Overview of this Webinar

Who is
HYPE

Let's talk about
failure

Challenges you need to address

SUMMARY

Who is
HYPE

Who We Are

HYPE Innovation

Founded 2001 as Daimler spin-off	Specialized in Innovation Management
Headquartered in Bonn, Germany	Offices in Boston, Denver, Berlin, Abu Dhabi & London

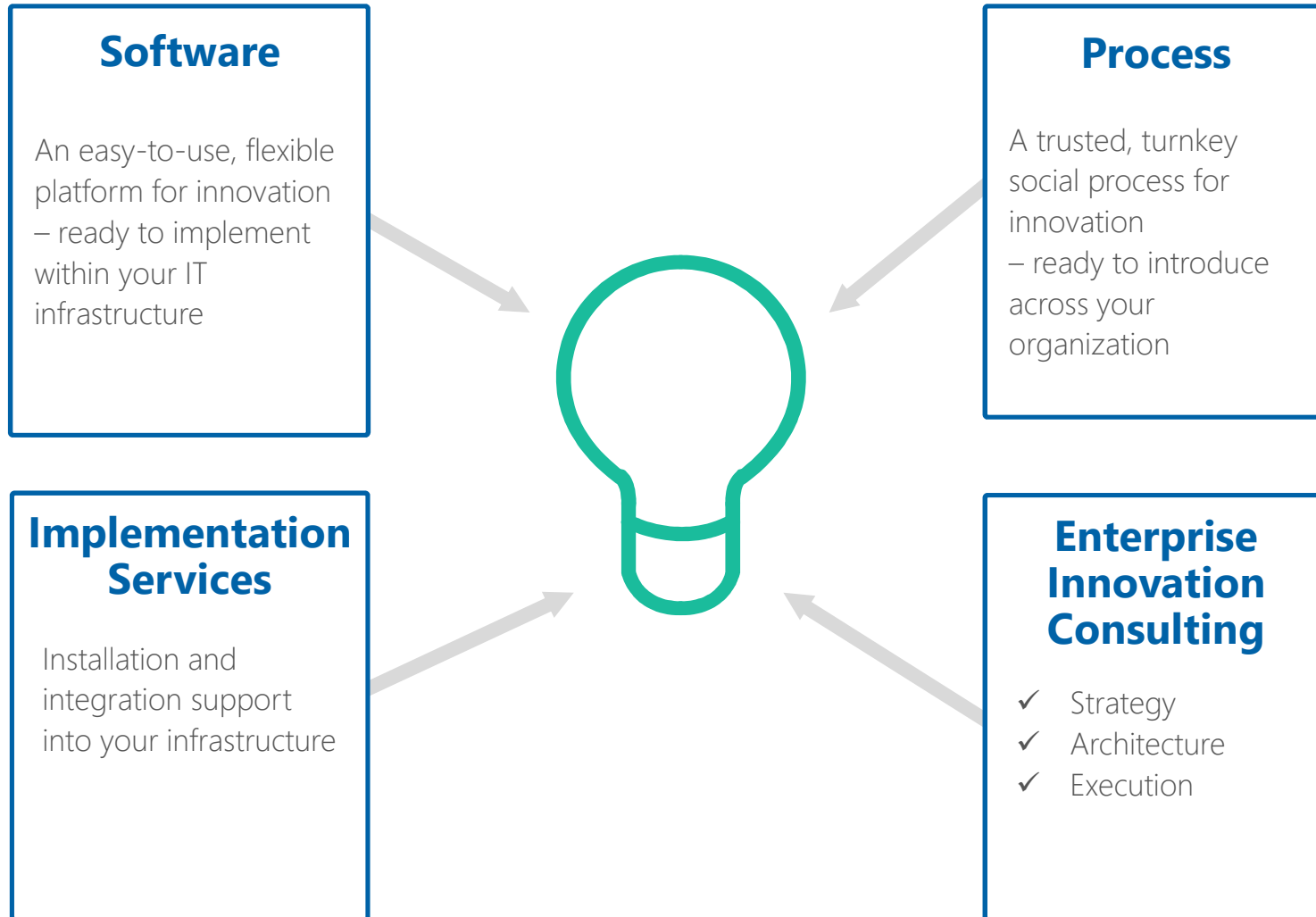## Our Products

Support Full Scope of Innovation (End2End)	100% Configurable > Evolves with You
Off-the-Shelf Experience-Based Tools	Cloud or On-Premise, Buy or Rent

