

CASE STUDY

# FUJITSU EMEIA

Creating Value for the Customer through Innovation



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# BACKGROUND AND STORY



**Joachim Box**  
Director of Innovation

Joachim heads up Fujitsu's customer centric innovation service across EMEA. Customers include large corporate companies from a range of industries, as well as public sector organisations.

Joachim and his team lead a structured approach to innovation, researching customer pain points, generating ideas from diverse communities and exploring technology solutions from across the Fujitsu global business and other technology partners.

Joachim has a career background in leading organisational transformation through innovation, placing people at the centre of the approach. He believes in building the infrastructure and tools to help liberate the creativity in people so they can focus on bright ideas that lead to great outcomes.



**Eleanor Tong**  
Innovation Adoption Lead

In 2013 El designed and implemented a customer centric innovation service for Fujitsu's UK & Ireland business, where she took an outline concept to a fully developed innovation service now known as Activ8.

El works alongside Joachim Box in leading the rollout of Activ8 across Fujitsu's EMEA organisation; Including development of the tools, creative approaches and methods 'in a box' to make it easy for global colleagues to get started on their innovation projects. This has expanded the number of Activ8 innovation practitioners to over 20 people.

El has a background in customer facing roles focussing on business transformation and change management. Her roles have taken her around the world working with people from all backgrounds and cultures. Learning new things, in new places with different people is what she enjoys.

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Fujitsu is the leading Japanese information and communication technology (ICT) company, offering a full range of technology products, solutions, and services. Approximately 155,000 Fujitsu people support customers in more than 100 countries. We use our experience and the power of ICT to shape the future of society with our customers. Fujitsu Limited (TSE: 6702) reported consolidated revenues of 4.5 trillion yen (US \$40 billion) for the fiscal year ended March 31, 2017. For more information, please see <http://www.fujitsu.com>.

In this case study we look at how Fujitsu's European division developed an approach to co-innovating with their customers, and made this a core part of their service delivery offering.



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## BACKGROUND

The start of this journey begins in 2013, when Fujitsu's UK and Ireland business began looking into how Fujitsu innovated with customers. There was a real desire to connect customers more easily with extensive technology expertise that exists in the company. This was particularly important at a time when customer organisations were feeling the pressures of digital disruption in their own businesses and were looking to major ICT partners like Fujitsu to help them respond quickly and build a culture of co-creation.

Customers indicated that although they were aware of Fujitsu's large investment in research and development - £2-2.5 billion a year - they did not always feel the impact at their level of engagement with Fujitsu, and were unable to easily describe Fujitsu's approach to innovation.

The market-related results of the survey showed competing pressures from low-cost providers in regions like India, and a threat to the traditional technology industry from new entrants such as Google and Amazon. These market dynamics further drive the need to increase the value created by innovating with customers.

A project was launched to research and create a new approach to customer centric innovation, which both customers and the marketplace would perceive as valuable.

### The key principles were:

- + An approach that is collaborative by nature.
- + Help connect end customers with Fujitsu experts from around the world and cross-industry.
- + Founded upon principles of continuous innovation, rather than a one-time event, integrated into contracts so it could benefit customers from the start of the relationship.
- + It should deliver great business value for customers and support commercial opportunities for Fujitsu.

After some experimentation with a handful of customer accounts looking for common characteristics of effective co-innovation, a distinct innovation service for co-creating with customers was developed based on the principles described above. The service uses an eight-stage cyclical process, branded as "Activ8".

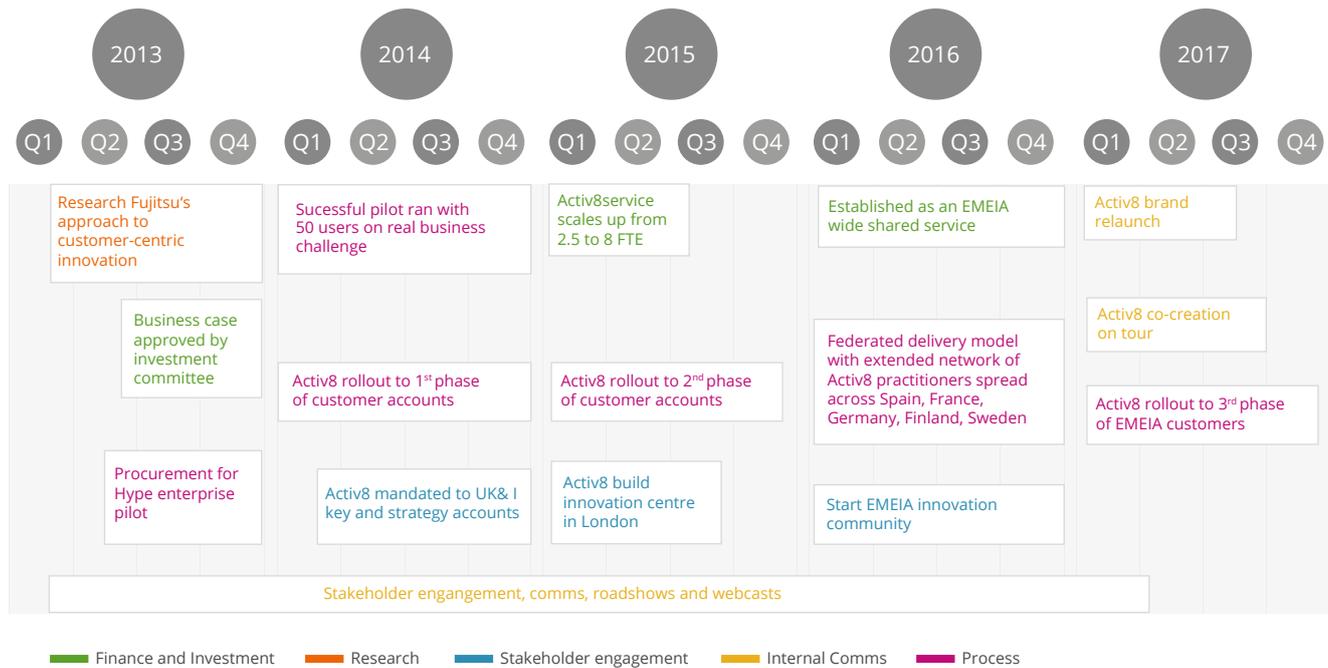
HYPE Enterprise was selected as the platform to support the ideation phases of the process, due to the rich capabilities, but with a simple-to-use interface, and the process support provided by HYPE around the use of the tool.

