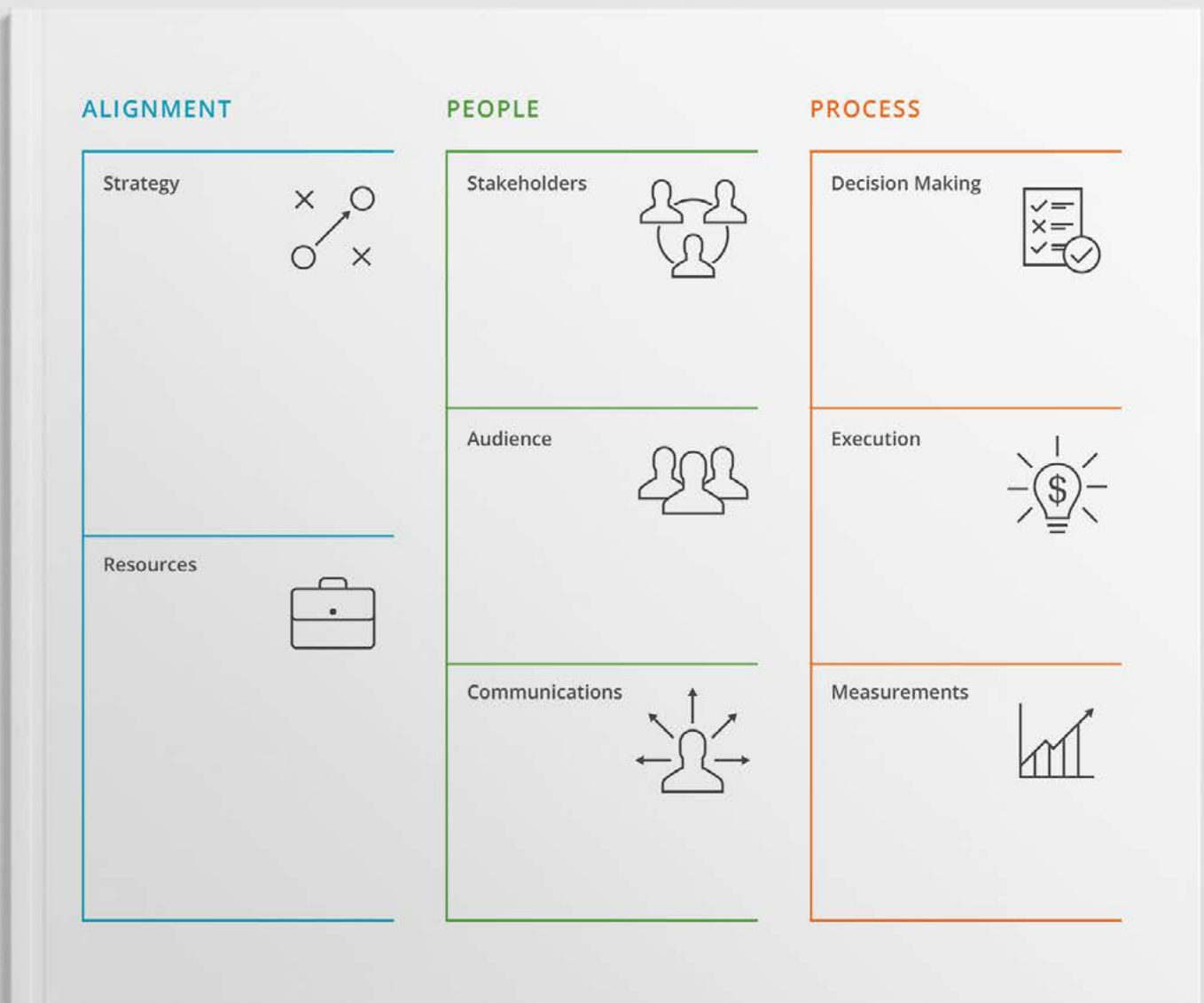


THE COLLABORATIVE INNOVATION CANVAS

A Visual Tool for Managing Your Innovation Program

by *Tim Woods*



INTRODUCTION

Starting out with innovation management might seem like a simple task – deploy a tool to collect ideas, ask employees to submit them, vote and comment, and hey-presto you're on your way to fostering a new culture of innovation.

