



**Idawaka**

# How to Foster a Culture of Innovation and Increase Employee Engagement Using Innovation Challenges

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# Speaker for Today's Session



**Coby Skonord**

*CEO AT IDEAWAKE*

# Agenda for Today

- Gaining Leadership Buy-In
- Understanding Goals and Target Outcomes
- Determine Governance, Process, and Collection Strategy
- IT Considerations and Select Tools to Power Your Process
- Create Promotion and Communication Plan
- Common Obstacles and Best Practices
- Question and Answer Session

# Outcomes from Today

Provide you with the resources and guidance to set you up for success & fill in the gaps for launching a successful employee ideation program.



**Receive Ideas that Will  
Produce Measurable Impact**



**Engage a High Percentage  
of Your Workforce**



**Look like a Rockstar to  
Your Leadership Team**

Enabling organizations across in 39 countries and over 185 cities to cost-effectively discover more solutions, prioritize the best one's faster, and transform more of them into impact.



### Build an Innovation Culture

Enabling front-line staff with tools to validate, test, develop, and pitch their ideas to Hospital Administrators during virtual Kaizen events.



### Drive Financial Impact

Employee ideas creating \$1,400,000 in six month savings from improving efficiency and reducing errors.



### Increase Employee Engagement

Increasing employee learning and engagement by 74% in 6 months according to McKinsey's Organizational Health Index.





# GAINING BUY-IN FOR YOUR IDEATION PROGRAM

# According to Recent McKinsey Study...

90%

BELIEVE THAT COVID-19 WILL FUNDAMENTALLY CHANGE  
THE WAY THEY DO BUSINESS OVER THE NEXT 5 YEARS

85%

ARE CONCERNED COVID-19 WILL HAVE A LASTING IMPACT  
ON CUSTOMERS NEEDS OVER THE NEXT 5 YEARS

But

21%

FEEL THEY HAVE THE EXPERTISE, RESOURCES, AND TOOLS TO ADAPT TO THIS CHANGE

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In the last 15 years, 52% of the Fortune  
500 Companies have disappeared

1955

Average life expectancy 75  
years

Vs.

2015

Average life expectancy 15  
years



# No Industry is Safe from New Models of Delivery

Transportation



Media and Content



Healthcare



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WHAT DOES THAT MEAN FOR MY BUSINESS?

**Companies need to continually reinvent themselves,  
front-line employees offer a diverse perspective.**

# These Ideas Go Beyond HR Improvements



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# Examples of Employee Ideas

amazon *Prime*

**GROUPON**<sup>®</sup>

  
Google AdSense

Google  
News Lab

 slack

 Gmail

twitter

Google Maps

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Employees Closest to a Product or Process  
Have the Best Insights on How to Improve it.

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ExamOne

\$1,400,000

IN 6 MONTH SAVINGS

392

POSTED IDEAS

78%

ENGAGEMENT RATE

382

POSTED COMMENTS

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# 30%

of workers strongly agree that their opinions seem to  
count at work.

*GALLUP 2017*

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By Increasing this percentage from 30% to 60%...

**27%**

REDUCTION IN  
TURNOVER

**40%**

REDUCTION IN SAFETY  
INCIDENTS

**12%**

INCREASE IN  
PRODUCTIVITY

*GALLUP 2017*





**74%**

INCREASE IN 6 MONTH ENGAGEMENT ACCORDING TO  
MCKINSEY'S ORG HEALTH INDEX

**226**

SUBMITTED IDEAS

**341**

POSTED COMMENTS

**654**

VOTES PLACED

# Defining Innovation Challenges

The process of rapidly collecting, prioritizing, testing, and implementing ideas from front-line employees around a specific topic related to an organizational goal.



**Targeted on a Specific Topic  
Related to Organizational Goal**



**A Defined Process to  
Evaluate and Select Ideas**



**Time Based, Not  
"Always Open"**

# The Innovation Challenge Process



## Post a Challenge Topic

Post a challenge topic to collect targeted ideas from internal or external sources

## Crowdsource Ideas

Capture, collaborate around, and surface high value ideas via crowd voting

## Evaluate & Prioritize

Create custom criteria and assign internal or external participants to rank ideas

## Select & Award Winners

Select top ideas based on evaluation results and award top solutions with prizes

## Test & Implement

Top ideas are validated, tested and implemented by managers

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# UNDERSTANDING GOALS AND DESIRED OUTCOMES

# Don't Run Before You Can Walk

In order to build a scalable program, we start with less complex, lower risk ideas and increase their complexity and risk as we build buy-in and internal capabilities.

