Case Study

HYPE ⬤ **SIMPLIFY INNOVATION**

Swisslog

Understanding your innovation culture

swisslog
inspired solutions

The company

- Swisslog is a global supplier of integrated logistics solutions, with 2,100 employees in more than 20 countries on four continents.

The challenge

- Establishing a new Collaborative Innovation program across the enterprise
- Engagement faded after initial enthusiasm
- Novelty of enterprise innovation wore off quickly
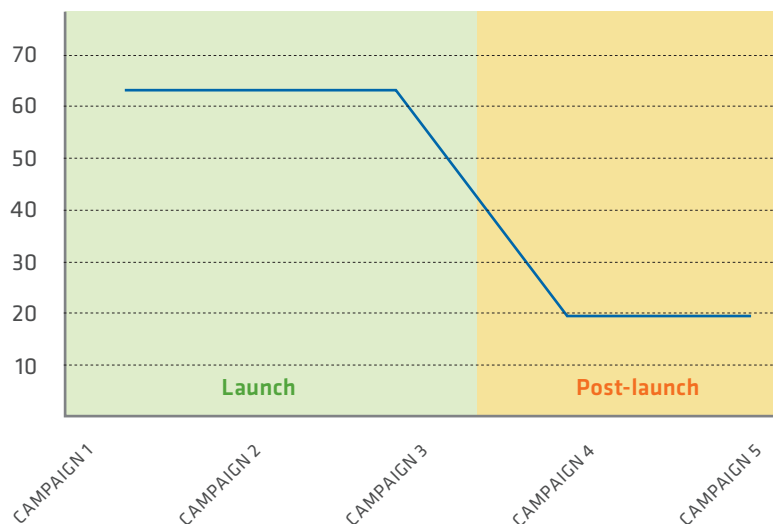- Program needed to be adjusted to match culture

The outcome

- A change in campaign sponsors to engage the company
- New program of communications to keep everyone 'in the loop'
- Demonstrable benefits: program to exceed ROI target of €380k
- Participation rose dramatically from 20 ideas to 180 ideas per campaign
- Idea quality increased

Business Challenge

Swisslog appointed a new innovation manager in 2011, an experienced innovator from the Aerospace industry – Mike Hatrick. A cornerstone of Mike's innovation program was to establish an online corporate innovation application, allowing anyone in the enterprise to share ideas against current business challenges and opportunities. As a new employee, Mike wasn't sure what opinion employees held about corporate innovation, the same challenge for new innovation managers in any role.

AVG. PARTICIPATION PER CAMPAIGN / PER PHASE

"I had introduced a similar collaboration platform in my previous job" says Hatrick. **"I remember launching the first challenge and waiting pensively to see what would happen. Would people participate? Would we get a few ideas or many ideas? At Swisslog it was just the same; I couldn't know for sure what would happen".**

During an initial series of innovation campaigns, Swisslog and their innovation partner HYPE looked to understand how the program was perceived and how to drive more innovation from the 1,200 employees invited to participate.
After some initial small scale enthusiasm, participation seemed to drift and overall engagement dropped. It was clear that the culture wasn't the same as it had been in Mike's previous role, so his approach had to change.

Mike Hatrick, Swisslog's Innovation Manager: **"I came to Swisslog feeling relatively experienced in this field having already run 15 campaigns, all with high levels of participation.
When participation at Swisslog started to drop-off in the fourth and fifth campaigns I was concerned; I had anticipated the audience to be highly engaged by then. In fact, I wasn't just concerned – I was worried, because something was happening that I didn't understand"**

Mike Hatrick
Innovation Manager

Understanding corporate innovation culture

What Swisslog experienced, like many organizations, is that the employees could be grouped into the following categories:

