HYPE

CASE STUDY

Airbus

Creating a Core Innovation Capability

BACKGROUND
AND STORY

Markus Durstewitz
Corporate Innovation
Manager

Konstantin Gänge
Corporate Innovation
Manager

Markus Durstewitz has over 20 years of experience in the aerospace business and user-centred design. Today, he works for the Airbus Corporate Innovation team, where his mission is the establishment of a sustainable innovation culture based on a living innovation community and an effective innovation environment that delivers value to the company and customers. Before that, he worked in different key positions along the complete product life-cycle of aviation. Markus was acting as Technical Area Expert in the development of new IT Methods, Knowledge-based Systems and Augmented Reality applications. He was in charge of the change platform for going digital with A380 Technical Data. He also contributed in setting-up the SESAR (Single European Sky) master plan for the next generation Air Traffic Management system in Europe.
He introduced IdeaSpace as one common web-based community platform for the Airbus innovation community in 2010. Markus graduated as Aerospace engineer of the Technical University of Stuttgart in 1993 and holds a PhD in Cognitive Engineering since 2001 in a collaboration of Eurisco International in Toulouse, France, and the Institute of Man-Machine Systems of the University of Kassel, Germany. His main interest remains in user-centred design and the impact of digitalization on human-machine interaction, taking benefit of new ways of collaboration along the complete value chain of aviation.

Konstantin Gänge started his career at Airbus as an Innovation Manager after receiving his degree as a graduate industrial engineer in Energy and Resource Management and Innovation Management at the Technical University of Berlin in 2012. During his studies he developed his passion for innovation. He wrote his diploma thesis about "Influence of motivation on the successful employment of a virtual community for the generation of innovative employee ideas" with a key focus on innovation management supported online platforms. During his work at Airbus Innovation Cell Mr. Gänge devoted his time to the setup of an "innovation platform" as well as to the setup of support structures in order to help co-workers (intrapreneurs) to realize their ideas. This includes the development of various methods & tools which help to convert ideas into concepts and business models as well as a support for the construction of physical rooms (CreativitySpace, ProtoSpace). By now Mr. Gänge is the successful Airbus Corporate Innovation Manager & Chief Architect of Airbus IdeaSpace.

PLATFORM GOALS AND ALIGNMENT

Airbus is one of the world's foremost aerospace companies, with 133,000 employees, manufacturing sites in France, Germany, Spain, UK, US, and China, and revenues of €43 billion (Dec 2016, www.airbusgroup.com).

In 2010, Tom Enders, CEO at the time, initiated an effort to increase and structure innovation activities around an end-to-end innovation process. This led to the creation of the Airbus Innovation Cell, a team dedicated to fueling the innovation engine with ideas, deploying an efficient process, and delivering results through innovation.

PLATFORM GOALS AND ALIGNMENT

As one of the first actions, the Airbus Innovation Cell wanted to offer an open platform for all employees to engage in collaboration and idea sharing. This platform became the digital space for innovation management, and helped to promote the spirit of innovation across organizational boundaries. Like many large organizations, document and knowledge management tools such as SharePoint and Wiki's were already in place, with sporadic adoption and use. But a global system, with a defined process and workflow for managing innovations, did not exist.

Markus Durstewitz, Innovation Manager at Airbus, began searching for a tool which could scale to support all Airbus employees over time. After looking at several platforms, they decided to run a series of trials with different vendors. Finally, HYPE's Enterprise platform was selected, based on its scalability and high degree of flexibility, which would be needed to support the ambitions of the Innovation Cell over time. In 2010, HYPE's platform was branded as "IdeaSpace", and launched to a select group within the engineering area only.
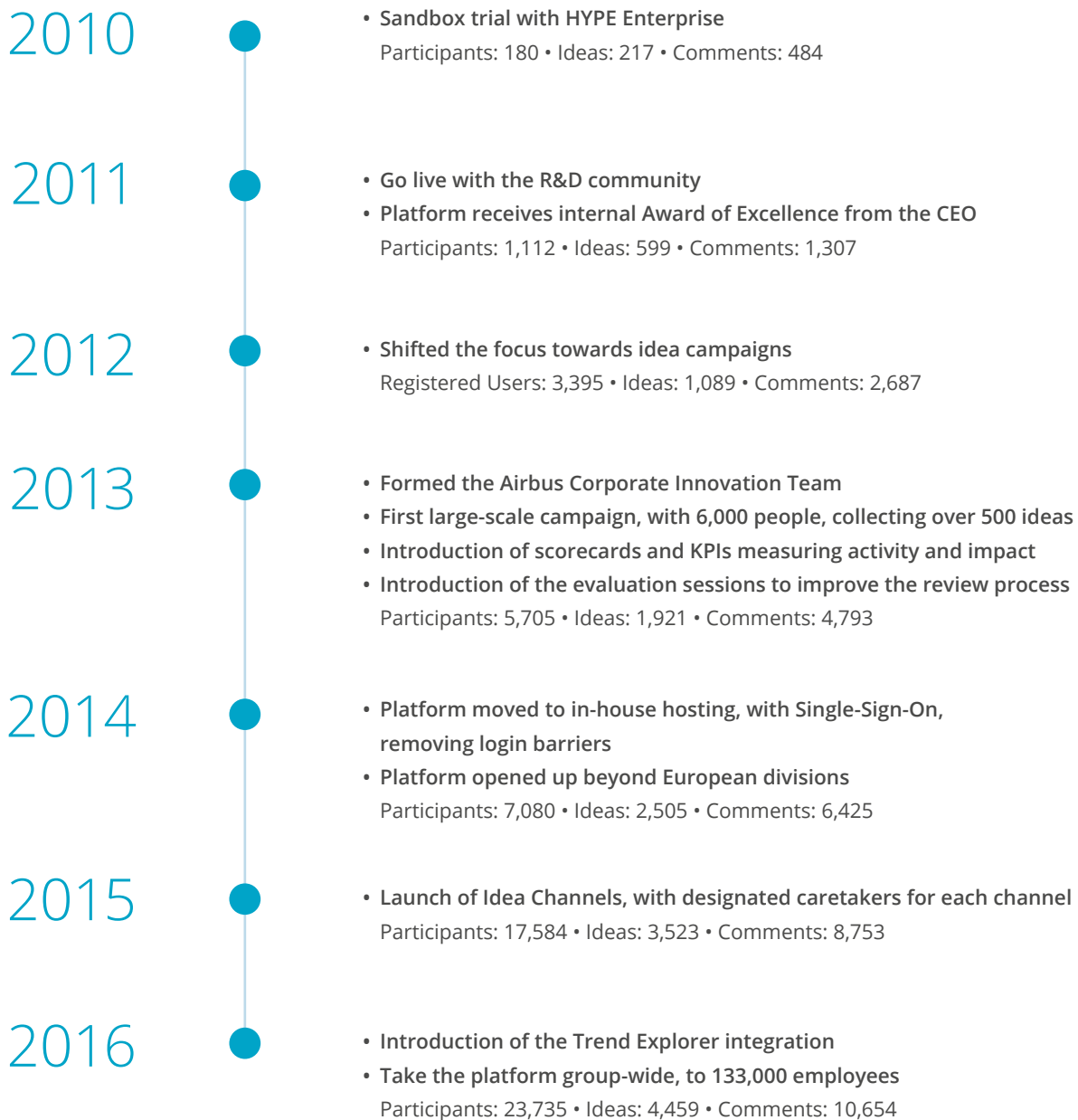
The Innovation Cell team aimed to create a self-growing system, where employees would virally spread the message about the tool, and bring more departments on board. To achieve this, they needed to ensure the platform was not seen as a side project, but rather a tool that helps you deliver better results in your day job. They looked at the strategic priorities set out by the Airbus board, and went searching for sponsors who had key challenges to solve in support of those priorities.