In reality though, those who have been through the struggle know it's quite a different proposition. If you want to see tangible benefits which positively impact the business, and take you on a journey of transformation towards a culture of innovation, then you have to consider and work through a wide range of aspects – and depending upon your organization's culture, some of those will be straightforward, some will be hard.

These can include:

- Aligning the idea generation activities to the goals of the business, and the specific needs of executives;
- Bringing executives on board as sponsors, educating and training them;
- Working with middle management layers to bring them on side with innovation initiatives;
- Creating a framework for engaging with external contributors, including legal and IP aspects;
- Building a communications plan that generates excitement and builds credibility;
- Defining idea evaluation and decision making processes and guidelines;
- Working with sponsors to ensure successful ideas are taken through to implementation phases, and closing the feedback loop for transparency on the full lifecycle of an idea;
- Defining your governance and reporting in the short, medium and long term.

And this is just at the macro level of your program. At the micro level you have additional steps to work through for every idea campaign, with the particular needs of the individuals involved. If you want your program to grow and be self-sustaining, then you'll also need to consider how these aspects can be managed effectively without you or your team's direct involvement.

There are so many challenges and opportunities to focus on, that it can become easy to be distracted, and not stay aligned to a strategy. This is where the Collaborative Innovation Canvas comes in. It's designed to help innovation teams focus on the key aspects of their program, both at the macro and the micro level, and as a way to continuously assess the health of the program.

THE CANVAS

The idea of the Canvas is inspired by the work of Osterwalder and Pigneur, and their Business Model Canvas, which is a way to describe a business model on a single page, for individuals to discuss and collaboration on. The same benefits of the Business Model Canvas can also be applied to the Collaborative Innovation Canvas, namely:

- Display a visual grammar which everybody can understand and share.
- Capture the big picture to help grapple with the inherent complexity of innovation programs.
- See the crucial relationships at play which make innovation programs successful.
- Provide a collective reference point to return to.
- Create a joint understanding.

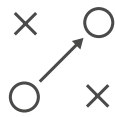
The Canvas is based on three pillars – **Alignment**, **People**, and **Process** – which are the key driving forces behind a successful innovation management program. In summary, those three areas constitute:

- **Alignment** of the activities to the core business goals and needs. Without which an initiative will likely starve and eventually die. Creating tight alignment means you are in step with the company direction, and are helping to find ways to support direction that through innovation. It's the fastest way to build acceptance and momentum, while retaining an edge for creativity and exploration.
- **People** are central to any innovation activity – you need the diversity and creativity to generate novel ideas; and you need the discipline and know-how to see them through to implementation. Building a culture which can easily flex between both worlds is the Holy Grail for innovation management.
- **Processes** are what drive repeatable success with innovation management. They are also what enables innovation to be part of the day job. The right processes can turn a fringe innovation program into a systematic, widely adopted, and sustainable business activity.

Within those three pillars, there are eight specific areas which play a critical role in shaping the success or failure of any program. Each area is briefly explained below with examples from organizations running innovation programs.

ALIGNMENT

Strategy

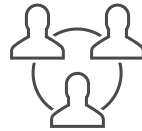


Resources



PEOPLE

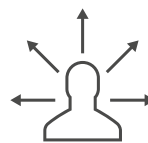
Stakeholders



Audience



Communications



PROCESS

Decision Making

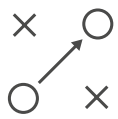


Execution



Measurements





STRATEGY

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

Strategy contains the goals, focus areas, and relationships to the overall business objectives. Key questions to ask are:

- What do you wish to achieve with an innovation management program?
- What does success look like in the short and long term?
- How does the program facilitate and support the overall business goals?

The aims of an innovation program vary to a large degree. Some are focused on improving collaboration and communication between divisions and individuals. Others are focused on driving cost saving and process improvements, or top-level growth through breakthrough innovations. Whatever the goals are, define them clearly so that others know the intention and ambition of the program.

