Microsoft

Best Practices for Innovation:

Microsoft's Innovation Management Framework

June 2013

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Introducing the Innovation Management Framework

Innovation is one of the primary drivers for growth and profitability in business today, sitting at the top of many corporate agendas. Why? Companies have recognized that efficiency and world-class operational performance alone are not enough to create sustained competitive differentiation and advantage in today's challenging, global markets. Instead, consumers and businesses alike reward innovation.

So how can companies improve innovation? Clearly innovation is highly dependent on corporate culture and the people involved. But innovation is also a process that can be managed and improved. Leading companies now recognize that structured innovation management approaches help them get the most out of the innovative potential of their people, customers, and partners.

Improving innovation starts with a strategy. The innovation strategy should address culture, processes, and enabling technology in a holistic way. Microsoft's Innovation Management Framework is designed to help companies develop a comprehensive, integrated approach to implement and support an innovation management strategy. This framework is a repeatable reference architecture for innovation and is intended to allow companies to share and learn about innovation management best practices and enabling technologies as a starting point for strategic discussions for their company's innovation management strategy.

The framework includes best practice processes and solutions that offer a strategic roadmap. The roadmap offers techniques that are proven through experience to improve innovation and innovation management performance. For example, the framework shares lessons learned from Microsoft's own innovation strategies and processes that help fuel innovation across the Microsoft enterprise. These processes are used within Microsoft, enabling teams to quickly implement innovation programs that are fit for purpose. The framework shares Microsoft's experience as an innovator including lessons learned and expertise on innovation, including the Thinkweek process instituted by Bill Gates.

The framework also provides a technology roadmap to enable Innovation Management. The solutions identified include Microsoft technologies, services and partner solutions as well as Microsoft's SharePoint Server 2010 and Project Server 2010 based solution for facilitating innovation within the enterprise and beyond, referred to as "Innovation Hub". The framework also shares valuable insight gained from Microsoft's internal deployment the Innovation Hub. (See diagram 1).
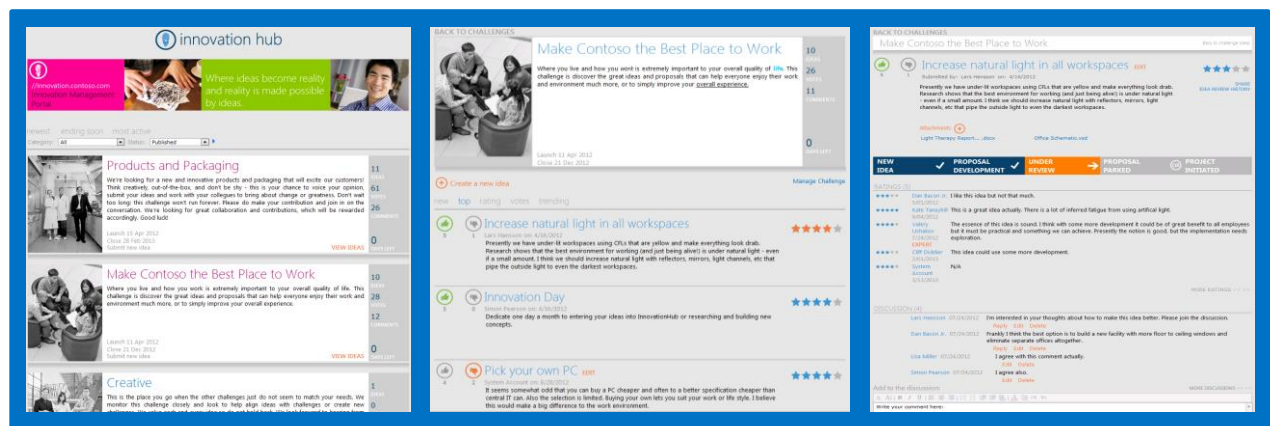

Diagram 1: Microsoft Innovation Hub

Microsoft is not alone in developing this framework. Microsoft has collaborated with a consortium of visionaries and practitioners to ensure that the framework incorporates thought leadership on innovation from Microsoft and the

Microsoft ecosystem. The framework will continuously evolve through the generous contributions of industry thought leaders and partners who are offering their time and expertise. Microsoft serves as a steward of these best practices contributed by Microsoft and Microsoft's ecosystem. Independent research firm Tech-Clarity is a consortium member and advisor, and is playing an active role in developing and managing the framework.

Current charter members of the consortium and contributors to this framework include:
- 3M
- Avanade
- Capgemini
- Ericsson
- Business Strategy Innovation
- Microsoft
- Pcubed
- PTC
- Quantum PM
- Siemens PLM
- Sopheon
- Tech-Clarity
- UMT
- United Healthcare
- Wolters Kluwer

The framework will include case studies from companies that have successfully addressed the challenges of innovation management. If you would like to contribute to this framework, please contact Simon Floyd of Microsoft at innmgt@microsoft.com.

The Business Imperative of Innovation

For the purposes of this framework, Microsoft defines innovation as "*the conversion of knowledge and ideas into new or improved products, processes, or services to gain a competitive advantage*." It's important to note that this definition applies to different forms of innovation including business model innovation, process innovation, service innovation, and product innovation (among others). In fact, innovation is often applied to cost reduction and operational improvement in addition to targeting top-line growth.

As mentioned in the introduction, innovation is on the corporate agenda for many companies today. One reason is that innovation has become a way to differentiate and compete for scarce demand, particularly during the recent slowdown. "*Industries are being commoditized at a faster rate and you have to look for ways to create more value and set yourself apart*," *says* Braden Kelley of Business Strategy Innovation. "*Innovation is one of the few ways to do that because people use the same best practices for operational excellence. The way they innovate and the culture they build are the ways they can differentiate*." The rapidity at which products are commoditized is a real challenge for companies today because the innovation advantage just doesn't last as long as it used to.

Most companies today realize they can't simply cost-cut their way to growth anymore. Now they are turning to innovation because they have exhausted the value they can achieve through operational efficiency. On the other hand, innovation promises top line growth, higher margins, increased market share, and greater market relevance.

But companies should realize that improving innovation isn't going to happen by simply investing more money in research and development (R&D). You can't buy innovation by throwing money into new product development (NPD). Innovation requires a more strategic approach. The facts back this up. According to Accenture's The Innovation Death Spiral, a study on innovation found that there is little correlation between R&D spending and revenue growth. To make tangible improvements, companies need to develop an innovation strategy and recognize that improving innovation requires transformation of the organization, culture, and business processes of the business.

Innovation Challenges and Best Practices (Solutions)

Organization and Culture

When speaking about innovation it quickly becomes clear that leadership, commitment and culture count. While strategy, processes and technology play a large role, people matter. To start, let's discuss leadership. Having strong leadership for innovation is crucial. In fact, many companies are putting in place executive-level positions responsible for innovation.

Accenture's Overcoming Barriers to Innovation shows that organizations with a single point of accountability for innovation reported higher innovation performance and capabilities as compared with their peers at a ratio of two to one. Perhaps this explains the significant growth in companies reporting they have a formally accountable innovation executive in place, growing from 33% to 43% from 2011 to 2012 according to the Capgemini study.

These leaders are responsible for building a culture for innovation. Dave Frazee of 3M frequently cites the Peter Drucker quote when speaking of innovation; "*Culture eats strategy for lunch*." This is particularly true for innovation. Working on corporate culture for innovation has many facets. Addressing recognition and rewards are a given. But a successful innovation culture also instills an acceptance towards innovation risk to reward successful innovation but be sure not to punish risk taking and failure.