WALK

Incremental  
HORIZON ONE



Improvements to existing products, services, or processes inside of your organization.

RUN | SCALE

Disruptive  
HORIZON TWO



Offer new products and services to existing markets, or offer current products and services to new markets.

RUN | SCALE

Transformational  
HORIZON THREE



Offer new products and services to new markets tapping into new business models.

Stage	Walk	Run	Scale
Primary Goal	High Engagement Rate, Projected Value	Projected Value	Implemented ROI
Budget for Testing Ideas	Ad Hoc	Dedicated	Dedicated
Number of Challenges	2 - 3	3 - 5	5 - 8
Number of Tested Ideas	10 - 15	15 - 25	25 - 35
Number of Piloted Ideas	4 - 6	8 - 10	10 - 15
Project Focus	Incremental (H1)	Incremental (H1) + Disruptive (H2)	Disruptive (H2) + Transformational (H3)
Evaluation Criteria for Ideas	Low Complexity, Short Timeline to ROI	Moderate Complexity, Short Timeline to ROI	High Complexity, Long Timeline to ROI
Build, Buy, or Partner?	Buy	Buy + Partner	Buy + Partner + Build
Who's Overseeing the Work?	Innovation Team of 1	Innovation Team of 2 - 3	Expanded Innovation Team
Incentive for Executers	Early Adopters / Standing Out to Leadership	Early Adopters / Standing Out to Leadership	Integrated into Performance Reviews

# How to Create Effective Challenge Statements



List short and long-term objectives

Identify specifics on scope and / or timeframe

Combine objective + specifics to create statements

REDUCING MANUFACTURING LINE SCRAP

5% IN 2019

"HOW CAN WE REDUCE SCRAP ON LINE A BY 5% IN 2019?"

REDUCING PATIENT ANXIETY

BEFORE, DURING, AND AFTER CARE TAKES PLACE

"HOW CAN WE REDUCE PATIENT ANXIETY BEFORE, DURING AND AFTER CARE TAKES PLACE?"

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# GOVERNANCE, INNOVATION PROCESS, AND COLLECTION STRATEGY



# Designing Your Workflow and Evaluation Criteria

- Ensure that your evaluation criteria tie back to the organizational goals that you set at the beginning of your challenge
- Engage the stakeholders in the evaluation process that are going to be responsible for the implementation of ideas at your organization
- Keep the number of evaluation criteria at a minimum of three and a maximum of ten metrics.
- Especially for your early challenges, we highly suggest focusing on ideas that are easy to implement and have a high potential impact to customer experience

# Incentivizing Participation (Short-Term)



## Monetary

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- A percentage of value or savings generated from an idea if it is implemented
- Amazon Echo Dot's
- Dinner for 2 at a local restaurant
- A day off from work
- A one nights stay at a local resort
- \$10 visa gift cards



## Non-Monetary

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- A work party for an employee's department if their idea is selected for implementation
- 1 on 1 meeting with CEO
- Feature innovators in monthly newsletters
- Feature innovators at a company holiday party

# Incentivizing Participation (Long-Term)



**Involving idea submitters in the  
implementation of ideas**



**Tie participation to performance  
reviews and expectations**

# Collection Strategy for Your Program



**CONTINUOUS**



**LIMITED & TIME BASED**

# Common Formats for Front Line Ideation



**Hackathons and Shark  
Tanks**



**Ideation and Design  
Thinking Workshops**



**Online Campaigns and  
Challenges**

# The Impact of COVID-19 on Available Options



**Hackathons and Shark  
Tanks**



**Ideation and Design  
Thinking Workshops**



**Online Campaigns and  
Challenges**

# How Might We...

Reduce scrap on our manufacturing line?

Improve productivity in our sales process?

Reopen our retail location safely?

Improve safety and reduce incidents?

Become a more diverse and inclusive firm?

Target new markets with our existing products?

Grow sales in our southern region?

Improve productivity in our sales process?

Get customers to choose us over competition?

