

7 Must Haves for Big Returns on Your Innovation Investment

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We all know innovation is critical to a company's survival, but how exactly do you execute innovation? The latest Forrester Wave report on Innovation Program Management Tools addressed the issue of today's economic climate requiring executives to amplify their innovation programs and processes.

How? With software that supports sustained innovation.

The report emphasized how innovation program management platforms can – and should – become the backbone of a sustained innovation program, propelling business value.

At Brightidea we focus on people-powered innovation and design innovation program software that manages ideation from end to end. Whether you want to improve daily efficiencies or bring an entirely new product to market, our innovation program management software and services are designed to provide powerful, measurable results over time.

We've worked closely with companies like Cisco, HP, GE, SAP, and Motorola, and understand the challenges you face – working across many different business units, securing stakeholder buy-in, establishing processes and setting goals, driving employee engagement, and measuring results. This guidebook shares the Seven Must-Haves for Big Returns on Your Innovation Investment.

“Generating good ideas, whether from inside or outside of the organization, is only the first step in an innovation pipeline that extends from ideation, through evaluation and prototyping, to commercialization.”

- Chip Gliedman
VP and Principal Analyst
Forrester Research

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Secure Buy-In and Financial Commitment from Stakeholders

Alignment with and buy-in from your key stakeholders is critical to program growth and its ultimate success. There are two methods for securing stakeholder buy-in: Either “sell” an initiative at the department or division level and build momentum up to the CEO level, or gain C-level support from the onset.

Initial momentum is key to ensuring sustained participation.

Start early with a robust marketing plan that identifies the target audience, uses all channels of communication, and drives an early user base that will participate and continue to grow.

Identify influencers across business functions to help advocate your program throughout the company. Also, planning a launch event helps spread the word and build excitement.

“Brightidea was the best choice for CLP. They are the top in their field of innovation management.”

- Joe Locandro

CIO

China Light & Power

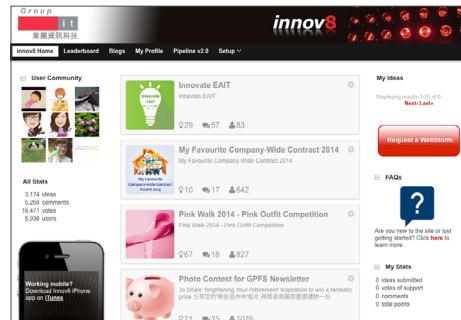
Brightidea Customer Success Snapshot:

China Light and Power (CLP) is a leading power provider in the Asia-Pacific region. CLP operates in very competitive, diverse markets and sought to improve the company's efficiency, utilize the latest technologies and leverage the collective knowledge of its employees.

Sponsorship of the Innov8 program started from the top as Joe Locandro, CIO at CLP, drove the development and implementation of a vibrant innovation program. The first campaign solicited employee suggestions on desktop computing experience improvements and included senior management support for this initiative to help drive adoption. Locandro personally announced the NGW idea campaign to all Group IT employees. Since then, the platform has been rolled out to the entire organization with more than 60% of employees participating on different campaigns,

Innovation Program Management Success at CLP:

- \$700,000 in ROI from innovation program
- Gradual rollout from IT to entire company
- First 10 campaigns: 750+ ideas, 3,600+ votes
- Active participation of 2,000+ employees
- Public recognition as innovation leader