At DHL, their program strategy was clear from day one: use the tool to enable every employee to submit cost reducing and process improvement ideas which can quickly impact the bottom line. To encourage participation, idea authors would be given a share of the rewards when ideas are implemented. It's a large global system which is available to all areas of the business so that ideas can surface from any employee.

At Ricoh New Zealand, they've defined six strategic areas where they want to gather and develop ideas. These six areas match with the corporate goals, and therefore closely link the innovation platform activities with the demands of the business.

"By limiting the ideas to the six areas, it's actually more liberating for employees. The clear boundaries help people to think about specific solutions to existing challenges. And, we've linked the platform directly to our company strategy."

Haroon Mohammed, Finance Director at Ricoh New Zealand

"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 at Airbus

At Airbus, the innovation program is designed to offer a way to realize ideas quickly, through collaborative iteration and prototyping. The online platform has both time-limited idea campaigns for specific topics, and always-open idea channels for core business themes. In either case speed and simplicity are key factors. Airbus wants to enable more people to contribute to innovation, and to speed up the time it takes to test and realize ideas.



RESOURCES

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

An innovation program needs resources, such as the team itself, the physical spaces for workshops and meetings, budget for investing in ideas, and methods and tools to support idea generation and development. An innovation team should provide guidance, and even facilitation for those that want to engage in innovation. For example, facilitated workshops on design thinking or question storming, or guidance on using tools like the Business Model Canvas or FEI Canvas.

Airbus has a centralized innovation team, which operates as a utility for the rest of the business. They provide four types of resources to improve company-wide collaborative innovation:

1. The online community space (the innovation platform) where employees can collaborate on ideas.
2. A specifically designed innovation process which all ideas follow.
3. A catalog of methods, tools, and workshops to support individuals and teams in innovation.
4. Physical spaces to run workshops, host innovation events, and use tools such as 3D printers for prototyping.

Nokia's central innovation team collects and develops methods which employees can use before, during, and after idea campaigns are run to improve the quality of ideas. Currently there are 42 methods available, with the innovation team helping to facilitate the first time somebody wishes to use one. Researching and finding the right innovation methods for the company is a key activity for the innovation team.

At **Liberty Global**, the innovation team launched a Matchbox program, based on the open source Adobe Kickbox concept. The box consists of tools and guidance on shaping and pitching of ideas, as well as money and time to invest on prototyping the concept. The goal is to teach and disseminate innovation methods (such as the lean startup) across the company.

“

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 at Airbus



STAKEHOLDERS

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

An innovation platform can struggle to gain sustainable traction if senior stakeholders are not fully supportive. These stakeholders need to be managed – for example, bringing them on board requires showing how innovation efforts can positively impact their direct goals. It's therefore important to define who the stakeholders are, what influences them, and how the innovation team can best work with them.

Stakeholder involvement in the online platform can also be a key point.

A French Manufacturing company understood the importance senior stakeholders could have on the audience's participation. By bringing them online to the initial launch challenge, providing comments to ideas, participation shot up dramatically, resulting in 1,300 ideas posted, and over 3,000 comments. Having stakeholders on board can be a positive beacon for others to participate.

As well as senior management, you also need to consider innovation advocates – these are champions who can support the program with their time, energy, and resources, and also play a role in communicating and marketing. Advocates can be critical to adoption and success, particularly in larger and more dispersed programs.

“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 at Fujitsu

“

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 at Airbus



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 intended audience for the program could be all employees, or just specific business units, and it could include external parties such as customers, partners, academia, or even the general public.

Each audience group will have a different dynamic, such as their inherent motivation to participate, and their level of expertise. You will also want to consider the personality groups within your audience – such as the inquisitors, helpers, creatives – and decide how to best engage them in

the collaborative process. In some cases you'll need different tactics to engage specific engage departments, such as IT, HR or Legal.

The goal is to ensure your target audience is collaborating together towards the same aims, and displaying the right kind of behaviors for innovation. At **Ricoh**, for example, they are eager to see different locations working together within the platform on ideas which benefit everybody.

“Since using HYPE, we've seen much more collaboration between locations. We can also quickly see how ideas can be useful at different locations. We can then bring in other departments, and get people working together. We're on the lookout for synergies.”

