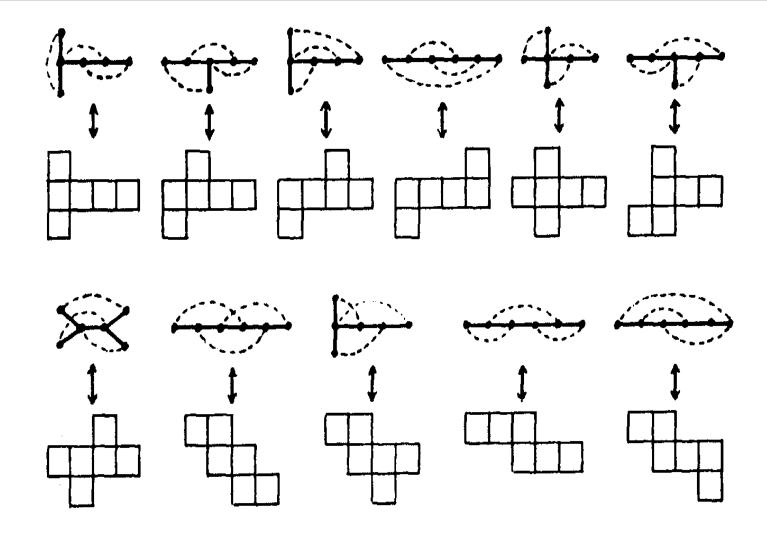






Each Innovation Type or Subtype Linked to its Own Customized Ranking

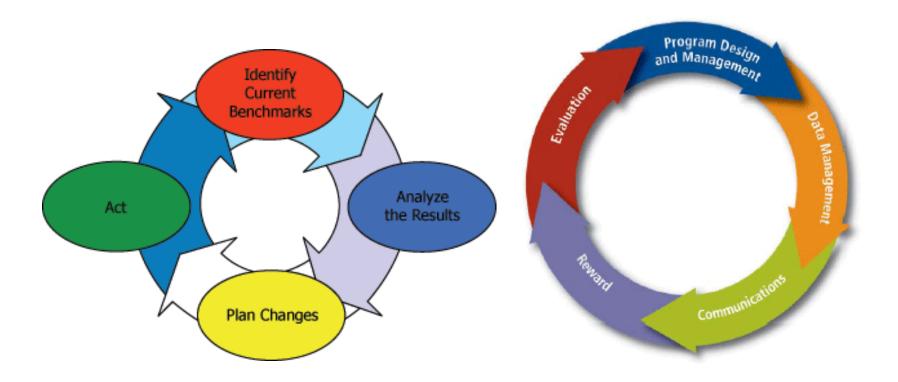






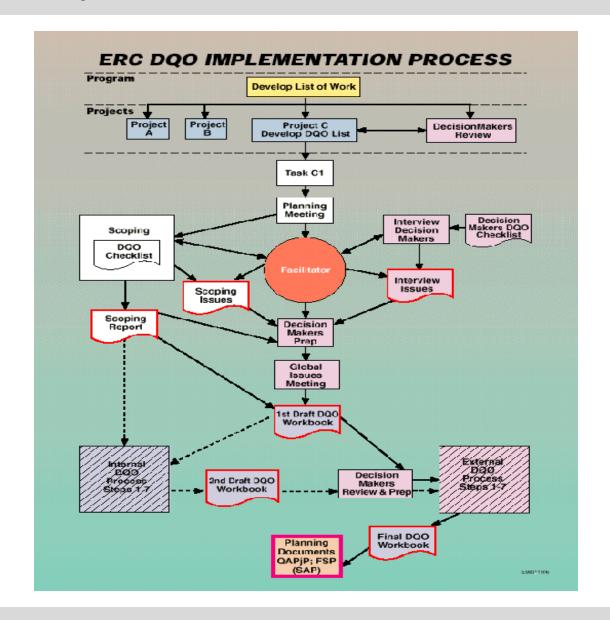
All Implementation Processes are Different







