Building a Collaborative Innovation Culture

Montressa Washington
Human Capital Management
IBM Global Business Services
montress@us.ibm.com
**Your Workforce is your #1 Innovation source**

**CEOs: Top sources of new ideas and innovation**

Collaboration sparks innovation

- Employees
- Business partners
- Customers directly
- Consultants
- Competitors
- Associations
- Internal Sales & Service Units
- Internal R&D
- Academia
- Think-tanks
- Labs and/or other institutions

"We have...today a lot more capability and innovation in the [competitive] marketplace...than we [could] try to create on our own."

IBM Institute for Business Value, CEO Study 2006
Today’s business challenges require new ways to mobilize and focus the workforce on major change agendas

**Validate, Align, Operationalize**

- Are your innovation priorities broadly understood by your stakeholder community?
- Can your company tap into the expertise of the entire workforce or ecosystem to address strategic business issues?
- Do you have a great, revenue-producing idea, but are not able to implement or scale it?
- Are you looking to *catalyze* and focus an innovation agenda?
- Are you in the midst of defining broad, urgent or strategic transformation programs?
- Is it time to rethink your organization’s values and how to bring them alive in daily operations?
- Do you need immediate employee feedback about important, strategic issues?
An introduction to Jams

- **Massive** on-line *discussions* using the internet
- Pre-defined *topics* focused on *strategic* and *enterprise critical issues*
- Time limited event with *participation from tens of thousands*, even hundreds of thousands, anywhere in the world
- Moderators and facilitators guide *participants* to *build on each other’s ideas*
- *Process* to engage participants in real-time to *generate deeper insights*
- *Real-time text analysis* and *mining* to highlight emerging trends and distill actionable results
How would my organization use Jams / MiniJams?

- Strategic Planning Process
- Environmental/Health Challenge
- Six Sigma
- Citizen/Customer Focus
- Blue-Sky Innovation
- Cost Reductions & Time Savings
- Expanding/Declining Market Shares
- Product Launch Innovation
- Business Process Efficiency
- CEO Challenges
- Business Transformation
- Problem Identification
- Crisis Resolution
- Meeting Facilitation (including Offsites)
- Voice of Customer (VOC)
- Merger Integration
- Best Practice Sharing
- Employee Engagement
- Expert Identification and Knowledge Sharing
- Project Resurrection
- Community Building
- Open Innovation...

The possibilities for collaborative innovation are endless!
### Several success stories of utilizing Jam

<table>
<thead>
<tr>
<th><strong>IBM Global Business Services</strong></th>
<th><strong>First industry-wide virtual collaboration event to address the challenges facing the North American supplier industry</strong></th>
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<tbody>
<tr>
<td><strong>OESA</strong></td>
<td>Over 150 companies with participants ranging from CEOs to middle managers and engineers</td>
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<td>Results: Redefined the Supplier OEM relationship. Addressing multi-million dollars returnable container issue</td>
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<tr>
<th><strong>Nokia Connecting People</strong></th>
<th>CEO sponsored to identify ideas to realize the company’s new strategy with it’s new values as the framework</th>
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<td>Over 1/3rd of Nokia participated from 40 countries including factory workers, sales teams, R&amp;D and manufacturing</td>
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<td>Results: Nokia-wide restructuring to focus revenue growth in expanding AP consumer markets</td>
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<th><strong>UN-Habitat</strong></th>
<th>The World Urban Forum (WUF) was established by the United Nations to examine rapid urbanization and its impact on cities, economies and policies</th>
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<td>HabitatJam was the largest brainstorming ever on urban sustainability bringing together not only NGOs, politicians and academia – but the slum dwellers whose lives were directly impacted by this body</td>
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<td>Results: 8k+ ideas netted down to 70 – all presented and adopted at the WUF3 conference as it official platform</td>
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<th><strong>Lilly</strong></th>
<th>CEO sponsored to generate practical ideas to help drive and realise the new values into the company.</th>
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<td>Over 1/2 of Lilly participated from 40 countries including factory workers, sales teams, R&amp;D and manufacturing</td>
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<td></td>
<td>Results: Greater adoption of new values program, and hundreds of ideas, one example in SCM packaging saved $14M</td>
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Select output from Lilly’s Vision Jam

- Half of Eli Lilly's global population came together to help the company realize it's new values using the Jam to generate practical ideas to help drive the new values into the organization.

