



Innovation 2.0

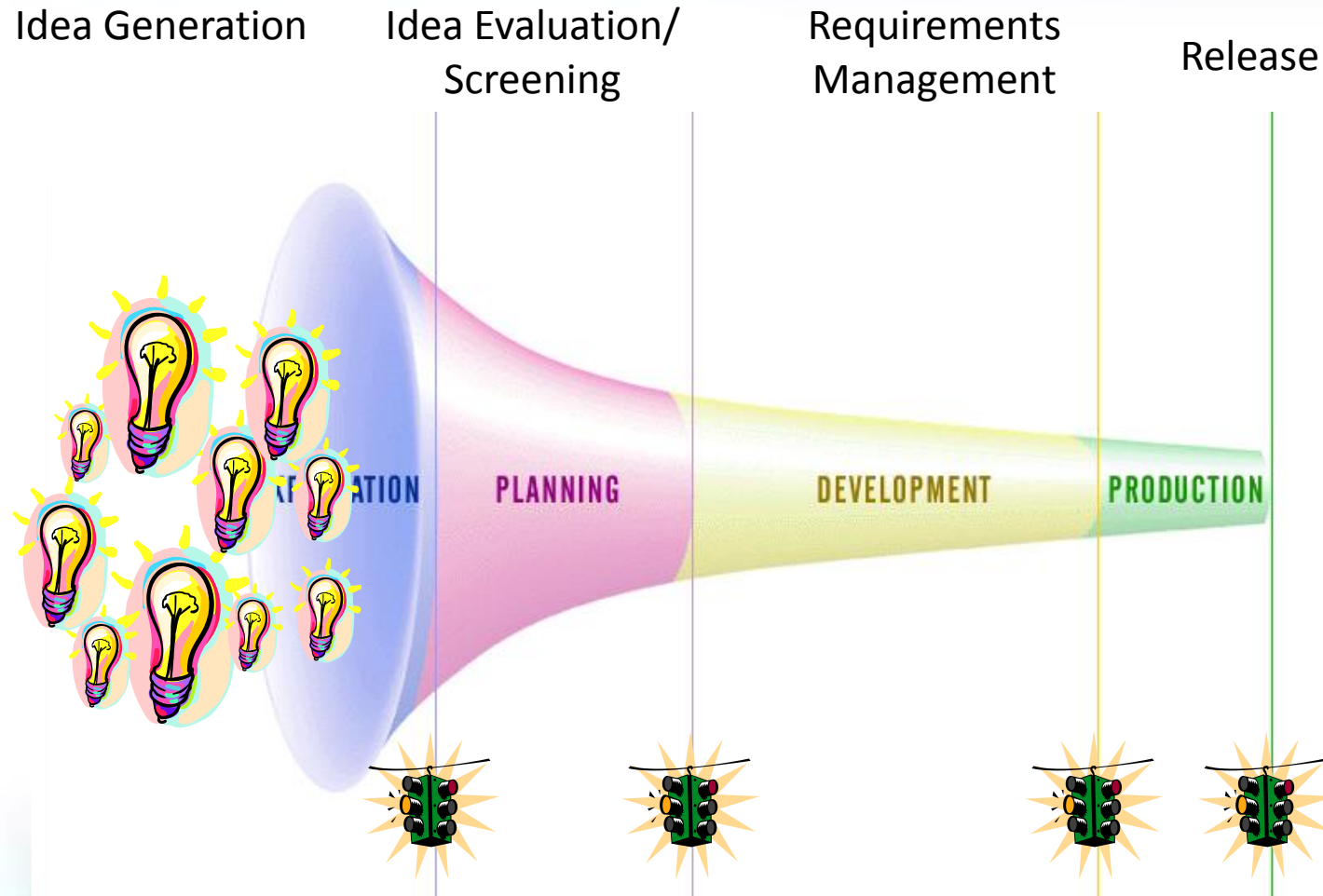
Connecting the Wisdom of Crowds to
Product Requirements