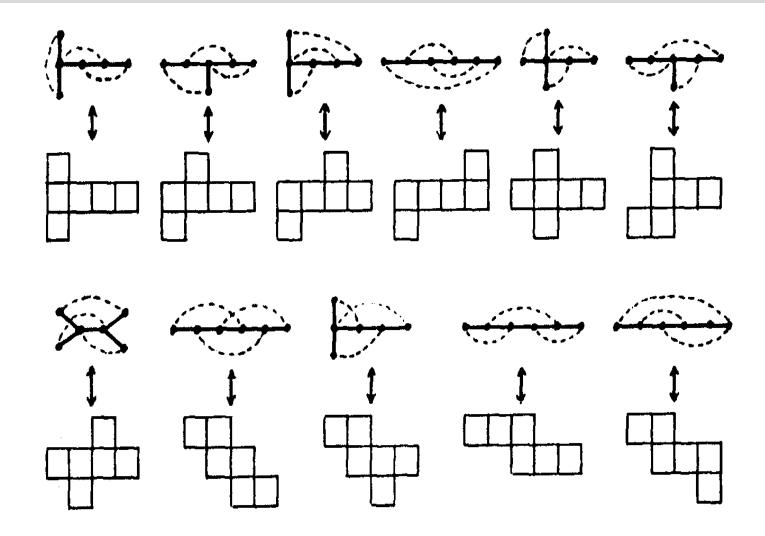






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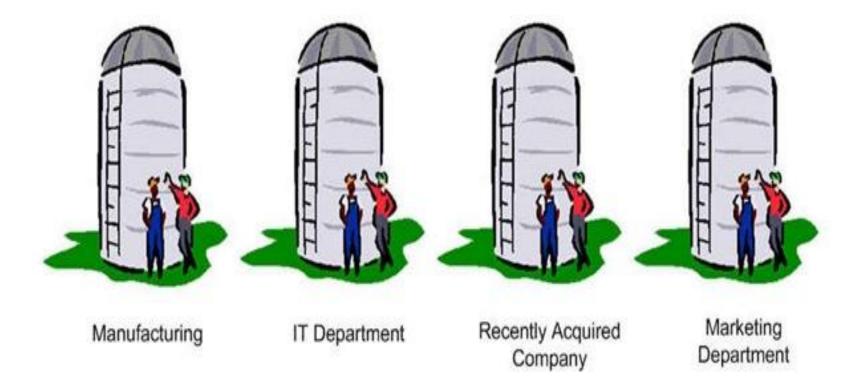






Overcoming Lack of Internal & External Collaboration

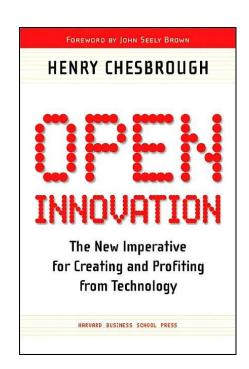




Overcoming Open Innovation Barriers Using Advanced Search Technology











Increase the Number of Qualified People Joining the Innovation Process















Poll:

What are the most common open innovation barriers for management buy-in?





Implementation Barriers and Pitfalls





Level

Focus

Innovation Zone

Connected InnovationNext generation Open Innovation

Innovation Management From Idea to Value End-to-end and portfolio

Idea Management

Manage Ideas
Collect and vote

Feedback

Gather Insight
Customer feedback





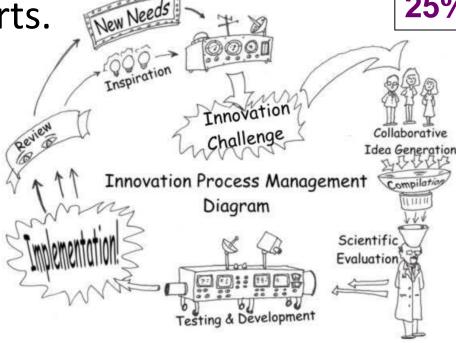


The most successful innovators have well defined processes for promoting

and managing their

innovation efforts.

60% leaders 25% laggards







Effective portfolio management and the ability to prioritize projects is a key characteristic of successful innovation.

High Star Question Mark

Cash Cow Dog

High Low

Relative Mkt.

Share

75% leaders25% laggards



Innovation leaders engage employees throughout the organization, develop a culture of innovation, remain open to partnerships and have a clear executive commitment to innovation.



66% leaders 25% laggards



Inability to find the *right people* limits firms' abilities to innovate successfully.

Most ideation and development takes place in-house, innovation leaders are more likely to engage external partners and make use of external information

50% can't find the right people!

& knowledge.