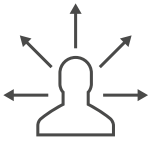
Darren Elmore, ThinkTWICE Project Manager at Ricoh New Zealand

You may also have specialist external groups, which require additional consideration, and potentially a separate idea handling process. Mattel, for example, runs an innovation community for external toy inventors, where they can privately submit their designs, and have an instant conversation with Mattel about their concepts. Mattel also runs an open platform for the public, where anybody can participate in idea campaigns for new toy ideas.

At **Fujitsu**, the focus is on building crowds of internal experts that be deployed to an idea campaign for a particular customer, to work on the customer's most challenging problems. A lot of attention is therefore given to building the right crowd for each customer engagement.

“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 at Fujitsu



COMMUNICATIONS

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

“Communication is everything, without constant communication, the program would die.”

Roel de Vries, Innovation Program Manager at Liberty Global

For most organizations, innovation is not part of the day job for most employees. It is therefore a constant challenge to communicate and market the innovation program, and use communications to build momentum and trust. Setting out a communications plan well in advance of your program launch is highly advisable. Branding is also important, to make it distinctive, exciting, and engaging for participants.

Some organizations approach it bottom-up, to create a viral word-of-mouth effect. Advocates and influencers can help spread the word. An element of fun or intrigue can help to launch a program, **AkzoNobel**, for example, sent out introduction boxes to 500 lead users – in the box was a mini-Einstein desk figure, with instructions on how to log-in and use the platform. It created a buzz and got people talking about the new initiative.

A comprehensive marketing campaign can signal to the audience that the initiative is serious. **Wilo**, a German-based engineering company, enlisted the help of a design agency to help build a communications strategy. The four pillars of their strategy were:

- **Recognition** – how people will instantly recognize the initiative.
- **Awareness** – activities to raise the profile.
- **Understanding** – education materials and activities to develop the right mindset for innovation.
- **Management** – marketing specifically to senior leaders to gain their attention and support.

The result was widespread adoption across the entire company from the very first idea campaign, with continued participation levels at 70%.

“

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 at Fujitsu



DECISION MAKING

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

Making decisions on which ideas to take forward, and which ones to invest resources in, can be a tricky phase for innovation teams. It often involves multiple stakeholders and review experts, and this group can be unique for every idea campaign. It can also be time-consuming and delay the feedback process to the idea authors.

The steps used for evaluation can also be different per campaign, sometimes a simple triage session is used, other times multiple rounds and face-to-face sessions are required. It is helpful to define a clear process, and provide guidance and structure for the different scenarios you might have.

At **Liberty Global**, they will sometimes use a Dragons' Den phase, where authors of selected ideas get to spend time shaping their idea 'pitch' with help from the innovation team, then present them to a group of management 'Dragons' for final investment selection.

"At the Dragons' Den stage, we often see another big step up in idea maturity, as idea authors realize their idea is close to being funded, and would rather not drop the ball in front of a senior management audience."

Roel de Vries, Innovation Program Manager at Liberty Global

Now that ideas have been sourced, the challenge is to work with the sponsors and the rest of the business to shape the ideas into something they can work with. A clear process for decision making can help to bring the front-end and back-end of innovation together.

At **Ricoh New Zealand**, their goal is to achieve high implementation rates of quick win ideas. They therefore encourage idea authors to decide if they can implement an idea themselves, and then communicate the results to others.

At **Fujitsu**, each idea campaign is run with a customer, and the decision making process can be substantially different each time. It's therefore important to structure the review phase up-front and ensure everybody is on board with it before launching the campaign.

"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 at Fujitsu

"We want employees to implement ideas themselves when they save time or money, but more importantly, we want them to capture this in the ThinkTWICE platform, so that others can see it and make use of it. That creates a domino effect for good ideas."

Darren Elmore, ThinkTWICE Project Manager at Ricoh New Zealand



EXECUTION

How ideas are iterated upon and developed towards implementation.

Innovation only happens when ideas are implemented and the value creation has been realized. Ideas are often only fragments that must be pulled together and developed into something the business can use.