Idea campaigns were launched with sponsors who had a clear need, and a budget to fund the follow up and implementation of selected ideas. This helped employees to see that activities on the platform were linked to real needs, and ideas were taken seriously. Initially, there was no direct promotion of IdeaSpace, but only the specific idea campaigns, which helped to foster an action-oriented approach for using the tool.

Since launching with just 50 users, IdeaSpace grew rapidly across the Commercial division, with approximately 50,000 users now having access. In 2013, the Airbus Innovation Cell was expanded to become Airbus Corporate Innovation. The intention was to broaden the focus beyond Engineering, R&D and emerging technology, to other functions such as sales and marketing, ultimately creating a more business centered innovation mindset. Today, the next step for the IdeaSpace platform is to go Group-wide, including the other divisions, Airbus Helicopters, Airbus Defense and Space, and Airbus Headquarters (which includes central functions), totaling around 133,000 employees.
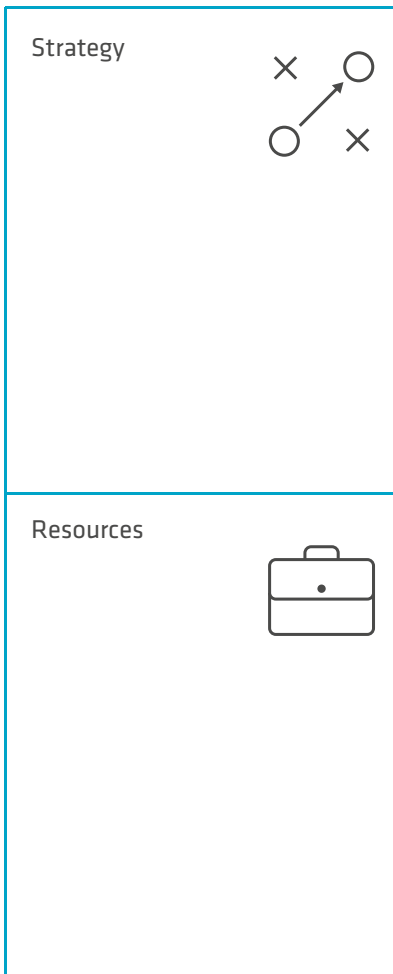
As well as focused, time-bounded idea campaigns, the platform now also supports the concept of idea channels. Each primary business function has an always-open idea channel, where related ideas can be submitted, and designated caretakers will manage the ideas through an end-to-end process. The Corporate Innovation team has also provided many supporting resources, including physical spaces for workshops, prototyping labs, recommended methods & tools, a catalyst network, and workshops for sprints, boot camps and other formats to help employees mature their ideas and foster collaboration.
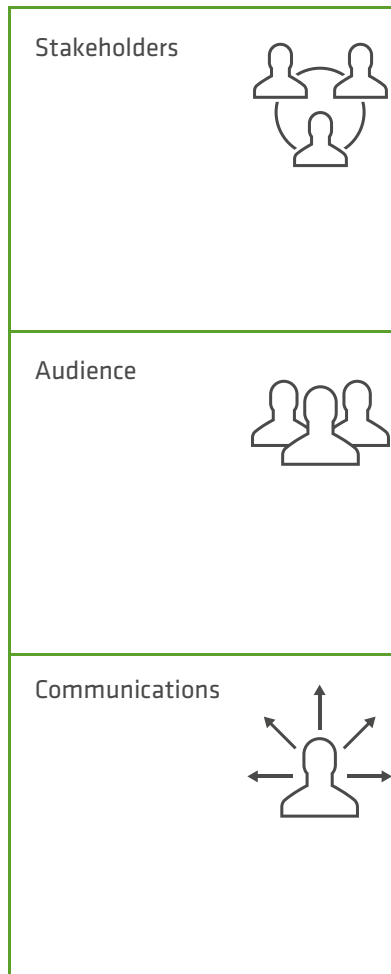
TIMELINE

2010

- **Sandbox trial with HYPE Enterprise**
  Participants: 180 • Ideas: 217 • Comments: 484

2011

- **Go live with the R&D community**
- **Platform receives internal Award of Excellence from the CEO**
  Participants: 1,112 • Ideas: 599 • Comments: 1,307