HYPE as a Solution Provider

Software

An easy-to-use, flexible platform for innovation – ready to implement within your IT infrastructure

Process

A trusted, turnkey social process for innovation – ready to introduce across your organization

Implementation Services

Installation and integration support into your infrastructure

Enterprise Innovation Consulting

- ✓ Strategy
- ✓ Architecture
- ✓ Execution

Introduction to Khattab Al-Ali

Director Professional Services Middle East

7 years in online innovation and idea management

- Primarily working in the Middle East
- Lead in projects for organizations like Saudi Aramco, Al Futtaim Automotive, Gasco, Dubai Water and Electricity Authority and many more...
- Innovation consulting & coaching of organizations like Adidas, Bosch, Thyssen-Krupp, Bayer, Al Rajhi Bank and many more...
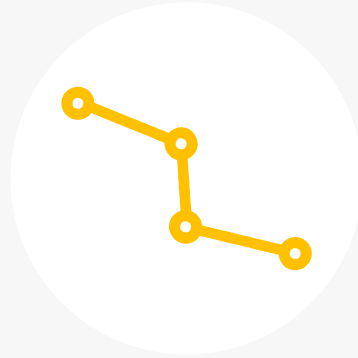
Focus

- Enterprise Innovation Consulting
- Project-management for large and complex organizations
- Training & Coaching

Who is this Webinar for?

Those that are supervising a **failing innovation program**

Those that are being **challenged by decreasing success**

Those looking to **launch** an innovation program **soon**

Let's talk about *failure*

Program Level
Example: Swisslog (Logistics)

Avg. participation per campaign / per phase

160

140

120

100

80

60

40

20

0

Launch

Post-launch

Re-launch

Campaign 1

Campaign 2

Campaign 3

Campaign 4

Campaign 5

Campaign 6

Campaign 7
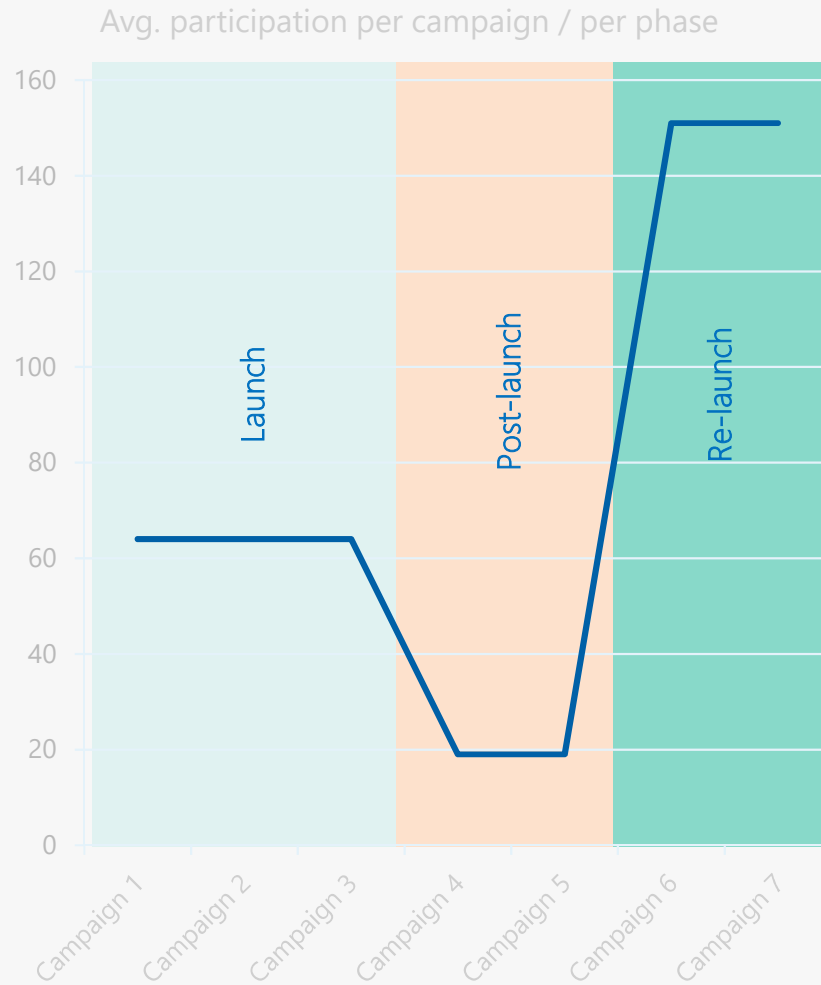
Initial steady **enthusiasm**