A pilot was launched in late 2013 to refine the approach and software focused around a real business challenge. The pilot proved a success, and an investment case was approved for rollout with clients, which meant extending the Activ8 team to eight people. In 2017, Activ8 is now an EMEA-wide shared service representing the de facto approach for customer-centric innovation, benefitting a wide array of customers.

The service is offered to all customers which means that there can be multiple engagements in flight at any one time. The HYPE software therefore acts as a multi-tenanted platform where Fujitsu can co-create with a number of customers, each separately, with private and secure ideation campaigns.

In this case study, we will look at how Activ8 is used and managed, and how it continues to be adopted throughout Fujitsu.

## The Activ8 timeline



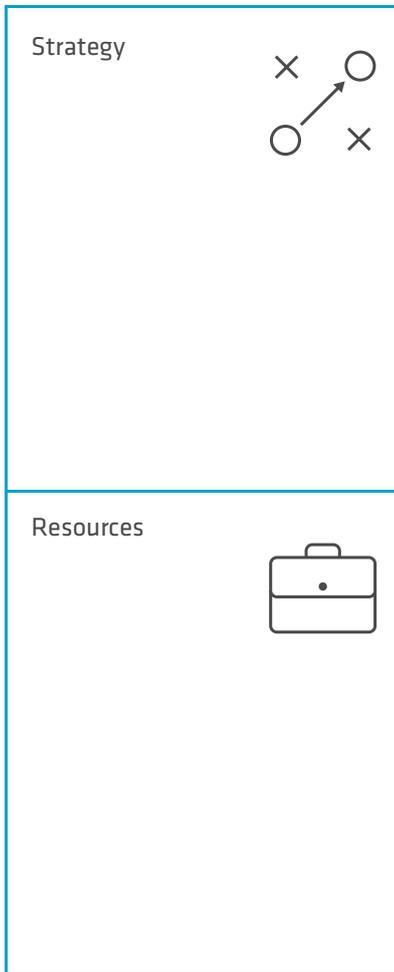
The process support was a big factor in why we chose HYPE. We weren't looking for a pure software offering, we were looking for the process support around that, and the experience of enterprise-wide innovation programs. As there was the added complexity of innovating with many other organisation, sometimes in an open innovation style, HYPE 's experience of cross-enterprise innovation was central to us choosing HYPE as a partner."

**Eleanor Tong**, Innovation Adoption Lead

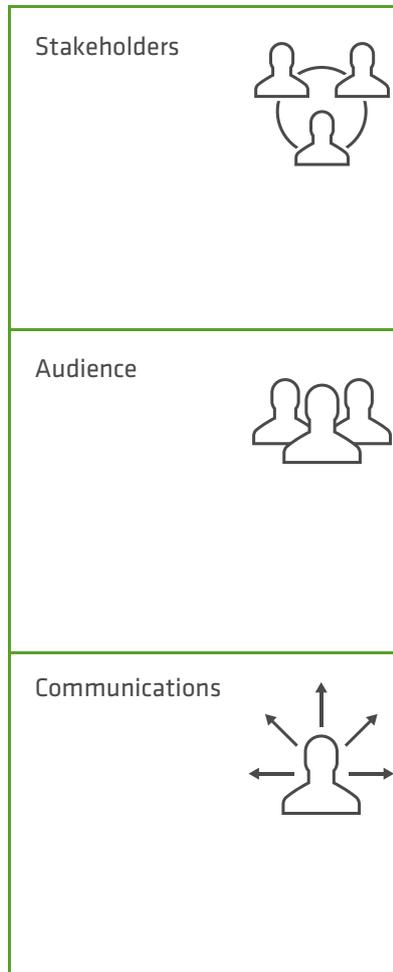
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# THE COLLABORATIVE INNOVATION CANVAS