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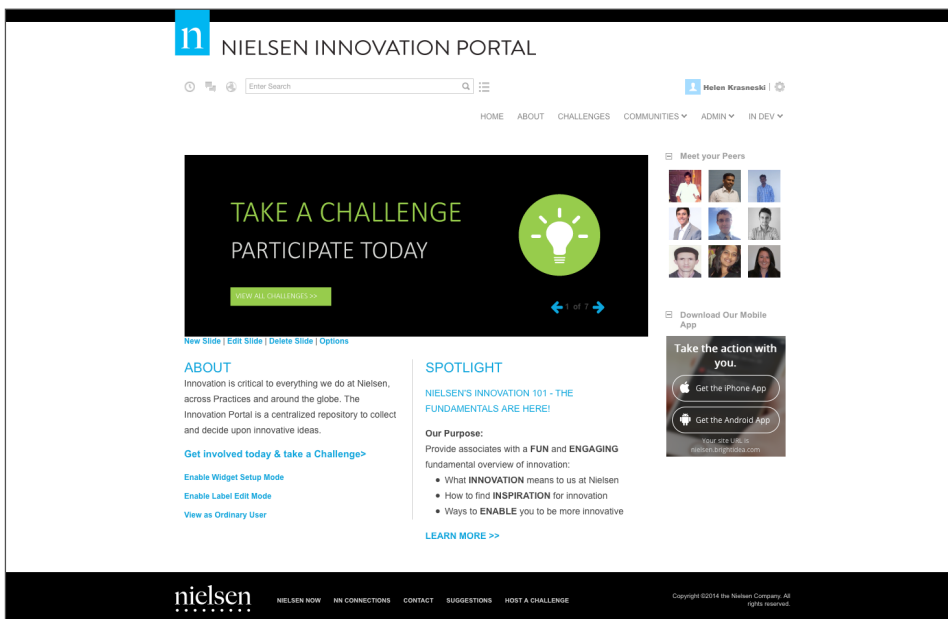
Support Processes with Innovation Program Management Software

Make innovation program management software work for you. Align your business processes with software to ensure innovation is managed end to end – from ideation to review, scorecarding and stack ranking, and from proposals through to execution.

Depending on your usecase—New Products, Cost Savings, Process Improvements, Customer Insights, General Ideation—integrating the flow of ideas with business process can streamline and automate the ideation process, allowing more focus on finding and developing the best ideas.

“The Brightidea platform has powered better management and prioritization of ideas for Nielsen.”

- Stephanie Hegarty
Nielsen





Brightidea Customer Success Snapshot:

The Nielsen Company provides market intelligence worldwide in consumer information, television and other media measurement, mobile measurement, trade shows and related properties with a presence in 100 countries, and with 36,000 employees. Nielsen knows that innovation is the key to success; however, they required a better process to effectively triage ideas, prioritize and roadmap innovations.

Nielsen approached Brightidea to align its flexible and customizable platform with a new innovation program process, which included the support of a dedicated and centralized innovation team. The team of three innovation program managers provides business unit stakeholders "the highway" to drive innovation best practices, guidelines, tools and direction on how to run an optimal program.

Today, the company runs a series of 15-20 innovation "Challenges" at any given time in specific identified categories across all business units. Using this model, the business unit stakeholder is able to easily create Challenges through a systemized process, and this allows Nielsen to gather and manage ideas from employees, customers and other resources all within the Brightidea platform.

The end result has been better management and prioritization of ideas for Nielsen. The program has grown in adoption tremendously over the last few years, and now they are able to produce over 500 highly qualified idea submissions per quarter – ideas that are detailed and results-focused.

Innovation Program Management Success at Nielsen:

- *Runs a series of 10-15 "Challenges" at any given time all year in specific identified categories across all business units*
- *Sources 500+ highly qualified idea submissions per quarter that are detailed and results-focused*
- *Millions of documented hours saved across the organization thanks to the "Cycle Time" innovation Challenge*

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Define Your Goals and Define Success

Select goals that are quantifiable and can be tracked objectively over time.

For example, if your company wants to see financial ROI for new products and services submitted through an innovation management program, the process and metrics used to track success are straightforward. A company should consider long- and short-term goals for different stages in the innovation program process. Short term goals could be reaching a certain number of active users or number of ideas, but whatever metric chosen, it needs to remain static. As your community matures, your focus will shift to include participation quality (e.g. number of ideas that turned into a proposal, number of ideas that were executed, etc.), new revenue sourced, or revenue generated from executed ideas.

“A single new technology idea that was posted to the I-Zone and went through our evaluation process is now about to go to market with multi-million dollar revenue potential in the next 3 years.”

- Matt Asman
Innovation Manager
Cisco





Brightidea Customer Success Snapshot:

Cisco Systems is a worldwide networking, electronics, voice, and communications technology provider.

Cisco has always focused on the latest technology innovations. Their fundamental challenge was how to create real business impact in Europe that was measurable and sustainable, as a way to sustain competitive advantage.