2012

- **Shifted the focus towards idea campaigns**
  Registered Users: 3,395 • Ideas: 1,089 • Comments: 2,687

2013

- **Formed the Airbus Corporate Innovation Team**
- **First large-scale campaign, with 6,000 people, collecting over 500 ideas**
- **Introduction of scorecards and KPIs measuring activity and impact**
- **Introduction of the evaluation sessions to improve the review process**
  Participants: 5,705 • Ideas: 1,921 • Comments: 4,793

2014

- **Platform moved to in-house hosting, with Single-Sign-On, removing login barriers**
- **Platform opened up beyond European divisions**
  Participants: 7,080 • Ideas: 2,505 • Comments: 6,425

2015

- **Launch of Idea Channels, with designated caretakers for each channel**
  Participants: 17,584 • Ideas: 3,523 • Comments: 8,753

2016

- **Introduction of the Trend Explorer integration**
- **Take the platform group-wide, to 133,000 employees**
  Participants: 23,735 • Ideas: 4,459 • Comments: 10,654

THE COLLABORA-TIVE INNOVATION CANVAS

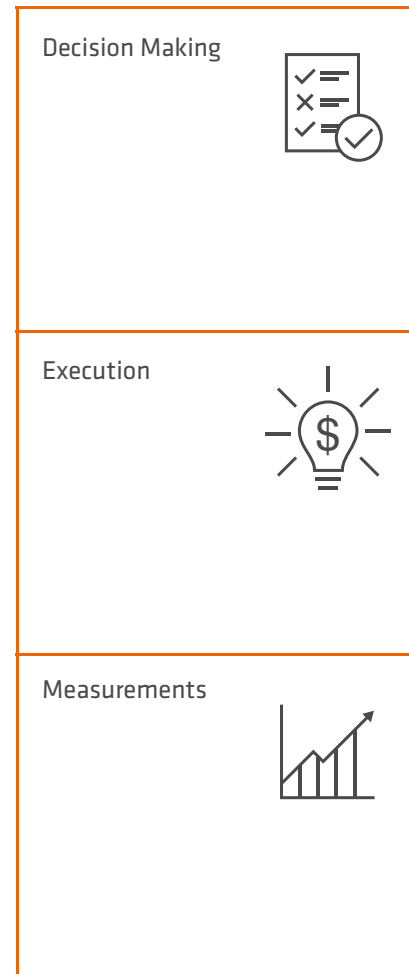| Alignment	People	Process
Strategy	**Stakeholders**	**Decision Making**
Resources	**Audience**	**Execution**
	Communications	**Measurements**

The Collaborative Innovation Canvas is a simple way to map out the key components of an innovation management platform. It focuses on three main aspects: alignment (with the larger strategic goals around innovation); people (the stakeholders, advocates, and general audience); and process (selecting, funding, and tracking ideas). The canvas captures the big picture, and the crucial elements needed for success. It allows everybody involved to easily understand and share the big picture. Therefore, it lends itself well as a frame for exploring the development of an innovation program.

Further reading:
http://www.hypeinnovation.com/canvas
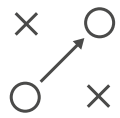
How the innovation management program is aligned with overall company strategy goals for innovation.

Innovation is at the core of the Airbus strategy, with innovation-focused work happening across the company, but often in an unstructured or isolated way.The goal of the Airbus Corporate Innovation team is to provide a structured end-to-end process. It is an enabler for all functions to manage their innovations and to better explore and collaborate cross-functionally. Yann Barbaux was appointed as the Chief Innovation Officer in 2013, to oversee this initiative, with the team reporting directly to the CEO.

The strategy for Airbus Corporate Innovation can be defined under three points:

1. **Focus**. Provide focus for what is important in terms of value for customers. Every year the company will issue the top priorities, which the team will then use as the hunting grounds for innovation, and the definition of challenges for IdeaSpace campaigns, thus linking corporate strategy directly to the activities within IdeaSpace. It's important to have the direct backing of the CEO for this kind of initiative, as it provides the authority to challenge different departments about their innovation activities, and increase their focus on the core strategy.

2. **Engage**. Provide a place to foster collaboration and raise awareness in relation to corporate challenges. The key is to build engagement between people beyond individual departments and organizational boundaries. A digital hub like IdeaSpace has the scalability to support this aim.

3. **Accelerate**. The process for innovation should itself be designed for speed - limiting the number of phases and gates - but the mindset of the people involved is the most important factor for Airbus. Corporate Innovation provides resources and support throughout the end-to-end workflow, which help to foster the entrepreneurial mindset. Acceleration will then come from the empowerment of individuals and teams, and creating a sense of ownership for their innovations.

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A bottom-up approach can work, up until a certain point.

To keep a big enterprise platform moving, you need top-down support. When it becomes an objective for senior management, then the rest will follow. For the team running the platform, reporting directly to the CEO's office gives you the necessary level of visibility and a certain amount of authority to go out there and get things moving. This in itself is crucial for innovation at a large organization."

Markus Durstewitz, Corporate Innovation Manager

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A process must be simple to be effective.

Large organizations establish complex processes over time due to growing complexity of their business.
New fresh ideas do not comply with these processes and tend to be killed from the start. Therefore, innovation at an early stage needs a fast track process providing the flexibility to try out things beyond the obvious."

Markus Durstewitz, Corporate Innovation Manager

Success for IdeaSpace is determined by the impact of the end-to-end process. Engagement and adoption of the platform has always been good, but it is equally important that ideas are going all the way through to implementation, and innovation is visibly happening throughout the company. IdeaSpace is the hub where innovation activity is recorded, and made transparent to the organization, which in turn builds belief in the innovation team's capability, the innovation community and the IdeaSpace platform itself.

Furthermore, if business leaders are requesting to run more campaigns, it means the process is helping to solve their challenges and meet their goals. Additionally, the introduction of Idea Channels has helped to grow usage beyond the campaigns, creating an always-on place to go for ideation and collaboration. Growing usage and impact of both campaigns and channels, is a further measurement of success for the program.