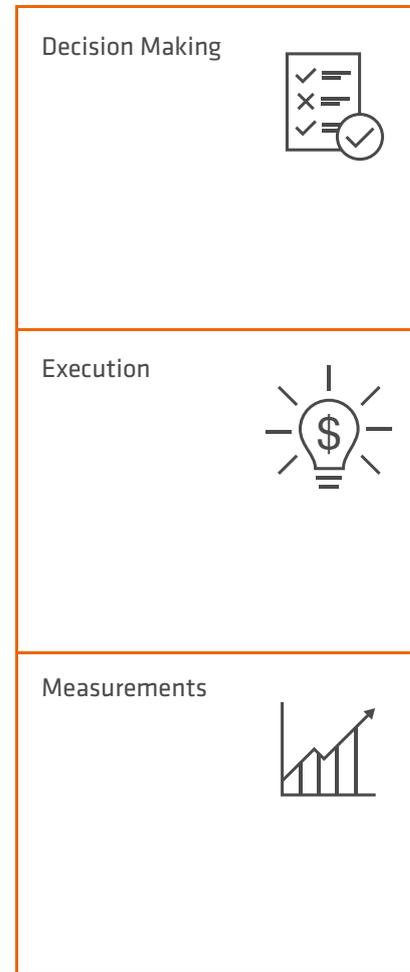
## Alignment



## People



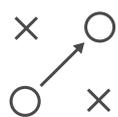
## Process



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 a case study.

### Further reading:

<http://www.hypeinnovation.com/canvas>



## STRATEGY

How the innovation management program is aligned with overall company strategy goals for innovation.

Fujitsu's technology and service vision is hinged on 'Human Centric Innovation'. This vision puts people at the heart of innovation and development of new technologies.

Feedback showed that Fujitsu's customers like working with them, but would like to be stretched in their thinking around innovation, while also gaining more from Fujitsu's wealth of expertise and technology.

Fujitsu wanted to ensure that innovation became part of the DNA of customer relationships. The Activ8 innovation approach is designed therefore to connect the customer to the broader capabilities of Fujitsu with a focus on solving problems the customer is facing.

To ensure that innovation is embedded throughout the customer relationship, Fujitsu took the following strategic decisions for the Activ8 innovation service:

- Activ8 is the de facto service and approach for co-creating with customers.
- Activ8 is incorporated into major bids undertaken by Fujitsu.
- Activ8 is not a cost item, but is included in the bid so that a dialogue on how Fujitsu can co-create with the customer can begin early.
- A single approach with supporting methods was needed to ensure consistency across regions.
- A core team would be needed to build and drive the service from the center to be used locally.

## Strategic goals for the Activ8 innovation service

- 1 The Activ8 team works with account teams and customers to find the right time to begin the innovation engagement.
- 2 Transparency is important, so that both parties have a clear understanding of the co-creation process.
- 3 The Activ8 team looks for business challenges that they believe Fujitsu can help to solve, and where the outcome would be business value for the customer and a commercial benefit to Fujitsu.
- 4 The goal is to co-create with the customer, generating value on both sides and strengthening the relationship.

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We always talk about the HYPE platform up front on an initial engagement. It's a very helpful way of making the abstract notion of innovation more tangible.

But also, we talk about continuous innovation and the best way to do that is to incorporate it into our bids. Our customer then knows that whatever they are buying from us, be it hosting, hardware, services, they also get an approach to continuous innovation, which is a series of innovation campaigns and events over the lifetime of the contract.”

**Eleanor Tong**, Innovation Adoption Lead



## RESOURCES

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

Early on in the development of the innovation service, it was established that success depended upon some key elements being in place:

**An Innovation Framework:**

Underpinned by the principles of design thinking/human centered design, to help ensure the problem is put before the solution and to ensure everyone involved understands the process cycle.

**A core team of innovation specialists:**

to execute the innovation projects, undertake stakeholder engagement and drive up adoption of the service, as well as driving the outcomes.

**An innovation system:**

to allow collaboration across a geographically diverse community.

**Innovation space:**

places for people to meet and collaborate face to face around a given challenge or range of challenges.



## The Activ8 Innovation Framework

The Activ8 approach uses a cyclical framework which allows for continuous iteration. The framework has in-built gateways so at any stage in the cycle, either party can back out if the experiment is not going to work and re-engage at a later date with another challenge.



The co-creation engagement starts with a specific challenge or opportunity faced by customer organisations and then focuses on one or more of those in isolation (Steps 1-3). An agreement is made about the funding for any outcomes and solutions generated.

The HYPE platform is then used to create idea campaigns based on the agreed challenges. Fujitsu will build a unique "crowd", which connects experts from across the company who can contribute to the challenge. The customer organisation is also invited to bring their experts into the online challenge.

After the ideation phase is over, a review process begins, making use of the HYPE evaluation workflow, concluding with ideas progressing into concepts for prototyping. Based on the success of the prototype, further development can begin. Or, if desired, another iteration of the cycle can begin with a different or refined challenge.

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## The Team

Activ8 consists of the core team of eight people and a number of trained practitioners who support engagements across the region. The team is responsible for the innovation framework, the online platform provided by HYPE, supporting methods and tools, and the ongoing training programme to develop practitioners throughout Fujitsu to use Activ8.