Processes for Innovation Management

Why should companies adopt standard practices for innovation? There are some people that believe innovation is simply the inspiration of a few talented, highly creative individuals. This simply does not scale at an enterprise level. While people are critical, harnessing the innovative potential of an organization requires process in addition to culture and strategy. "*Some might think that 'innovation process' is an oxymoron, but you need a fairly structured process to drive innovation or you have little chance of collecting great ideas and no chance at bringing them to market*," explains Ben Chamberlain of UMT. He also adds, however, that the process should be fairly light to not inhibit innovation.

As more CEOs realize that they lack an organizational competency for innovation, innovation is evolving into a mainstream management competency and discipline. The bottom line is that formalizing innovation processes improves business value. A benchmark conducted by Jim Brown of Tech-Clarity when he was with Aberdeen Group reported that best-in-class companies are more likely to have implemented a predictable, repeatable innovation process. Capgemini's Innovation Leadership Study finds a correlation between formalized innovation governance and innovation success rate, implying that there is much to gain by improving the formal mechanisms for managing innovation.

The Microsoft Innovation Management framework identifies five primary sub-processes to innovation – Envision, Engage, Evolve, Evaluate, and Execute (see diagram 4). The processes represent an iterative cycle as products and business models are continuously innovated upon during their lifecycles and leading companies attempt to "close the loop" on innovation by providing feedback from existing products and services into the beginning of the innovation cycle.
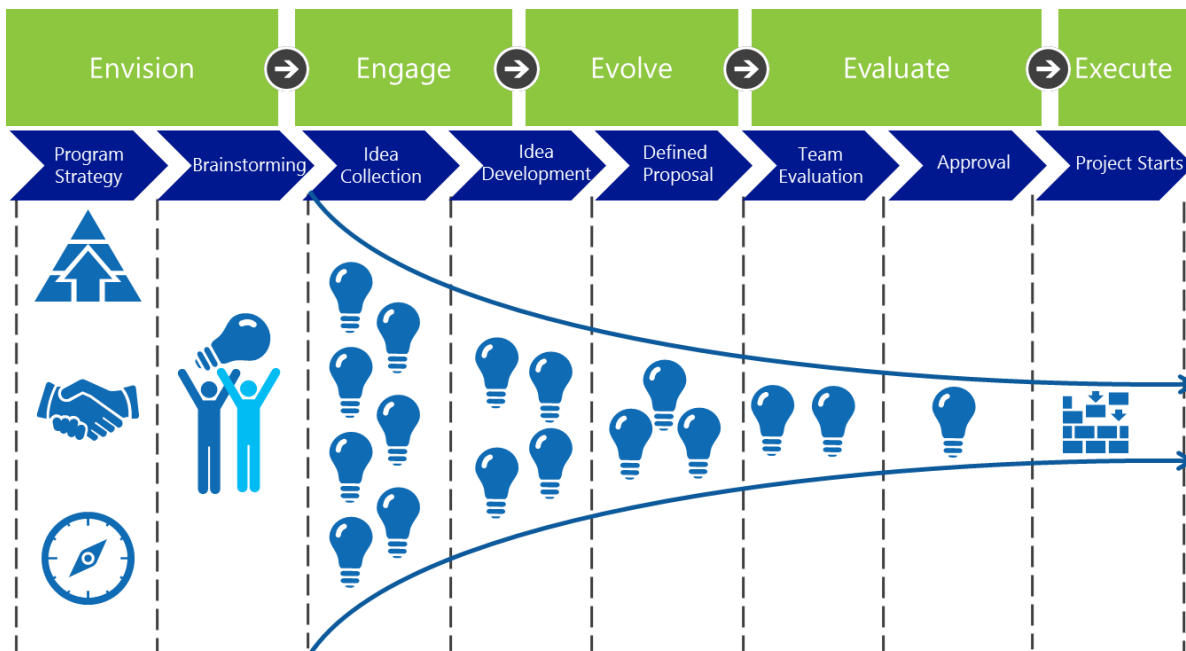
Diagram 2: The Five Sub-processes for Innovation Management

Envision

The first sub-process, "Envision," is a critical step in the Innovation Management process. Innovation is critical to achieving the goals of the modern business strategy. Accenture's Overcoming Barriers to Innovation reports that more than 60 percent of companies indicate that their organization's strategy is either totally or largely dependent on innovation. The Envision process should put in place the strategy and plan to achieve the innovation goals in the business strategy. Despite the importance of the innovation strategy, Capgemini Consulting Innovation Leadership Study indicates that only 42 percent of companies have an explicit innovation strategy. This is a common failing and should be addressed by corporate leadership.

The innovation strategy starts right below the corporate strategy, taking growth targets and business goals from the business planning process to drive acquisition, IT, and product strategies. The innovation strategy should include high-level goals, high level areas to be funded for innovation and in turn should drive ideation and portfolio management processes. The strategy may also call out new innovation approaches or processes such as co-creation, open innovation, or others. These new collaborative, social approaches are starting to prove significant value in innovation.

Engage

The second sub-process, "Engage," is the front end of innovation where ideas are generated, sometimes referred to as "ideation." In this process, companies engage employees, customers, and partners in an innovation community to capture and share new ideas. Formalizing engagement transforms it from a passive, unfocused, ineffective "suggestion box" to a proactive approach that effectively produces targeted ideas. The goal is to generate ideas that will drive new business value. As Braden Kelley of Business Strategy Innovation explains, "***The key in the engage processes is to get closer to the customer, what they desire, how they will make their lives better, and how your product will displace something***."

One of the difficulties companies face in the Engage process is generating the right kind of ideas. Without the ability to develop truly innovative ideas, companies will continue to suffer from too many "me too" products, minor product enhancements, and line extensions instead of breakthroughs that drive higher margins and growth. It surprises some people to find out that most companies don't suffer from too few ideas. Instead, they are frequently inundated with

too many ideas and don't have a process to effectively capture and address them. Because of this they find it very hard to identify the compelling ideas. What can companies do in order to generate high-value ideas?

- Develop a digital innovation environment, such as Microsoft's Innovation Hub, to systematically capture ideas and manage them
- Make it personal, brand the innovation environment with your company's identity and terminology,
- Don't start with a blank piece of paper, pre-populate the process with some ideas to provide examples and get people started
- Consider using low-touch mediums such as handwriting, voice and video to collect ideas, and allow contributions of rich information to support ideas (for example as document, picture, or video attachments)
- Don't rely entirely on virtual events, you may need to include some physical events to move things along
- Develop profiles, capabilities, and communities to provide access to expertise and the ability to discover new innovations (and new people to collaborate with)
- Evaluate the opportunity to collect ideas automatically, for example collecting and mining "big data" from social media to gain insight and discover trends about customers and products

Another common challenge in the Engage process is that too many of the ideas are off-strategy for the business. A great idea for a product that doesn't fit within the corporate strategy is unlikely to succeed and generate value for the business. "*Suggestion boxes don't work because the ideas aren't focused*," explains Joe Boggio of Capgemini. How can companies focus innovation efforts?

- Create targeted "challenges" that specify a specific problem to solve or issue to address
- Create specific hubs for different communities and to solicit ideas for a particular kind of problem, product line, or market segment
- Constrain ideas to a limited number of categories or strategies to allow people to get started and ensure ideas are on strategy

Another frequent challenge companies face when implementing an innovation process is developing communities and getting people to participate. Or, perhaps even harder, getting people to continue to participate over time. "*One of the biggest challenges is effectively marketing the innovation campaign to drive adoption. A comprehensive change enablement plan was key, and we needed to start early to generate interest and communicate that there was incentive to participate*," describes Jeff Cohen of Avanade. How can companies motivate their employees, partners, and customers to participate in the Engage process and contribute their innovative ideas?