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If you only use a virtual space, it will be quite hard to really implement innovations.
At some point you need to make your ideas tangible, and you need to put people together."

Konstantin Gänge, Corporate Innovation Manager

RESOURCES

The resources, methods, physical spaces, and budgets available to support the program.

Airbus Corporate Innovation is a central team dedicated to providing Airbus with support for innovation. There are four components to that support: the physical space for innovation; the community platform; methods and tools for innovation; and the resources of the team itself.

1. Physical Space

When ideas are developed into concepts, it is necessary to bring people together physically to work on the idea. There are various physical spaces to support the different stages of idea development, for example: a business space to host innovation projects, and work collaboratively on methods such as the business model canvas; and a prototyping lab, complete with 3D printers; a rapid architecture lab; and ideation spaces.

2. Community Platform

IdeaSpace is the virtual home for innovation, acting as the repository to store both the online and offline activities. The platform is adapted overtime as new use cases arise, so it always meets the needs of changing innovation practices. Idea Channels - always open spaces for ideas relevant to particular departments - were implemented, for example, because departments saw a need to handle ideas which arose outside of the focused remit of idea campaigns.

3. Methods and Tools

Airbus Corporate Innovation wanted to provide standardized methods and tools, to make it easy for employees to practice innovation. It took around two years for the team to research, experiment with, and determine the best tools for the job together with the users.

This shortlist of methods and tools were then refined, and made more applicable for Airbus employees. For example, the use of design thinking personas is one element that helps the engineers to build an idealized customer since they typically do not have access to users in the operational environment. Nevertheless, human-centered design and co-innovation is of growing importance.

The methods provided by the team include:
• **The Front-end of Innovation Canvas**
• **Kickbox for Innovators** (based on Adobe's open source concept)
• **Business Model Canvas**
• **Service Jams**
• **Bootcamps**
• **Sprints**
• **Protobox** for facilitating the building of **Minimum Viable Products**
• and **Care Packages**, given out to **caretakers**, whose role is to guide, encourage and challenge idea owners throughout the innovation process.

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Sometimes you have consultants come in and pitch their tools.

They then go away, and the employees find it hard to work with these tools as they are too abstract and too far away from their actual working environment.
So it's important that we adapt any method ourselves to make them more relevant and easier to use for our employees in their specific working environment."

Konstantin Gänge, Corporate Innovation Manager

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If you cannot put headcount behind an initiative like this, then you should leave it alone.

Otherwise you will quickly build up momentum, and then quickly build up frustration when nothing happens."

Konstantin Gänge, Corporate Innovation Manager

4. The Corporate Innovation Team

Altogether, there are around 25 people in the Airbus Commercial Corporate Innovation Team (henceforth Airbus Corporate Innovation). These are divided into three primary groups, which align to stages of the innovation process:

- Approximately **10 people working on culture change**, the **methods and tools**, and **support** for innovators. This group also contains the team which manages the IdeaSpace platform (see below). Their background is change management, and expertise in innovation methods.
- Approximately **10 people working as project leaders**, helping to prototype and proof of concept ideas. Their background is mostly from engineering and project management.
- Approximately **5 people working with startups**, focused on the back-end implementation side, helping to bring ideas to market. Their background is mostly business and marketing, with project management and lean experience.

IdeaSpace itself has between 3-5 people managing the operations of the platform, with the following roles and characteristics:

- A **platform and process architect**, who oversees the program, manages the team, and refines the process. This individual is also responsible for managing stakeholders.
- A **campaign manager** dedicated to supporting and facilitating idea campaigns, and providing knowledge of methods and tools.
- A **community manager**, providing training and awareness sessions, and continuously looking to stimulate the network. The role is closely aligned with communications and change management.
- A **platform administrator**, who focuses on the IT aspects of IdeaSpace, such as further configuration and development of capabilities based on user feedback.
- Communications are a key skillset. The **campaign manager** has a communications background, and the core Innovation team has links to the corporate communications department, making use of their skills and reach.

STAKEHOLDERS

The key individuals involved in supporting the program and innovation in general. Including campaign sponsors and management stakeholders.

The IdeaSpace platform is there to support the goals of the sponsors. Sponsors can request idea campaigns, and each one is treated like an individual project, which Airbus Corporate Innovation will manage. There is a checklist for sponsors to complete before a campaign can be launched. The sponsor must provide one person fully dedicated to facilitating the campaign, evaluation criteria must be pre-defined, and the problem statement must be clearly stated. At the end of a campaign, a lessons learned document is written up, and used to improve future campaigns.

Although it only takes a few minutes to set up and launch an idea campaign in the software, the preparation work behind the campaign can be much more significant, for sponsors running their first campaign it can seem like a lot of work. But the steps are in place to ensure high quality output which benefits the business, and to maintain belief in the system and the process. After running campaigns a few times, it becomes more of a routine for sponsors, and a trusted mechanism for solving challenges or seizing opportunities.

The Airbus Corporate Innovation team reports directly to the Chief Innovation Officer, who reports to the CEO. The team believe this is a critical factor in the success of their program. It immediately lends credibility, helps to raise the profile of the activities and get others involved, and can make communications easier. Continuous adoption of the platform has also contributed to senior management providing more support.

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It's all about connecting people and ideas.

Thus, it is important to get all stakeholders on board of a campaign by
(a) reaching out to the community to gain a good level of interest and participation and
(b) getting buy-in of the specialists and the business owners to ensure follow-up and implementation of selected ideas. The good balance of the team makes the difference.

Markus Durstewitz, Corporate Innovation Manager

CAMPAIGN CHECKLISTS

The Innovation Team developed a series of checklists to ensure a consistent approach to running campaigns. Some examples of the checklist items are given below.

Checklist for Campaign Sponsors

- Define scope, objectives and the campaign question.
- Identify the potential customers for the ideas that will be submitted.
- You and your boss understand that you will spend at least 12 hours per week working on the campaign (with peaks at launch and closure).
- Arrange a kick-off meeting with the main stakeholders.