Dave Angelow

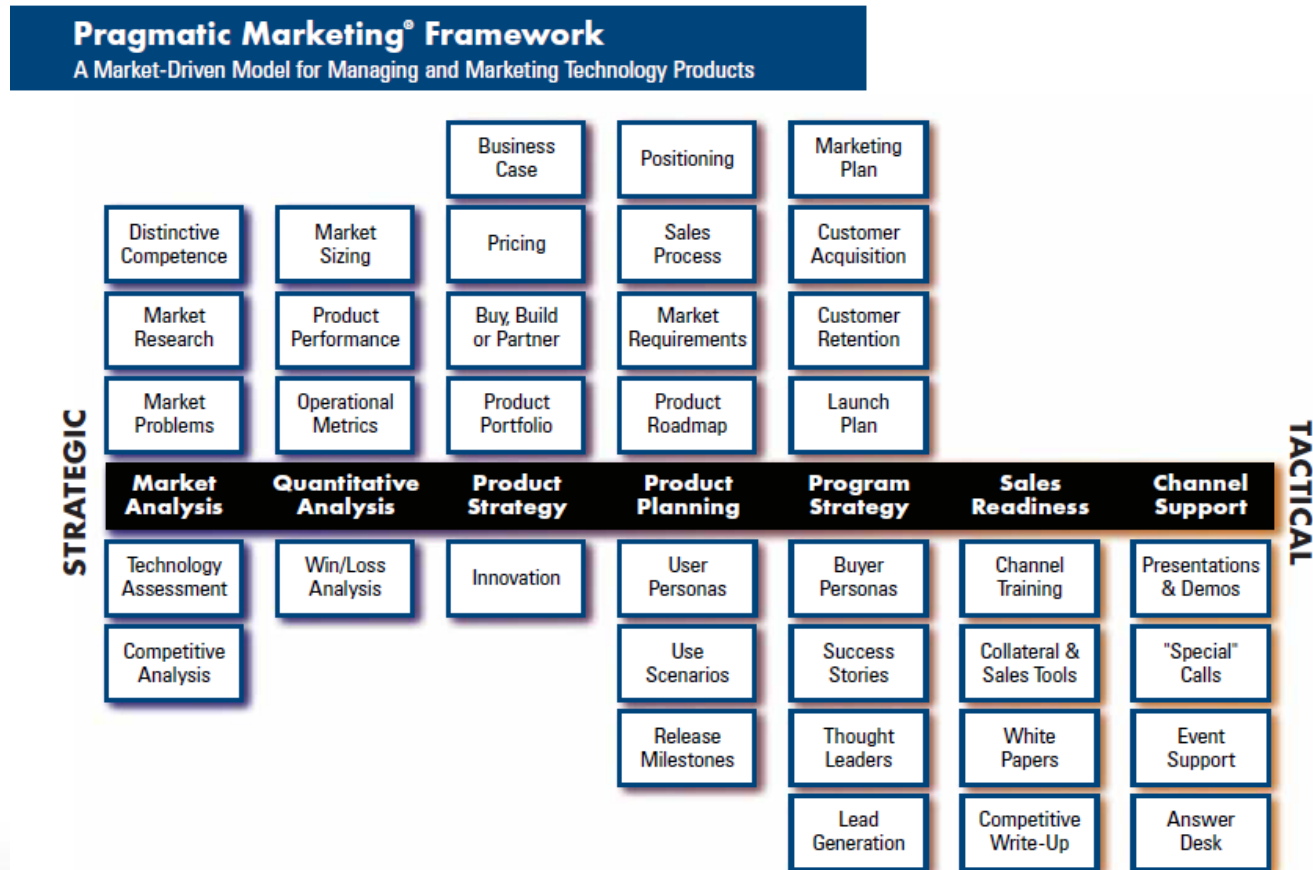
Business Situation

- The Challenge
 - Continue to release innovative new products that customers want faster than your competitors
- Product Manager Impact
 - Continued pressure to do more with less time
- Question
 - What tools or processes can help improve innovation without requiring time?