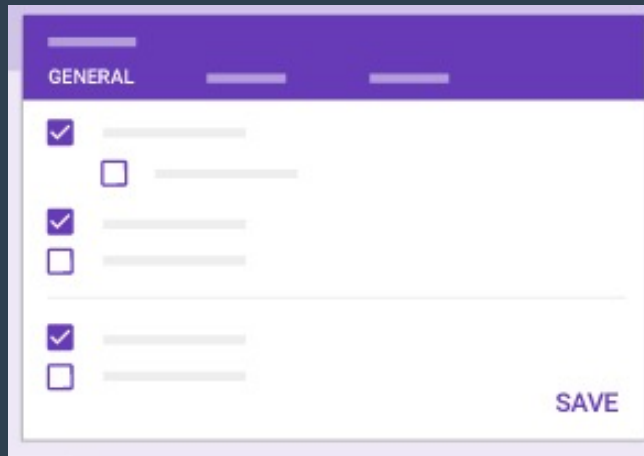


# IT CONSIDERATIONS AND SELECTING TOOLS TO POWER YOUR PROCESS



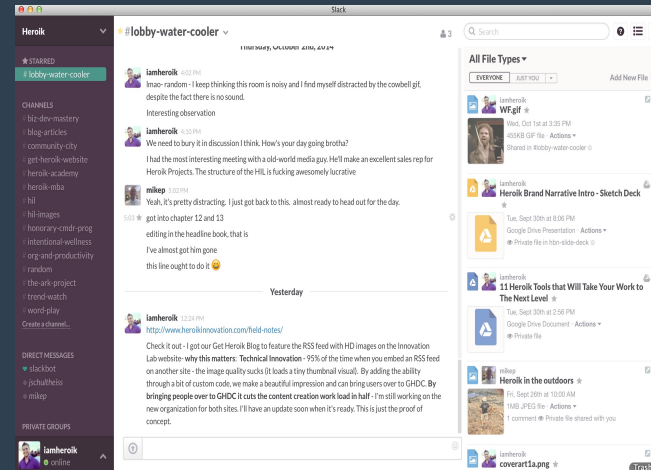
# Mechanisms for Powering Your Program

## Google Forms



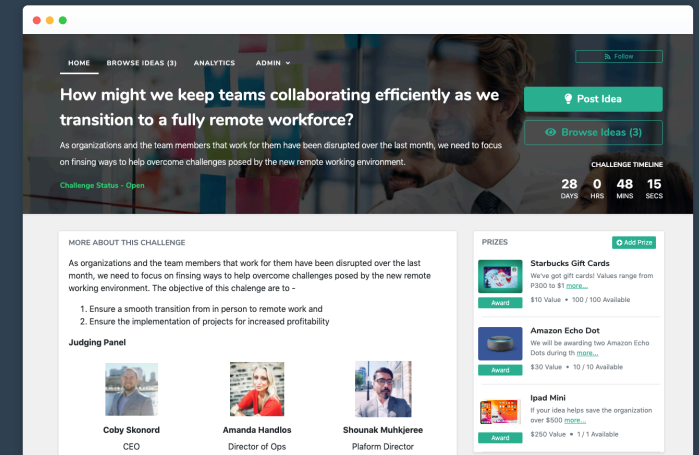
Under 50 participants,  
internal or external