Campaign Leaders Launch Checklist

- Campaign overview and audience teaser.
- Campaign objectives.
- Seed idea owners.
- Campaign moderators.
- Set the date for the evaluation briefing session.
- General background information (what should the audience know?).
- Basis for ideas to be selected.
- Next steps after campaign (what is going to happen with the ideas?).

Campaign Leaders Closure Checklist

- A summary about the campaign was published in the IdeaSpace blog.
- Highlights of the campaign including top ideas and next steps sent to all invitees.
- Get a final statement from the sponsor to be used for communications.
- Organized an evaluation session no later than 2 weeks after closing the campaign.
- Provide the IdeaSpace team with the communication material (including emails) that were used during the campaign (for best practice collection).
- Provide your personal feedback and lessons learned to the IdeaSpace team so they can improve the tool and support.

Campaign Leader's Checklist

Are you ready to launch your campaign? Check it ✓

You and your boss understand that you will spend at least 12 hours per week working on the campaign (with peaks at launch and closure) ☐

Define **scope, objectives** and the **campaign question** ☐

Identify the **potential customers** for the ideas that will be submitted ☐

Have a clear **commitment** from : ☐
- the **customers** of the campaign to include the ideas in their (R&T) portfolio
- the **sponsor** to actively support the campaign with resources – money and time
- from the **evaluators** to have time for meetings & evaluation sessions

Arrange a **kick-off meeting** with the main stakeholders ☐

Sponsor, evaluators and other stakeholders are **registered in IdeaSpace** ☐

Start and end of your campaign defined and meetings scheduled with evaluators ☐

Define the **evaluation criteria**, inform and discuss with the evaluators ☐

Familiarize yourself **with the tool** with the support of the IdeaSpace team ☐

Define your **communications strategy** and design a **campaign logo/banner**
Make sure the picture has the right format (890 x 200 px)! ☐

Inform suggestion scheme (BVW) about my campaign ☐

IDEASPACE

AUDIENCE

Who is invited to use the platform, whether it's internal only, or also open to externals?
Who can help you expand the success of the program, such as innovation advocates?

IdeaSpace is currently open to 50,000 employees in the Airbus Commercial division, but is rolling out to the whole Airbus Group during 2016, totaling around 133,000 employees. Sponsors can choose to make their idea campaigns private to only selected groups or individuals.

However, while Airbus Corporate Innovation recommend to direct communications to those you specifically want to invite, they strongly advise to keep campaigns visible and open for everybody to participate. Campaigns often benefit from having employees in other areas bring their perspectives and add to the collaboration. This is the essence of innovation at large organizations, i.e. to connect the dots.

The Airbus Corporate Innovation team knows that it cannot build a culture of innovation alone, they require the help of people who promote and drive culture change and others who support innovators and help to move innovation projects forward throughout the company. They fall into the two following groups:

Caretakers
- Experts in different areas of the business, who are able to review ideas in their field, take responsibility for pushing those ideas to the right people and seeing that a decision is made on whether to progress or not.
- Caretakers operate mostly in the Idea Channels, rather than Idea Campaigns. Managing ad-hoc idea submissions.
- The Airbus Corporate Innovation team works closely with caretakers, reviewing the activity and impact of their Channel (see Measurements), and sharing best practices with all caretakers.
- It is also possible to be a Caretaker for just a single idea.

Catalysts
- A network of around 150+ employees who spend part of their job working on innovation, to act as promoters and enablers for innovation initiatives.
- There are three levels of Catalysts: Advocate, Agent, or Facilitator.
- When nominated a catalyst, they will benefit from a specific training and education program organized by Corporate Innovation and the Catalyst network in place.
- There is one person dedicated to working full-time on orchestrating the Catalyst network. Here, IdeaSpace is used as the bridge between idea owners and the catalysts who can help develop their ideas.

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IdeaSpace is really a big part of the catalyst story – it keeps the network alive.

It allows us to manage all of the local initiatives they are running, and it enables innovators to connect with the catalyst network."

**Konstantin Gänge,** Corporate Innovation Manager

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I would say that the communications aspect is something that goes across everything.

It's important for all the areas of the innovation program. You have to communicate on the strategy, the resources, the stakeholders, the process. You have to communicate about all the elements to be successful."

Konstantin Gänge, Corporate Innovation Manager

The IdeaSpace Campaign
Guide Booklet
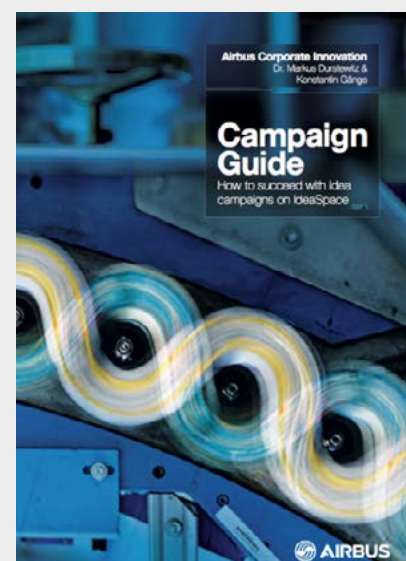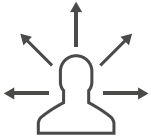
COMMUNICATIONS

How to communicate effectively, create momentum,
and build trust with your audience and stakeholders.

- When communicating with employees at Airbus, the Innovation team take the approach of communicating the specific activities, such as idea campaigns, rather than a generic push for the platform. This focuses attention on how employees can contribute immediately, rather than generally promoting an innovation platform.

- A **monthly newsletter** is compiled by the Innovation team, which provides measurements, latest activity, and lessons learned. The newsletter is primarily aimed at stakeholders, caretakers, and a selection of senior management.

- A **campaign guide booklet**, which serves as a comprehensive guide to understanding the benefits of idea campaigns. Containing practical tips for the Campaign Leader on how to frame the challenge, how to launch it effectively, what to do when in submission mode, how to set-up evaluation sessions, when and how to organise an award ceremony, celebrate success, and finally, how to wrap-up the campaign and document lessons learned.