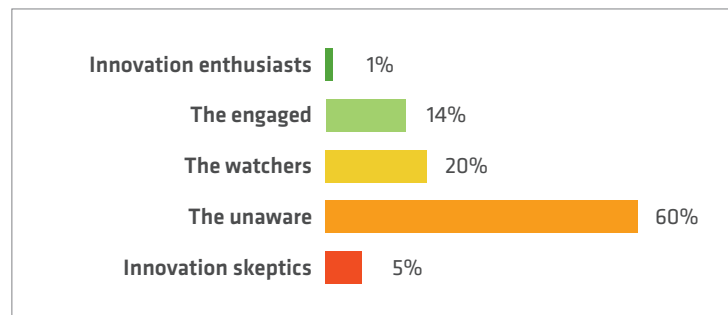|	
Innovation enthusiasts	Engage in almost every innovation campaign, happy to play a part in moving the company forward.
The engaged	Those that are aware, support and participate in the innovation program when required or when appropriat to their role and skill set.
The watchers	Those aware of the program, but yet to participate. They may be cautious about taking part until they've seen real value and outcomes from the progam.
The unaware	Those that are yet to understand the innovation program and their role within it. They may require further marketing effort or briefings to understand how and why to get involved.
Innovation skeptics	Those that are aware, yet won't engage in the program due to lack of belief in the program, a history of innovation failures causing disillusionment.

Understanding your innovation culture

Unless there's been a history of innovation failures or substantial marketing associated with the new program, perhaps most innovation professionals would expect their organization to fall into the following shape after an initial 3 month running period:

Category	Percentage
Innovation enthusiasts	1%
The engaged	14%
The watchers	20%
The unaware	60%
Innovation skeptics	5%

Most companies would say they're looking to pursue an innovation culture. At its most simple level, this means a select group of employees are highly enthusiastic about getting involved, and the majority are happy to participate when they can. Importantly, all employees understand the value of getting involved and will share ideas, thoughts and concepts.
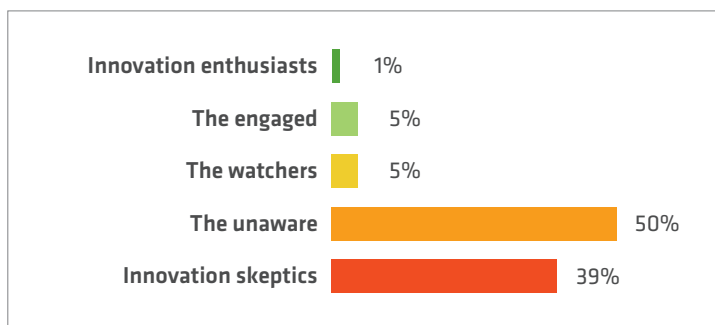
Many expect the biggest challenge is to raise awareness and build belief, thus moving those in the red, orange, and yellow categories into the green categories.

Once you know what 'shape' your organization is, how do you best move it forward?

Understanding Swisslog

Firstly, HYPE and Swisslog took a careful look at the participation statistics over time, in addition to the quality of contributions; they jointly established that most people were still in the orange and red categories.

In fact, what we discovered was the organizational shape was as follows:

Innovation enthusiasts	1%
The engaged	5%
The watchers	5%
The unaware	50%
Innovation skeptics	39%

Summary findings

- Some employees had moved from green participants into red 'skeptics' as they hadn't heard what had happened to their ideas
- Although everyone had received marketing and campaign invitations, the sponsors attached to each had failed to get their attention and therefore were still considered 'unaware'
- Some people had moved from green 'engaged' category to yellow 'watchers' because they found the topics of the fourth and fifth campaign too challenging or because the novelty had "worn off"

Mike Hatrick: **"I found it extremely useful to start viewing my user community with this model. With any problem it's important to gather and understand facts and root cause before trying to fix it. For example discovering that we had a large proportion of skeptics affected the actions that we took. I also became more aware of the importance of the small group of Innovation Enthusiasts and that I needed to keep them highly engaged".**
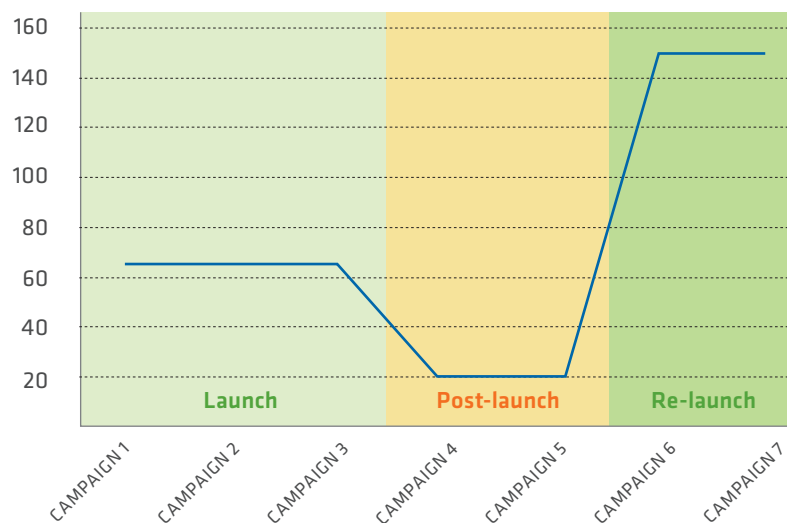
Setting the program back on track

