

# SUCCESSFUL INNOVATION PROGRAM SECRETS

Revealing the Best Kept Secrets in Innovation Management





## CONTENTS

---

Introduction	3
Defining Success	4
ROI Analysis	5
Features	6
Creating Powerful Challenges	7
Success Metrics Matter	8
Organizational Culture	10
Attaining Overall Goals	13
Preparing for the Future	14



# 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 that spanned a range of industries and included leaders such as Accenture, Cisco, Merck & Co, Allstate, and Nielsen. You'll also learn best practices, shared in the form of case studies, from Autoliv, AXA, Cathay Pacific, Exxon, HP, Motorola, Walgreens, and other S&P, Global, and Fortune 500 companies. Regardless of where you are in your innovation management journey, you'll find valuable information for innovation program managers (IPM).



# 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.



Merck was having trouble 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.





# Exceptional Innovation Platforms Capture the Power of a Thousand Creative Ideas

## 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.







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 reward and recognition effort for ideas driving value, generating more than \$250 million between new revenue and cost savings from the ideas sourced companywide since 2005.

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

—Steve Healey  
Head of BT New Ideas



HP wanted to streamline its 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.

**"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





# 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 slowly but must get that first challenge off and running immediately or the time to reach ROII (return on innovation investment) increases significantly. To attain 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. Here are some tips to put you on the right path:

**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. Use leading questions like these 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 brainpower or people 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 and 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



**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





"Brightidea has been an ideal platform for our key innovation process."



"Brightidea offered a scalable and repeatable process for reviewing, evaluating, selecting, and placement of Adobe Women-in-Technology and Research Fellowship applicants."



"The tool is very feature-rich and flexible. If someone wanted to do online ideation—I don't think there is a better tool."



"Brightidea will boost your innovation and speed up the return of your investments by engaging employees."



"Brightidea has opened new ways for me to explore the hidden sources that could help me to enhance my process efficiency and how I can modify the working of my employees across the globe."



"Brightidea makes it easy to set up initiatives, collect ideas from people, move ideas through a pipeline, and measure results. Brightidea has been critical in making it easy to launch our Hackathons and has let us focus on generating ideas rather than logistics."

# 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.





## Autoliv

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 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 success story involved selecting a crowdsourced idea from a customer and creating a product that today has more than 2,300 subscribers. The process that typically takes three years—best case—was completed in six months. "In terms of time to the first dollar of revenue, our execs loved it!"





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 skill set could operate it without prior training. Their Brightidea-powered innovation program encouraged widespread adoption of the program, with more than 500 highly qualified ideas per quarter.

In 2013, the “Cycle Time” Challenge saved Nielsen more than 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



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





# 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.

## Citizens Bank®

“A couple of items make Brightidea effective: Ability to quickly manage a large volume of ideas to review them and take action, set up an Innovation Challenge within minutes, bring in multiple reviewers to evaluate ideas using a variety of tools. I am able to collect ideas from across the entire organization, I am also able to ask targeted questions to a large population to generate a diverse set of new ideas.”

—RJ Sherman

SVP of Innovation, Citizens Bank



# 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 can successfully sell their innovation program internally and attract additional demand. It's not only smart thinking though, but it's also job security.



AXA knew that the way they do business will radically change in the next 10 years, making innovation critical 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 readiness.





Brightidea is purpose-built innovation management software designed to help you capture, evaluate, select, and implement the best ideas to solve business problems and uncover new opportunities. What's more, Brightidea offers the power and flexibility to tailor that process to your specific needs. Why? Because no two innovation programs are the same. And because your innovation needs today will be different tomorrow. Brightidea is the right partner for your innovation journey.

Our software is the #1 customer-rated platform for managing employee Ideas. It's designed for any size idea or innovation management initiative, has more than 2.5 million users worldwide, and has delivered more than \$15 billion in net benefits to date. Engage your employees at scale, collaborate on novel solutions, and foster a culture of innovation within your company. Wherever you are in your innovation journey, our platform and people will help you get to the next level.