- Airbus Corporate Innovation runs an **annual IdeaSpace user convention**, which brings the IdeaSpace community together. Special attention is given to testimonies, best practice sharing, and improvement proposals of IdeaSpace lead users, experienced Campaign Leaders and Sponsors. One part of the user convention is to look ahead and propose ways how to further improve the platform. Hype actively takes part in the event, an occasion to provide insights about the tool evolution roadmap and to get direct user feedback.

- Airbus has deployed **lean methods** across Engineering and Manufacturing. They use so called SQCDP boards (Safety, Quality, Cost, Delivery, People) to monitor and steer daily operations. IdeaSpace is now listed on the SQCDP board of the Head of Engineering, helping to raise the awareness and health of the platform at a very prominent level.

- A **webinar** is run monthly to introduce the platform to newcomers. These webinars are open for everyone but targeted specifically at new catalysts, caretakers, or sponsors. The Innovation team is often asked, "can you tell me more about IdeaSpace?", and the webinar is an ideal way to inform all of those who are interested in learning about the program in more depth.

- A further detail which has proven important, is to **personalize the email templates** in the platform. The emails are automatically sent to inform people of changes to their ideas or projects, or if an update is required on their progress. The emails have a lot of useful information, and are specific to the context. They have proven to be useful in nudging people to update and take action.
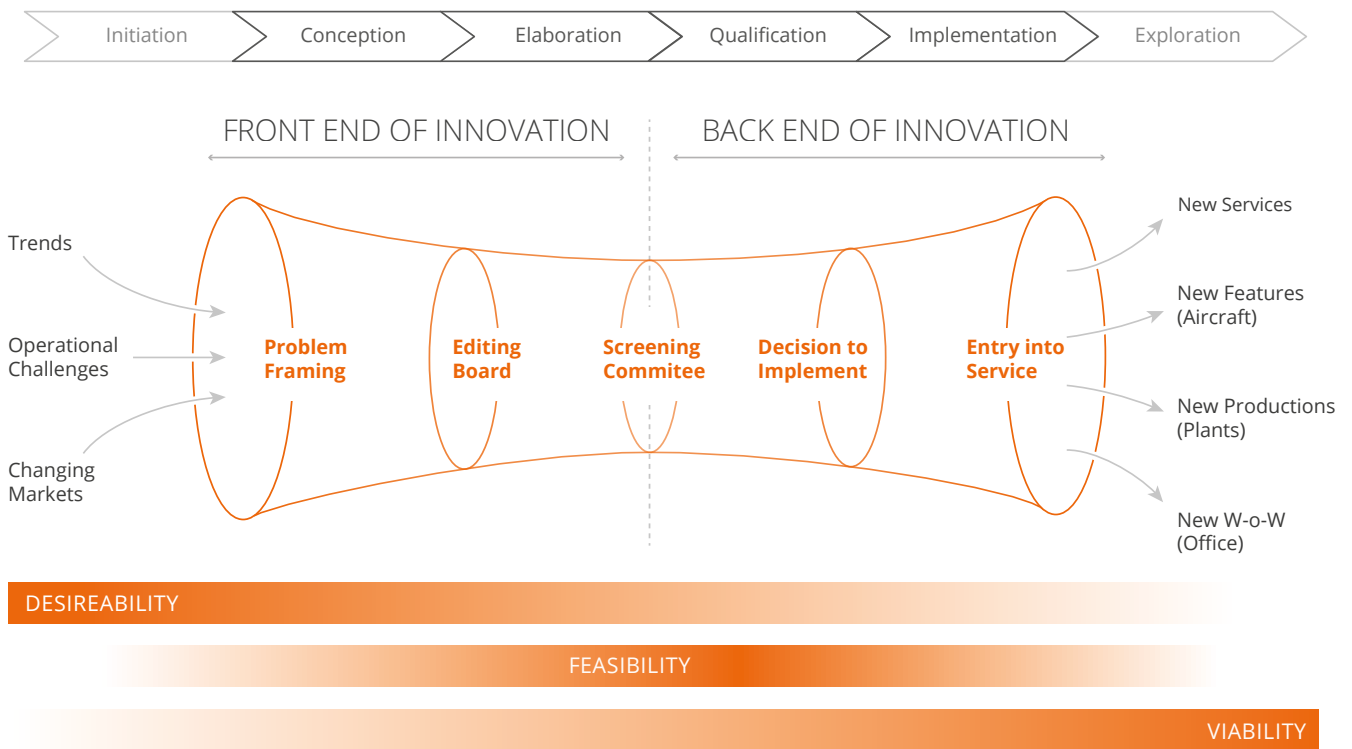
DECISION MAKING

How ideas will be judged, selected, and improved. Who is involved, and what criteria and process should be used.

Idea Campaigns

- A **community graduation feature** – which allows the crowd to promote the best ideas to management – is sometimes used for campaigns, if the volume is high. However, it is less useful when the ideas are of a highly technical nature. In this case, an expert panel of evaluators is required to judge the ideas fully.
- **Online evaluation tools** are seen as crucial to the process, because they help to avoid groupthink, or following the sponsor's opinion, which are significant challenges when reviewing in person.
- After an **evaluation session** is completed, it is recommended that the team sits together to discuss the results and decide.
- There are some cases where the Innovation team asks that the sponsors stay out of the process, because their opinion is too strong and can skew the results. The sponsor still has the final say, but the goal is to let the team make a compelling recommendation.
- It's also important that the sponsor agree up front what the **decision making criteria** should be. This helps participants understand what is being looked for, and how evaluations will work.
- There is the possibility to play a "**Wildcard**"; for example, if a sponsor finds an idea very attractive and wants to provide budget and resources to follow-up and implement it.