Swisslog and HYPE refocused the program with a new direction, addressing the following challenges:

• A need to build belief and confidence in the process
• A need to communicate outcomes on a regular basis
• A need to build sponsorship with senior stakeholders

A new series of innovation campaigns was established. Senior sponsors were sought for each campaign, preferably non-innovation professionals to demonstrate that a wide range of stakeholders were getting involved. The topics selected were relatively tactical, yet in line with the corporate innovation initiatives, so everyone could see the correlation with initiatives they cared about. In addition, Swisslog talked about progress and actions in wider communications with the company, therefore building more confidence in the program.

AVG. PARTICIPATION PER CAMPAIGN / PER PHASE

Mike Hatrick: **"Getting an executive sponsor on-board for each challenge was by far the most important improvement we made. It does require more effort up-front, and typically I had to change the timings of campaigns to suit the sponsor, but the benefits were extremely visible.**
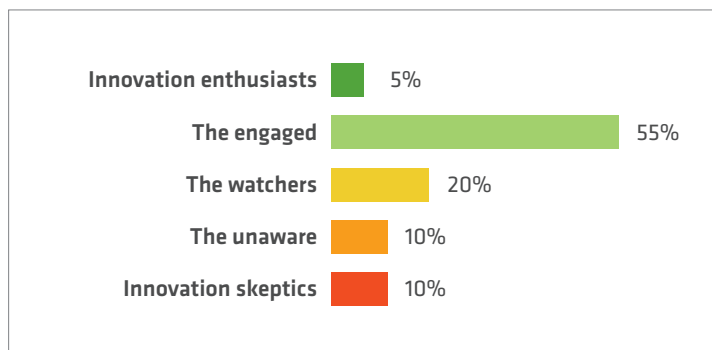
For example I could see new functional / geographic groups getting involved, particularly from the sponsor's area of the company. Review teams were more engaged and proactive and of course ideas started to find a faster route to implementation. It was clear that the users perceived the program to be more credible and relevant to them".

Key benefits & outcomes

- Participation rose dramatically. Campaigns were attracting less than 20 ideas each before the change in approach, yet the most open campaigns were attracting nearly 180 ideas.
- The quality of submissions increased.
- Greater diversity of ideas. Content came from different parts of the organization, increasingly from pockets that had never engaged before.

Next steps for Swisslog

Together with HYPE, Swisslog aims to establish an innovation culture which ensures everyone's aware and engaged with the innovation process, moving the organizational shape to the following over time.

Category	Percentage
Innovation enthusiasts	5%
The engaged	55%
The watchers	20%
The unaware	10%
Innovation skeptics	10%

In order to do so, Swisslog will be focusing on:

- Building momentum within the employee base
- Careful communication to show success and build belief in the process
- A clear execution path for all ideas and concepts demonstrating the steps each sponsor will take

Hatrick concludes: **"Our program has been running for one year now and has delivered good results. Importantly, the user community is well engaged and the observations we made mid-year helped us to make the right changes to keep building a successful program. The success of the program is all down to the participants, without whom there are no ideas or collaboration!**

We have to keep the program vibrant and relevant to them no matter which of the categories they are in. For example, we have monthly newsletters to convince the 'Innovation Skeptics' that the approach works and make the 'Unaware' more aware. We are also introducing Mobile Apps to improve accessibility that should help 'The watchers' graduate towards being 'Innovation Enthusiasts'".

HYPE and Your Company –
How to get started?

Contact HYPE Innovation today at 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.

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