## Slack Channel



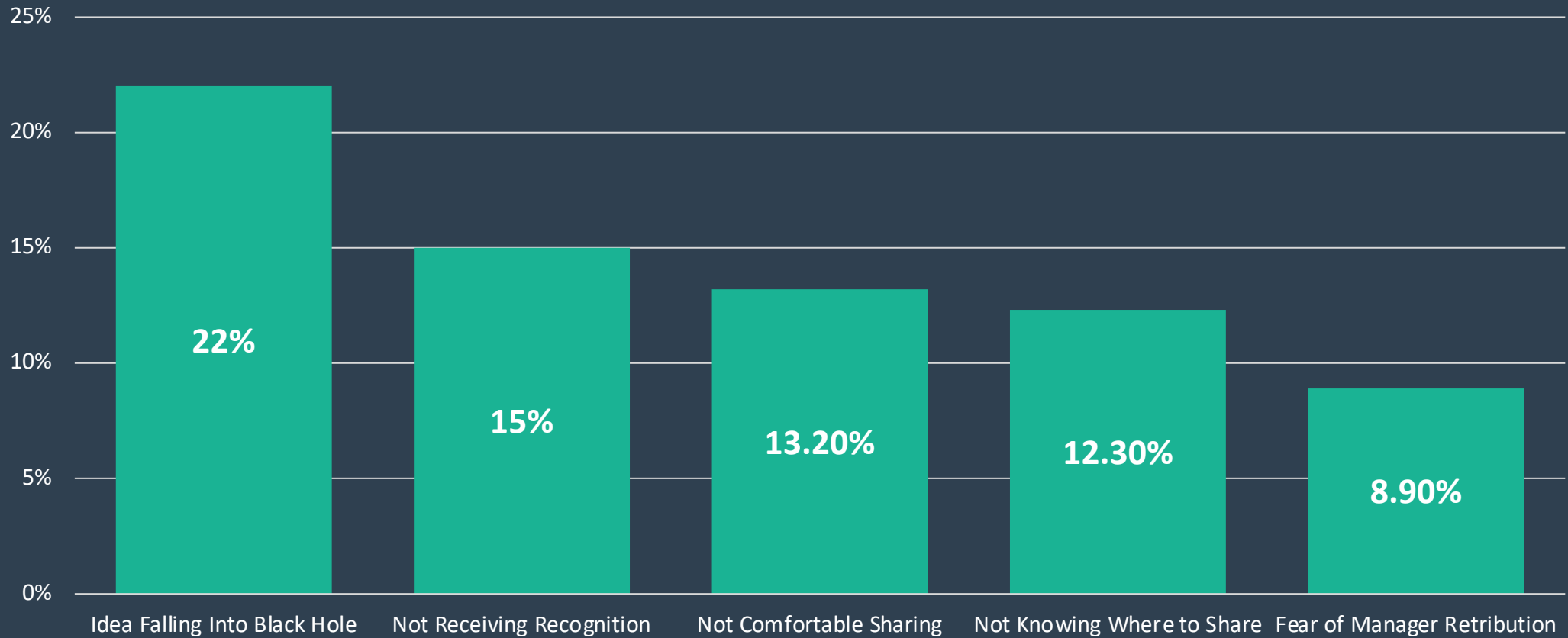
Under 50 participants,  
internal participants only

## Dedicated Platform



Over 50 participants,  
internal or external

# What Prevents Employees from Sharing Ideas?



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# PROMOTING YOUR PROGRAM TO ACHIEVE 60% - 80% ENGAGEMENT

# Communication Plan – What's in It?



- A Unique branding and name for your program
- B Uniform messaging and themes for communications
- C Pre-launch communications and responsibilities
- D Post-launch communications and responsibilities