Idea Channels

- Each channel will appoint their own pool of experts to review ideas.
- Because ideas are submitted at any time, the process for handling them is more ad-hoc. Each channel works in a slightly different way. For example, the Cabin & Cargo department meets every two weeks, to go through all recent ideas, making a decision whether to proceed or not. This ensures a timely response to every idea, and allows promising ones to move through the process quickly. Other departments do it differently, but the important factor is that IdeaSpace is used to track the decisions and status changes, so there is one single source of truth for innovation activity.

| Initiation | Conception | Elaboration | Qualification | Implementation | Exploration |

FRONT END OF INNOVATION **BACK END OF INNOVATION**

Trends
Operational Challenges
Changing Markets

Problem Framing **Editing Board** **Screening Commitee** **Decision to Implement** **Entry into Service**

New Services
New Features (Aircraft)
New Productions (Plants)
New W-o-W (Office)

DESIREABILITY

FEASIBILITY

VIABILITY

Bootcamps

- Bootcamps are one of the formats used to accelerate ideas through the back-end process, offering a fast track to build a team and turn ideas into concepts.
- Bootcamps typically last from 3 days up to one week. At the end of the Bootcamp, the teams have the opportunity to pitch their concept to potential sponsors from senior management.

Outline of the Bootcamp format

Day 1: WHO NEEDS IT?
Focus on desirability: understand the problem to be solved from the user perspective; build a persona, user journey and value proposition including pains and gains.

Day 2: WHO MAKES IT?
Focus on feasibility: create a Minimum Viable Product (MVP) and test first prototypes in 6 hours.

Day 3: WHO PAYS IT?
Focus on viability: value the experience and bring in the business perspective; generate a business model and first business case by expressing qualitative benefits, market size etc.

At the end of each day, there is a session to practice pitching. By the end of the three days, they have a refined pitch ready to be presented to the sponsors.

Bootcamps require additional funding from the sponsor, but they have become more popular as sponsors see the benefit of having thoroughly developed concepts ready to move forward. The employees also gain a lot from the process, such as gathering a team, the practical exposure to innovation methods for how to develop ideas into concepts Airbus can implement.

There are also alternatives to the Bootcamp format, including a 1 day business model session to map out the big picture behind the idea; or a 2 day hackathon, focusing on a specific topic or technology, with the aim of building physical and/or digital prototypes.

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IDEO's Tim Brown says ›Innovation is a good Idea shipped‹.

We understand that the success of our program does not depend on the number of ideas collected but on the level of adoption and implementation of innovative ideas in daily operations.
Thus, we emphasize the importance of an end-to-end support for innovation and clear governance for handover to the business."

Markus Durstewitz, Corporate Innovation Manager

EXECUTION

How ideas are iterated upon and developed towards implementation.

- Initially the Innovation team went looking for ideas that are targeting incremental innovations, which could quickly be implemented. This approach allowed them to build momentum and credibility. But now, the focus has been switched to 10X projects with big impact if not disruptive innovations. In 2016 Airbus ran a dedicated campaign to find potential 10X project candidates.
- Because of the iterative nature, a design thinking approach has become central to the whole process for Airbus. It helps to closely observe and understand user needs. Herein, iterative prototyping is a key enabler. It is encouraged at every stage. Some engineers see a prototype as something tangible, but in the context of the innovation process, it's communicated as anything from a slide deck, a paper figure, or a 3D printed design. The point is to focus on user insights, gaining feedback and where necessary to adapt or pivot the idea to meet the nature of the problem.

MEASUREMENTS

What KPIs are important to measure, and how you can track and judge success over time?

The Innovation team is aware that they need to measure the performance of the innovation program, even though this may sound paradoxical.

However, it's important not to use the same KPIs as for operations, but think carefully about useful innovation-specific KPIs. This means setting incentives for culture change towards accepting and generating new ideas as well as helping the maturation and implementation of these ideas. With the launch of IdeaSpace, it was not clear which KPIs should be used, so the team just let it run for a year to observe and see the reaction from employees and management.

Today Idea Campaigns and Innovation Channels are measured, where activity is the volume of ideas, comments, and contributors, and impact is a score made up of points based on the progression of ideas through the stages. Initially they had used weighted scoring for impact, but it became too complex and created confusion, so was reduced for simplicity.

The priority remains on ensuring a good level of activity (activity = number of ideas and comments submitted) and the right speed of implementation of ideas (impact = number of gates passed or ideas stopped). Although, they track many other indicators only these two are used to form the monthly Innovation Scorecard: activity and impact.

The scorecards make it easy for the Innovation team to monitor global activity; if a channel is showing high scores on impact, they will go and ask why, and what can be learned from that? Similarly, if a channel is showing low activity levels, there might be a problem which needs addressing. In either case, the aim is to find new learnings which can be shared with all channel owners. To maintain trust and credibility in the platform, transparency is key. That's the reason why the scorecards are visible to everybody in the community.
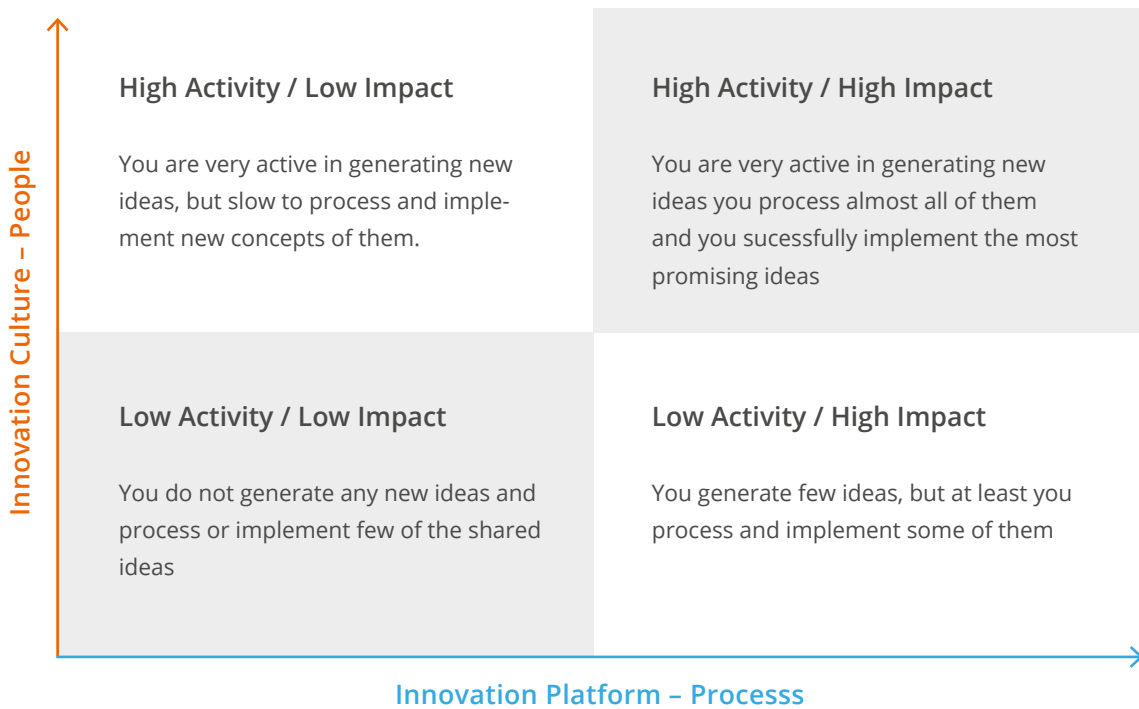
"