Matt Asman, Cisco's European Innovation Manager, sought to build a holistic program for the company that incorporated strategic goals backed by tools that facilitated opportunities for continuous innovation across multiple business functions.

Business goals included better productivity, increased competitive advantage, as well as increasing employee, customer and partner satisfaction.

Cisco set up its Innovation Europe program as a formal mechanism to explore all the possible sources of innovation in all areas of the business and to harness the creativity of Cisco employees. At the heart of this internal program was the i-Zone, an idea management portal powered by Brightidea.

During its first 15 months, i-Zone generated hundred's of ideas, comments and community interactions. During the most recent phase of the innovation program Cisco has successfully increased the number of ideas generated through the internal innovation portal by nearly 50% and grown the community to nearly 5,000 users.

Cisco's Executive Leadership Team has approved 10 of the ideas submitted, which have progressed through the system to receive support and investment from the business. Three of the ideas are now close to being implemented, with several in prototype and two expected to create significant revenue potential for the company within 3-5 years.

Innovation Program Management Success at Cisco:

- 400+ Ideas
- Over 5,000 users
- 5,000 + comments/votes
- 10+ Ideas under development 1 idea with multi-million dollar revenue potential



Maintain Momentum with Employee Engagement

The success of any innovation program is closely tied to the level of employee engagement. Citing a Towers Perrin study, Gary Hamel shares that only one-fifth of employees are truly engaged in their work and would “go the extra mile” for their employer. The rest ranged from disengaged (38%) to indifferent (41%).

Creating targeted innovation Challenges set around solving specific business needs will not only get you the ideas you are looking for, it will motivate employees, drive collaboration and make the evaluation process that much easier.

Providing user recognition and feedback will show employees that the company is committed and listening, and will encourage greater participation in the future. Start with a mix of targeted and ongoing Challenges. Targeted Challenges will build momentum and introduce the innovation process, while ongoing campaigns integrate innovation in the broader employee culture.

More ways to sustain employee engagement:

- Maintain blogs, feeds and newsletters
- Hold meetings to keep people informed
- Update statuses to show progress
- Highlight successes continually
- Communicate beyond idea submission

“We are partnering across our enterprise to establish a culture of innovation and engage employees to identify implementable, impactful ideas.”

- Sabrina Prouty
Insights Integration
Strategic Consultant
Humana



Brightidea Customer Success Snapshot:

Humana Inc. (NYSE: HUM) is a leading healthcare company that offers a wide range of insurance products and health and wellness services that incorporate an integrated approach to lifelong well-being. While innovation has always been core to Humana, the advent of healthcare reform has accelerated the need to drive more innovation faster.

Humana needed a best-in class idea management platform to efficiently manage the end-to-end crowdsourcing cycle and get to decisions as quickly as possible.

After implementing Brightidea and a shared-services model the team was able to act as expert crowdsourcing consultants that are leveraged across the enterprise to connect everyone to Humana's corporate priorities and strategies through crowdsourcing and collaboration.

Humana's 1DEA program has been hugely successful. Using Brightidea Humana has been able to create a repeatable crowdsourcing process that scales across its 35,000 employees.

With over 20,000 registered users and 4,200 ideas created from 20 challenges since its program's inception. Challenges aligned to strategic opportunities continue to drive a very engaged audience.

Innovation Program Management Success at Humana:

- *Over 60% employee participation rate (20,000 users)*
- *4,100+ Ideas*
- *20 Idea Challenges*
- *Millions of dollars in cost savings identified*

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Stress Importance Of Idea Evaluation

Idea evaluation is as important as idea collection because it is where most initiatives fail. Track what happens to ideas, train your team to evaluate ideas on an ongoing basis and introduce the evaluation process early.

After idea collection, innovation program management software leverages scorecarding and stack ranking for initial prioritization. Through the software, information is captured, sorted and logged for future reference. Meanwhile, collaboration on ideas continues with individuals, subject matter experts and groups across geographical and organizational boundaries, creating a unique space for idea development and management that will drive implementation of ideas.

“We have significantly increased client satisfaction and added millions of dollars to the bottom line by leveraging the scalability of online support.”