Followed by a quick **drop off in engagement**

Recovered once we **understood the culture** and put in place an **alternative action plan**

Program Level
Example: Swisslog (Logistics) > KEY LEARNINGS

There was no culture of enterprise innovation on day one

It was hard for the organization to understand why momentum wasn't maintained and participation was decreasing

Key Actions

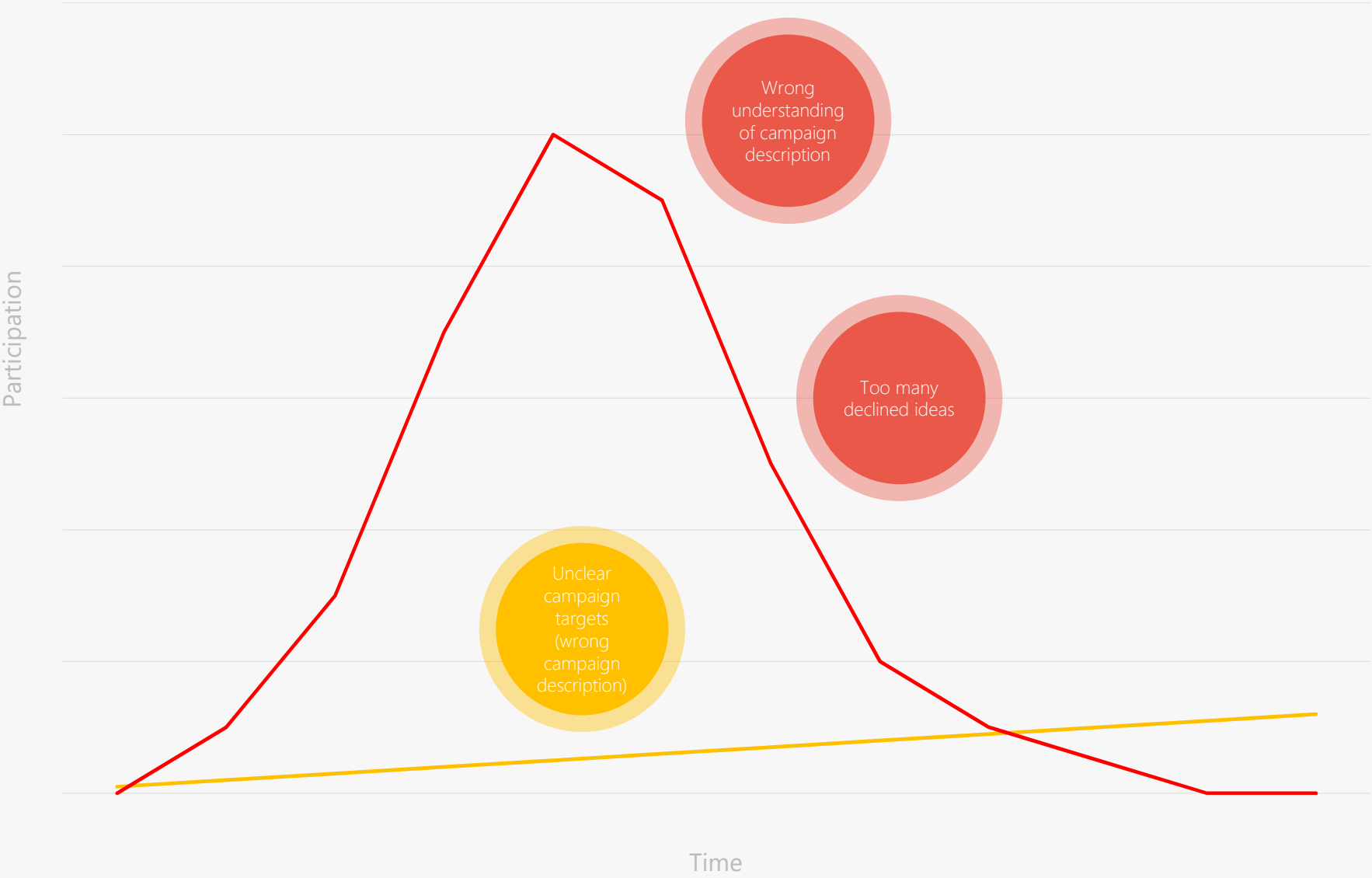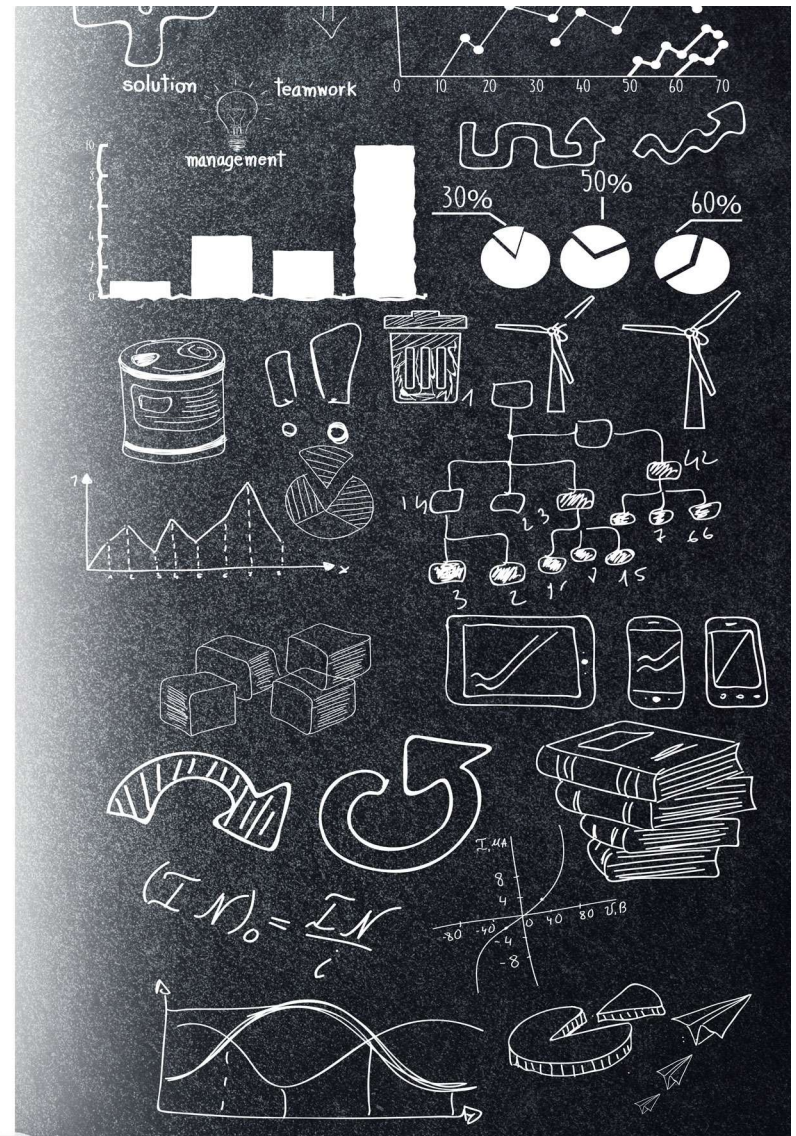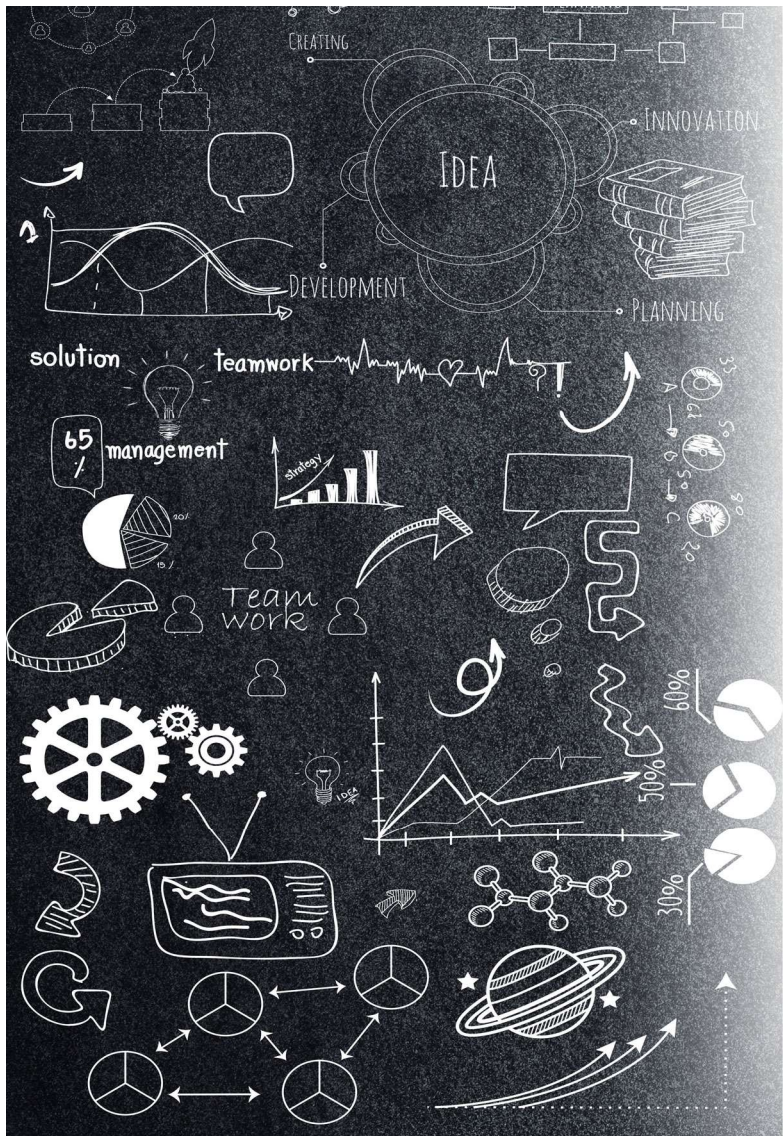|		
Rigorous focus on communications > To build belief	Local idea campaign sponsors > To connect to employees	Targeted campaigns > On what employees really cared about