Core Innovation Processes



Innovation is Strategic PM function



Key innovation enablers

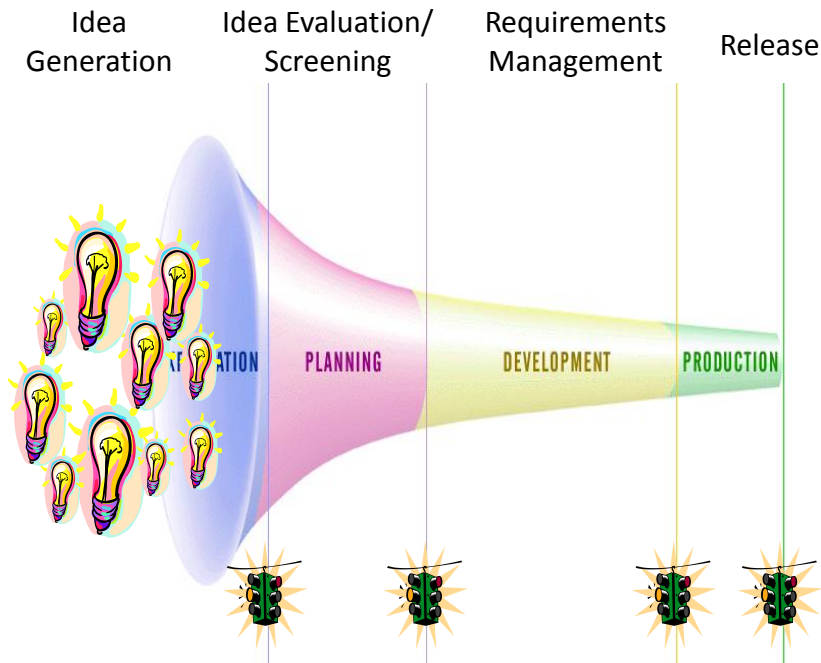
Traditional Innovation

- Idea generation within small pockets – R&D, Marketing Research, etc.
- Limited feedback or validation of ideas from the market – ad hoc idea screening
- Prioritization of requirements performed by limited few - limited by time-zone and geographic boundaries

Innovation 2.0

- Crowd sourcing and global idea generation – internal and external
- Market generated content is primary source for ideas - user submit ideas as well as vote/rank importance
- Requirements shared globally for review and prioritization = participation from employees, suppliers, and customers

Idea Generation



- Engaging your customer and the marketplace to gain ideas and new insights leveraging the “Wisdom of Crowds”
 - Gain insight from Internal as well as external crowds (EmployeeStorm)
- Use Web 2.0 tools to manage inputs
- Engaging the market at large is not easy
 - Culling ideas requires knowledge and expertise, it’s challenging to automate
 - Ranking and prioritizing inputs – not all have equal value or feasibility
 - To continue on-going contributions incentives and rewards may be needed – Cisco iPrize \$250,000 award, Threadless \$2500/weekly prize

Ideastorm - Mozilla Firefox

File Edit View History Bookmarks Yahoo! Tools Help

http://www.ideastorm.com/ideaList?cat=IdeaStorm&lsi=3

strategy2act.com Customer Satisfaction... FitDay Free Calorie C... Baldrige National Quali... Fonts and the Web Mp 8 Essential Free Social... TFI What Happens When ...

DELL SHOP SUPPORT PARTICIPATE

Keyword Search

Community » IdeaStorm » IdeaStorm


PRINT SHARE

IdeaStorm


Community Home

IdeaStorm


- All
- Accessories (Keyboards, etc.)
- Advertising and Marketing
- Broadband and Mobility
- Dell
- Dell Community
- Dell Web Site
- Desktops
- Desktops and Laptops
- Digital Nomads
- Dimension products
- Education
- Enterprise
- Environment
- Gaming
- IdeaStorm
- Inspiron products
- Laptop Power
- Laptops
- Latitude products




POST
your idea for Dell products or services >



PROMOTE
interesting ideas you want to see >



DISCUSS
with Dell and other users >



SEE
what we are planning to develop >

Sort By: Popular Ideas Recent Ideas **Top Ideas** Comments

11280

Promote

Demote

The Clutter Is Forming: We Need A Moderator

By googideas, Feb 17, 2007

Approximately 48 hours into its life, and Ideastorm is filling up with repetition and senseless comments. Since moderation cannot be exercised by the participants a moderator a la Dell Employee must put up her hand. Or his hand. We aren't picky!

One: Repeating the same ideas from earlier posts is a pain to the reader and a waste of space and time. These should be removed.

Two: Suggestions which are without applicability to the issues at hand should be removed: one post states that "Dell should set up Dell Pay to compete with Paypal." Sigh. Why?