ROLE TITLE	CORE RESPONSIBILITIES
<b>Innovation Management Specialist</b> [5 core plus network of 13 practitioners]	<ul style="list-style-type: none"><li>+ Owns the customer relationship around innovation</li><li>+ Job is varied throughout the life of a project and Includes; Problem identification, bulding a campaign crowd, finding relevant knowledge and experts wihin Fujitsu, or project manage the proof of concept developent</li><li>+ Running creative experiences/engagements with customers and colleagues to uncover ideas and insight</li></ul>
<b>Technology support analyst</b> [1]	<ul style="list-style-type: none"><li>+ Responsible for managing the hosting of the Hype platform (which Fujitsu chose to host themselves) and all local configuration, development and updates.</li><li>+ Work with Innovation Management Specialist and campaign managers on inviting selected crowds to specific campaigns</li><li>+ Responsible for the Share Point services associated with Activ8, and will handle the setup of new campaigns, building the crowd and access permissions</li><li>+ Responsible for adminsitration of our innovation case management tool and all reporting /MI</li></ul>
<b>Senior Adoption Manager</b> [1]	<ul style="list-style-type: none"><li>+ A dedicated role is required to support wider take up of the service across a large geographical area</li><li>+ Focus on the necessary education, training, stakeholder engagements and business development</li><li>+ Supporting the start up process and acting as subject matter expert to new practitioners</li><li>+ Responsible for all internal marketing, materials and creative experience development</li></ul>
<b>Business Director (Joachim Box)</b> [1]	<ul style="list-style-type: none"><li>+ Responsible for the core team and its growth targets, and is intimate with ervery campaign being run with customers, overseeing the actions taken by the team</li><li>+ A key part of the director role is to look at the needs of the customer and find the combination of people and skills which are best suited to support them</li></ul>

Activ8 is viewed as a complete resource for delivering customer-centric innovation, and therefore comes with an array of templates, methods and workshops which support different phases of the process.

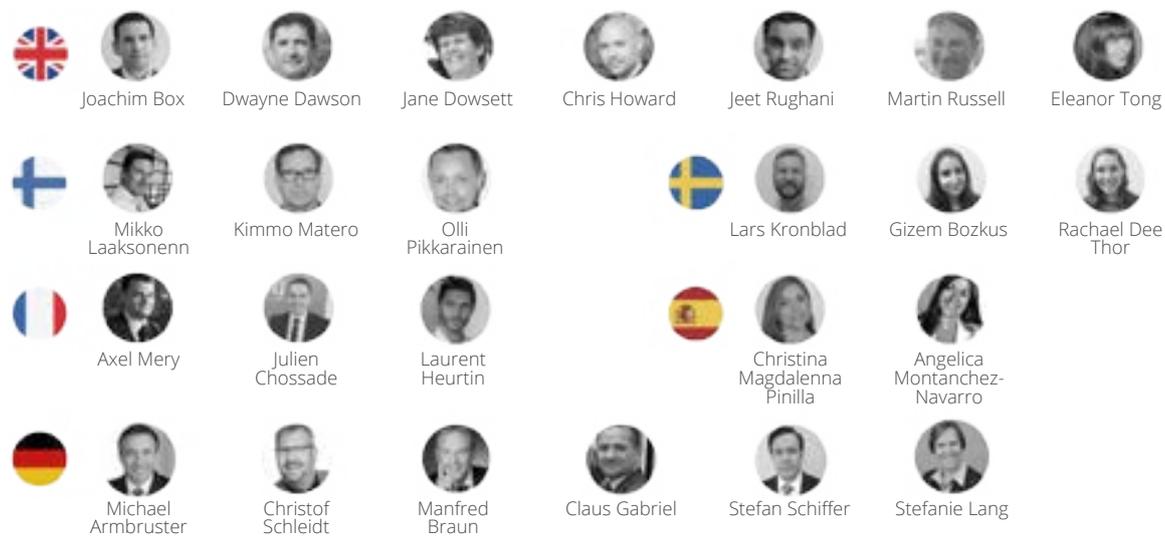
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This is known as '**Activ8 in a Box**' which contains:

- Guidance and checklist for each step;
- A reference library with links to an array of useful material;
- Case studies;
- Specific pages on:
  - How to run an innovation workshop/event
  - How to run an online innovation campaign

To help scale the usage of it, the team will train others, while the core team is responsible for quality assurance, refinement and improvements.