Challenges in Campaigns

Wrong understanding of campaign description

Too many declined ideas

Unclear campaign targets (wrong campaign description)

Participation

Time

Challenges you need to address

Technology

Access barriers

Complicated log-in procedure
- Utilize **SingleSignOn**
- Utilize **short URLs** to memorize them (*innovate.COMPANY.TLD* or just *https://innovate*)
- Provide **bookmark** on desktop
- Use **QR codes** to enable access to the platform or an individual campaign

Not the right tools or functionalities available

Prior to launch: Make a clear assessment
- Talk to involved **stakeholders** to understand their needs
- Talk to potential **evaluators** to understand their functional requirements
- Talk to **end-users** to understand their behaviors
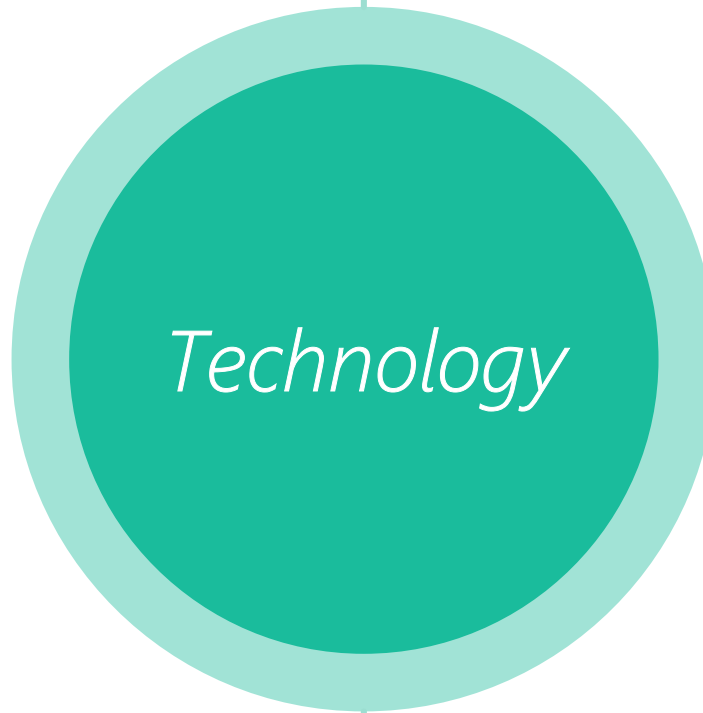
After launch: Understand the gaps
- Talk directly (f2f) to **users & stakeholders leaving the platform**: What didn't they like in the platform? What are they missing?
- Run **campaigns identifying missing functional gaps** with different target audiences