For what unique purpose? Dell's business is not online payments, in the same way Apple's is not selling music (they sell music at a loss to sell iPods at a gain). There is no benefit to Dell and it meets no need.

Since this format is experimental and fully funded by Dell, I encourage Dell to cut the wheat from the chafe and remove as much as they see fit. For all of the "I have rights" and "freedom of speech" advocates, you don't. This is a

Already a member?
Sign in.


Username:

Password:

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IdeaStorm Video



General Stats

The Dell Community has:

- Contributed 11,085 ideas
- Promoted 645,233 times
- Posted 84,113 comments

Now: Sunny, 75° F Thu: 77° F Fri: 79° F Sat: 66° F Sun: 56° F Mon: 59° F Tue: 66° F Wed: 71° F Thu: 73° F

Top Idea and expectation is Help to Moderate the forum

Threadless graphic t-shirt designs; cool & funny t-shirts weekly! Tees designed by the community. - Mozilla Firefox

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http://www.threadless.com/

strategy2act.com Customer Satisfaction... FitDay Free Calorie C... Baldridge National Quali... Fonts and the Web Mp 8 Essential Free Social... TFI What Happens When ...

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New tees for MONDAY, JANUARY 19





 \$18 [Brain Design](#) by Erin Jessica King

 \$18 [Frog Design](#) by Tang Van Hoang

 \$18 [Puppets Design](#) by Omar Aschmann

 \$18 [Milk and Cookies Design](#) by Michael VanDusen

 \$18 [Black Hole Design](#) by [Name]

SPECIAL NEWS!

THE 2008 BESTEE AWARDS!

Your 20 finalists for the \$20,000 Design Of The Year have been announced and are up for another round of voting! On February 2 we'll announce the winner along with the winners of our additional 11 Bestee categories!

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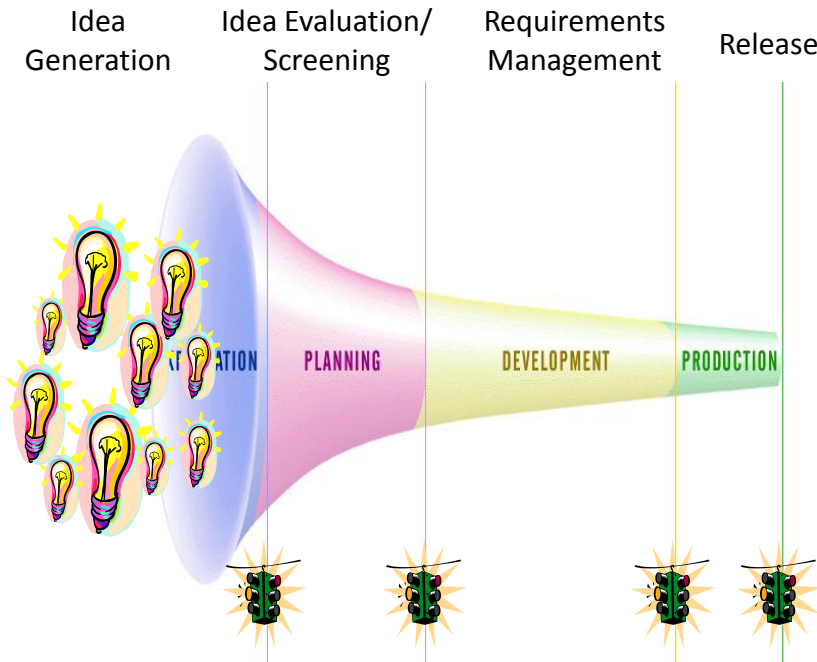
Now: Partly Cloudy, 64° F Fri: 79° F Sat: 61° F Sun: 57° F Mon: 66° F Tue: 71° F Wed: 71° F Thu: 67° F Fri: 54° F

Rewards
for Ideas

Evaluation and Screening

Obtaining ideas from the crowd is one thing – screening ideas for quality creates another challenge

All ideas are not equal,
and voting inputs don't
have the equal weight
*(the CEO gets a greater weight
others with major contributions)*