- Market the innovation environment through digital outreach and internal campaigns, for example with social techniques, newsletters, and/or email
- Show clear sponsorship from senior management
- Make it clear and very simple for people to participate and submit ideas
- Leverage the science of competition to foster engagement, identifying and rewarding those that contribute the top ideas
- Time box challenges to provide people incentive to act
- Offer clear visibility to how ideas progress and provide feedback, avoid the appearance of a "black box" where ideas go in but nothing happens
- Provide visible, social recognition to those that participate
- Make ideas visible and accessible so you can get thought leaders involved with them and build a community of interest around them.
- Allow people to comment on and discuss ideas, using online collaboration to enhance ideas
- Allow people to link or combine ideas
- Incorporate innovation into job descriptions and track metrics on participation

Evolve

The third process, "Evolve," takes the output of the Engage process to the next level. In this process, companies evolve ideas– as individuals or as teams – to increase their quality and value. Soliciting and capturing ideas is not enough.

Early feedback allows great ideas to be improved upon and issues to be raised so they can be resolved (if possible). Today, companies can get unprecedented input and feedback on ideas early in the product lifecycle. This input can span globally dispersed teams, departments, and even company boundaries. As David Blair of PTC suggests, "***Give people a voice to exchange information, add comments, and refine ideas. How does somebody on the shop floor or a design shop overseas contribute?***"

One of the biggest fallacies of innovation management is that having a good idea is enough to ensure success. Most ideas serve as the seed from which a fully formed innovation grows. In order to get the most out of ideas, they need to mature. Developing them in a virtual team setting provides the medium to bring group-knowledge together and share it with subject matter experts, communities of interest, and others by discussing, commenting and contributing to concepts, which enhances their value through the power of collaboration. This is the way to get the most value from ideas. It is also a powerful way to identify initially compelling ideas that will fail to impress or recognize when the company is going down the same path they have before and should take advantage of past experience.

While the ultimate goal is typically to develop a specific innovation, companies can gain value by developing insights into their organization (sentiment), gathering trend information from customers, creating validated proposals for projects, or other valuable information that helps them meet their innovation objectives. What can companies do to further develop concepts and increase their value?

- Facilitate collaborative development of ideas to mature their definition and further explore their validity.
- Encourage people to test ideas, do small experiments to test their worthiness, or engage in some virtual prototyping or simulation to gain information and get feedback
- Provide a framework to capture and manage the important knowledge generated through collaboration
- Identify and secure intellectual property to increase its suitability for protection

Evaluate

Simply discussing ideas is not enough. "***It's important to be able to organize, de-duplicate, and merge ideas and take them to the next step in order to turn ideas into money***," offers Newsgator's Markus von Aschoff. At some point companies must identify the innovations they believe are candidates for further investment. Unfortunately, many companies are drowning in too many ideas. They want to use the "wisdom of the crowd" to provide some direction on where to focus. The goal is to take potentially thousands of ideas and turn them into a more reasonable number that you can evaluate. How can companies identify the top candidates? Social metrics from the Engage sub-process can be used to create a first-cut view of potential innovations. Social techniques can help prioritize a more reasonable number of candidate ideas to evaluate.

- Provide filtering and search mechanisms so people can identify ideas that address their areas of interest
- Track which ideas are getting the most attention, views, and comments
- Provide mechanisms for the community to rate the ideas, from a simple "like" to providing specific feedback or validation on details like technical feasibility
- Consider weighting the remarks and attention of those with a greater expertise or "social reputation" more highly
- Provide a secondary review process where a panel of experts can provide more detailed feedback and begin to develop the elements of a business case for those ideas that show the most promise

After selected ideas have been matured and narrowed down in an initial evaluation they may re-enter the Evolve sub-process for further definition and clarification, written specification, or mockup. Then they are ready to enter the second stage of the "Evaluate" sub-process to determine if they are worthy of a full business case. Ideas may iterate through multiple steps between the Evolve and Evaluate sub-processes until the ideas are mature enough to become a portfolio of potential products or projects that can be evaluated to determine the best mix of investments. If the previous processes are executed effectively then one of the most common challenges – too much incremental enhancement and not enough breakthrough innovation – should be alleviated with a collection of high value

candidates. These ideas may include new products, but also new business model ideas, opportunities to enhance customer experience, operational improvements and process innovations.

The biggest challenge companies face when evaluating a portfolio of ideas is providing visibility to the options. Simply providing visibility to the total possible projects in one place can add significant value. In addition, it's important to allow decision-makers to visualize their impact on the business strategy. Unfortunately, many companies have very inefficient processes to collect and share this information. Consequently data is outdated, inaccurate and often incomplete. How can companies make portfolio information more timely, useful, and visible?

- Provide a common view to all potential innovation investments
- Determine a set of common metrics and characteristics that should exist in each initiative so it can be compared "apples to apples"
- Provide a view that maps the alignment of potential portfolio investments to the business strategy
- Allow decision makers the ability to see tradeoffs between investment opportunities
- Provide visibility to non-product oriented investments including research and development or technology investments to make long-term roadmap decisions

Providing visibility is a critical first step. The most common challenge companies face in managing innovation and product portfolios, however, is the ability to make consistent, objective decisions. Too frequently decisions are made on inadequate information, lack of direction results in no action, or politics and rank outweigh the facts. The vast majority of companies have more ideas than they have resources to act on. It is hard, but incredibly important, to determine the true financial potential of a particular investment. The good news, though, as Paul Heller of Sopheon explains, is that "*Best practices are well defined here. You a need cross-functional view and key stakeholders with clear roles so they know their purpose in the evaluation*." How can companies develop a data-driven process to make objective decisions on which high value ideas they should pursue?

- Replace subjective decision-making with a clear understanding of potential product value, including the impact of uncertainty and risk
- Develop a set of clear, objective criteria to evaluate portfolio options
- Prioritize and evaluate portfolio opportunities against resource constraints to avoid overloading the execution pipeline and causing "thrashing"
- Evaluate opportunities based on alignment with company strategy, ensuring an aligned balance of initiatives to objectives
- Automate and standardize portfolio data gathering to ensure timely, accurate data can be gather efficiently

Many companies fail to recognize – or at least enforce – that evaluation is an ongoing process. Many companies view the development of their approved ideas, proposals and projects as a just a phased plan instead of a decision-making process. The result is they don't stop projects and realign investments. Too few companies are willing and able to halt innovation projects that are underway, even when it is clear that they will underperform expectations. It is important to kill projects that won't deliver their anticipated business value so limited resources can be reallocated to higher value initiatives. This is critical because as Accenture's The Innovation Death Spiral explains "*Whether they turn out to be successful launches or complete failures, new offerings place equal burdens on a company's operational resources*." How can companies ensure that the projects they initially select will continue to be worth the investment?

- Extend the evaluation process through into execution with a meaningful, gated development process
- Ensure that gate meetings and decision makers use consistent, objective metrics and that their decisions carry weight
- Have a standard process to kill underperforming projects and reallocate resources

Execute

Of course all of the best ideas, proposals and business plans in the world are of no value unless they can be turned into a reality. The "Execute" sub-process takes the input from the previous processes and executes a formal project to further develop the idea or commercialize it. "*For products, the NPD process is as important as the ideation*

phase," offers Mark Field of PTC. "*Companies should have a repeatable project management method and plan projects based on the deliverables to be completed*."

One of the clearest challenges that companies face in the execution phase is simply getting projects delivered on time and on budget while maintaining quality. While this may seem trivial when compared to the strategic value of innovation, it's important to recognize that effective execution drives faster time-to-market and ensures that resources are used efficiently so companies can introduce more innovation to market. How can companies ensure effective execution?