### A Team of Innovation Professionals

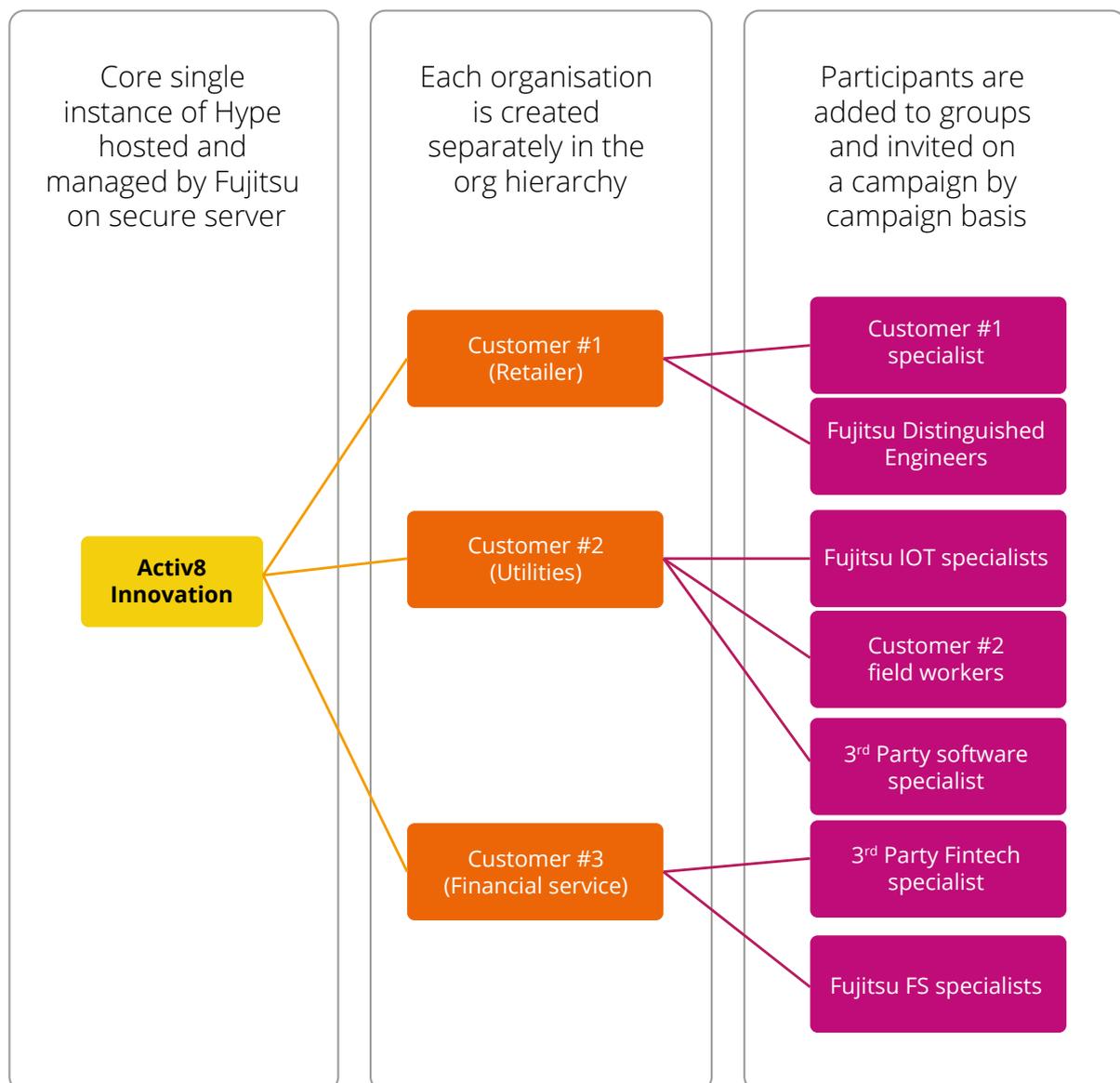


Early on we thought about how to scale this, without having to grow our headcount exponentially. We also want innovation to be part of our DNA, so we need as many people as possible, across different regions, to be using this approach. That's why we've chosen this model of a relatively small core team, which then supports colleagues all around the Fujitsu family to adopt the approach."

**Joachim Box**, Director of Innovation

## THE INNOVATION PLATTFORM

Fujitsu uses the HYPE platform a little differently to many organisations. It is not used for R&D or at enterprise-wide engagement. Instead it is used as a platform for idea campaigns for and with customers. This means many organisations are collaborating on a single instance of HYPE.



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## THE INNOVATION SPACE

Fujitsu believe that in order to come up with good ideas people need stimulus. Sometimes this means taking people outside of their normal working environment to a place where they can explore, create and have fun.

This has been important to the Activ8 innovation service and a range of spaces and styles of idea gathering have employed as per below diagram.

### Idea Gathering Events



Including customer focus workshops, Ideation sessions, haccathons

### Design Thinking



Great for big picture thinking about the future and focussing on the 'humans' with the challenge

### Online Idea Campaign



Allows us to crowdsource ideas from a large and diverse group to solve a customer challenge

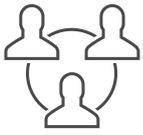
### Collaborative Space



A place for customers to think out loud with Fujitsu as facilitators

In the early years of the Activ8 service, the team lobbied senior stakeholders to create a 'think space' where Fujitsu and its customers could come together and explore challenges. It was important the space was neutral (and unbranded) to create a blank canvas for people's ideas. The space was created and replicated in multiple offices.

The team have created a suite of materials which can be brought to any session to aide creative play, kinaesthetic stimulation and insight. This helps to convert any space in to somewhere more enjoyable to listen, think and explore ideas which is integral to the innovation process and experience.



## STAKEHOLDERS

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

The primary stakeholder and sponsor for an Activ8 campaign is the Fujitsu customers as they are the beneficiaries of the innovation output. However, in an organisation with 156,000 employees it has been crucial that there are a range of stakeholders, sponsors and advocates across the business.

In the first 18 months of the service a Steering Group of senior leaders within Fujitsu was established to share progress and understand the changing needs of the organisation. This included heads of business lines, the Chief Financial Officer, Head of Sales and senior marketing teams. In addition, there were a small number of board level sponsors in the initial set-up period who helped to cascade key messages and embed 'innovation' into employee's objectives.

The most common challenge to bringing stakeholders on board is conservatism around innovation itself. When people are faced with the already difficult job of keeping the lights on, innovation can be perceived as a distraction. The task of the Activ8 team is to promote the message that they will handle the operational aspects. They will take action and translate that process into something tangible, where the stakeholders can visualize specific outcomes from innovation.



The principle of innovating only around something that matters, something that people care about, means it will quickly become evident who is interested and who would be able to sponsor the challenge.

Often, that will be the client executive who owns a particular customer relationship and is looking to grow the business. Or it could be a CTO, who has a vested interest in the particular area of technology."

**Joachim Box**, Director of Innovation

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If we fast forward another two years, we can imagine a far bolder group of stakeholders, who have done it before and are now comfortable running bigger challenges, with more people involved and more challenging topics.