- New corporate responsibility framework to align with ideas and insights from the Vision Jam

- “Green chemistry” initiative has demonstrated potential for a 100-fold reduction in use of hazardous raw materials

- “Global Service Day” involved more than 20,000 Lilly employees in service projects worldwide that improved their local communities and helped patients

- Innovative packaging approach cutting waste and cost saving more than $14 million

- Met four of six 2010 environmental and safety goals early leading to more aggressive goals for 2013

“I am convinced the Jam will be remembered as a transition point in Lilly’s history to drive change.”

– Eli Lilly CEO, Sidney Taurel
How are results compiled?

Texting & data mining analysis

- Using COBRA – a proprietary text-mining tool can identify emergent themes in real-time and at milestones.
- Run custom reports to determine content themes
- Poll and statistics will be provided
- Real time business analytics

Strategic insight analysis

- Review transcripts and extracting detailed ideas not captured through tools
- Grouping, Segmentation analysis, Value Driver analysis, Heritage Influence, Strategic KPI analysis, Mind maps, Organizational Culture Profile analysis
- Connecting dots between different discussion to determine mega themes

Data driven strategic actions
Several analytical outputs from Mini Jam using text and data mining tools

**Social Networking**
- Drives additional participants to live event and identifies natural champions for post event implementation

**Collective Intelligence**
- Real-time business analytics on emerging themes during live event and in post event analysis

**Data Visualization**
- Monitor rate of participation by location, job role, other demographics during live event and as part of post event analysis

**Other reports :**
- Top rated posts
- Final list of Hot Ideas and Focused Discussion Posts
- Final participation data (total log-ins, unique posts, unique users, total posts by forum, etc.)
- Affinity, Sentiment and Theme reports from COBRA
- Export of all user data & posts
Insights using strategy tools (where applicable) leveraging Jam data

Customer Value Drivers

- **Purpose**: Identify and rank value drivers (quality, service, cost, and time) in importance to the customer or other stakeholders – Jam poll data can be utilized

- **Possible Outputs**: Identify important, value drivers and relative weights

![Customer Value Drivers Chart]

Heritage Influence Maps

- **Purpose**: Understand potential opportunities and constraints in taking advantage of business opportunities

- **Possible Outputs**: Mapping of interdependencies key issues as identified through COBRA and indentifying roadblocks to success

![Heritage Influence Maps Diagram]

Strategic KPI Analysis

- **Purpose**: Focus on the KPIs, which drive company’s strategy and vision.

- **Possible Outputs**: Determine the primary influencers/KPIs to achieve company direction (i.e. brand heritage etc) and objectives

![Strategic KPI Analysis Diagram]

Mind Maps

- **Purpose**: Provides a structure to link and illustrates an overall structure to information gathered from miniJam.

- **Possible Outputs**: Map discrete themes identified from Data Cloud tool to view additional details and determine linkages

![Mind Maps Diagram]
APPENDIX
Features multiple tabs: Home (default view), Hot Ideas, Themes, About the Jam, and MyJam

- Jam Dashboard
  - Jam statistics
  - “What’s new” since Jammer last logged in

- Quick polls (get the immediate pulse of participants)

- Jam Alert! to drive awareness and traffic to specific ideas or topics

- Multiple discussion forums covering specific business challenges
- Focused Discussion
  - Facilitators promote threads to draw awareness and promote deeper dialogue

- Jammer’s "business card" to provide quick background on person

- ‘Watch Jammer’ to track people of interest aggregated on MyJam tab

- Jam Hosts help guide and steer conversations given the nature of their role within the organisation
Peek inside a MiniJam – Discussion Thread level

- **Rating** a post is an optional feature and results are tallied in the Jam admin tool.
- ‘**Watch Post**’ to track a discussion thread of interest and quickly find via the MyJam tab.
- **Facilitate Comment** is how the client’s trained facilitators promote content during the event.
- **Admin Comment** is accessible only by the event administrator to take action on a post in the event a participant’s comments violate the agreed to Jam Rules.
Peek inside a MiniJam – My Jam tab

- ‘My Posts’ allows you to keep track of your posts and any replies
- ‘My Watch Post’ to track a discussion of interest or one you want to find quickly over the course of the Jam
- ‘My Watch Jammer’ to track individuals you work with, respect, or appreciate their perspective on a given topic
- ‘My Polls’ to view the results of the polls you participated in
- ‘My Network’ to find participants of the most interest or relevance to you in the event