Communities

Community Dashboard | Announcements | Ideas | Comments | Users | Abuse

Voting & Scoring Fields

Accounts > Pomelo Phone Community > Stages >

My Account | Fields | Stages | **Voting** | Permissions | Emails | Tags

Contributor Rewards

Add new idea

Add new comment

Vote on an idea

Idea score exceeds

Idea score exceeds

Idea score exceeds

Idea Scoring

Frequent Actions

Manage Communities

Manage Users

Manage Ideas

Manage Comments

Manage Tags

Permissions

Setting weighting criteria gives more voting impact to strong contributors

Save

Top ideas selected for screening and disposition

Accept Suggestions - Windows Internet Explorer

https://demo.acceptondemand.com/accept_html/rfe.do?p=main

Accept Suggestions

ACCEPT 360

New Suggestion Help Profile Logout

Select filter: I am a stakeholder, all Group by: No grouping

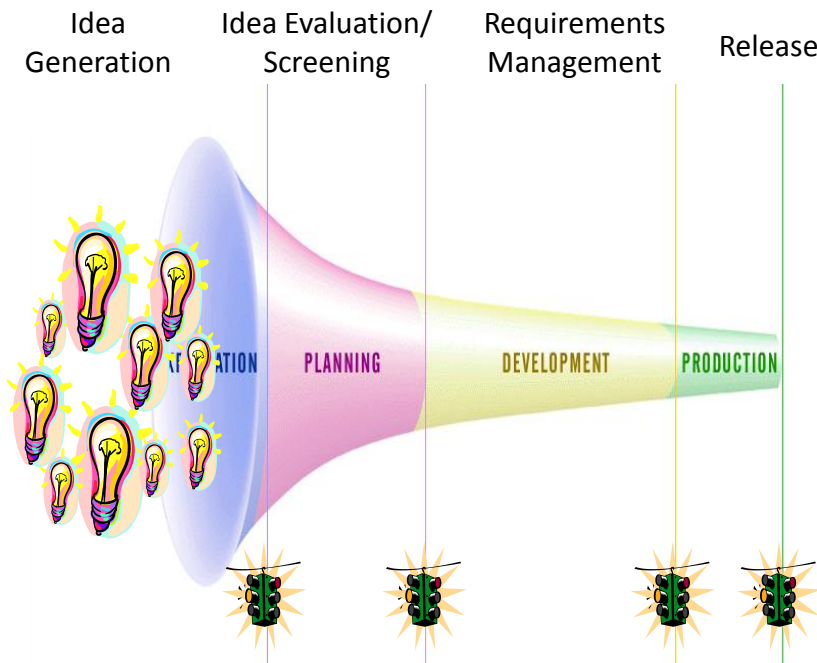
Find: Search entire database Search selected filter

#	Subject	Description	Status	Release	Creation Date	Update Date
1	Ejection seat		Considered for release	Unassigned	Nov 7, 2005	Jan 13, 2006
2	Provide Contact-Company Lookup	Please provide contact-company lookup so that I...	Considered for release	CRM Release 2.1	Apr 28, 2005	Jan 11, 2006
3	Ease-of-use issues with Fred	Fred cannot find the 'any' key [Mike Marfise, M...	Implemented in release	BI Release 3.0	May 12, 2005	May 2, 2006
4	Here is my idea		Considered for release	CRM Release 2.0	Oct 25, 2005	Jan 11, 2006
5	Enhancement Request for WLI, add a new interfac...	Sales Engineers describe that suggestion [Mike...	In process	Unassigned	Dec 8, 2005	May 2, 2006
6	I want a better demo for our customers and pros...		Considered for release	Unassigned	Jan 13, 2006	May 2, 2006
7	Enhancement Request for some addition to the pro...		Planned for release	SCM Release 3.1	Apr 11, 2006	May 2, 2006
8	Provide a standard module for online/email sour...	This module would allow corporate recruiters to...	Considered for release	CRM Release 2.2	Apr 17, 2006	Feb 27, 2006
9	Enhancement request to do XYZ		New	Unassigned	May 19, 2006	May 23, 2006
10	Hot Key	A key combination to turn on auto complete and ...	Considered for release	Unassigned	May 31, 2006	Jan 11, 2006
11	Documentation Change		Considered for release	Unassigned	May 31, 2006	May 2, 2006
12	DT demo		In process	Unassigned	Jun 6, 2006	Jan 11, 2006
13	DT Suggestion		In process	Unassigned	Jun 5, 2006	Jan 11, 2006
14	provide field descriptions inline	roll-over field descriptions makes this harder ...	Considered for release	CRM Release 2.2	Aug 1, 2006	Mar 6, 2006
15	I want a new report		Considered for release	Unassigned	Mar 14, 2006	May 2, 2006
16	Dave's new suggestion		Considered for release	CRM Release 2.2	Aug 7, 2006	Mar 7, 2006
17	Provide Salesforce Integration		Considered for release	CRM Release 2.1	Aug 7, 2006	Jan 11, 2006