Non-intuitive user interface

Prior to launch: Testing the acceptance
- Utilize a **standardized platform** from a specialized vendor
- Invite a **sample group** of end-users and stakeholders to **test the platform**

After launch: Optimizing
- Talk directly (f2f) to **users & stakeholders complaining** about the UI/UX of the platform: What annoyed them? What would they like to be simplified?
- Run **campaigns identifying missing UI/UX-gaps** with end-users

No mobile or terminal access channels
- **Enable mobile** access (especially for access from outside the network)
- Users **without computers** should be able to use **terminals available in facilities** where they are located

Strategy

No proper alignment to business strategy

You are too ambitious
- You have an **unbalanced mixture** in your campaign portfolio
- Differentiate: tactical vs strategic campaigns
  - **Tactical**: short-term success, often local importance, quick implementation
  - **Strategic**: long-term success, corporate-wide relevance, implementation in innovation projects
- Try to **match expectations** of your organization (short vs long term), innovate in harmony with the organizational culture
- Start with tactical campaigns that everybody understands if you have **limited experience**

Targets of innovation program not aligned to business targets
- Ask **program sponsor** to define **tangible targets**
- Agree on **KPIs** based on inputs & outputs

Targets of innovation program not defined well enough
- Ask program sponsor for **financial targets** of the program
- Require that the **sponsor of a campaign** defines target
- Try to define financial targets for each campaign you execute

Stopped by top management
- Often: You are **not delivering** enough measurable financial value early enough
- Run **tactical campaigns** targeting **financial outcomes** ("How to save X in next Y weeks?")

Missing sponsorship

No program sponsor in place
- Connect innovation program to your corporate strategy, define **strategic goals** of your organization as the **key innovation goals**
- Program sponsors typically need limited engagement, but add **valuable credibility** to the process

Campaign sponsors cannot provide implementation budget or evaluation resources
- Sponsors ask for innovation where they **do not have the capacity** to execute and to take action
- Select only sponsors that have an **intrinsic interest** in identifying the requested value > they "**own the topic**"
- Try to only run campaigns that have a clear **budget and evaluation resources defined** beforehand

Middle management blocks

They were not involved early on
- Select **operational campaign** topics early on
- Try to encourage **open-minded managers** first

Don't understand what's in it for them
- Run campaign with middle management on **identifying their top priorities**
- Run follow-up campaigns based on the selection of the most important topics

They are target driven and risk averse
- Build **quick success stories**
- Focus on managers who have **urgent needs** and run aligned campaigns

Communication

Incomplete messaging

Not mentioning why audience should get involved
- Explain business context in program and campaign description
- Mention the potential impact of successful initiatives ("allows us to do X and Y if we are successful" or "break down silos")

Not mentioning which behaviors are requested
- Comments can add value to an idea, they can identify weak points. Ideas with many comments can often be implemented quicker
- Make a specific request for the audience to help improve other ideas. Just because the 'commenting' feature is available, doesn't mean it will be used effectively
- Those without an idea may not even enter the portal if they think it's just an idea box, knowing that commenting is helpful will promote participation
- Example: If you run a pre-filled campaign in which you are only looking for comments and votes to select the most valuable idea you should explicitly mention that you don't want new ideas to be submitted

No belief in the program

- Great innovation work may be taking place, but if you don't tell people that it's delivering, they will lose confidence
- Define a communication process how to share success stories (e.g. through which channels? at which time?) and build it into your planning process of a campaign
- Give overall campaign feedback to all of those that were invited, irrespective of whether they participated

No sharing of success stories

Underlining the importance of tackling blockers
- Identify influencers (well connected and often participating with high quality content) and build a network of Innovation Advocates (volunteers)
  - They are your local eyes and ears
  - They can give local and immediate feedback
  - They can capture valuable feedback
  - They can share success stories locally
  - They should be trained (monthly f2f meetings)