# Online Promotion Methods



Company  
E-Newsletters



Feature on  
Intranet



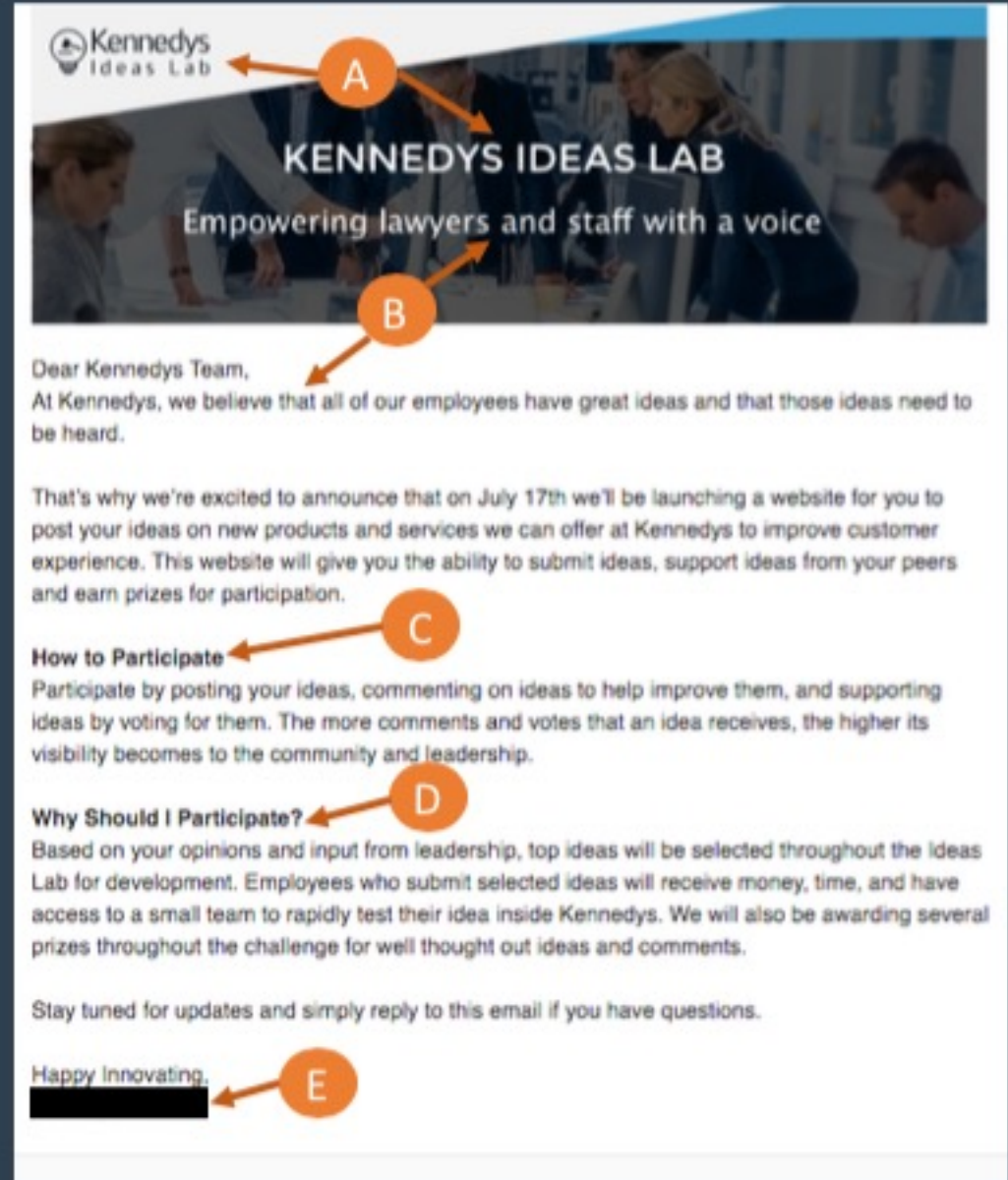
Dedicated Pre  
Launch Emails



TV  
Slideshows

# Dedicated Pre Launch Emails

- A References internal innovation brand
- B Focus on employee empowerment
- C 3 simple steps for how it works
- D Provides incentives for participation
- E Signed by the CEO (showing senior management support)



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# Company E-Newsletters and Intranet

- Collaborate with IT to get a link to Ideawake on the company intranet.
- If you have a weekly or monthly electronic or physical newsletter, get a shout out to the launch of the program.
- Remember to use uniform messaging around empowering employees with a voice.

# ~~Offline~~ Promotion Methods

More



Offline Promotional  
Materials



Company Kick-Off  
Party



Weekly or Monthly  
Department Meetings



# Offline Promotional Materials

- Posters (18x24) and Idea Cards (5x7)
- Distribute on day of go live
- Remember to use uniform messaging
- Remember to include "what's in it for me" for participating (ie: recognition or prizes)

**SQUAW VALLEY ALPINE MEADOWS**

## INNOV8

Empowering employees with a voice at Squaw Valley | Alpine Meadows

### How it Works

Submit your ideas to help maximize customer experience for recognition and the chance to bring them to life.

**1** **Accept Invite**  
Check your email, search for "Ideawake" and click the link to create your account.

**2** **Post Your Ideas**  
Post your ideas and support the ideas of others by commenting and voting on them.

**3** **Earn Recognition**  
If your idea is selected, earn recognition and watch it come to life!

**Comment and Vote**  
Vote on great ideas by voting and commenting on them.

**Earn Recognition**  
If your idea is selected, get recognition and watch it come to life!

**How to Get Started**  
Click the "Ideawake" link in your email, and click the invite link to get started!

**SQUAW VALLEY ALPINE MEADOWS**

# Company Kickoff Events

- Can be virtual or in person depending on if your workforce is local or global.
- If possible, having executive (C-Level) support is huge during this meeting.
- Show the process for how ideas are selected and implemented - #1 thing to demonstrate is that this isn't like other suggestion programs.
- Remember to include "what's in it for me" for participating (ie: recognition or prizes).



# Weekly and Monthly Department Meetings

- To infuse innovation into your culture, you need to have it integrated into processes that already exist inside your organization.
- Shows support from employees direct manager of the innovation program and why it's important to participate.
- Show the process for how ideas are selected and implemented - #1 thing to demonstrate is that this isn't like other suggestion programs.





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The Number One Driver of Engagement

# CHAMPION NETWORKS

# Considerations When Building Your Champion Network



**DEPARTMENTS**



**LOCATIONS**

# Champion Network Responsibilities

## Promoting PARTICIPATION



Promote the initiative to front line staff, help them get signed up, and distribute offline materials.

