Case Study

HYPE ◉ SIMPLIFY INNOVATION

Edenred

Scaling up Innovation and Breaking down the Silos

Edenred

The Company

- World leader in prepaid corporate services
- Operating in 42 countries
- 6,000 employees

The Challenge

- Country based silos that focus on local markets, limiting collaboration and sharing of ideas
- A need to ensure only the best new concepts are brought to market
- A need for clear governance across the whole innovation project portfolio
- A desire to balance the innovation portfolio with the right mix of strategic and more radical initiatives

The Outcome

- Established HYPE as a new knowledge sharing platform to connect each country
- Significant growth due to the sharing of great business concepts – about 1/3 of all projects have been rolled out in at least one other country, due to the platform (source: Innovation Pipeline reporting)
- A growth in the number of projects at each gate of the funnel
- Clarity over where innovation effort needs to go based upon better information and visibility of local activities

Background

Edenred, which invented the Ticket Restaurant® meal voucher and is the world leader in prepaid corporate services, designs and delivers solutions that improve the efficiency of organizations and enhance the purchasing power of individuals. Formally known as Accor Services, the company was part of a demerger in 2010. As a new company, Edenred started to look at innovation differently and consider how it could be improved. Operating in 42 different countries, the company has 6,000 employees looking to learn and understand what's happening across the enterprise.

Like any company with operations in different places, Edenred wanted to improve the way it shared information. For employees on one side of the world, there was simply no easy way to see what colleagues on the other side were doing. Initiatives to share ideas and innovations only happened locally, with no process or technology in place to support wider collaboration.

Business challenge

Replicating good practice from one country to another had always been a challenge, so in 2011 Edenred decided to help facilitate each business unit to be more innovative by sharing its global innovation portfolio. Consequently, there was a clear focus on the creation of a global innovation pipeline to give everyone a view of the innovation projects, increasing their visibility and helping to share new capabilities. The vision was for each business unit to share its projects with all other business units on one platform. In this way, anyone in the company could search and find examples of what was happening elsewhere. The innovation team has the responsibility to introduce innovation processes, ideation, project management, innovation steering committees, reward mechanisms for innovators and benchmarking internal processes with best practices. Edenred wanted to improve both its management of innovation and the way innovation processes worked.

Scenario

Edenred wanted to ensure it was doing all the right things as effectively as possible. That included delivering projects in innovative ways. Innovation is considered important to growth, so the team continuously adds to the existing portfolio, developing a wider range of products beyond its traditional portfolio which is heavily weighted towards offerings that are subject to legislation. Edenred wanted "more weapons in the armoury", i.e., create a more balanced portfolio so they can adapt to changing market conditions, differentiate themselves from the competitors, and build a bright future.

The solution

HYPE's innovation management platform was introduced in June 2011. The main objective of the program was to create an easy-to-use knowledge sharing platform for projects in progress or already in place. Projects would be developed in HYPE, giving team members a common place to share and collaborate. The HYPE platform was configured to replicate a classic phase-gate process to ensure all projects followed a standard approach through development. Progress is now tracked and good governance exists across all projects. Furthermore, once projects are made available to customers, they're also shared within HYPE. This enables different silos to discover the work of others and then replicate or adapt it for their local market.

Nico Valenti Gatto,
Head of Innovation and
Business Development Networks

"HYPE is a great knowledge sharing platform, we can now ensure all innovation work is captured, shared and replicated. This helps generate more growth and prioritize our innovation efforts more effectively."

Nico Valenti Gatto

Detail of the program

Initially, the program was launched as a pilot to just a small number of countries including the UK & Brazil. Over time, the scope and reach expanded ramping up to all 42 country locations.
Edenred have seen the amount of shared innovation projects increase in line with the rollout and awareness of the program. During 2012, 174 innovation projects were shared. This has risen to 261 innovation projects in 2014. The innovation team provides continuous support to each country as they rollout the program, making sure their contributors know how to use the application, what to share, and how it can support growth in their local market.

*Edenred Ticket Shopping® Card App,
an Edenred Germany solution*

Benefits

For the innovation team, the benefits are clear to see. They continue to break down country silos, ensuring that all 261 projects are visible to all employees. Ideas are promoted and implemented across different territories: at the most recent count, about 1/3 of all projects on the platform had been picked up and adapted from one market to another. Many projects have actually been rolled out across numerous markets. Improving knowledge sharing and collaboration has therefore had a substantial effect on the company growth and its efficiency, ensuring that "wheels are not reinvented".

Top-level management can now see what's happening in each country, what innovation projects they're progressing with and which they're replicating from other territories. Now that all projects are contained in one place, key data associated with each project can be tracked and maintained. This enables better governance and decision making across the 42 different markets.

There have been other improvements, too. From a local perspective, business units have seen an improvement in the quality and structure of some projects. Due to the visibility and clarity of the overall portfolio, problems can be identified earlier, and better investment decisions can be made. This also had a knock-on effect on the speed of implementation of some projects.

The next step for the innovation team will be to look more deeply into process innovations to see if they can also be shared and replicated in the same way.

HYPE

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