

A photograph of a man with dark hair and glasses, wearing a grey shirt, looking intently at a wall covered in colorful sticky notes. His hands are visible, interacting with the notes. The background is a bright, blurred office environment.

**INNOVATION:
FROM IDEA
TO IMPACT**

THE CHALLENGE

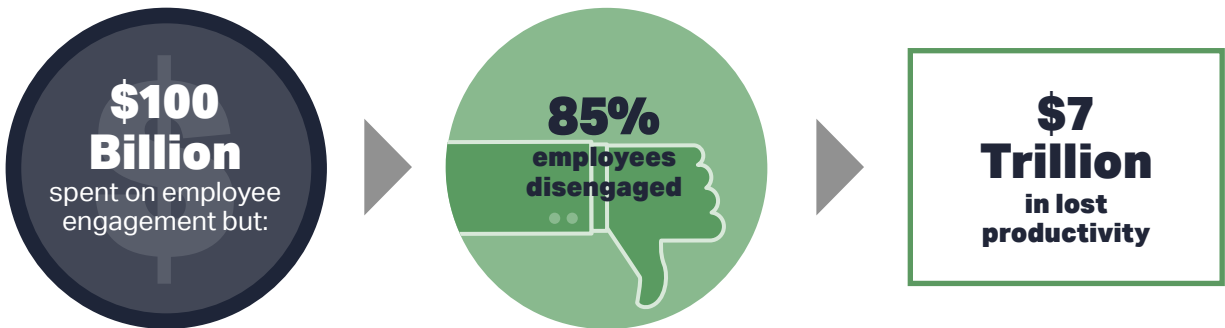


Healthcare to high tech. Aerospace to automotive. Retailing to real estate. Energy to education. No matter what industry you call home, you're very likely impacted by disruption, whether it's from new technologies, employee disengagement, even new business models.

This disruption is creating an urgency to innovate as companies work to outpace the competition. In fact, according to The Conference Board's 2018 C-Suite Challenge report, disruption caused by emerging technology is a top "hot-button" issue for C-Suite leaders.

Disruption is inescapable, and competitive threats can transpire unexpectedly and from anywhere, according to the report. Making things more challenging is the fact that employee engagement – the fuel needed to power solutions to these issues – has been stagnant and in many cases slowly declining. And that's costly. A recent Deloitte report notes that organizations spend more than \$100 billion annually to improve employee engagement. Despite that, 85 percent of employees globally remain disengaged, costing about \$7 trillion in lost productivity, according to Gallup's State of the Global Workplace Report.

While companies may be powerless to escape disruption, the savvy ones harness it through a continuous process of discovery, invention and reinvention. This requires a portfolio or pipeline of ideas and a culture of innovation. 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. Because 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, which drives business results.



OUR VISION

At Planview®, we partner with companies to build their innovation culture, solve critical business challenges, and develop new products and services. We believe a company can solve any business challenge it faces using the collective creativity of employees, partners, customers and even the public at large.

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

- An industry-leading innovation platform, which is backed by proprietary crowd science algorithms and a proven methodology that together deliver bottom line business results.
- 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.

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PROVEN BUSINESS OUTCOMES

Planview's innovation management solution enables "smart innovation" by harnessing the creative power of engaged crowds to ideate and 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 crowdsourcing in particular has emerged as a valuable way to inspire, collect and accelerate the ideas of your employees, customers, partners and suppliers.

Our work with the world's largest brands has given us a unique perspective on crowdsourcing and its maturation from ideation to impact.

Crowdsourced innovation is powerful, with proven business outcomes, such as:

**ACCELERATING
PRODUCT AND
SERVICES INNOVATION**

**REDUCING COSTS
THROUGH
PROCESS EFFICIENCIES**

**INCREASING EMPLOYEE
ENGAGEMENT, AND
CUSTOMER AND PARTNER INSIGHTS**

**ENABLING TRANSFORMATIVE
CHANGE THROUGH
A CULTURE OF INNOVATION**

“ As companies focus on transforming themselves to deliver a better customer experience and drive continuous improvement, it's critical to bring innovation to the forefront. By inviting the people who know your business best to collaborate, you can systematically surface new ideas and opportunities to move the organization forward. ”

Patrick Tickle,
Chief Product Officer, Planview



ACCELERATING PRODUCT AND SERVICES INNOVATION

A top energy firm used Planview 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 drones 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 businesses being closed down and emergency services slowed or hindered.



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.



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.

The impact of ideation has been twofold, according to company leaders. First, the ideas are resulting in measurable financial results. Second, the ideation process also is creating a level of employee voice and engagement that had been missing. Leaders noted they’ve seen a massive turnaround in employee engagement, so much so that one executive said, “if that were the only benefit we were obtaining, that alone would justify what we’re doing.”



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.

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 crowdsourced 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.

Make informed business decisions

Once you've prioritized the ideas in your pipeline, you need to make informed decisions about which ideas to fund for maximum impact and then track their progress across the implementation lifecycle.

We know you'll need to make decisions and allocate resources to best maximize value and reduce risk, so we give you a portfolio view to make the connection between strategy, execution and value realization. We provide visibility into and tracking of key business case elements such as strategic impact, estimated revenue, cost and risk. As concepts are further developed, you can track competitive assumptions, required resources and success criteria. This ultimately feeds into prototyping and implementation.

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)