With IdeaSpace, it is now possible to track the progress of ideas after the implementation stage. But, measuring innovation is not easy, and you can end up with many KPIs which don't really make sense. Keeping it simple is really important."

Konstantin Gänge, Corporate Innovation Manager

The Inno-ScoreCard

ACTIVITY = Engage people to provide new input and to initiate people

IMPACT = Enable maturation of projects to provide effective output in accordance with innovation objects

High Activity / Low Impact

You are very active in generating new ideas, but slow to process and implement new concepts of them.

High Activity / High Impact

You are very active in generating new ideas you process almost all of them and you sucessfully implement the most promising ideas

Low Activity / Low Impact

You do not generate any new ideas and process or implement few of the shared ideas

Low Activity / High Impact

You generate few ideas, but at least you process and implement some of them

Innovation Culture – People

Innovation Platform – Processs

KEY ADVICE FOR INNOVATION MANAGERS

10 points of advice from Konstantin and Markus
for fellow Innovation Managers

1   **Set the focus first – what does innovation really mean to you and
the organization? What do you/the organization want to achieve with
innovation? Create a clear sense of purpose.**

2   **Define strategic innovation areas and select specific themes to get initial
buy-in from potential sponsors.**

3   **Focus on Idea Campaigns first / they will deliver immediate results
and success stories.**

4   **Frame the problem and define the challenge together with the business
sponsor to create a win-win and meet their needs.**

5   **See yourself as a service provider, build your competences and service
offer around specific methods and formats supporting culture change and
fast track implementation.**

6   **Define clear governance and clear roles with your process: campaign leader, channel leader, evaluator etc.**

7   **Support, train and educate them accordingly.**

8   **Install a community manager to foster and animate the community, to organize network events and trainings.**

9   **Put special attention on communications to increase reach and motivate employees to take an active part in the community.**

10   **An Innovation Scorecard is a good means to create visibility for and to maintain buy-in of top management.**

About Airbus

Airbus makes the freedom of flight possible by designing, manufacturing and supporting the world's best jetliners. Its people around the globe are united by a passion for aviation, as well as their desire to create better, more efficient ways for airlines and passengers to fly.

The company's comprehensive product line comprises highly-successful families of jetliners ranging from 100 to more than 600 seats: the single-aisle A320 Family, which is civil aviation's best-selling product line; the widebody, long-range A330 Family; the new-generation widebody A350 XWB; and the flagship double-deck A380.

In pioneering technological solutions while seeking highly efficient sourcing and manufacturing, Airbus strives to remain at the aviation industry's forefront – consistently winning approximately half of all mainline jetliner orders placed worldwide.

Commercial Aircraft is a core business of Airbus – a worldwide leader and Europe's largest aeronautics and space company – which also incorporates divisions specialised in space and defence, as well as helicopters.

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About HYPE Innovation

HYPE Innovation is a global leader in full-lifecycle innovation management software. HYPE's powerful platform allows organizations to engage thousands of employees in idea generation and collaborative problem solving. Our client community includes global companies such as Bombardier, Nokia, Merck, Airbus, AkzoNobel, Saudi Aramco, Liberty Global, Petronas, and Deutsche Post DHL.

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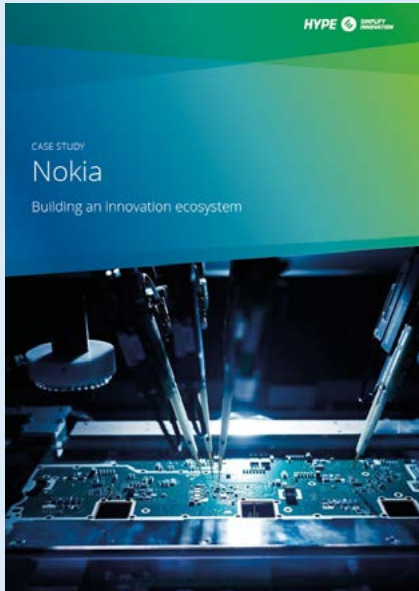
Nokia

Nokia is the world's largest provider of telecommunications technology, with more than 114,000 employees and over €23 billion in revenue (2015).
Over the past decade, Fabian Schlage, Innovation Manager at Nokia, has built a powerful innovation management ecosystem for the company, backed by HYPE's innovation platform. Including efficient processes, tools, and proven methods, it is designed to industrialize innovation, i.e., to standardize processes and make innovation success repeatable.
Today, the innovation team at Nokia is well connected throughout the entire company. They maintain a network of 120 part-time innovation managers who in turn reach out to 300 so-called "sub-funnel experts", who support the innovation program with their expert knowledge on specific technical areas.

In this case study, we look at some key elements of the innovation program at Nokia and how it grew from a single department across the entire business.

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