- Kim Kelley

Program Manager, CSM
Mentor Graphics



Brightidea Customer Success Snapshot:

Every year, Mentor Graphics received thousands of product improvement requests through their online Help Desk, "SupportNet First." They realized that these ideas could be extremely valuable, but had no way to leverage them.

Mentor Graphics turned to Brightidea for an innovation program management solution that would collect those enhancement requests, and then streamline them for evaluation and implementation. One of the main reasons Mentor Graphics chose Brightidea was the functionality that allowed for grouping similar ideas, showing the company which improvements were most popular.

The new system made the evaluation process much easier and more efficient, allowing the Mentor Graphics team to quickly view popular ideas and evaluate them through stack ranking and scorecarding. Mentor Graphics achieved clear results from its Brightidea deployment: a 45% reduction in call center stats and 78% of customers reporting their problems were solved. The implementation has led to higher customer satisfaction, better idea visibility and prioritization, and faster enhancement implementation.

Innovation Program Management Success at Mentor Graphics:

- 3500 ideas, 37000 votes from 4500+ users
- Increased client satisfaction and retention
- 45% Reduction in call center stats
- Better idea visibility & prioritization, faster implementation

The screenshot shows the Mentor Ideas website interface. At the top, there are navigation tabs for SOLUTIONS, PRODUCTS, SUPPORT, SERVICES, and COMPANY. Below this is the Mentor Graphics logo and the title "Mentor Ideas". A secondary navigation bar includes links for "Post Idea", "Vote", "Comment", and "Blog Home". A search bar is located on the right side of the page. Below the search bar, there are several sections: "Mentor Ideas Stats" (12,263 Ideas, 16,449 comments, 102,545 votes, 14,243 users), "Ent WS Directory" (Mark Community, Mentor Ideas - All), "Welcome to Mentor Ideas!" (The goal of this site is to give you a place to suggest improvements for Mentor products...), "Login" (Welcome, slucas@mentorgraphics.com), and "User Community (Cross-Webstorm)" (A grid of user avatars). At the bottom, there is a table listing various Mentor Ideas sites and their corresponding products.

Mentor Ideas Site	Products
Mentor Ideas for DxDesigner	DxDesigner, ICE, DxDataBook, DxPDF, Concurrent Engineering, I/O Designer
Mentor Ideas for HyperLynx	HyperLynx SI/PI/Thermal, HyperLynx DRC, HyperLynx 3D, HyperLynx Analog
Mentor Ideas for Expedition	CES, Expedition, Board Station XE (AutoActive), XtremePCB/AR, Variant Manager, Reuse, RF, Flow Integration, Library Manager, DMS, LP Wizard, Fablink XE, Automation, 3D Viewer, ECAD/MCAD Collaborator, nRECAD
Mentor Ideas for PADS	PADS Layout, PADS Logic, PADS Router
Mentor Ideas for Mechanical	FloTHERM, FloEFD Suite, FloTHERM.PACK, FloTHERM.PCB, and FloVENT
Mentor Ideas for IESD	Capital Harness, VeSys

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Focus on Implementation

Your collaborative innovation program should be designed to take qualified ideas, and build them into something actionable within the organization. The complete innovation management lifecycle can be broken down into phases: ideation, evaluation, proposals and projects. However, it is the final stage—the point at which an idea becomes reality—that determines the ROI and overall monetary value of your innovation pipeline. So having the tools to vet, prioritize and execute on the most promising ideas is critical.

“The opportunity to work with smaller companies around the world is big for us; we can now take ideas and plug them into places where they move forward.”

- Jeff Immelt
CEO
GE





Brightidea Customer Success Snapshot:

The GE Ecomagination Challenge has been a model of success for open innovation, because it demonstrates how essential follow-through and implementation are to achieving success.

Everything about the Ecomagination Challenge was developed to identify breakthrough ideas that could turn into next generation technologies. Built on Brightidea's innovation management software, the Ecomagination Challenge website offered visitors a dynamic, user-friendly experience with dozens of ways to participate and stay informed.