- Follow standard product development processes to ensure repeatable results
- Develop different project templates for different types of projects to adjust the level of governance based on project risk
- Associate project tasks with standardized project deliverables
- Follow a gated process and integrate this process with the Evaluate process above

Another common challenge in the Execute process is making the right information readily available in a timely way. This makes a huge impact on productivity as [Tech-Clarity Perspective: Best Practices for Managing Design Data](#) indicates that on average, 15% of technical staff's time in manufacturers is wasted on non-productive data management tasks. How can companies ensure that their innovators aren't spending their precious time unnecessarily searching for data?

- Centralize innovation and project data to ensure data is readily available during execution
- Provide an easy to follow link between project tasks and the associated data and deliverables
- Make existing data easy to find and reuse to prevent reinventing the wheel
- Ensure data is properly revision controlled so everyone has access to the right versions of information to prevent mistakes and rework

Case Study

Ericsson

Business Overview

Ericsson (www.ericsson.com) is a world-leading provider of telecommunications equipment and services to mobile and fixed network operators. Ericsson is based in Stockholm, Sweden and has over100,000 employees. Operating income for 2011 was $3.35 Billion (SEK 21,7 billion).

Innovation Scenario and Challenges

According to Magnus Karlsson, Director of New Business Development & Innovation, Group Function Strategy, Ericsson shares the same situation as many other manufacturers today. For them, innovation was traditionally run by R&D and focused around technologies and products. Over time, the need for innovation became broader to also include service, business model, organizational, and process innovation. In 2010, Ericsson's new CEO developed a set of principles, including "innovate everyday", setting expectations for every employee in the organization. His view is that innovation is part of everyone's job and it includes everything from transformative new business opportunities for the entire group to incremental improvements at every local level. Right from the start he said to think about innovation in a different way and always look to improve value. This was embodied by a new brand strategy and corporate mission statement – "Innovating to empower people, businesses, and society."

To meet this vision, Ericsson needed to increase the spectrum of innovation and innovate in more dimensions. The goal was to be more driven by market and customer insights while maintaining a clear focus on technology leadership. They realized the need to be more collaborative and the need to involve more people. They recognized that they needed to have people from different disciplines and perspectives meet and needed to go beyond their own borders inside and outside of the organization. To add to the challenge, different divisions were using different ideation and innovation approaches (and buying different solutions). It was time for a change.

Approach and Best Practices

Ericsson, like many companies, had previously put in place suggestion box initiatives. These were closed down because they used a "push" approach and when the ideas came in they didn't know what to do with them. Instead, they wanted to build on a "pull" approach where they define a demand to solicit ideas based on need. In addition, they wanted to have accountability for who would take care of the ideas.

Ericsson put in place "IdeaBoxes", a bottom-up approach to engage their employees. When an innovation initiative is started, an innovation manager is assigned to the effort. The innovation manager can open a new IdeaBox to solicit ideas around the specific needs of the initiative. Then, all employees can see and submit ideas to any of the open boxes. They can also comment on all the ideas in the entire system. Currently, Ericsson has about 400 boxes receiving ideas for specific needs. Each of these receiving points has a defined scope, a process to evaluate and implement ideas, and a person responsible.

The innovation manager engages the organization and may organize a competition, campaign, or "jam" to create awareness and market the IdeaBox. They decide how they want to recognize contributors and if they give out a prize. They may also write articles or stories about ideas that are successful. This helps create the energy to engage the community where they need ideas.

People can submit ideas to one or more boxes and subscribe to boxes of interest to get alerts. All ideas are open for every employees to see. When people look at an idea they can comment on it or give it a simple "thumbs up" or "thumbs down" to evolve the idea. They can then push the idea as an alert to peers for their input. Each idea has a history of comments and ratings, retaining innovation knowledge for the future.

At any point, innovation managers may flag or "claim" an idea for interest or evaluation. By flagging the idea, others know that it is being worked on. That indicates that the idea is on the radar screen so people know that others are

working on it and nobody starts a duplicate effort, but collaborates instead. They may also have experts review ideas, and some boxes may have up to 20 co-managers that are experts or innovation coaches. In the final stage the ideas move to an innovation board to start formal evaluation.

One variation of the process is to create a competition. The ideas in this type of box cannot be viewed by everyone during the competition. Evaluation criteria are defined in the box and evaluation/jury members are assigned to it. They can see and evaluate each idea using a simple form during the entire competition. At the closing day of the competition, the idea manager will automatically get a summary of the idea scores and it is an easy job to single out the winners. When the competition is over, the competition box is converted to a normal open box and the ideas become visible to everyone. The competition ideas can be reused in other boxes and everyone can rate and comment as with all other ideas.

IdeaBoxes are a key to innovation at Ericsson. They are supported and followed up upon in the organization. For example, employees in their yearly personal development are evaluated on innovation as one of their evaluation categories. The metrics for this evaluation might come from the innovation tool itself (see Enabling Technology, below).

Enabling Technology
Ericsson wanted the system to follow a "pull" model and be self-organizing. They didn't want to have to route ideas, but instead engage the community and generate ideas around specific innovation needs. Ericsson reviewed a number of systems, some of which were in use in different parts of the business, and found that external systems did not meet their needs. The systems weren't designed to be enterprise-wide and Ericsson was not open to a Software as a Service (SaaS) solution.

Ericsson decided to develop their own innovation management solution. They quickly realized that collaborative idea management is not something they should run separately, but instead chose to incorporate it into their exiting collaboration platform, Microsoft SharePoint. Ericsson created a custom configuration on top of SharePoint to support the IdeaBoxes process.

Benefits Achieved
Today, IdeaBoxes is the de facto standard tool for idea management at Ericsson and an integrated part of hundreds of innovation initiatives throughout the organization globally. They engage over 25,000 employees from all business units, regions, and group functions contributing ideas and comments, from the bottom up. The use of IdeaBoxes has had unbroken growth since its start in 2008. Today (2013), over 400 innovation managers have opened IdeaBoxes to gather and develop ideas targeted to their specific innovation needs. The database has over 30,000 ideas totally and one out of every 30 ideas has been implemented. Comments have reached over 60,000 and are growing faster than the amount of ideas indicating the importance of the social, collaborative process. An internal survey showed that over 70% of innovation managers regarded IdeaBoxes to be an important tool for the success of their innovation initiatives.

Lesson Learned
A key success factor for the broad use of IdeaBoxes is that it has been voluntary adopted by managers when they have perceived the tool to be useful for their innovation practice. The tool has spread by "viral marketing" inside the organization rather than by top-down implementation. Another factor is that it is appealing for employees to showcase their ideas, possibly having them implemented and being recognized by peers and managers. Curiosity, the chance to get visibility, and the desire to contribute drives employees to use the tool. A third success factor is the corporate-wide approach with one common tool rather than several local isolated systems. Academic research using IdeaBoxes data reveals that the likelihood for an idea to be implemented will increase when idea comments are originating from different units/geographies. This indicates that cross-pollination across the organization will improve idea quality. Another important factor for adoption has been the seamless integration of the idea management tool in the broader collaboration platform (SharePoint) with one interface, one help desk/support, and no separate sign-in requirements. Finally, the pull-based approach outperform the traditional idea push approaches. The openness and transparency of the system creates a direct feedback link between idea submitters, comments by peers and box managers.

Other findings still have challenges attached to them that are addressed in the evolution of the tool. First, when you invite all employees to submit ideas, there will be a bias towards incremental innovation and the quality and usefulness will vary. Will the collective of employees learn over time from successful ideas that have been implemented, with higher quality and usefulness as the result? Second, even if you review and provide support to innovation managers, there will be boxes that are not given the active attention that is expected by idea submitters. Will the collective of box managers learn over time to dynamically open and close boxes to maintain the integrity of the innovation need expressed through the system? Finally, in all idea management systems, many (most) ideas will not be implemented. Will employees keep coming back and submit ideas over time, understanding that you need to generate a large number of ideas to get a few really good ones?