Barriers in Building an Innovation Culture



Appeal to «the Fun Factor» in people's minds

Easy to Attend, Access and Assign

Easy to Invite, Involve and Interact

Easy to Monitor, Manage and Make decisions



Common Pitfalls Creating a Negative Spin



■ No visible progress

■ Short-term Campaigns

Irrelevant information overload



Implementation Framework: Plan your Work



- One new product every quarter
- Cost savings 10% every year
- Customer Innovation Score increase by 2 points every month

- Reward program for Customer Experience Initiatives
- Customer Award
- Easy Point-of-Entry from CRM, Intranet and mobile

- Engage employees
- Involve customers
- Monitor users, usage, progress and quality
- Bring discussions to the table

- Specify roles and responsibilities
- Mix of training program and «open edutainment»



Implementation Framework: Work your Plan



- **Customer Innovation Score up 2 pt**
- Two new Innovative Customer Experience offerings every month 20 new initiatives every month

- Motivation camp
- Invite committed volunteers
- Find the most motivated

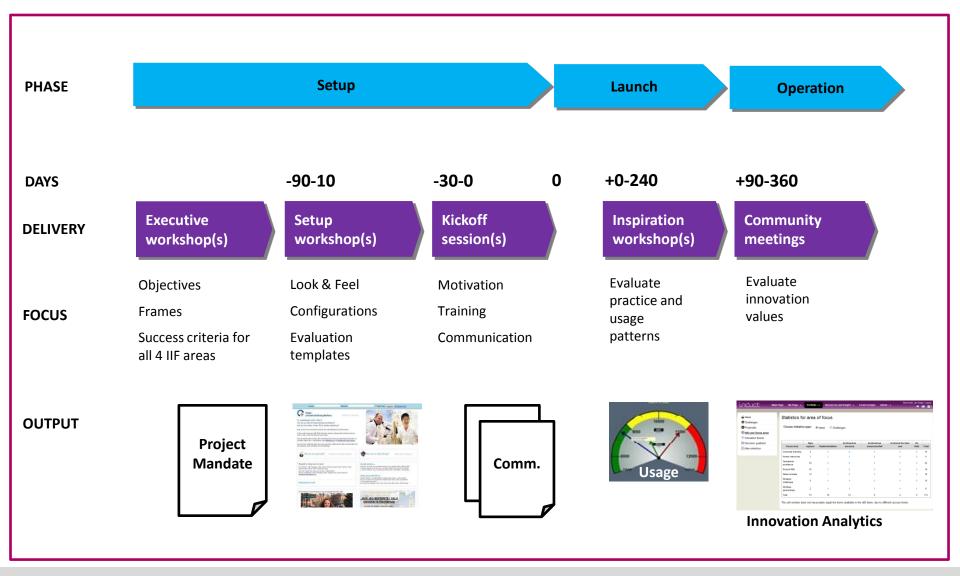
- Customer Innovation Forum
- Portfolio on the daily/weekly agence
- Decision committees for each innovation process
- Innovation Center monitor usage and mobilize Champions
- Communication of learning stories

- Skill-based Academy training based on roles & responsibilities
- Blogs
- IM.se newsletters
- Software wizards



Open Innovation Implementation Elements & Execution Plan







Open Innovation Project Management





Owner/ Sponsor



Steering Committee Meetings



Key Account Manager



Project Manager



Project Meetings



Project Manager





Day-to-Day Collaboration



Open Innovation Project Resource Planning



Key resources:

- Innovation specialists
- Business professionals
- Communication specialist
- IT (integration, design)
- System Administrator

Customer roles



These are the roles we often meet when working with clients, and their key success criteria.

Sometimes one person may have multiple or even all roles

Configuration, customization, rollout

- Product owner / system owner of the system on which it should be innovated
 - Goal: Get the best possible ideas as easy as possible to his table, and well qualified.
- Project manager
- Goal: To sucessfully launch on time, budget and quality. Assign roles to maintain the system after setup project is done.
- Operational managers
 - Goal: To ensure people have the time to contribute on innovations, and still do their day to day job.
- VP Marketing/Communications
 - Goal: To communicate the message of the new software tool and their innovation process to all employees, and to make sure it follows company system design manual.
- VP Business Development / Strategy
 - Goal: Establish an effective innovation process in order to deliver more innovations at a higher quality.
- IT department
 - Goal: Ensure that users are handled well, and that security is optimal.

Usage / setup changes

- Innovation enthusiast
 - Goal: To make his company or organisation more innovative.
- Idea owne
 - Goal: To see his idea implemented. To be seen and recognized by other employees
- Contributor / Discussion partner
 - Goal: To comment and support his colleagues good ideas.
- Gatekeeper
 - Goal: To stage the correct ideas forward to the next stage with a good quality.
- Decision maker / product owner
 - Goal: To do product development more efficient.
 To quickly get an overview or do a review of ideas within his/her area and decide on roadmap ahead.
- VVeb editor
 - Goal: Change texts on main page and in forum groups, promote defined campaigns.
- Campaign holder
 - Goal: To get as many high quality ideas as possible on his/her campaign. Promote to users.