## Commenting ON IDEAS



Suggest improvements to ideas, ask for clarification on ideas, and provide positive encouragement.

## Voting FOR IDEAS



Voting on ideas that they believe are in alignment with the challenge statement and have high potential.



**All Communication Should Focus on  
"Empowering Employees with a Voice"**



**Avoid Overusing the Term "Innovation,"  
instead use "Ideas" and "Suggestions"**





# MAKING IDEAS HAPPEN



# BEST PRACTICES, COMMON OBSTACLES, AND TAKING ACTION

# Best Practices

## Targeted & Agile



Focus on time-based, targeted sprints based on topics vs. general "open suggestions."

## Communicate!



Promote up front, during and follow through on idea progress after submission.

## Cross Functional



Go beyond your team, different departments and skill sets approach problems differently.

## Formalized



Have a clearly defined process with clear go/no go criteria for taking a concept to pilot.

# Common Challenges

## Lack of ENGAGEMENT



How do we get people participate and use it?

## Lack of ROI



Employees will submit random ideas not related to goals.

## Prioritization OF FEATURES



We have a lot more ideas, and the same level of resources.

## IT RESOURCES



Everything is IT related, and we are already at capacity.

# Addressing Challenges

## Lack of ENGAGEMENT



Promotion and comms plan

Create a champion network

Use time based campaigns

## Lack of ROI



Understand your goals before starting

Provide insights and materials

Use "challenge statements" for focus

## Prioritization OF FEATURES



Involve customers in evaluation

Restructure decision making process

Train employees to validate and test

## IT RESOURCES



Budget percentage of IT time

Leverage project based 1099 contractors

Outsource IT (in certain situations)

