Leading U.S. Healthcare Company Launches

Enterprise-Wide Innovation to Benefit Members

The Company:
A Fortune 35 U.S. healthcare company.

The Goal:
Foster continued innovation across the company using Imaginatik's Innovation Central as its enterprise crowdsourcing platform.

The Results:
Forty-eight percent of the ideas generated have been or will be implemented in 2012.

The U.S. healthcare industry is under constant pressure to deliver programs and services better, faster and at the lowest possible cost. For this reason, innovation has always been a guiding principle at this organization, setting it apart from the competition.

Expanding Innovation across the Enterprise

In 2010, the company selected Imaginatik's Innovation Central to further embed innovation in the company. Innovation Central is an enterprise-scale platform that offers the industry's most robust social mining, decision making, and results tracking technologies to identify and continually engage participants, find and enhance top concepts, and easily manage innovation projects.

"Our executive team and employees know that to be #1 in this industry, we have to maintain our competitive edge and always look for better ways to add value for our members and clients. Innovation Central is a great tool to help us maintain that edge."

- Crowdsourcing Architect

Innovation Central was rolled out at this organization in the first quarter of 2011. The organization's Crowdsourcing Architect (CA) was responsible for all aspects of the tool including planning, execution, and analysis of all crowdsourcing events, as well as generating employee participation across the company. As part of the roll-out, the CA developed and executed a marketing plan to promote the tool to senior management and secure employee buy-in and acceptance of Innovation Central. The plan included delivering presentations at departmental staff meetings and town halls, setting up an Innovation

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mailbox and SharePoint® site, publishing articles in the company newsletter, creating online training, delivering internal "success story" broadcasts, demos and providing e-mail updates promoting results and new capabilities. In addition, the CA created an Annual Report distributed to the company's top executives.

By the end of 2011, the company had executed 30 events resulting in more than 3,000 unique participants and 2,800 ideas. From strategic planning to process improvement to visualization events, employee sponsors and participants came from all parts of the organization. Specific examples of events included improving the efficiency and effectiveness of the proposal-writing process, enabling a subsidiary to better collaborate and share best practices with the field, and ensuring stakeholder alignment on the rollout of a new technology designed to simplify a key stakeholder's experience with the organization.

Breakthrough Results

The company has experienced several breakthrough successes. First, Event Sponsors plan to implement 48 percent of the ideas generated via Innovation Central by the end of 2012. And, compared with industry benchmark metrics, they have a 94 percent higher collaboration rate (defined as the percentage of ideas that are submitted and have comments associated with them), 126 percent more contributions per contributor, and 140 percent more contributions per event. When an event starts, the CA works with the sponsor to be sure he/she knows the results realized with previous like-kind events to create some friendly competition and encourage continued high participation. The result: the high number of contributions per event, combined with a high collaboration rate, led to a far richer dialogue and significantly more impactful results.

"When it comes to brainstorming, Innovation Central levels the playing field," commented one event sponsor. "I have been through a number of traditional brainstorming sessions in my career and sometimes, you have a situation where one or two people dominate the discussions. With Imaginatik, everyone is on equal footing because you can respond anytime, anywhere. As a result, some of our best ideas came from unexpected sources. This company has many employees who continually think about ways to improve the business and Innovation Central is the perfect tool to unleash that natural curiosity and creativity."

The organization actively uses Innovation Central's Push-pin, Kudos and Look Who's Talking features, all of which continue to encourage high collaboration rates.

The Vision for Future Innovation

Innovation Central has been adopted across the enterprise as a valuable, proven means to solve complex, critical business problems. Sponsors have run multiple events and employee contribution is extremely high. Since implementation in 2011, innovation events have been focused at the business unit-level and access to events has been time-bound with only internal employees participating. In 2012 and beyond, the organization plans to expand its innovation strategy to conduct enterprise-level events that are "always on," creating communities and inviting both internal and external participants including clients, invited members, and vendors. The organization will also expand its focus on metrics from tracking event and participation statistics to managing a pipeline and tracking ROI at the idea level. A Rewards Program which will regularly recognize top contributors and high-ROI ideas implemented is also under consideration.

"Our executive team and employees know that to be #1 in this industry, we have to maintain our competitive edge and always look for better ways to add value for our members and clients," said the company's CA. "Innovation Central is a great tool to help us maintain that edge."