Innovation is never risk free, but you can put safeguards around it, and having a repeatable process such as Activ8 develops confidence with stakeholders."

**Joachim Box**, Director of Innovation



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Now that the service is available across EMEIA and beyond the stakeholders have grown and the number of advocates for innovation are growing all the time. This has meant that the need for lots of senior sponsorship has reduced as Activ8 becomes self-perpetuating.

There is a rolling annual stakeholder engagement plan to help target new key influencers and help communicate around sponsorship, process, results and success stories. For a company the size of Fujitsu, it's important to be integrated into the fabric of normal operations.

Several steps were taken to ensure this is the case, including:

- + Integration into Salesforce (the company-wide CRM platform), with all Activ8 innovation projects tagged to the relevant account, so that it's included in account reporting. This includes financial numbers related to innovation.
- + The Activ8 framework is defined as a business process in the Fujitsu Business Process Management suite, making it the official process for customer-centric innovation.
- + Activ8 has become a registered Fujitsu brand, authorized by Tokyo where branding and trademarks are managed. This step provides important validity for the Activ8 service by senior management.

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What has been surprising is how quickly word has spread of Activ8 and how eager the Fujitsu stakeholders have been to engage with us.

Having spent 18 months desperately convincing people that innovation and collaboration was something worth investing in, we now find that the Activ8 service is being talked about at trade shows, introduced in team meetings and discussed with Fujitsu customers without the Activ8 team being involved. The increase in demand has prompted us to really up our game in terms of stakeholder engagement, intranet presence and branded materials”.

**Eleanor Tong**, Innovation Adoption lead



## 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?

The audience involved for a campaign is unique every time. The team will spend a significant amount of time upfront building a crowd, which is suitable for the customer challenge. This means looking through the organization to find relevant experts and people experienced in the technologies or industries in focus.

As a result, some specialist crowds and groups have been established who are invited as a cross-section of expertise. We supplement these with experts from customer organisations as well as Fujitsu teams who directly support these customers.



Choosing the right crowd is a really crucial aspect for us.

We're not interested in getting everybody involved. It's about finding the right experts and connecting them to each other, and to the customer challenge."

-**Joachim Box**, Director of Innovation

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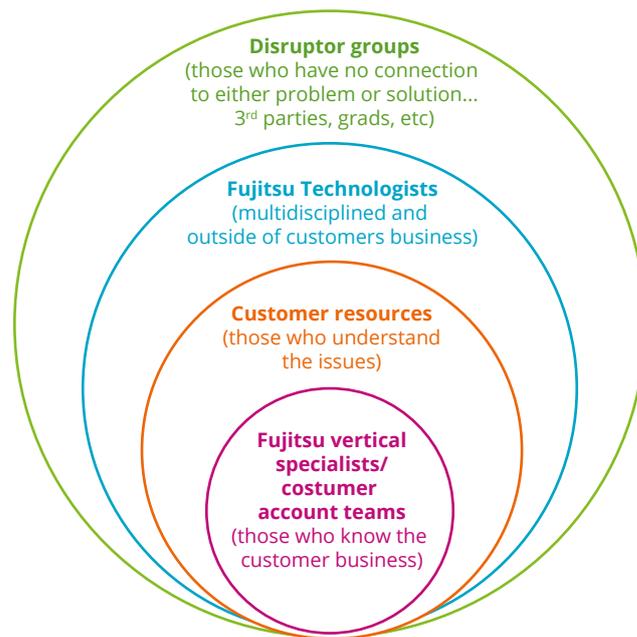
## WHO'S THE CROWD?

The team will also look for other employees who are involved in either the specific industry, technical area, or regional market, to join the campaign. The team themselves will participate actively in every customer campaign, so that they can spot trends, moderate, or bring new individuals into the crowd if needed.

Building the crowd is one of the most important and time-consuming aspects to get right, but it's core to the customer-centric innovation mission. As a result, customers can see the tangible value from accessing the wealth of knowledge of Fujitsu's 156,000 employee base.

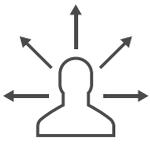
Over several years the Activ8 team has built a collection of "drag-and-drop crowds", which act as a starting point to formulating a new campaign audience.

This repository is itself a valuable asset to Fujitsu, as the team learns where the knowledge and expertise sits to help solve customer challenges in a fast moving digital environment.



Now that we've been doing this for several years, we're building communities who have been through it at least once before, and are happy to do it again.

**Joachim Box**, Director of Innovation



# COMMUNICATIONS

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

Communications fall in to two areas:

## 1. Around the Activ8 Service

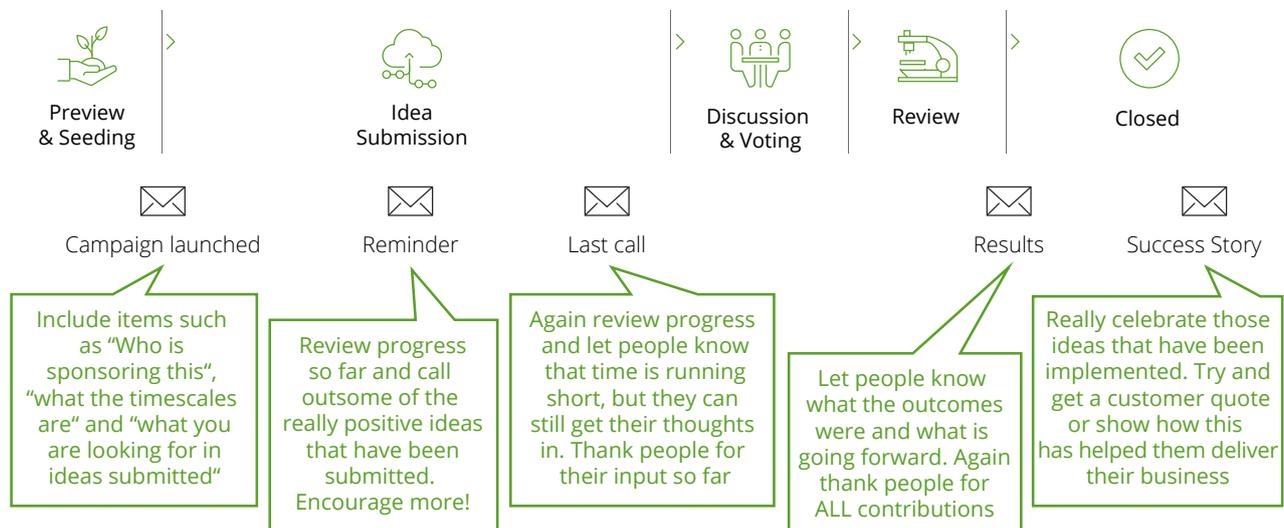
Each year the Activ8 team builds a 'marketing and communications' plan which is used to guide how the service will communicate within Fujitsu and to customers about how co-creation and the Activ8 service works. This includes a range of communications from case study videos, blog posts, guest speaking slots at team meetings, support of large events such as Fujitsu Forum (which attracts 14,000 visitors) and of course the HYPE Innovation Forums.

The Activ8 team also brief Fujitsu customers directly on how the service works.

In addition, there is an innovation community of people across Fujitsu who have innovation based roles. This community provides a way for people across the organisation to keep abreast of interesting developments in technology, trends in customer challenges, and to exchange tools and tips over and above Activ8 innovation.

## 2. Around specific Innovation Campaigns

Each campaign has a discrete crowd, therefore the communications around the campaign are also uniquely created for that crowd. Using the communication timelines which were recommended by HYPE (see below diagram) and building on these for customer audiences.



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Often, the account team which owns the customer relationship will have their own regular communications, such as newsletters or update feeds on the CRM system. The Activ8 team will use these existing channels to promote the campaign, so that those involved with the customer are aware, and can become involved.



The prep work around building the crowd is absolutely critical to getting the right level of participation.

We put humans at the center of this, we're interested in people's ideas. We are interested in quality, not volume, and we want to do it quickly."

**Joachim Box**, Director of Innovation

At the end of a campaign, the ideas, along with the evaluation outcomes are put into a wrap-up package for the customer. The team also creates a 90-second animated video which sums up the challenge and the findings. The sponsor communicates back internally to all those who participated in the campaign, with the outcomes and findings, even if the customer has not yet moved into the prototyping phase; it is seen as important to constantly communicate, even when results are not complete yet.



People shouldn't ever tire of the relentless promotion through the normal channels. There's a requirement to do that in an engaging way, something that stands out a bit from the crowd, and is distinctive. At the same time, we want to be ingrained into the fabric of how innovation is done at Fujitsu, and that means creating visibility via the standard processes."

**Joachim Box**, Director of Innovation



## DECISION MAKING

How ideas will be judged, selected, and improved.

Who is involved, and what criteria and process should be used.

In line with good practice, the evaluation criteria for idea campaigns are defined before launching a campaign, and is defined based on the acceptance criteria of the customer. The acceptance criteria should outline what is required for the customer to invest further in a proof of concept.



Because we work with multiple customers, on multiple projects, often those evaluating ideas are new to the process.

In addition, they often work outside of our organisation meaning that securing their time in advance of and during evaluation can be challenging, so we work hard to ensure we don't launch a campaign unless evaluation is in the diary and agreed."

**Eleanor Tong**, Innovation Adoption lead

The review process happens one week after the campaign is finished, with calendar schedules already in place before campaign launch.



Evaluations by their nature can be quite a difficult process.

The tool helps underpin the integrity of the stage, freeing the evaluation team to really focus on the business value of the emerging concepts.

De-cluttering this stage is really important for us even though we often have the benefit of not having thousands of ideas; we're looking for less volume but higher quality."

**Joachim Box**, Director of Innovation

During the campaign the innovation management specialists will group ideas and look to get a feasibility assessment to ensure Fujitsu has the capability to develop them further should the customer want to invest. The customer has the freedom to engage with the campaign as they wish, such as collaborating and submitting ideas and comments, or to wait until Fujitsu has compiled the recommended ideas for review.

The Activ8 team will collect the best ideas to walk through with the customer, and will often include a 'wildcard' idea which does not meet the criteria exactly, but might inspire fresh thinking for the customer.

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We'll work the best concepts into something visual, like slides or a short demo, and then show the customer.

We've thought about your problems, we've used this software to connect with the best and brightest in our company, and we've come up with these concepts for you. The output can sometimes completely change the way the customer sees the problem, and they then need time to go away and think about it.”

Joachim Box, Director of Innovation



## EXECUTION

How ideas are iterated upon and developed towards implementation.

When reaching stage 6 (Selection) of the Activ8 process, stakeholders must decide whether ideas should move to prototyping (stage 7).