Next Steps
As next steps, Ericsson will be increasing the integration of IdeaBoxes with other collaboration capabilities, including social networking, innovation tracking, and project management. Another important step is to take idea management to the extranet to engage with customers and partners in collaborative innovation efforts. Ericsson plans to continue to develop these on top of the existing collaboration platform (SharePoint).

Additional Information

White Paper	www.innovationmanagement.se/2011/09/26/how-to-successfully-implement-collaborative-idea-management-2/
Case Descriptions	http://opensource.com/business/12/3/everyone-innovates-every-day-collaborative-idea-management-ericsson www.managementexchange.com/story/everyone-innovates-everyday-collaborative-idea-management-ericsson
Use Cases	http://www.managementexchange.com/sites/default/files/media/posts/documents/IdeaBoxes%20USE%20CASE_0.doc
Video	http://www.youtube.com/watch?feature=player_embedded&v=u17NhPjWYeU!

Enabling Technologies for Innovation Management

The Microsoft DIRA Framework

This Innovation Management Framework is tightly aligned with Microsoft's Discrete Industry Reference Architecture for the discrete manufacturing industry. The DIRA framework covers three primary business imperatives that are critical to the growth and profitability of a manufacturing enterprise. These imperatives are:

- **Innovate** - Manage cross-boundary innovation and accelerate time-to-market
- **Perform** - Deliver operational excellence with reliable business continuity
- **Grow** - "Observe & serve" customers globally to drive growth with profitable proximity

This framework represents the "Innovation Management" portion of the "Innovate" imperative (see diagram). This framework will also align with the Product Lifecycle Management (PLM) Framework, which also falls under the Innovate imperative of DIRA.

Diagram 3: Microsoft Discrete Industry Reference Architecture (DIRA)

To support and enable these three imperatives, DIRA introduces five technology capabilities (see diagram 2), or "pillars" that help manufacturers layer a collaborative framework on top of existing systems of record, enabling more loosely coupled, people-centric processes to help companies integrate information from different systems to make better decisions. According to Sanjay Ravi, Managing Director, Worldwide Discrete Manufacturing Industry for Microsoft, "*The five core pillars of the DIRA framework empower people within manufacturing organizations with key capabilities required to thrive in a rapidly changing business environment and deliver significant business results across Innovation, Operational Performance, and Growth*."
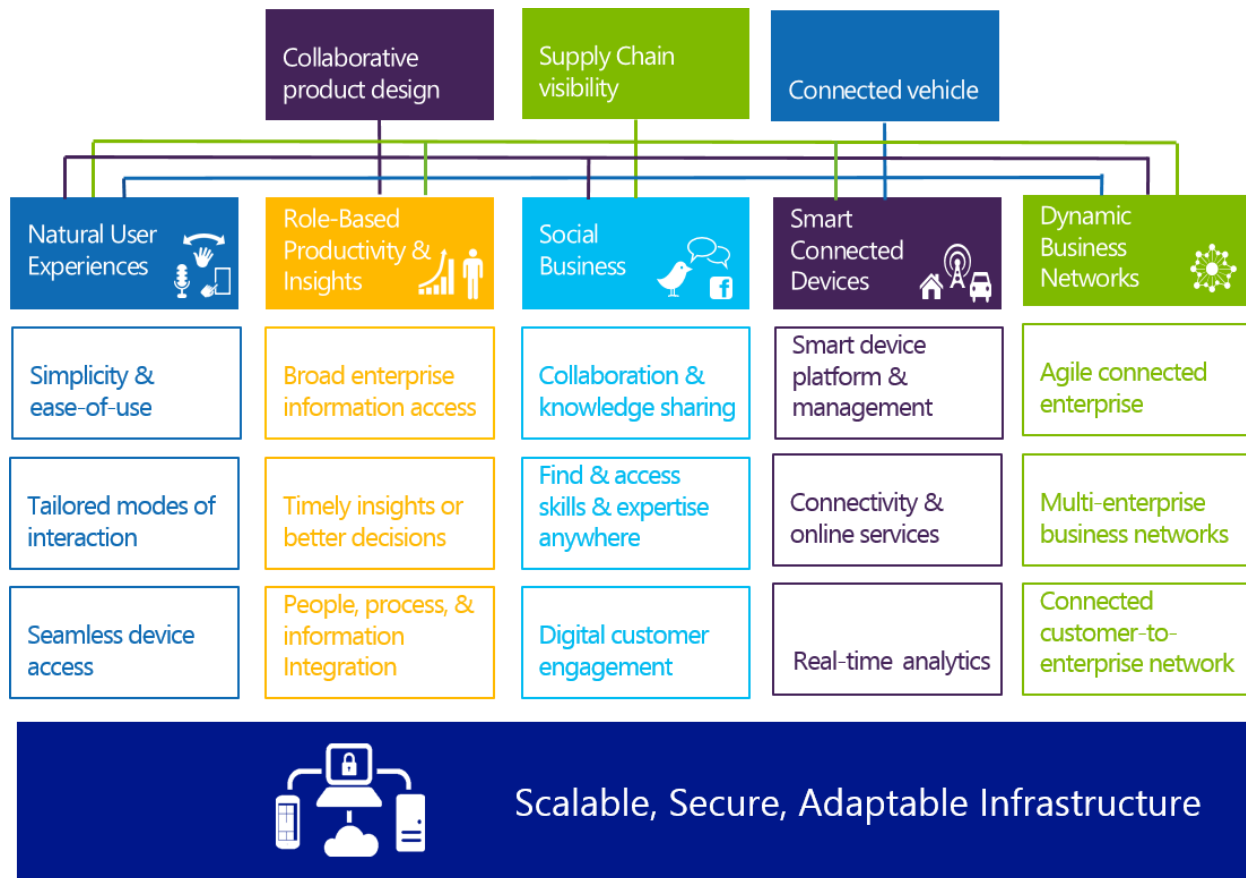
Diagram 4: Five Core Pillars of DIRA

Of course it's important to note that while innovation management is highly applicable to the discrete manufacturing industry, it is equally important to other manufacturers including the process industries and non-manufacturing industries such as service industries. As Simon Floyd, Director of Innovation & Product Lifecycle Management Solutions for Microsoft explains "*The innovation process is remarkably similar across industries. For manufacturers they may be innovating on hardware products, for others it may be software or service oriented products, but the process of generating, developing and selecting the best ideas or proposals, is applicable to all*." Microsoft recognizes that innovation does have unique characteristics across industries, although the first version of this framework focuses on the similarities and best practices across industries.

Microsoft Technologies for Managing Innovation

Not surprisingly, technology can play a big role in supporting today's innovation strategies. In addition to solutions that companies have become familiar with over the years, there are also a number of newer technologies that are reshaping what is possible in the collaborative aspects of innovation. Fundamental changes in technology have enhanced existing best practices and enabled new approaches and business models to improve innovation.

The use of social media sites, increased use of social computing technologies such as ratings, blogs and wikis, and the ability to get immediate feedback and input from employees, customers and markets allows companies to accelerate innovation. For example, social computing technologies can significantly improve all of the sub-processes in the Innovation Management Framework:

- *Envision*. Company leadership can use social techniques to gather input on the strategy and collaborate on the vision.

- *Engage*. Crowdsourcing techniques can be used to promote Challenges, gather responses, and collect social feedback on ideas. Discussions, sharing, and general community interactions can be used to progressively refine ideas according to feedback received.
- *Evolve*. Social collaboration can be used to develop additional content, socialize concepts to improve them, and share mockups or prototypes to further understand and mature the idea.
- *Evaluate*. Initial evaluations can be made by leveraging social metrics such as votes or other social ranking prior to more formal evaluation techniques.
- *Execute*. Developing products and executing projects effectively is a team effort. Social techniques can help companies more effectively share information, status, and knowledge during execution to get the most out of the cross-functional team effort.