Many innovation programs fail because of an inability to connect the front-end of innovation with the back-end. Innovation teams must therefore take a concern for what happens to ideas once they leave the front-end.

"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 at Airbus

The innovation team at **Nokia** developed a process for taking ideas through to implementation, which includes the adoption of 22 methodologies to support execution. In a two year timeframe 50,000 users worldwide have participated, producing over 12,000 ideas. 300 sub-funnel experts have been identified to support idea development, resulting in an average of 20% implementation rates on idea campaigns. This focus on successful campaign follow-up has helped to achieve their highest ever internal innovation culture index score – an annual survey to measure how innovative employees see the company, and how supportive it is to their ideas. It has also produced over €2 billion in new product development revenue.

Some organizations integrate their portfolio management software with their innovation platform so that idea progress can be synchronized between the two. Often this is not the case though, and the onus is on the innovation team to keep a track of progress, particularly to ensure output metrics can be properly captured.

//

Sometimes it means manually chasing up on ideas to see what happened with them, but the effort is worth it, as it provides complete visibility of the innovation process through Spark [innovation platform], and enables us to demonstrate ROI numbers."

Roel de Vries, Innovation Program Manager at Liberty Global



MEASUREMENTS

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

Many collaborative innovation programs fail within two years of their launch. The reason is often linked to one or more of the areas on this canvas not being fully developed. To be successful, all areas need to be fully handled, and improved upon as the program develops.

A crucial aspect that is often lacking is the ability to define, and fulfill, the key performance indicators which matter. How do you know what success looks like? The answer will change as your program grows in maturity, and your KPI's need to reflect that, as does the reporting and communication to stakeholders.

WorleyParsons, a large engineering services company in the oil and gas industry, has a sophisticated measuring system for program output. They look for cost saving and process improvement ideas for their customers, taking ideas from both the 35,000 WorleyParsons employees, and their customer base. The result is a detailed analysis of which divisions and regions are generating the most value for their customers. Results are aggregated to top management, showing the monthly value the innovation program is bringing.

At **Fujitsu**, they measure their program (Active8) results by direct revenue generated through stand-alone innovation projects, and indirect revenue where the program was a supporting factor in the engagement.

On top of this, soft metrics are also measured, such as the number of customers working with the program, and number of Fujitsu employees involved at one time or another. Ultimately, five criterion are used to measure whether the program is a success:

- 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?

At **Liberty Global**, a reporting deck is compiled each month by the innovation team and distributed to management. It contains input and output metrics, including employee engagement over time, and ideation activity over time; these metrics are also grouped by Liberty Global divisions, so that each area of the company can be measured individually. Idea processing is measured to see how many ideas are in each stage of the pipeline, including the percentage of ideas implemented each month. There are six strategic innovation areas, with each showing the number of campaigns over time, and the total number of ideas in each stage.

“

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 at Fujitsu

CANVAS ASSESSMENT

Score your program against 40 criterion, to determine the level of maturity, and highlight areas that require attention.

-2 -1 0 +1 +2
 Strongly Disagree Somewhat Disagree Not Applicable or Unsure Mostly Agree Strongly Agree

Strategy

Strategy	-2	-1	0	1	2
There is close alignment between the innovation program activities (i.e., idea campaigns) and the broader corporate strategy.					
The program has senior leadership sponsorship and backing.					
There is a clear definition of what success looks like in the short term, and long term.					
There is a process defined for the full-lifecycle of ideas, from the front-end to the back-end.					
There is a process and support for both quick win ideas and larger 'disruptive' ideas.					
<i>Strategy Total</i>					

Resources

Resources	-2	-1	0	1	2
There are sufficient resources for adequately managing the online platform and supporting sponsors with idea campaigns.					
Training and education is provided for all employees to learn about innovation, methodologies, and the program specifics.					
Training and education is provided specifically for senior and middle management on innovation, their role in the process, and the program specifics.					
Methods and tools are provided to help participants with idea generation, refinement, and implementation.					
Adequate physical space is provided for innovation workshops and meeting.					
<i>Resources Total</i>					