# Common Tactical Mistakes



Making idea posting too complex



Not providing recognition and feedback

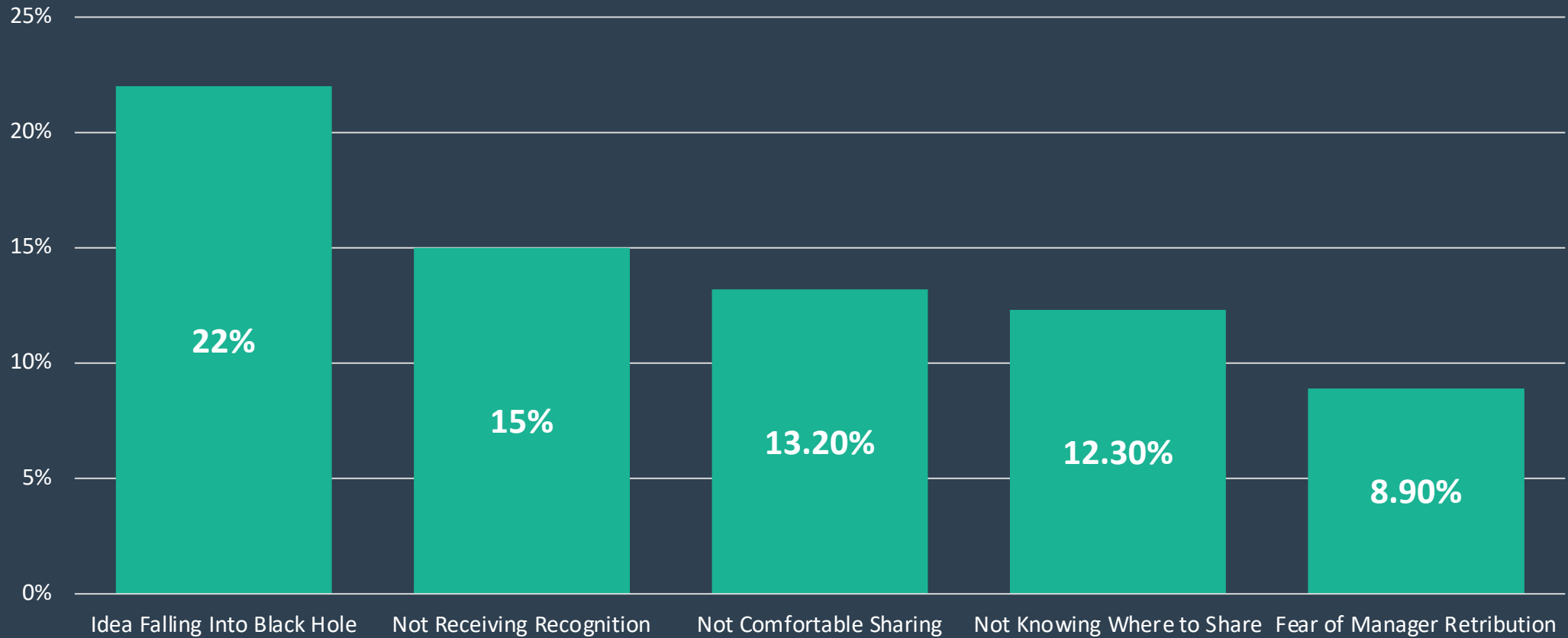


Not regularly analyzing financial impact



Not updating employees on idea status

# What Prevents Employees from Sharing Ideas?



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# 95%

of the ideas you receive won't be implemented. Employees don't care if their idea is implemented, they care if they have a perceived voice.



# Freebies and Resources

- Creating effective challenge statements
- Promoting and communicating your program
- Defining and documenting your process and evaluation criteria
- Incentive structure for employees
- Incentive structure for managers
- Making ideas happen

Ideawake  
**PLATFORM LAUNCH CHECKLIST**

Launch Timeline

Milestone	Planning & Onboarding (4 - 6 weeks before launch)	Start Marketing Camp. (2 weeks before launch)	Full Platform Launch
Date			

Planning and Onboarding (4 Weeks Before launch)

x	Action Item	Resources / Templates	Platform Tutorials
	Understand scope of rollout in terms of number of users, departments, locations, etc.	<a href="#">Company Launch Plan</a>	NA
	If Single Sign On - Connect Ideawake team with IT Team to configure Single Sign On	<a href="#">IT Single Sign On Questionnaire Email</a>	NA
	Send email list of users with groups you would like them added to	<a href="#">Download Email Spreadsheet</a>	NA
	Select starting challenge statements (required)	<a href="#">Challenge Statement Examples</a>	<a href="#">Post New Challenge</a>
	Select prizes and incentive options (optional)	<a href="#">Prizes and Incentives Examples</a>	<a href="#">Add Prizes</a>
	Select promotion and communications options (required)	<a href="#">Promotion and Comms Options</a>	NA
	Review and configure your workflow (required)	NA	<a href="#">Manage Workflows</a>
	Review and decide on platform configuration options (required)	<a href="#">Configuration Options</a>	<a href="#">Platform Configuration</a>
	Create champion network to promote platform adoption (optional)	<a href="#">Create Champion Network</a>	NA

Launch Checklist

Ideawake  
**COMPANY LAUNCH PLAN**

<b>Goals, Objectives, and Challenge Statement Creation</b>	<b>1</b>
List Problem Statements, Goals, and Use Cases	1
Understand Approvals and Stakeholders	2
Create Challenge Statements	2
<b>Timeline, Rollout Scope, Targeting, and Champions</b>	<b>2</b>
Launch Timeline and Major Events	2
Discuss Rollout Scope and Targeting	3
Determine Platform Champion Network Makeup	3
<b>Promotion and Communication Options</b>	<b>4</b>
Select Online Promotion Options	4
Select Offline Promotion Options	4
Understand Approvals and Stakeholders	4
<b>Prize and Incentive Options</b>	<b>5</b>
Determine Incentive Options	5
List Incentive Options	5
<b>Platform Configuration Options</b>	<b>6</b>
Primary Platform Configuration Options	6
Identify Additional Stakeholders	6
Setup Your Workflow	7

**Goals, Objectives, and Challenge Statement Creation**

**List Problem Statements, Goals, and Use Cases**

*What areas are you looking to improve based on your organizational or departmental goals? This doesn't have to be based directly on the goals of your platform.*

1. Growth Goals
2. Efficiency Goals (focus on quick wins first!)
3. Engagement & Morale Goals
4. Other Goals

Launch Plan

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# Question and Answer Session





Challenge Statement  
APPENDIX

A woman with blonde hair, wearing a white blazer over a striped shirt, is standing in a meeting room and presenting to a group of people. She is holding a pen and gesturing with her hands. In the background, there is a large whiteboard with handwritten notes and diagrams. The notes include "Budget", "Approved", "Paid", and "Approved". There are also several sticky notes on the board. The room has large windows with a grid pattern. The overall scene is a professional meeting or presentation.

