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Key Considerations for  
**Collaborative  
Innovation**

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[www.hypeinnovation.com](http://www.hypeinnovation.com)

# What is Collaborative Innovation?

## *The Challenge:*

Organizations have always tried to tap into the collective knowledge of their employees. Suggestion boxes have been used for many years, inviting employees to drop in their ideas for review by management. These ideas may not be aligned with business goals and are often underdeveloped; therefore these initiatives rarely provide breakthrough results. How can we do it better?

## *Opportunities:*

HYPE is an innovation management platform that combines the best of social software with a business process workflow. The platform allows companies to quickly and easily launch campaigns to thousands of users, asking them to innovate around a defined opportunity or problem.

Ideas are improved, promoted, combined, and eventually assessed against their potential. Successful ideas are developed into concepts, where a business case can be formed, then finally into innovation projects where implementation begins.

The platform allows you to structure your campaigns around strategic innovation areas - hunting grounds for new ideas - which then can be measured and tracked at every stage. This also helps to ensure that each initiative is tied to business needs.

Collaborative innovation allows large organizations to innovate faster and across a wider range of subjects, yet ensuring existing processes are embedded into the tool for structure and rigor.

## *HYPE's Recommendation:*

- Evolve from suggestion box, to spreadsheets, to collaborative, social innovation
- Engage your employees in your biggest opportunities
- Leverage diverse opinions to drive better results
- Increase visibility of the innovation pipeline
- Embed innovation everywhere irrespective of location, function or language
- Combine top down needs with a bottom up approach
- Give a voice to the organization, at all levels
- Drive higher quality results by increasing diversity of opinion
- Allow employees to be recognized and to communicate freely, creating a sustainable culture of innovation

# Build vs. Buy

## The Challenge:

When it comes to investing in online innovation management, should you buy a product off the shelf or have your in-house developers build a system? One option may seem cheaper than the other, one may seem quicker to deliver, but what are the key considerations when it comes to this decision?

## Key Considerations:

The first thing to bear in mind is that there are many different facets to this decision, it isn't as simple as which is fastest or cheapest. You have to consider what will deliver the outcomes you want and in most cases, that's greater levels of innovation.

- **Alignment with best practices:** People don't engage with business software as they do with social software in their personal lives, so you need to align to good online innovation principles.
- **Total cost of ownership:** Look at how long it will take your own developers and what the (albeit) embedded cost is. In-house software needs maintaining just as off the shelf software does, so consider the full cost over time.
- **End-to-end functionality is important:** Innovation software is far beyond crowdsourcing ideas. There's no innovation without execution, so you need to ensure the software will support you to build up ideas into concepts and projects while maintaining the security of all your content.

## HYPE's Recommendation:

- **Business value** should always be your primary focus; any costs will be dwarfed by the benefits of a successful implementation. Nokia Siemens Networks generated \$1Bn additional revenue and DHL saved over \$250m, both in just one year.
- **You need people to engage** to drive great innovations, so do consider the user interface, usability, and accessibility to which employees have become accustomed. When participation is voluntary, engagement becomes even more important. Add-ons like a mobile app can also spur engagement.
- **Manage your risk** and consider renting a 'Best of Breed' application first. This will enable you to get started quickly and learn how your organization reacts to enterprise innovation.
- **Get advice** by engaging enterprise innovation consultants to advise you on other key considerations to help promote participation and business value beyond the software, such as communications and governance of the process.

# Integrating Social Business

## *The Challenge:*

Your goal as an innovation manager is to engage as many employees as you can in innovation. Social business platforms are already an integral part of corporate IT systems today, offering a single location for employees to find and share information with colleagues. Instead of convincing employees to log on to another tool, why not bring innovation to the social platform itself?

## *Opportunities:*

On your enterprise social business platform employees post their skills and interests, discuss challenges and opportunities, and share information on best practices, competitors, and recent projects. With HYPE you can launch innovation campaigns inside your social platform.

Collect ideas, and allow users to collaborate, building on and improving the ideas of others. When the best ideas emerge, transfer them directly to HYPE, and manage them through to implementation. HYPE will synchronize the idea status and updates back to their original location, so users know what's happening at all times. In HYPE you have all of the tools you need to track, measure, and implement ideas while you can make use of the platform where the users spend their time.

In addition, the integration of your innovation system into your organization's social business platform enhances the visibility of your innovation program, making it an integral part of the company culture.

## *HYPE's Recommendation:*

- Make use of your existing social business platform for your innovation management to facilitate innovation activities for your users
- Drive real return on engagement with innovation campaigns
- Lower access barriers by offering a common platform
- Social platforms do not manage innovation, they gather input and attention
- Managing ideas is the hard part, you need structure and process which is where HYPE can help



HYPE for IBM Connections



HYPE for Yammer



HYPE for SharePoint

# How to Handle Distributed Teams

## *The Challenge:*

Your company works across different time zones, processes and cultures with different business divisions spread all over the globe. Each division is well connected internally, yet there is little information exchanged between them. Expert knowledge and best practices are not communicated throughout the company. And while each division may have their own innovation program, harvesting cross-divisional ideas and insights seems to be impossible.