Stakeholders

Stakeholders	-2	-1	0	1	2
There are multiple senior leaders who sponsor idea campaigns.					
Sponsors are committed to the follow-up process after ideas have been generated.					
Sponsors are actively engaged in collaboration in the idea generation process.					
Sponsors have seen positive results from the program impact their goals and targets.					
Middle management in general are supportive of the program.					
<i>Stakeholders Total</i>					



Audience

Audience	-2	-1	0	1	2
There is high participation and engagement from the invited audience.					
There are high levels of collaboration across divisions and groups of participants.					
External parties (i.e., suppliers, customers) are actively engaged in some campaigns or aspects of the program.					
There is an identified group of innovation advocates in place that support the program.					
There is an on-going program in place to engage with, educate, and develop more innovation advocates.					
<i>Audience Total</i>					



Communications

Communications	-2	-1	0	1	2
There are regular communications to the whole audience about the program activities.					
Established channels are used for communications to promote the program.					
The program has a clear sense of identity and branding that people would recognize and associate with the innovation efforts.					
Senior stakeholders communicate positively about the program when the opportunity is available.					
Communications for activities in the program have a positive impact on participation and the quality of contributions.					
<i>Communications Total</i>					



Decision Making

Decision Making	-2	-1	0	1	2
There is a clear process for decision making on ideas in every campaign, which is agreed with sponsors.					
There is access to sufficient subject matter experts within the organization to conduct in-depth reviews.					
There is flexibility in the evaluation process to handle different scenarios, i.e., large volumes of ideas, multiple-rounds with different methods.					
There is a process for handling complex ideas, developing them into a more solid concept for further evaluation.					
There is evaluation-specific training in place to enable reviewers to complete their job effectively?					
<i>Decision Making Total</i>					



Execution

Execution	-2	-1	0	1	2
There are sufficient resources available to support the implementation of selected ideas.					
There is adequate follow-up on the status of idea implementation, with the status being updated in the platform for tracking purposes.					
The execution process allows for experimentation on ideas, to test and validate them before further investment.					
The innovation team provides support for methodologies and workshops to help prototype, test, and develop ideas out further.					
In general, the business is executing well on ideas from the program, seeing value from them, and providing positive feedback about the end-to-end innovation process.					
<i>Execution Total</i>					



Measurements

Measurements	2	-1	0	1	2
There are defined KPIs for the program, which are agreed with stakeholders.					
There are defined measurements for tracking financial impact of the ideas implemented.					
There are regular reporting updates for senior management and stakeholders on key metrics from the program.					
The program measurements are integrated into regular business reporting channels, to ensure high visibility.					
The program has generated positive results over a period of time according to the measured KPIs.					
<i>Measurements Total</i>					







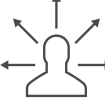

SCORE ASSESSMENT

For each box on the canvas total up the score, to reveal one of three levels of maturity.

Score	Result	Pointers
6 to 10	Excellence	Achieving excellence, seek to maintain performance levels and improve in the margins.
0 to 5	Improving	Working well, focus should be on optimization and looking for ways to make improvements.
-10 to -1	Learning	In a learning phase to understand best tactics, but this box is at risk of destabilizing the program if it does not improve.

Total the scores from each box to see the whole program score, resulting in an early or mature status in the three maturity levels.

Score	Result	Pointers
61 to 80	Mature Excellence	A lighthouse program which has high visibility, making a high impact on the business.
41 to 60	Early Excellence	A healthy program generating excellent results and all round confidence.
1 to 40	Mature Improving	Experienced program, working well in many respects. Seeking to refine the few weak spots.
-19 to 0	Early Improving	Some results, lessons learned, and changes making a positive impact.
-39 to -20	Mature Learning	Some experience and lessons learned, seeking to apply quickly and make progress.
-80 to -40	Early Learning	Typically a new program seeking to learn and validate approaches.