Improvements and broader adoption of collaborative technologies help companies work across physical, organizational, and business boundaries and enable more revolutionary business models that allow for more rapid and inexpensive market testing. Online, social collaboration also serves as a self-documenting form of innovation, developing a record of the innovation process to help identify, protect, and develop intellectual property. Beyond software technology, new trends in manufacturing such as the rise of the "maker movement" and additive manufacturing (such as 3D printing) have also lowered the threshold to bring innovations to market.

It is clear is that processes and technologies for innovation are evolving rapidly, providing a threat and an opportunity for manufacturers. "*A lot of companies see an acute threat of disruption from emerging technologies like the cloud, big data, social computing, and mobile devices*," says Capgemini's Joe Boggio, "*E-commerce taught executives that if you don't understand technology disruptions you can miss opportunities*." The rapid change in technology and process has confused things for many companies. This framework can help companies get a clear picture of how technology can help support the innovation strategy by showing how enabling Microsoft and Microsoft partner technologies, both old and new, support a framework of best practice processes. Solutions that support Innovation Management include:

- Enterprise Social / Collaboration / Communications Platforms
- Idea / Innovation Management
- Innovation Portfolio Management / Road-mapping
- Intellectual Property / Patent Management
- Project and Program Management (PM)
- Product Portfolio Management (PPM)
- Knowledge Management
- Product Lifecycle Management (PLM)
- Search / Search Based Applications (SBA)
- Mobility platforms and devices

Microsoft products and technologies offer an integrated, real-time collaboration system that supports innovation management.

Role-based productivity and insight	SharePoint Server Office 365	Provide an easily accessible, secure, organizing foundation for creating, sharing and developing ideas through a flexible unobtrusive process with comprehensive insights and reports
	Project Server Project Online	Manage idea projects and processes, the available resources and their skills, and perform what-if scenario based analyses to optimize investment and accelerate time to market based on business intelligence

	Office Professional Office 365	Develop ideas and supporting materials collaboratively and productively, with rich content, media, voice or messaging.
	Lync Office 365	Engage in real-time reviews and idea development based on availability, without borders.
Smart Connected Devices	Windows Embedded	User interface for collecting feedback and ideas within the context of the device, whenever and wherever the device is used
Natural User Interfaces	Windows 8 Kinect for Windows	The ability to capture ideas with video, voice, and navigate them using touch-free gestures and speech.
Scalable, Secure, Adaptable Infrastructure	Office 365 Windows Azure	High availability, high performance public accessibility to idea communities, innovation process management solutions and associated applications.

Getting Started: Transforming the Enterprise for Innovation

Now is the time to implement existing best practices and to experiment and learn as evolving best practices emerge. This framework can serve as an evolving guidebook to guide your company and provide insights on today's leading practices. Each of the five sections on the sub-processes has specific suggestions to help you take advantage of lessons learned by Microsoft and the Microsoft ecosystem. Here are some high-level steps to follow to get started:

- Garner executive support for your innovation strategy, if this does not already exist.
- Address culture and adoption early. Market the innovation initiative and ensure proper rewards and recognition are put in place.
- Focus on processes, potentially trying out new processes manually before introducing new systems.
- Leverage the existing collaborative technologies you have in place, including Microsoft SharePoint among others. Then, augment those technologies with complementary solutions to enable an integrated platform. The Innovation Process Management Solution Accelerator is a great place to start.
- Focus on adoption. Get things started by providing directions and samples, and ensure continued use by providing visibility to process. Celebrate successes and reward those involved publicly.

Perhaps the biggest thing to remember, though, is that implementing new processes, culture, and technology requires work. Consider this a business transformation as opposed to a technology implementation. You must recognize the importance of managing change. "*Companies fail by going to technology first for innovation. This is a transformation, not just a technology*," cautions Dermot Brannock, Pcubed. This is a strategic initiative that needs to be properly resourced. Kris Athey of Quantum PM explains, "*The myth is that an innovation program is free. It has to be treated as an initiative. Peoples' time is not free, you have to give them an environment that they can absorb and provide information in a way that is efficient, beneficial, and focused*."

Microsoft Partner Solutions Enabling Innovation Management

Microsoft's partners also provide solutions to support one or more subprocesses of the Innovation Management Framework.

The following partners leverage Microsoft technology to enable innovation management:

NewsGator

Website: www.newsgator.com/products-and-solutions/solutions/innovation

Contact: eadams@newsgator.com

Headquarters: Denver, CO, USA

NewsGator improves productivity and employee engagement through advanced social computing capabilities. Since 2004, their solutions enable world-class organizations to meet the growing demands for social tools within the enterprise. Millions of users from organizations around the world depend on NewsGator to drive innovation, discover untapped expertise, and energize business processes.

NewsGator delivers advanced social business solutions that are compatible with SharePoint, Windows 8, SQL, Azure, Windows Phone 7, Lync, Office 365, and Dynamics, and is a Microsoft Gold Certified partner.

Social Sites for Innovation Solution

Innovation is much more than R&D. Give your employees, customers, and partners a voice. Use NewsGator's Social Sites for Innovation Solution to crowdsource ideas and turn them into real, actionable competitive advantages. Be a market leader >

- ENGAGE, EVOLVE, and EVALUATE – Capture and maintain a strong pipeline of ideas, categorize those ideas in more digestible groups, screen and validate the concepts with subject matter experts, and prioritize ideas for the next phase of the innovation process.
- Cultivate an innovation-based culture by incenting participation at every level of the organization. Employees build a sense of pride and ownership when they are given the ability to propose new ideas and then recognized when those ideas are deemed worthwhile in the eyes of their peers.
- Increase the individual productivity of your employees by engaging more knowledge workers and experts around the globe to crowdsource new ways of getting work done.
- EVALUATE & EXECUTE – Expedite the planning and time-to-market process to commercialize ideas and capitalize on every idea's revenue potential. Agility is a key ingredient in any company's recipe for success!
- Protect your Intellectual Property through extensive compliance and e-discovery capabilities. Safeguarding your IP from the competition is a crucial step for every business to not only succeed, but to survive.

The Social Sites for Innovation Solution leverages NewsGator's years of research and expertise to solve real business problems by addressing specific innovation use cases and business processes. They have you in mind and their solutions are built to provide you with immediate value.

Visit their website for customer success stories >>
http://www.newsgator.com/success-stories

PTC

Website: www.ptc.com

Contact:

Headquarters: Needham, MA, USA

Windchill PPMLink is uniquely designed to meet the Program Portfolio Management (PPM) needs of discrete manufacturers. Because it's integrated directly with Windchill, program teams get transparent access to accurate product data, without compromising the 'single source of engineering truth' provided by Product Data Management (PDM).

- Measure development programs against defined business strategies
- Control product development with configurable stage- and gate-style processes
- Define and aggregate technical, program and financial metrics across portfolios
- Fully integrated with Microsoft Project Server and Microsoft SharePoint Server
- Integrated with PTC's product development solutions

Windchill SocialLink combines social computing with rich product content from Windchill, an enterprise PLM solution, to build powerful communities of innovators. Built upon Microsoft SharePoint 2010, Windchill SocialLink creates a compelling place where product teams engage within product and practice communities. By leveraging the collective knowledge throughout the enterprise, you'll see faster, more effective decision-making.

- Create product and practice communities that capture and foster collaboration across the product development organization
- Organize information based on product content from Windchill, improving relevance for community members
- Enable the discovery of content and expertise within communities that are aligned by common professional interest
- Create an engaging user experience that's accessible via an embedded Windchill toolbar, a stand-alone desktop client, and a traditional web-based portal
- Deliver the right content to the right stakeholders in the right context

Windchill PPMLink supports the Evolve, Evaluate, and Execute subprocesses and is based on SharePoint Server 2010, Project Server 2010.