## *Opportunities:*

- **Connect your teams** through a company-wide innovation platform to enable the central and distributed collection and processing of ideas.
- **A common platform** offers a central overview helping identify innovation white space areas; direct your innovation initiatives towards neglected areas of your business.
- **Use campaigns** to share best practice solutions to common problems throughout the organization.
- **Use local innovation representatives** in each division to spread news, keep the motivation high and identify local opportunities for innovation activities.
- **Use independent evaluation teams.** Each evaluator can be selected according to their specialization, participate online helping to reduce the impact of different locations and time zones.
- **Give a voice to distant teams.** Motivation is increased by the opportunity to be heard in the headquarters and by top-level management.
- **Make use of mobile idea submission.** With a tool like HYPE's mobile app, everyone can participate, no matter where they are located.

## *Business Case:*

### **Challenge:**

- Bombardier Transportation, a leading company in the rail industry, facing fast growing, low-priced competition
- Several thousand employees, globally distributed among six divisions
- A need for growth and protection of market share
- A focus on being smarter and more innovative than the competition

### **Outcome:**

- Implementation of a corporate-wide innovation platform to collect ideas from all six divisions using idea campaigns
- Participation increased by 2.5 times within the first seven months
- Employees had the chance to collaborate with colleagues from all over the world on key innovation targets, contributing their individual expert knowledge
- A 30% improvement in the flow of information and sharing of ideas within a year

# Handling Large Volumes of Ideas

## *The Challenge:*

It can be hard to predict how many ideas you'll receive when you launch an online idea campaign. Sometimes the floodgates open, and the topic engages a much larger group than you'd expected. If the quality is high, this can be a good problem to have; software tools must be ready to support you in processing greater levels of diverse opinion. It's important to consider how to design your process in a scalable fashion before you launch.

## *Opportunities:*

A carefully worded question will help you control the volume of ideas you receive. Broad questions are likely to engage more people and therefore you can expect a lot of diverse ideas that need improvement before they become something useful. If the question is precise and narrowly focused, you can expect fewer submissions, and a higher quality set of ideas.

From the outset, share high level review criteria to all invitees. If the audience understands how ideas will be judged, submissions will be more closely aligned to business goals.

HYPE supports an automated community graduation filter, where the most interesting and engaging ideas within a given community are promoted to management, and invitees are asked to spread the word about their own ideas with colleagues.

When reviewing, use a two-step approach: firstly, filter the submissions with a simple go/no-go decision. Look to remove 50-80% of the content in this phase. Follow up with a qualitative assessment of the remaining and most promising ideas. Provide feedback at both stages to all idea authors. Finally, consider turning new submissions off for the final phase of the campaign, and ask for commenting and voting instead. Communicate to the audience that they now have the opportunity to build on the best ideas and push them closer to selection.

## *Business Case:*

- PSA Peugeot Citroen launched a campaign and received over 1,300 ideas in less than 8 weeks, with over 7,000 employees participating. Community graduation was used, allowing the audience to bubble up the top 200 ideas to the evaluation team, enabling a faster evaluation process.
- An oil and gas company from the Middle East receives 12,000 ideas per year, from 39,000 participating users. A decentralized organizational structure is used to route ideas via the HYPE platform to the most appropriate person, ensuring ideas are dealt with quickly, and progressed through the innovation pipeline.

# Driving Higher Quality Ideas

## *The Challenge:*

Most innovation managers look for high quality ideas as opposed to high numbers of ideas. Some programs find ideas from employees don't fit the company's innovation strategy. Other ideas may not be sufficiently detailed for implementation or did not consider important aspects, such as technical feasibility, market constraints or resource availability. And sometimes, the innovators contribute their own ideas, but do not engage to improve the ideas of others.

## *Opportunities:*

- Run online idea campaigns that look for ideas to solve specific problems or generate opportunities
- Raise awareness through workshops, videos or brochures on how to support good ideas using your online platform
- Invite cross-functional teams to improve the diversity of submissions
- Request idea submitters to develop their ideas further as others submit comments and improvements
- Encourage participants to get engaged in developing existing ideas further by raising questions, making suggestions on how to improve an idea, pointing out existing solutions and experts on the topic
- Have sponsors or dedicated users to fuel the discussion by leaving comments on ideas
- Allow the community to promote the ideas of greatest interest by using HYPE's community graduation feature to encourage users to engage their peers for commenting and voting
- Incentivize good comments by recognizing the vital role a team plays in developing a good idea, not just the initial idea submitter

## *HYPE's Recommendation:*

- **Focus your audience using questions:** Write engaging questions to develop more focused ideas.
- **Diversity breeds greater levels of innovation:** Well-developed ideas are usually the result of different perspectives and opinions from across the organization. The most interesting ideas will engage the crowd most readily. So invite a wide range of different participants.
- **Collaboration between invitees improves quality:** Within any invitee group, some will be more creative, others focused on implementation or perhaps risk. It's by bringing these different personality types together, in addition to diversity of skills and location, that you can create higher quality ideas at an earlier stage.
- **Recognize those that improve ideas,** not just submitters. An idea may not be implementable until a range of other invitees have improved the initial submission. Recognize and publicize the value of the whole team.