<p>Strategy</p>  <p>= Learning!</p>	<p>Stakeholders</p>  <p>= Learning!</p>	<p>Decision Making</p>  <p>= Improving!</p>
<p>Resources</p>  <p>= Improving!</p>	<p>Audience</p>  <p>= Learning!</p>	<p>Execution</p>  <p>= Learning!</p>
	<p>Communications</p>  <p>= Excellence!</p>	<p>Measurements</p>  <p>= Excellence!</p>

CANVAS WORKSHOP – ROADBLOCKS

When working through the Canvas, you will typically want to look at the strategy and tactics as it stands today. It can also be useful to run an iteration through the Canvas purely to look at the roadblocks that might prevent progress in each area. A snapshot of those can be taken at frequent intervals, to assess problem areas, and how to address them.

By identifying the roadblocks you can focus the team's attention on overcoming them, and maintain a clear awareness of where the risk points are. For illustration, below are some example common roadblocks.

Strategy

Corporate strategy is changing, and it is not clear at this stage how we can set our innovation goals to match those of the company. We may need to keep a narrow focus until the corporate strategy becomes clearer and more defined.

Resources

Capacity within the team is limited, which limits the amount of education and training the team can provide to the company. This could have an impact on the visibility of the program, and also support downstream when idea development needs to be fully supported.

Stakeholders

Some stakeholders have not given their full support to the program yet. If we cannot bring them on board there is a risk that employees will not trust in the program's sustainability. We may need to focus on small quick wins to prove the benefits to these individuals, and increase efforts on training sessions.

Audience

As part of the aims for the program, we want to include partners in high profile challenges, but no legal or IP framework has been established. Without clear rules of engagement, we run the risk of both sides failing to adequately engage.

Communications

Follow-up on idea progress is taking too long, and delaying communications. The long cycles between idea campaigns mean that program attention is lost for long periods of the year.

Decision Making

In the pilot phase it was observed that the duration of the review process was too long, and too complex. This might be down to lack of training, or it could be that we have to simplify the reviewing criteria and steps. Lengthy review cycles impact communications back to participants, and therefore impact momentum and trust.

Execution

Ideas are being passed to the business for implementation, but there is a lack of feedback about their progress. It is often not clear if the ideas are even being worked on. Idea owners, and stakeholders are questioning the progress and therefore the benefits.

Measurements

During the initial planning, there was a lack of clarity from stakeholders around which KPIs should be used. This uncertainty and lack of agreement could cause significant confusion when reporting to both management and participants. Education around innovation measurements could be the root of the problem.

FURTHER READING

HYPE Webinars on the Canvas Topics

Strategy

<http://www.hypeinnovation.com/webinar-watch-sustainability>

<http://www.hypeinnovation.com/webinar-watch-strategic-innovation-areas>

Resources

<http://www.hypeinnovation.com/building-the-perfect-im-team>

<http://www.hypeinnovation.com/webinar-recording-how-to-combine-online-and-offline-ideation-most-effectively>

Stakeholders

<http://www.hypeinnovation.com/innovation-advocates>

<http://www.hypeinnovation.com/webinar-watch-sponsorship-in-enterprise-innovation>

Audience

<http://www.hypeinnovation.com/watch-webinar-success-factors-for-collaborative-innovation>

<http://www.hypeinnovation.com/webinar-watch-driving-engagement>

Communications

<http://www.hypeinnovation.com/watch-webinar-manual-for-successful-idea-campaigns>

<http://www.hypeinnovation.com/webinar-recording-im-a-change-management-perspective>

Decision Making

<http://www.hypeinnovation.com/webinar-watch-idea-evaluation>

Execution

<http://www.hypeinnovation.com/lindegaard-execution>

Measurements

<http://www.hypeinnovation.com/webinar-watch-roi>

<http://www.hypeinnovation.com/watch-webinar-benchmarking-and-kpis>

HYPE Articles on the Canvas Topics

Strategy

<http://blog.hypeinnovation.com/using-the-three-horizons-framework-for-innovation>

<http://blog.hypeinnovation.com/the-innovators-dilemma-narrow-theory-widely-applied>

Resources

<http://blog.hypeinnovation.com/creating-spaces-for-innovation>

<http://blog.hypeinnovation.com/8-principles-of-the-innovators-solution>

Stakeholders

<http://blog.hypeinnovation.com/the-mighty-middle-manager>

<http://blog.hypeinnovation.com/the-role-of-top-down-management-in-enterprise-innovation>