Wrong communication tactics

No communication plan in place
- Create a communication plan for the innovation program prior to launch
- Create a communication plan for every campaign prior to launch and direct it to the structure of the specific campaign audience

Not reaching full audience
- Analyze which channels are available to you prior to launching a platform and over the course of time
- Identify which have worked in the past, inside and outside the innovation program

Missing understanding of audience behaviors
- Group program audience into 5 stacks (Enthusiastic, Interested, Cautious, Unaware and Blockers)
- Try to identify the size of each group
- Design your communication tactics accordingly

Execution

Incorrect campaign execution

Campaign descriptions are missing information or are not detailed enough
- Create the description together with the campaign sponsor
- Put in information about the business context, the criteria ideas have to meet, the behaviors you are looking for, the timeline and the next steps
- Test your campaign description with a sample audience before the launch to ensure it makes sense to different groups

No moderation
- The shorter the running time of a campaign, the **more important** is active moderation
- Moderators can "steer" discussions in desired directions
- The sponsor can help to moderate (if it can be arranged)

No reaction to critical developments during campaign running-time
- Continuously **monitor the quality** of ideas being shared and the quality of comments
- Re-phrase the campaign if there are too many 'off-topic' ideas
- Issue a reminder from the sponsor

Process bottlenecks

Evaluators are not experts in campaign topic
- The sponsor selects subject matter experts as evaluators for a campaign
- Involve evaluators early into the planning process of a campaign (min. 3-4 weeks)

Evaluators are not trained

Wrong evaluation-tools used at the wrong time
- Estimate the data you will receive in a campaign
- Plan the evaluation process accordingly
  - The more ideas you receive the more depth is required in your evaluation process
  - Important aspects are:
    - ✓ Type (idea comparison vs. individual idea evaluation)
    - ✓ Level of detail (gut-feeling vs exact data)
    - ✓ Process (one opinion from team vs individual opinions)
    - ✓ Structure (one round vs multiple rounds)
    - ✓ Limitations (resource availability and timeline)

Evaluators cannot take time
- Campaign sponsors ensure that evaluation resources are available when required

Lack of resources

- Low maturity: Start with a **centralized innovation-team**
- High maturity: Think about a decentralized structure
  - Central innovation-team focuses on corporate-wide campaigns, often with strategic importance
  - Local innovation-teams focus on locally important campaigns, often of operative or tactical nature

No proper innovation-team structure in place

Innovation-team understaffed
- The job of an innovation-manager is a full-time job
- Local innovation-managers in decentralized structures are often required once your innovation program matures

No campaign plan in place

Too many campaigns running
- Build quick successes first before launching multiple campaigns in parallel
- Balance corporate and local campaigns
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Not respecting local conditions of audience
- Think about the diversity of your audiences
- Align to local conditions, including location, time zones and languages
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SUMMARY

Technology

Access barriers
- Non-intuitive user interface
- Complicated log-in procedure
- Not the right tools or functionalities available

No mobile or terminal access channels

Strategy

No proper alignment to business strategy
- Too ambitious
- Targets of program not aligned to business targets
- Targets of program not defined well enough
- Stopped by top management

Missing sponsorship
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- Campaign sponsors cannot provide implementation budget or evaluation resources

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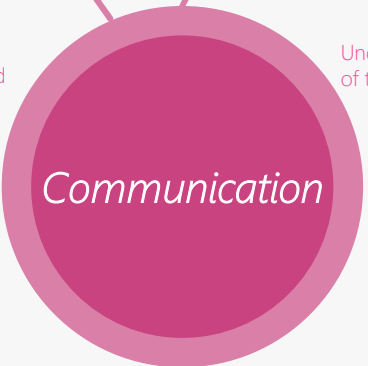
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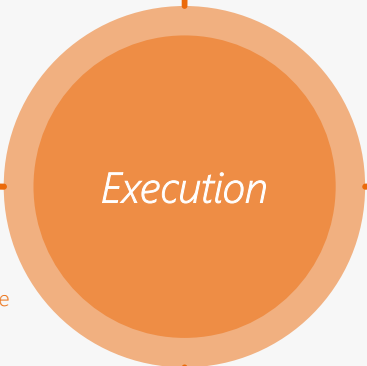
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Process bottlenecks
- Evaluators are not experts in campaign topic
- Evaluators are not trained
- Wrong evaluation-tools used at the wrong time
- Evaluators don't have or cannot take time