Challenge  
**RESOURCING**

# Stakeholders in the Innovation Process


Stakeholder	Description
<b>Senior Leadership Team</b> <i>C Suite</i>	<b>Tone at the top is key.</b> Provide cover, clear roadblocks, demonstrate positive support for the program in the hallways and in their company communications.
<b>Primary Facilitator</b> <i>Operations or Innovation Team</i>	Responsible for the overall management of the front-line challenge process. Help set up the logistics for promoting the challenge, interfacing with the senior leadership team, and facilitating handoffs for ideas to be implemented to relevant business unit stakeholders.
<b>Steering Committee / SME's</b> <i>Mid-Level Management</i>	Responsible for helping further prioritize the initial ideas that are surfaced via ranking and determining technical feasibility. After ideas are further prioritized by the Steering Committee, they are sent to the Senior Leadership or Innovation Team for final review and selection.
<b>Champion Network</b> <i>Front-Line Management</i>	Cross-functional group of front-line management who are the "boots on the ground" promoting the program. Help encourage engagement while challenge is live by commenting on ideas when they are initially submitted and sending company-wide progress communications via email and department meetings.
<b>Platform Users</b> <i>Front-Line Employees</i>	Front-Line employees who are submitting ideas, suggesting improvements to ideas via comments, and surfacing high potential ideas through voting.
<b>Testers and Implementers</b> <i>Business Units or Innovation Team</i>	Once ideas are selected, these are the individuals who are responsible for scoping, testing, piloting, and implementing ideas.

# Time Investment by Stage

Stakeholder	Planning 4 - 6 WEEKS	Build Awareness 2 WEEKS	Collect & Collaborate 3 - 4 WEEKS	Surface & Select 4 WEEKS	Prioritize & Implem. 4 - 8 WEEKS
Senior Leadership Team <i>C-Suite</i>	5	-	-	3	3
Primary Facilitator <i>Ops or Innovation</i>	20% 1 FTE	20% 1 FTE	50% 1 FTE	20% 1 FTE	PD*
Steering Committee / SME <i>Mid-Level Management</i>	-	-	-	5% / FTE	PD*
Champion Network <i>Front-Line Management</i>	-	5% / FTE**	5% / FTE**	-	-
Testers and Implementers <i>Business Units or Inno. Team</i>	-	-	-	PD*	PD*

\* The champion network normally consists of 20 – 25 team members

\*\* Project and Program Dependent

A woman with blonde hair, wearing a white blazer over a striped shirt, stands in a meeting room, gesturing as she presents. Behind her is a whiteboard with handwritten notes and sticky notes. The notes include 'Budget', 'Approved', 'Paid', and 'Paid Approved'. Other people are visible in the foreground, looking towards the presenter. The background shows a large window with a grid pattern.

# Challenge Statement CONSIDERATIONS

# Broad vs. Narrow Challenge Statements

- Broad challenge statements will result in a higher engagement rate with lower quality ideas, narrow challenge statements will result in lower engagement with higher quality ideas.
- First Challenge - We normally start with broader challenge statements in order to maximize engagement, then add more narrow challenge statements over time after employees are used to using the platform.
- Long Term - Best practice for challenge statements is to make them specific, including a specific KPI (Reducing Scrap), a percentage we are trying to improve that KPI (5%), and a timeframe (in the next 12 months).



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# Broad Challenge Statement Examples

## Quick Wins – Small Ideas with Big Impact

We're always looking for ways to improve efficiency and make Sampcom work better, smarter and faster. Let us know your small ideas that you feel could have a large impact. Think about your daily routines and responsibilities, and where you come across challenges or opportunities that you feel we could improve. All ideas count - we want to hear yours!

## How Can We Increase Traffic to Our Stores?

The retail landscape has drastically changed over the last five years. Now, 41% of shoppers in the region are using their mobile device as their main tool to purchase items. We are looking for out of the box, big ideas that could have a large impact on improving traffic to our stores.

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# Narrow Challenge Statement Examples

## How Can We Improve Customer Experience Using Technology in 2019?

Continuously improving customer experience is one of our biggest focuses in 2018. How can we improve customer experience through mobile apps and other investments in technology? Please include a detailed description of your idea with links to relevant articles and files showing calculations, flowcharts and other supporting documentation.

## How Can We Reduce Waste in our Silos by 10% in 2019?

In 2018, one of the biggest areas of waste was from loss of grain in our silos, resulting in over \$12,000,000 in loss to Sampcom. We are looking for your thoughts and feedback on ways to reduce waste in our silos by improving processes or by acquiring and developing new technology.