

A photograph of a modern office interior. A group of diverse professionals are seated around a long wooden table, engaged in a meeting. Some are looking at laptops, while others are looking towards a man who is speaking. The room has large windows on the right side, letting in natural light. The overall atmosphere is collaborative and professional.

EMPLOYEE ENGAGEMENT: FROM IDEA TO IMPACT

THE CHALLENGE



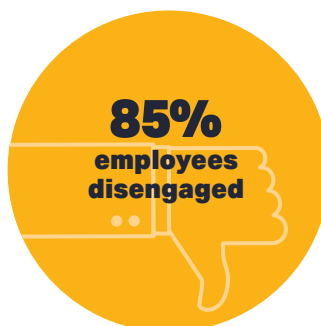
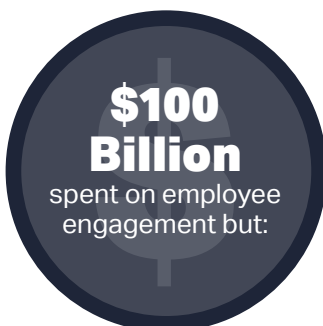
When one global nutrition company debuted its first crowdsourced innovation program, they started with a survey to assess the employee culture. Company leaders knew there was some angst in the ranks, but they weren't prepared for the answers they got:

"Why are you asking me to participate in this survey? No one cares what I think." Or, "Why are you asking me to participate in this survey when my manager tells me I'm paid to *do*, not *think*?"

This example is symbolic of the employee disengagement epidemic at companies around the world. According to Gallup Inc.'s 2017 State of the Global Workplace Report, 85 percent of employees are disengaged on the job. The results to businesses are staggering: \$7 trillion in lost productivity, turnover, poor customer experience, absenteeism and lower profitability.

Organizations have invested \$100 billion annually to improve employee engagement over the last 15 years – a staggering amount that has barely moved the needle. At the same time, the importance of engagement and experience has never been higher – both are becoming critical competitive differentiators in the war for top talent.

As an executive, how can you guide employees to meaningfully and strategically innovate? How can you spark the creativity of an indifferent workforce? And how can you help your company anticipate and stay ahead of customer expectations?



Clearly, traditional approaches to employee engagement have failed to address engagement drivers, such as:

- Making progress on meaningful work
- Connecting with the company's strategy
- Having leadership that asks for my ideas

In fact, in every region, every industry, every size company, and among CEOs and C-Suite executives alike, the desire for a “*culture of innovation*” ranks as the No. 1 innovation strategy, according to The Conference Board's 2018 C-Suite Challenge report.

In Spigit's annual customer study, culture, engagement and collaboration are the most frequently cited objectives for organizations when starting a crowdsourced innovation program with Planview Spigit®. In fact, employee engagement is the fuel that enables culture to flourish. And when innovation becomes part of your company's culture, it generates not only sustained ideation, but employees who are engaged and invested in your company's success.

Crowdsourced employee innovation – engaging employees to offer insights into or solutions to a business challenge – is helping hundreds of companies do all of this, and more. It's a powerful format that enables organizations to foster a culture of engagement. Culture is defined many ways, of course, but it really comes down to how employees behave. There is a strong link between inclusion and innovation: If employees feel valued, engaged, and listened to – which is the often-reported result of crowdsourcing programs – then the innovation culture can flourish.

The company mentioned earlier has since run several ideation challenges with their global teams. They have reported astonishing results. Not only are the ideas resulting in measurable financial results: more importantly, the ideation process is creating a level of employee voice and engagement the company had not seen before. According to the company's Chief Innovation Officer, “We've seen a massive turnaround, so much so that if that was the only benefit we were obtaining,



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OUR VISION

We believe inclusion and innovation are powerfully linked. And at Planview® we're passionate about helping you maximize both by giving employees a voice and creating purpose-driven collaboration to drive business results.