Audience

<http://blog.hypeinnovation.com/the-5-skills-of-the-innovator>

<http://blog.hypeinnovation.com/innovation-management-requires-a-trio-of-promoters>

Communications

<http://blog.hypeinnovation.com/how-to-trigger-valuable-discussions-in-collaborative-innovation-platforms>

<http://blog.hypeinnovation.com/getting-communications-right-for-collaborative-innovation>

Decision Making

<http://blog.hypeinnovation.com/jobs-to-be-done-three-tests-all-ideas-must-pass>

<http://blog.hypeinnovation.com/would-if-customers-evaluated-your-companys-ideas>

Execution

<http://blog.hypeinnovation.com/the-key-insights-corporate-innovators-miss-on-the-execution-of-innovation>

<http://blog.hypeinnovation.com/the-10-methods-of-the-lean-startup>

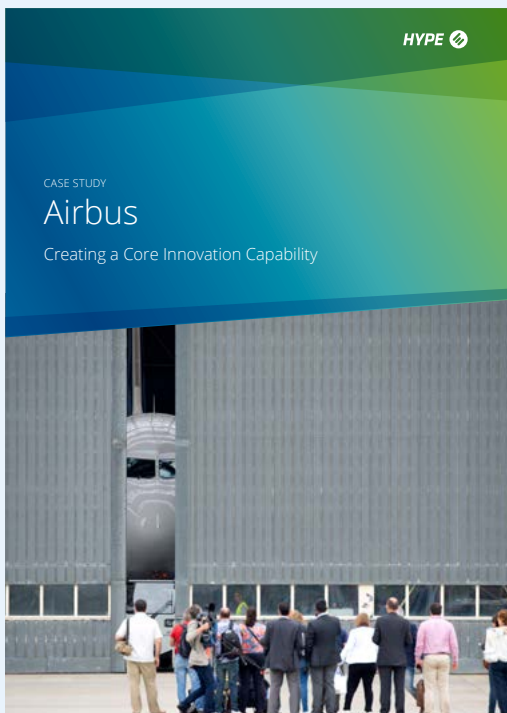
Measurements

<http://blog.hypeinnovation.com/the-single-most-important-kpi-for-building-innovation-muscle>

<http://blog.hypeinnovation.com/benchmarking-kpis-keep-your-program-healthy-and-know-when-its-performing-well>

CASE STUDIES

See examples of the Collaborative Innovation Canvas in action, with these case studies.



Airbus

<http://i.hypeinnovation.com/case-study-airbus>



Liberty Global

<http://i.hypeinnovation.com/case-study-liberty-global-en>

Further case studies can be found online here:
<http://www.hypeinnovation.com/resources/case-studies>

ABOUT THE CANVAS



The Collaborative Innovation Canvas was designed in 2015 as a way to look at an innovation program's strategy as a whole, taking into account all of the crucial elements which make it successful and sustainable.

It's been used as the basis for in-depth case studies of HYPE Innovation clients including Fujitsu, Nokia, Airbus, Liberty Global, Wilo, University of California San Diego, ConocoPhillips, and Ricoh New Zealand.

In the spirit of collaboration, feedback and dialogue is highly encouraged, as we seek to further develop the Canvas, expanding its scope and usefulness. Please do contact me online at these places to keep the discussion going:

LinkedIn: [linkedin.com/in/timjameswoods/](https://www.linkedin.com/in/timjameswoods/)

Twitter: twitter.com/woodsey

Medium: medium.com/@woodsey

Email: tim.woods@hypeinnovation.com



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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CORPORATE HEADQUARTERS

HYPE Softwaretechnik GmbH
Trierer Straße 70-72
53115 Bonn
Germany

Phone: +49-228-2276-0
www.hype.de

NORTH AMERICA OFFICE

HYPE Innovation Inc.
485 Massachusetts Ave.
Cambridge, MA 02139-4018
USA

Phone: 1-855-GET-HYPE
Email: info@hypeinnovation.com
www.hypeinnovation.com