Open Innovation Skill-based Training for Selected Roles



Role	Skills	Training tools
Standard user	Share ideas and challengesContribute and collaborateExecute tasks	 User guides Blended learning session, incl. webinar and kick off
Innovation Champion	Inspire and guide usersAccelerate activityRecommend adjustments	Champion guidesChampion kickoffInduct Champion Community
Portfolio manager	Portfolio managementMotivate business unitHighlight key findings	PM guidesWebinarsOn-site training
Super user	Initial setup1.line supportExecute config. Adjustments	Super user guidesWebinarOn-site training





Poll:

Why does an employee spend his time on open innovation initiatives?





Take-aways



Innovation Practitioners Can Help to Change Corporate Culture

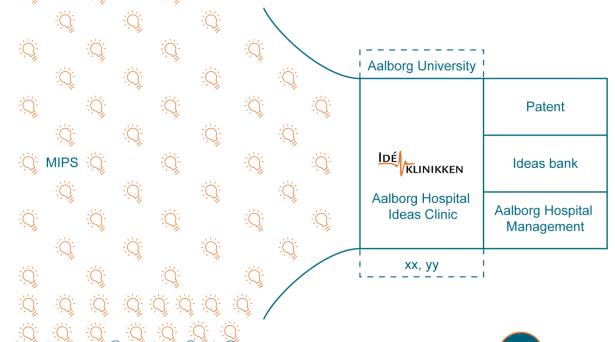








The Aalborg Model Harvard Business



Employees

Collaborators:

NOVI

BioMed Community

Business Life

CONNECT

Invest in Denmark

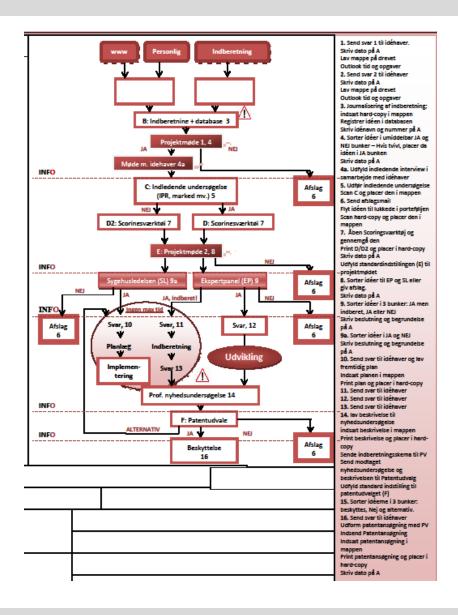
Innovation Danmark





Implementation Model

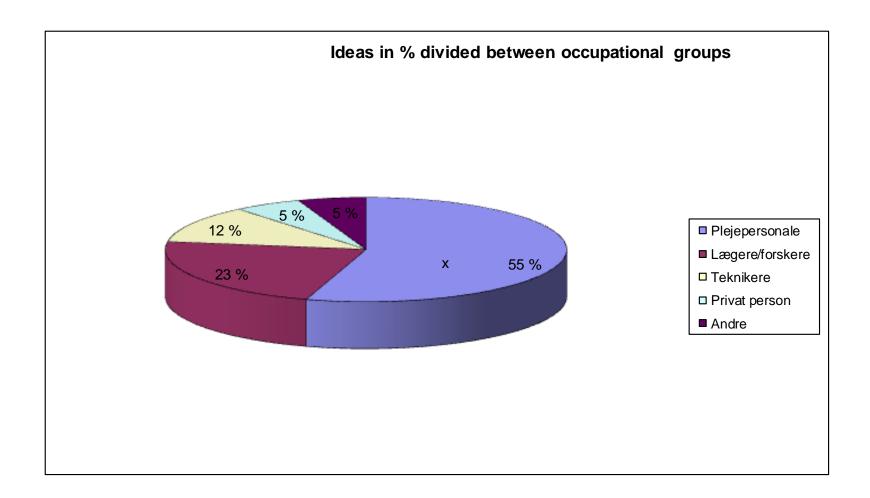






Open Innovation Changes Corporate Culture

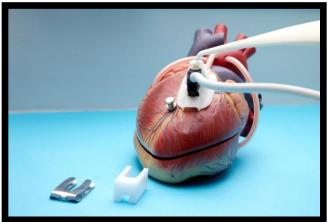
















Innovation Practitioners Can Provide End-to-End Process Methodology







Open Innovation Process can also be Driven by Internal Team







Be The Agent of Change – Help to Establish "Everyone-Driven" Innovation













It Takes Risk Handling to Build the Open Innovation Culture



Be open about fear, uncertainties and doubts.

Define the risks and success criteria in each implementation stage.

Start internally and grow with your open networks.



induct

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