The first phase involved looking for ideas to improve the energy grid. The results were the largest open-innovation challenge of all time: 5,000+ ideas, 81,000+ comments, 120,000+ votes from 70,000 participants from around the globe. The 22 winning projects received total funding of \$55 million (and \$20 million dedicated to a single idea) from GE and its venture capital partners.

Innovation Program Management Success at GE:

- *Launched the largest ever open innovation challenge*
- *Collected 5000+ ideas from 70000+ people worldwide through Brightidea's innovation management software*
- *22 major funded projects, plus additional grants and \$100k awards for future projects*

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Measure Results

Throughout the lifecycle of an innovation program, continuous reporting and measurement is critical to optimizing performance.

Your first step is to identify the metrics you care most about.

Review engagement metrics like active participation, total ideas submitted, or number of qualified ideas. Distinguishing the number of visitors from participation (comments, votes, etc.) will show you how engaged your users are and where you may need to improve or stimulate participation. And ultimately, you need to be able to track outcomes. Because without implemented projects, there is no innovation.

Metrics may focus on program performance and include the total number of:

- Campaigns run
- Participants
- Ideas collected
- Comments posted
- Votes cast
- Outcomes generated
- Winning ideas
- Rewards distributed

Metrics may be linked to the organization's bottom line and ROI include:

- Outcomes implemented
- Cooperation agreements
- Patents filed
- Field trials run
- New products introduced
- Productivity cost savings
- New markets created
- New revenue generated

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

- Steve Healey
Head of New Ideas
BT



Brightidea Customer Success Snapshot:

BT Group, one of the world's leading providers of communications solutions, sought to create a corporate culture of innovation. They defined success as the specific financial value of ideas generated and executed on over time. BT established a system that would allow the company to fully leverage the collective knowledge of its employees, gather customer insights and efficiently turn the most promising ideas into concrete projects with measurable returns. To do this, BT engaged the Rewards Shop, an incentive structure system. As a top reward, submitters of implemented ideas receive 10% of the idea's bottom line benefits of the first year performance up to a maximum of \$50,000. The program outcomes have been nothing short of astonishing. Over 10,000 ideas were submitted and 200 implemented. Cost savings and new revenue generated has been in excess of \$250 million, and an engaged and involved employee base has fulfilled their goal of creating a culture of innovation.

Innovation Program Management Success at BT:

- *Executed more than 60 campaigns.*
- *More than 200 ideas implemented.*
- *Generated over \$250 million between new revenue and cost savings from ideas sourced.*
- *Returning \$75 for every \$1 invested in innovation program*

Conclusion

From securing stakeholder buy-in and establishing goals to aligning your process with management software and measuring outcomes, each of these components is critical to managing innovations from concept to cash and driving tangible returns on your innovation investment.

Implementing a companywide collaborative innovation management program can effectively capture the collective wisdom of employees, partners, and customers; and efficiently manage the identification and implementation of next generation products and services that lead to competitive advantage.

But this cannot be done with ad hoc tools and ill-defined processes. Successful execution requires a defined, proven process and innovation program management software that can act as a system of record for tracking ideas through to implementation and measuring all aspects of your innovation initiatives. Because without measurement, you can't even begin to calculate a return on your innovation investment.

Choosing the right tools and having the proper expertise to effectively innovate will be a defining factor in a company's ability to survive in today's increasingly complex, competitive business landscape.

“By putting formal systems in place to manage innovation, companies can...position themselves to seize control of change and become its master rather than its victim.”

- Accenture

About Brightidea

Brightidea is the partner of choice for world-class companies seeking to build transformative people-powered innovation competency and culture.

Brightidea enables organizations to achieve their highest potential by fully harnessing the creative capacity of their people through crowdsourcing, crowdfunding and unique, specialized innovation management software and services. We have the only software designed for innovation program leaders — and the experts to advise you on how to build and optimize your innovation program. Brightidea has worked with over 300 leading global brands including Accenture, BT, Cisco, GE, MasterCard, and Roche to achieve tens of millions of dollars of financial innovation impact.

If you are seeking to start a new innovation program or scale your existing program, we would welcome hearing from you.

BRIGHTIDEA

Contact Us | email us at sales@brightidea.com | visit www.brightidea.com