Lack of resources
- No proper innovation-team structure in place
- Innovation-team understaffed

No campaign plan in place
- Too many campaigns running
- Not respecting local conditions of audience

Why is low *idea quality* not mentioned?
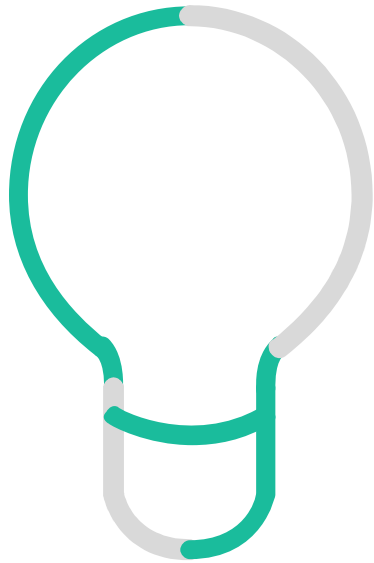
Why is low *participation* not mentioned?
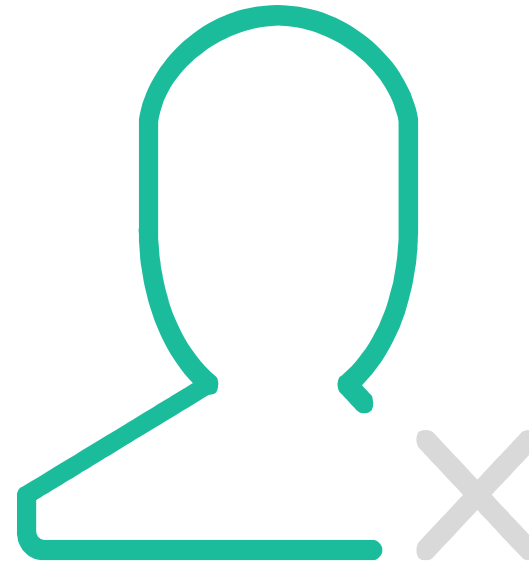
High idea quality and *high participation* are
consequences
of the previously discussed tactics, tools and targets!
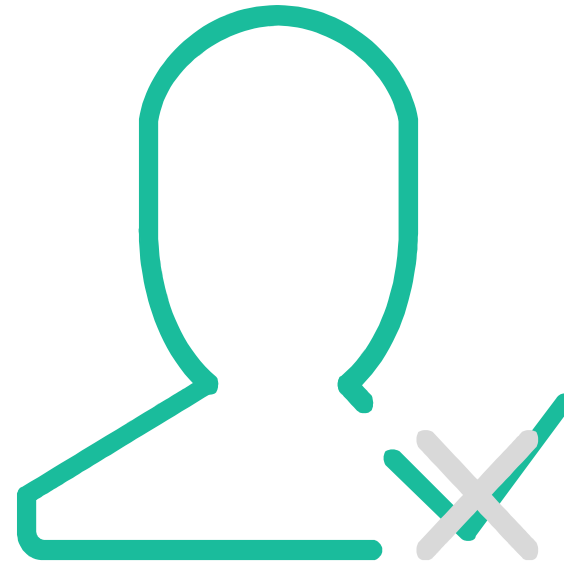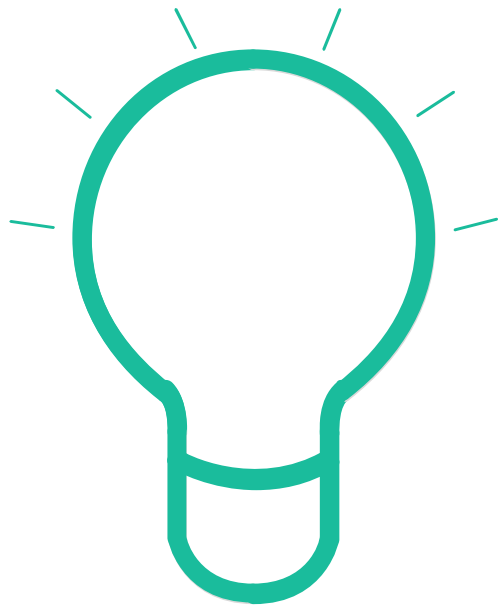
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