Windchill SocialLink supports the Envision and Engage subprocesses and is based on SharePoint Server 2010.

QuantumPM

Website: www.qpmusa.com

Contact: ggratny@quantumpm.com

Headquarters: Englewood, CO, USA

Innovation Director gives companies a competitive advantage by giving them a repeatable, sustainable tool and process to inspire, capture and convert ideas to new and or better products and services. This easy to use, comprehensive, full life-cycle solution helps companies harness the intellectual resources of the people that know their business the best, their employees. Our innovation life-cycle takes a business problem or opportunity and provides workflows to Envision a concept, Engage others through a challenge, Evolve ideas to solutions, Evaluate solutions against strategic business goals and finally Execute to create new products.

Innovation Director provides the framework to support the paradigm of "creativity for business excellence" and facilitates the integration of innovation into the corporate culture. This design allows managers to target a defined audience or "HUB" and pose specific problem statements or focus points (called "Challenges"). A Challenge Leader RUNS the Challenge, defines the life-cycle of the Challenge and controls the life-cycle stage for each idea submitted within the Challenge. The targeted social community or HUB members are encouraged to submit ideas and elaborate on each submitted idea through online discussion. The social community then rates, ranks and reviews each idea which completes the public portion of a Challenge life-cycle. This unique approach enables proactive management of each Challenge and enables the company to encourage and reward participation. Once ideas move past the socialization stage, there is an optional Review Team function designed to bridge the gap between social popularity and business objectives.

Early on we understood that it was not enough to support an innovation collection and socialization mechanism. A tool relevant to business needs must move beyond social selection to true business management processes in an efficient and integrated manner. Innovation Director was built on the Microsoft SharePoint 2010 platform which is one of the fastest growing collaboration platforms in companies today. This enables Innovation Director adoptees to exploit their current investment and software functionality. To complete the lifecycle for our Innovation management tool, we also utilized Microsoft's Project Server 2010. Project Server, an optional function, represents the rigor and governance needed to manage the ideas once they have been promoted to projects for execution and implementation.

Innovation Director is based on the proven Microsoft Innovation Process Management (IPM) solution and is the culmination of years of experience working with companies to understand their needs and the organizational and cultural hurdles creating barriers to an "innovative" culture. Features and functionality have been added, extended and distilled to provide the simplest and most intuitive capabilities to support best-practice in the field.
In conclusion, effective innovation in business requires a corporate culture that embraces it. Innovation Director is helping companies define and build that culture through its embedded paradigms and its potential to become an invaluable cross-enterprise resource and the model of cross-enterprise collaboration.

Siemens PLM Software

Website: www.siemens.com/plm

SIEMENS

Contact: info.plm@siemens.com

Headquarters: Plano, TX, USA

Siemens PLM Software is a leading global provider of Product Lifecycle Management (PLM) Software. Since 1994, its alliance with Microsoft has provided PLM solutions that enable organizations to make smarter decisions, leading to better products. Companies acquire a PLM application combined with an interoperable and scalable IT foundation to help achieve goals quickly and cost effectively.

Companies using Siemens PLM Software's NX or Solid Edge to develop 3D computer aided design (CAD) models can easily embed and share CAD-neutral JT versions via Microsoft Office applications, which can simplify PLM processes; lower training costs, and improves productivity.   Both Teamcenter and SolidEdge SP interoperate with Microsoft SharePoint and SQL Server ensuring a 'single source of the truth' throughout a product's lifecycle. It eliminates information silos and both internal and external teams have single, current version of the product and process knowledge.

Extending Teamcenter through Microsoft SharePoint connects people, processes, and information around the clock from any location.   SQL Server provides a streamlined and secure platform for Teamcenter deployments, which enables companies to manage global resources, meet challenges, and align products to customer needs.

Interoperability between Windows Server, SQL Server and Teamcenter allows for quick deployments, saving time and resources.   It only requires investment in best-in-breed products, leveraging existing investments and giving agility to easily integrate new capabilities as IT needs evolve.

Sopheon Corporation

Website: www.sopheon.com

Contact: info@sopheon.com

Headquarters: Minneapolis, MN, USA

End-to-End Enterprise Innovation Performance

Sopheon is a global supplier of end-to-end solutions for Enterprise Innovation Performance, providing best-in-class software, domain expertise, and best practice that enable companies to improve innovation and new product development performance for sustainable, profitable revenue growth.

Sopheon's Accolade® solution provides unique, fully-integrated processes for the entire innovation management and new product development lifecycle:

- Accolade Innovation Planner™ provides the means to fully connect and align top-down and bottom-up strategic plans across the enterprise, positioning companies to achieve short and long-term objectives.
- Accolade Vision Strategist™ automates roadmapping to develop interlinked long-range market, product and technology roadmaps, for defining and managing plans for future products and technologies.
- Accolade Idea Lab™ assists organizations in generating, selecting and developing winning innovation and NPD initiatives through the idea and concept development process.
- Accolade Process Manager™ enables organizations to define, manage, and align their product innovation efforts, ensuring that the right new products get to market cost-effectively and on time. Process Manager automates many process methodologies, including Stage-Gate®, Agile, PACE®, DoD 5000 modeling, Lean Six Sigma, phase-gate, DFSS and others.
- Accolade Portfolio Center™ provides the means to better assess innovation and product portfolios for balance, optimization, maximizing the value of portfolios, resource management, and alignment with business and market strategies.
- Accolade Mobile enables users to participate in their organization's innovation process in a way that is familiar and intuitive for improved communication and collaboration among team members and faster delivery of actionable information in support of decision-making.

Microsoft Implementation Partners Enabling Innovation

Microsoft's partners provide consulting and implementation services to help companies transform their businesses and adopt the Innovation Management Framework. The following partners provide services leveraging Microsoft technology to enable innovation management:

Avanade

Website: www.avanade.com

Contact: www.avanade.com/en-us/pages/contact.aspx, info@avanade.com

Headquarters: Seattle, WA, USA

Unleash the Power of Innovation.

Ideas are the lifeblood of business. Innovation Process Management Solutions from Avanade empowers your people with social computing to create brilliant new ideas —and turn inspiration into tangible, manageable results. How adept is your organization at the process of transforming ideas into innovation? Learn how Avanade helps customers enable and manage innovation with a proven strategy to drive ideation, integrate best practices for change enablement.

Why Avanade - With more SharePoint professionals than any other solution provider, nobody matches Avanade's experience implementing and integrating critical enterprise technologies. Innovation Process Management solutions are based on scalable, industry-leading SharePoint technologies. We offer solutions spanning on-premises, hosted SaaS, and hybrid, as well as a multitude of cost effective engagement models.

We answer these tough questions:
- How will ideas be generated and captured?
- What is the process for evaluating, evolving, delivering and executing ideas?
- How will my organization engage and incent participants?
- How should I manage the governance, IP, and legal implications of innovation?
- How do I maximize user experience and eliminate any barriers to adoption?
- How can I ensure that innovation and social computing programs are successful?

Controlled crowdsourcing **-** Avanade Innovation Process Management helps you to unlock domain knowledge across your organization with a strategic approach to social computing that harnesses the organic creativity of your workforce. You will be able to better manage innovation end-to-end and realize sustainable success through proven processes with measurable analytics and demonstrable ROI.

Become a nimble organization - Accelerate cycle times for ideation when creating new products and services and foster efficiency with innovation that strengthens internal business processes. Build a competitive advantage into your business by making it more nimble and adaptive to unpredictable market forces.