If so, the customer and Fujitsu will agree to invest time and money to realize the prototype. Although Fujitsu is asking for the customer to invest at this stage, it's important that this is not viewed as selling consultancy time, but rather that both parties want to invest in the co-creation of a new solution.



This is about us having a mature relationship with the client.

We're in this for you, but there also has to be something in this for us'. We're being honest and upfront about that. And this happens at each stage of the process, we either try and fix it, or we stop. And that's absolutely fine, that's how a partnership works."

**Joachim Box**, Director of Innovation

If either side decides to stop at a particular stage and not proceed, Fujitsu will aim to ensure the cycle can start again at some point, but with a different challenge or emphasis.

Activ8 is designed to bring continuous innovation to customers. It is therefore important to ensure the process can begin whenever the customer wants to re-engage on innovation.



## MEASUREMENTS

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

The senior stakeholders were keen to track how innovation that delivered value to customers also supported the traditional sales cycle. Indeed, supporting delivery of sales targets is a key emphasis with business lines and market facing units within the company. This therefore forms the fundamental metric that was tracked, initially with 6 trailblazer accounts and then more holistically across the business.

There is a comprehensive regime now in place, in step with the monthly business reporting. At the top level, there are financial metrics that fall into two elements:

- **Direct sales** generated as a stand-alone innovation project,
- **Indirect sales** generated where an opportunity arises as a consequence of the innovation engagement, or where Activ8 and innovation is part of a bigger opportunity.

At the time of writing, Activ8 had secured a pipeline of over £25m in direct revenue, and supporting opportunities in excess of a further £500m.



Put simply, this shows how our customers absolutely expect us to be innovating with them.

We are now ingrained into the fabric of how we do business. The investment in the HYPE software as a platform for our innovation projects paid for itself 10 times over in the first year of use alone."

**Joachim Box**, Director of Innovation

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A number of **Activ8** soft metrics are also tracked, which are not treated as KPIs, but are used as a barometer for activity. Examples are:

- How many customers are Activ8 working with?
- How many people are involved in total across Fujitsu?
- How many ideas have been generated across all campaigns?

Campaigns can often generate ideas for continuous improvement, rather than innovation, but when they are quick wins Fujitsu will want to implement them. They capture the total number of continuous improvement ideas, as well as innovations, but make a clear distinction.

## Activ8 is ultimately judged as a success by the following criteria:

- Does Activ8 consistently deliver value to customers in terms of successful projects?
- Does innovating with Fujitsu represent a great creative experience?
- Is Activ8 seen as the de facto approach to customer-centric innovation within Fujitsu?
- Do Fujitsu's customers and the marketplace recognize Activ8 as the distinct way that Fujitsu delivers innovation to customers?
- Does Activ8 meet the commitments of its financial targets?



If you consider whether we are doing better since Activ8 has been introduced, we can say that as a minimum, we are now able to describe the value – in real monetary terms – of innovation for our service model, which we couldn't do before.

Also, as a minimum we have strengthened the customer relationship. And, we can also say that this was one of our differentiators in winning work."

**Joachim Box**, Director of Innovation

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# JOACHIM BOX: ADVICE FOR FELLOW INNOVATION MANAGERS

- 1 Concentrate on what matters most. Enthusiasm will quickly fade if the innovation effort is not focused on something deserving of investment and resource.
- 2 Speed and agility are synonymous with a services environment. The desire for immediacy is magnified in services focused organisations and digital disruption demands moving quickly. BUT, don't confuse speed with skimming - it is possible to innovate quickly without compromising on quality. That means decision making and funding processes need to be streamlined upfront.
- 3 Similarly, the solutions to challenges that we are seeking are often not product focused. This means we can't rely on tried and tested new product development processes and instead need to build compelling propositions that have obvious commercial benefits for all parties.
- 4 Connecting the right people is a key role of the innovator - our job is not to come up with best ideas, but to coalesce business and technology experts around our specific challenges. It is worth taking time to build a crowd that brings expertise and diversity in order to encourage disruptive thinking.
- 5 We have always kept an eye on innovating our own approach to innovation. We try to take on board experience learnt in the field and factor that in to how we work. We have also invested in building a set of supporting tools that ensure we have consistency of experience wherever our innovation engagements take place. For example, we have updated our branding and have a style guide, we have an engagement CRM, an ideas library and a mobile innovation environment that we can take on the road.
- 6 We have experimented with HYPE GO in and around large customer events to encourage great interactivity and are currently in the process of integrating TrendOne (Trend Scouting) into HPYE Enterprise so that we can spark the imagination of our crowds and bring some appreciation of trends in industry verticals.



### About Fujitsu

Fujitsu is an ICT company offering a rich product and services portfolio with all that is needed to help organisations thrive in a changing world. From delivering consulting, looking after applications, innovating in technology products, through to offering managed services and cloud-based solutions, we're helping businesses everywhere to thrive in a hyperconnected world.

As the largest Japanese employer in the region, we employ 14,000 people who work with us every day to keep the UK and Ireland running smoothly, with our products and services touching 99% of the UK population every day. From high street shopping and online banking through to transport bookings and driving licences, in the UK and Ireland, we are:

- Enabling the processing of 2.8 million passports every year
- Managing more than 20,000 retail outlets and over 85,000 point of sale devices
- Processing over 10 million driving licence updates and almost a million new licences every year
- Helping financial services providers to serve over 40 million customers and operate over 20,000 local branches
- Connecting 300,000 defence users in over 2,000 locations worldwide.

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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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