Crowdsourcing business innovation with IdeaJam

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Innovating for maximum impact

Innovate elements of the core business model

Create value
- Develop and scale new services
- Develop unique insights and thought leadership

Deliver value
- Increase collaboration and teaming to develop higher impact approaches
- Accelerate service delivery

Capture value
- Create/protect intellectual property
- Develop new revenue/pricing models

Execute to drive meaningful outcomes

Achieve and extend leadership positions in target markets

Create meaningful differentiation and sustainable competitive advantage

Achieve growth and profitability ambitions
## Surveying the landscape

<table>
<thead>
<tr>
<th>Innovation</th>
<th>Organizations</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>► No consistent definition</td>
<td>► Reacting to external factors (e.g., regulation, competition)</td>
<td>► Value self-determination</td>
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<tr>
<td>► Is a social phenomenon that requires diversity of thought/perspective</td>
<td>► Resource constrained with operating pressures</td>
<td>► Are achievement oriented</td>
</tr>
<tr>
<td>► Recognition that most ideas are not all that promising</td>
<td>► Near-term results orientation</td>
<td>► Resent being coerced or manipulated</td>
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<tr>
<td>► Exposure and iteration benefits all ideas</td>
<td>► Natural focus on institutional benefits</td>
<td>► Are required to multitask with little down time</td>
</tr>
<tr>
<td>► Brainstorming: focus or freedom</td>
<td>► Existing incentives and disincentives that can foster or prohibit desired behaviors</td>
<td>► Do not like change; are fatigued from the current pace of change</td>
</tr>
<tr>
<td>► By definition, innovation creates the need for change</td>
<td></td>
<td>► Are skeptical of new initiatives</td>
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<td></td>
<td></td>
<td>► Seek meaning in their tasks and jobs</td>
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Asking the right questions

Can we develop an approach that fosters a high level of internal motivation in our team members to participate in crowdsourcing activities?

How do we foster innovation activity? Why would someone want to participate or contribute?

What is the role of a crowdsourcing platform in our innovation efforts?

What do we expect to achieve from crowdsourcing?

How do we create a sustainable level of high activity and improve the quality of submitted ideas and comments over time?

Are the strategic objectives and benefits of innovation efforts well-thought-out and crisply articulated?

Sample threshold questions
TAS IdeaJam — one element of our framework

**Strategic alignment to ensure the right focus**

Where should we focus, and what is important enough to share?

- **Idea generation and capture**
  - Evaluation and selection
  - What appears promising?

Will it work? What feedback are we receiving?

- **Incubation and rapid prototyping**

How do we create, deliver and capture the most value?

- **Commercialization**
  - Resourcing and execution
  - How do we scale it?

**Operational alignment to amplify our efforts**

TAS IdeaJam
Orbiting around the purpose — not the platform
Crowdsourcing business innovation with IdeaJam
Promoting involvement, creating sustainability

Fiscal year

Cycle 1  Cycle 2  Cycle 3  Cycle 4  Cycle 5  Cycle 6

1. Communicate start of cycle; post new guiding questions

2. Repeat for remaining cycles

3. Mid-cycle communication (implicit reminder)

4. Select and announce cycle award recipients

Daily monitoring and contributions by core innovation team (e.g., posting new ideas, commenting on ideas)

Select and announce full-year award recipients (special recognition for outstanding contributions)
Bringing the strategy to life: our approach

► Ensure key stakeholders engage — and remain engaged
► Develop and implement a robust communication strategy
► Pursue a “soft” vs. “big bang” launch
► Create an appropriate incentive, rewards and recognition program that will not frustrate efforts to develop community and collaboration
► Create an ecosystem of mutually reinforcing elements
► Keep the content and approach “fresh”
► Prepare for scale (“What happens if this works?”)
► Create a process for moving promising ideas forward
What have we learned?

► Aligning with strategic objectives and calibrating senior leadership expectations are preconditions for success.
► Institutional and individual benefits must be balanced.
► The wrong measures can create a false sense of security.
► If you generate activity using major events and significant rewards, then something is wrong with your approach.
► Not all ideas are potential innovations, but all ideas present opportunities for improvement.
► You must plan for sustainability and define success at regular intervals.
► On technology: beware of feature infatuation.
What’s next?

► Create tighter alignment with central functions
► Develop the right measures and metrics:
  ► Effort vs. outcomes
  ► Independent vs. interdependent measures
  ► Lagging vs. leading measures
  ► Absolute vs. relative measures
► Refine our incentives, rewards and recognition program
► Improve the quality of the ideas submitted
► Drive more convergence between innovation, knowledge harvesting, and knowledge management
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