Planview Spigit® offers a complete “idea-to-impact” solution that includes:

- An industry-leading employee-driven innovation management platform, which is backed by proprietary crowd science algorithms to tap your employees' knowledge and insight while enabling diversity, inclusion and cross-organizational collaboration.
- Services and support by our team of experts who excel at global program design and work with sponsors to optimize impact.
- Software that is architected and managed for enterprise security and addresses the highest-level requirements around security, confidentiality, availability and privacy.
- The Spigit Community, a network of passionate innovation leaders and executives, provides customers with insights, best practices and support to help maximize success on the innovation journey.



“Advancing a culture of innovation is critical to the success of every enterprise in the current climate of digital transformation. Spigit makes it possible for teams and organizations to surface hidden innovators by bringing the very best ideas to the forefront through high employee engagement and patented crowd science technology.”

Greg Gilmore, CEO of Planview

PROVEN BUSINESS OUTCOMES

Planview's innovation management solution enables "smart innovation" by providing a structured and transparent approach for leaders to ask for employee ideas – in other words, give employees a voice in the business. We do this by harnessing the creative power of engaged employees to ideate and by using analytics-driven insights to accelerate the innovation lifecycle.

Whether it's improving a faulty process or discovering a new vertical, ideation is the heart of any innovation program. And no one knows your company better than your employees.

Our work with the world's largest brands has given us a unique perspective on crowdsourced innovation and its maturation from ideation to impact. Employee innovation is powerful, with proven business outcomes, such as:

- Increasing employee engagement, and customer and partner insights
- Enabling transformative change through a culture of innovation
- Accelerating product and services innovation
- Reducing costs through process efficiencies





INCREASING EMPLOYEE ENGAGEMENT AND PARTNER INSIGHTS

At Herbalife, crowdsourced innovation is bringing about a cultural shift by unleashing the natural creativity of their employee base, which in the past wasn't being tapped effectively for ideas.

As an example, they ran a crowdsourced innovation campaign with the goals of improving the value their North American call centers provided; increasing employee job satisfaction; and better integrating team members, no matter where they're located.

Not only did this particular challenge save a business unit, but it brought to light the fact that the call centers were missing tools and functions that everyone had assumed they had. Herbalife quickly rectified this, giving the call centers a better foundation for success. The results also spurred the company to create a new group to look at all the call centers around the world and implement these same changes.



ENABLING TRANSFORMATIVE CHANGE THROUGH A CULTURE OF INNOVATION

Pfizer took their innovation program and transformed it into a key *strategy* that has helped the company succeed in multiple ways, including developing new products and driving high employee engagement.

Eighty percent of the company's 90,000 employees have participated in 200+ innovation challenges. This is a testament to the company's commitment to innovation. In addition to their robust innovation practice, Pfizer currently uses Spigit to run nine awards programs, which have built a knowledge base of 1,000 high quality innovation stories and enabled sharing practices across the organization.



ACCELERATING PRODUCT AND SERVICES INNOVATION

A top energy firm used Spigit to leverage the knowledge and creativity of its employee base to transform operations. The goal was to "future-proof" the business against external factors that put the traditional utility business model under tremendous pressure – like severe weather and cyberattacks.

One of the winning ideas was to use a drone to check power lines, which is estimated to reduce 11 power outages a year.

Traditionally, aerial inspections of power lines are performed with manned aircraft; this team suggested using UAVs, which are more cost-effective than helicopters and winged aircraft, and they enable closer inspection with less environmental impact.

To consider how impactful reducing 11 power outages is, consider that between 2003-2012, the energy industry experienced over 600 power outages, which caused \$18 billion to \$33 billion in losses due to schools and business being closed down and emergency services slowed or hindered.

Beyond the sheer numbers, even greater value is unlocked when you look beyond the expected crowd – those closest to or most directly impacted by the problem you're trying to solve – and embrace diverse populations across the enterprise.

Not only does broader employee engagement positively impact the culture change for which most companies are aiming, but it also improves the nature of the ideas themselves. Our research showed that about a third of the ideas selected for action are submitted by someone outside the sponsoring group or business unit. And showing employees that diverse ideas are being heard and acted on unleashes even more engagement and motivation to contribute.