# Innovation Beyond R&D

## *The Challenge:*

There are a range of reasons why organizations expand the scope of their collaborative innovation programs to include areas of business improvement. Most companies target efficiency and effectiveness and ask for ideas regarding cost reduction and process improvements in parallel to innovation campaigns. Many organizations would like to share knowledge, information, and expertise on a company-wide basis to build up a corporate knowledge base 'on the fly'. In addition, there's often a need to connect experts across silos on a range of topics, not just innovation.

## *Opportunities:*

- **Foster collaboration among employees** from different regions and departments, provide a corporate-wide platform that is open to everyone for campaigns and idea sharing on any subject
- **Reduce costs**, improve processes, share best practices, and knowledge according to the corporate needs on demand
- **Innovate everything**: Business value doesn't derive from new products and services only; consider using innovation tools to innovate processes and business models as well
- **Crowd consulting**: before hiring external consultants to identify cost-saving potentials and options to raise efficiency, make use of the inside knowledge of your workforce
- **Engage non-innovation professionals** in discussions to improve and develop the business
- **Engage diverse groups of people** to consider ideas from different perspectives
- **Engage sales and marketing professionals** to understand customer needs and vision more closely

## *Business Case:*

- Casa Pellas is a diverse automotive conglomerate from Nicaragua which oversees a wide range of service-focused companies
- They established an enterprise innovation and continuous improvement program where invitees could share their ideas on any subject, to help improve and grow the business
- A major goal of the program was to find breakthrough ideas that lead to sustainable corporate growth
- The innovation department provides help for teams to create a formal business plan
- Main evaluation criteria are the idea's impact on the campaign's objective and the effort required to implement it
- Quality and elaboration of ideas is very high, so that 50-60% of ideas are selected for implementation
- Within 1.5 years, 1,011 ideas were approved and 868 of these were implemented
- This included 25 radical ideas, of which three alone have generated over \$1m in additional revenue



# First Steps towards Open Innovation

## The Challenge:

Opening up elements of your innovation program and capturing a greater diversity of ideas from outside of your organisation is a natural progression for established enterprise programs. Given the vast opportunities for innovating beyond your normal boundaries, how can you make the first pragmatic steps with customers, partners & suppliers?

## Key Considerations:

Any open innovation program requires the innovation team to think about a similar set of considerations:

- **Focus areas** – What areas of innovation require external support? It's important to have complete clarity of purpose for all parties.
- **Internal support** – Which internal stakeholders need to be considered and part of the discussion? Include legal counsel as early as you can, their guidance can save time later on.
- **Target selection** – Which third party groups or communities are best placed to help? Consider your relationship and the level of vested interest.
- **Method of engagement** – How will you reach out to the right people? Do you know who they are, how to contact them and how to engage them?
- **Tactics** – How will you market and promote the program? Consider which groups can share what information and with whom.

## HYPE's Recommendation:

- **Start simple** – Look for third parties that have a vested interest in your success and where a good relationship exists. They're the most likely to engage.
- **Manage your expectations** – There are many variables in Open Innovation, and many will exist outside of your control, so start on a modest scale and test your approach.
- **Check your existing contracts** – Some third parties (such as suppliers) will have existing contracts with you that may cover or limit the exchange of information, confirm what's in place before looking to draft new contracts.
- **Make sure you manage 'the back end'** – As per your internal program, participants can become disengaged, if you don't communicate next steps and progress. Consider what you're prepared to share to keep enthusiasm for the process high

HYPE support open innovation programs for some of the world's most innovative organizations, including: Deutsche Telekom, Hershey's, Mattel, Nokia Siemens Networks, and The Maids.

## ***HYPE and Your Company – How to get started?***

Contact HYPE Innovation today at [info@hypeinnovation.com](mailto:info@hypeinnovation.com) to schedule a live demo and learn more about our award-winning software.

HYPE – End to End Innovation Software from Idea to Market



## ***About HYPE Innovation***

HYPE Innovation, a trusted expert for over a decade, delivers enterprise innovation software in 17 languages to companies around the globe. HYPE's proven innovation process and award-winning software provides our customers with a powerful engine for end-to-end innovation, from open innovation campaigns and crowd-generated ideation to concept evaluation and value-creating innovation projects. Companies select HYPE for our flexible, standard software, our client-centric team of experts, and our experience in successfully delivering results to customers in every industry. Our global customer community includes leading innovators such as Mattel, General Electric, Procter & Gamble, Bombardier, DHL, Roche, Nokia Siemens Networks, Daimler, Airbus, General Mills, Saudi Aramco, Clorox, Deutsche Telekom, and many others.

Visit our website at [www.hypeinnovation.com](http://www.hypeinnovation.com) to learn how HYPE enables companies to transform their best assets – employees, customers, partners, and suppliers – into dynamic and engaged innovation communities.



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