Achieving business objectives - Avanade Innovation Process Management helps you to plan strategically and adapt proactively. By combining our IT know-how as the largest Microsoft-dedicated solutions provider with our global consulting experience, Avanade is the clear choice for enabling new innovation initiatives that achieve your business priorities.

Capgemini

Website: www.us.capgemini.com/services-and-solutions/technology/microsoft/solutions/innovation-as-a-managed-service/

Contact:

Headquarters: Paris, France with US headquarters in New York, NY, USA

Capgemini's Innovation as a Managed Service offering supports the complete innovation lifecycle. It brings together all the necessary tools, techniques and expertise as well as a flexible utility based commercial model.

The Capgemini approach is well aligned to Microsoft's methodology:

- Envision: Digital transformation and innovation strategy development
- Engage: Ideation leveraging the Microsoft SharePoint 2010 platform and Spigit for SharePoint assets. Complemented by Capgemini's Accelerated Solution Environments for facilitated innovation events.
- Evolve: Subject matter expertise to support concept development in the form of Design, Business Case development and Technology Architecture. Supported and orchestrated by SharePoint 2010.
- Evaluate: Portfolio management development, aligned to the Innovation strategy allows for portfolio optimization leveraging Project Server 2010.
- Execute: Organizational change management expertise to assure innovations are absorbed into the culture, dashboards to assure ongoing success of the innovation program, and project management to orchestrate implementation.

Target markets include Life Sciences, Consumer Goods, Retail, High Tech, Telecommunications and Government Sector.

Pcubed

Website: www.pcubed.com

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Headquarters: London, UK. Pcubed has regional headquarters in Ann Arbor, New York, London, Singapore and Sydney

Pcubed's service line offering is "Innovation and Portfolio Management (IPM)." Our current target markets are manufacturing, telecommunications, oil and gas, financial services, healthcare, and the hi-tech sectors. Our IPM service creates an environment that fosters the flow of creative ideas across an organization while providing a structure to collect and evaluate investment ideas. Our approach is an integrated management discipline that can be applied to all forms of innovation. We address the most difficult part of the innovation and investment equation - that is not "What?" but "How To?"

As part of our IPM services, our initial approach is an envisioning stage where we assess the organization's innovation and portfolio awareness and intent. Here we use our strategic innovation framework assessment toolkit to understand the company's current capabilities. We then engage the leadership team and key stakeholders as we jointly develop an innovation and portfolio roadmap that will be accepted and approved by stakeholders and the community. Engagement is the most important part of delivery as we need to get buy-in from the leadership team and the key stakeholders. We then deploy the IPM process and it evolves as we customize and tailor the process to meet the organization's needs. We coach and mentor to build the evaluation through our analytical hierarchy process (AHP) on selecting the portfolio of ideas for investments. We normally conduct a proof of concept demonstrating the workings before going for a roll-out. This is then supported by our execution capability. The whole deployment is supported by specialist workshops, training and "surgery" sessions.

Pcubed's IPM service delivery capabilities are enabled by Microsoft's integrated technology solutions, built on the proven SharePoint® Server 2010 and Project Server® 2010 enterprise management and collaboration foundation. Additionally, Microsoft, Pcubed and PTC have partnered to provide unique features through the integration of PTC's PPMLink® solution.

Planning and implementing our integrated IPM approach helps address the end-to-end IPM lifecycle; providing short-term results and benefits while creating an environment for sustained innovation-driven business improvements. Adopting Pcubed's IPM process framework enables the following capabilities for organizations:

- Maintain or capture industry leadership positions
- Accelerate adoption of systematic approach to new business creation and commercialization
- Reduce lifecycle for major innovation investments by 25-33% or greater
- Increase revenue contribution to lines of business by a factor of 2 to 3 times
- Improve the bottom line by pursuing higher margin innovation investments
- Implement Business Improvement Programs (BIP) and Innovation Product Programs simultaneously
- Accelerate and streamline work of interdependent teams
- Increase efficiency and throughput across the organization

UMT

Website: www.umt.com

Contact: marketing@umt.com

Headquarters: New York, NY, USA

For over two decades UMT has released innovative products and services that have transformed the project and portfolio management (PPM) industry to help customers generate great ideas and select and deliver project portfolios that best align with strategic priorities and maximize ROI.

UMT has gained unparalleled understanding of customer needs by forming enduring relationships with Global 1000 organizations across a variety of industries. In addition to our consulting expertise, UMT has become recognized for building software products that extend the Microsoft SharePoint and Project platform. In 2006, Microsoft acquired UMT Portfolio Manager to add best practice portfolio analytics to the EPM solution. The acquired demand management, portfolio optimization and capacity planning capabilities were subsequently integrated into Project Server 2010 and 2013 to provide customers with a comprehensive PPM solution. Today these advanced portfolio optimization capabilities feature in the Evaluate phase in Microsoft's Innovation Process Management (IPM) solution.

UMT has worked with many customers to design and implement an end-to-end Innovation Management Framework built on Microsoft SharePoint Server and Microsoft Project Server. UMT strongly believes that just deploying a digital suggestion box is only the start of your Innovation Management journey and organizations have to adopt all 5 E's (e.g. Envision, Engage, Evolve, Evaluate, Execute) to effectively gather, socialize, triage, execute and measure results from their innovation portfolio.

UMT also offers UMT 360 an Integrated Portfolio Management solution that extends the Microsoft Innovation Process Management solution to provide business planning and financial management capabilities across the lifecycle.

With UMT 360 you can:

- Design and deploy workflows that control the idea from initiation to completion
- Build cost and benefit analysis to evaluate each idea
- Track financial performance during project execution
- Establish a benefits realization framework to measure results
- Integrate with ERP systems to maintain financial data integrity throughout the lifecycle

For More Information on Microsoft's Innovation Management Framework

To learn more about how Innovation Management principles can be applied to your business, please contact your Microsoft representative or email us at innmgt@microsoft.com.

Acknowledgements

This whitepaper would not have been possible without the insights, practices and ongoing support provided by Magnus Karlsson of Ericsson. I wish to also thank David Frazee of 3M, Braden Kelley of Business Strategy Innovation, Adi Alon of Accenture, and Professor Karl Ulrich, Vice Dean for Innovation at the Wharton School for sharing their experiences, and indeed the many early adopters and ongoing clients of the framework at Wolters Kluwer, Boeing Defense Systems, United Healthcare, Merck, Western Water, SKF, Estee Lauder and countless others.

The commercial success of this framework was entirely dependent on the hard work of Microsoft's partners, in particular Kris Athey of QuantumPM, whose development expertise and client experiences significant shaped the final solution, Dermot Brannock and Dr. Shan Rajegopal of Pcubed who contributed portfolio disciplines and management methods, Jeff Cohen of Avanade and Joe Boggio of CapGemini, Paul Heller and the team at Sopheon, and Mark Fields of PTC.

A special thanks to my former colleagues at Microsoft; specifically Ben Chamberlain of UMT, who, was instrumental in co-developing the framework and first solution versions back in 2006, and Joe Boggio of CapGemini, who lead the initial go-to-market efforts and shaped the CxO story and Don Richardson of Collaborate2Innovate Inc. who launched and successfully championed the original Innovation Management program such that it has become part of our DNA.

Furthermore, the dedication, commitment and thought leadership provided by Microsoft's internal Innovation Hub owners has been invaluable and played a key role in the ongoing design of the framework and evolution of Innovation Hub solution.

Finally my thanks to Jim Brown of Tech-Clarity for his insights and ability to bring everything together in a cohesive and elegant matter.

Many thanks,

Simon Floyd
Director, Innovation and Product Lifecycle Solution Strategy
Worldwide Manufacturing & Resources Sector, Enterprise & Partner Group
Microsoft

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