REDUCING COSTS THROUGH PROCESS EFFICIENCIES

One manufacturing company challenged its employees to find ways to serve customers better, and one of the problems that surfaced was the difficulty of inspecting a particular aircraft part overnight. The inspection process typically took eight hours but the company's customers – the airlines – were unhappy because sometimes planes land late and need to take off early.

The problem wasn't the inspection itself. It was the process of threading the camera inside the aircraft part to inspect it. That took seven hours. The subsequent inspection took one.

An administrative assistant at the company who was familiar with the airlines' complaints responded to the challenge. She had recently seen the Tom Cruise movie, *Minority Report*, and posted an idea, wondering, "Why can't we send a robotic spider into the part, like the ones in the movie?"

The company's Chief Technology Officer was intrigued. He tried putting a miniature camera on a remote control set of robotic legs and walking it into the part. It worked. He then turned the secretary's idea into a standard practice. Now the inspections take 85 percent less time than before, making the airlines much happier.

THE SCIENCE OF ENTERPRISE INNOVATION

Ideate at scale to foster a culture of innovation

Gone are the days when you bet the ranch on a small team of employees in a special skunkworks project. For the biggest impact, crowdsourced innovation should be enterprise-wide, involving all functions and all employees. There is no quicker way to deliver a message of culture change than by engaging all employees in an initial challenge that addresses an area of strategic importance to the business.

Planview Spigit enables you to run company-wide campaigns to create an inclusive environment in which all individuals have equal access and can contribute fully to the organization's success. And that inclusion generates better solutions. The more people who have a voice in the innovation or ideation process, the faster you establish a culture of innovation.

Advance the best ideas

Planview offers a complete employee-driven innovation solution that brings together technology, methodology, crowd science and services to ensure your success.

Our approach helps you advance and prioritize the best ideas. With gated ideation automation, great ideas are automatically graduated so you don't have to individually review each one.

And our patented crowd-science algorithms enable you to leverage the crowd to prioritize ideas for selection. With Intelligent Pairwise, the crowd reviews ideas quickly and fairly, resulting in a stack rank of ideas from best to worst, not by popularity. With Predictions, the crowd estimates time, cost and value – enabling you to move forward with the right ideas for the business.

Drive strong engagement

Robust engagement fuels the culture of innovation needed to advance the best ideas and deliver business results. And this culture is marked by diversity and frequency of participation and collaboration. Planview Spigit makes collaboration easy and intuitive, while motivating action through recognition.

User profiles track the skills and interests of each contributor. This enables participants to find and connect to fellow collaborators based on skills and interests. Employees can then contribute to ideas where they can add value, fostering networks across the organization.

To drive recognition and encourage the behaviors that will make crowdsourced innovation most effective, employees engaging in the platform earn badges for their "achievements" and are prompted to level-up. Participants can "endorse" one another for their contributions, providing the social status, gratification and feedback that motivates repeat interactions with the platform.

THE RIGHT PARTNER

As the global leader in work and resource management, Planview makes it easier for all organizations to achieve their business goals. We provide the industry's most comprehensive solutions designed for strategic planning, portfolio and resource management, Lean and Agile delivery, product portfolio management, capability and technology management (enterprise architecture), innovation management, and collaborative work management. Our solutions span every class of work, resource, and organization to address the varying needs of diverse and distributed teams, departments, and enterprises. Headquartered in Austin, Texas, Planview's more than 700 employees serve over 5,000 customers worldwide through a culture of innovative technology leadership, deep market expertise, and highly engaged communities. For more information, visit [Planview.com](https://www.planview.com)

More than 500 companies across 170 countries spanning every industry use Planview Spigit® to drive continuous innovation, fuel employee engagement, create a culture of innovation, and provide analytics-driven insights across the enterprise. Planview's innovation management solution, with proprietary crowd science algorithms and gated ideation automation, enables organizations to crowdsource breakthrough ideas from employees, partners, and customers to deliver measurable innovation results from idea to impact. To learn more and experience crowdsourced ideation at its best, visit: [Spigit.com](https://www.spigit.com)