Requirements Prioritization

Prioritizing and managing requirements manually doesn't scale – time/geographic restrictions on input (excel-challenged)

Socializing requirements prioritization processes improves decision-making



Requirements Prioritization and Traceability

The screenshot displays the ACCEPT 360 web application interface. It shows a list of requirements on the left and a detailed view of a specific requirement on the right. The detailed view includes a table with columns for Subject, Description, Status, Release, Creation Date, and Update Date.

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Global Account Team Priority

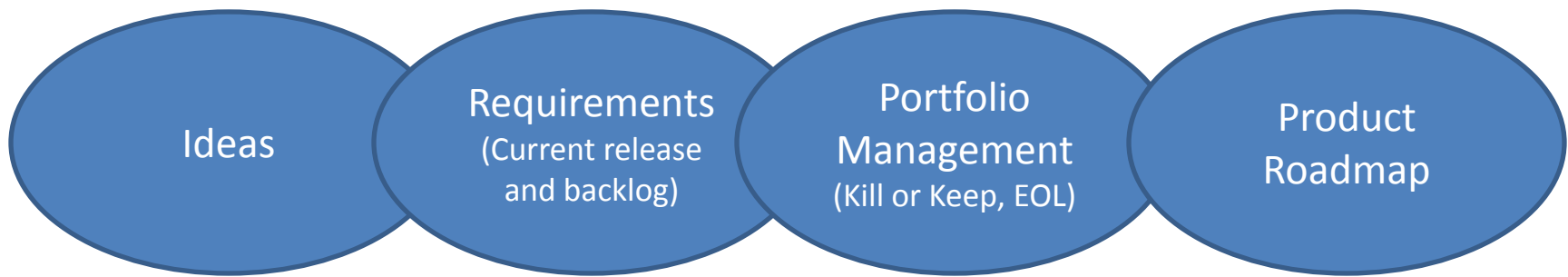
Support Team Priority

Key Strategic Customer Priority

R&D and Strategy Priority

Aggregate inputs
and make release
priority decisions

Downstream Process Connections



New ideas fuel the product development engine, they drive downstream processes like portfolio and roadmaps

Recap

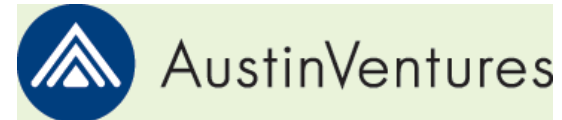
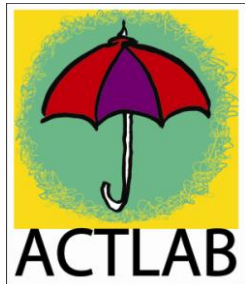
- Tools can help gain insight into customers and markets, but not wholesale replacement
 - Competitive intelligence, Primary and secondary research still required
- Requirements traceability is from idea to product can help reduce complexity
 - Ability to respond to questions about status of specific requirement/feature in a release.
 - Understand the potential impact “who cares” if a feature must be decommitted to meet a release date
- Opportunity to provide existing customers insight into “enhancement requests”

What Next – How to Move Forward

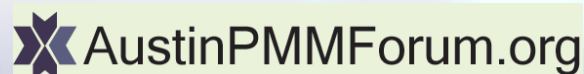
- Review your strategy for customer engagement and social networking tools
 - Blogs are for opinions and dialogue
 - Wikis are for research and knowledge sharing
 - Storms are for Idea and innovation management
- Review your current new product development process – end-to-end
- Identify opportunities for time-compression and define automation needs
- Pilot, refine and roll-out new processes and tools

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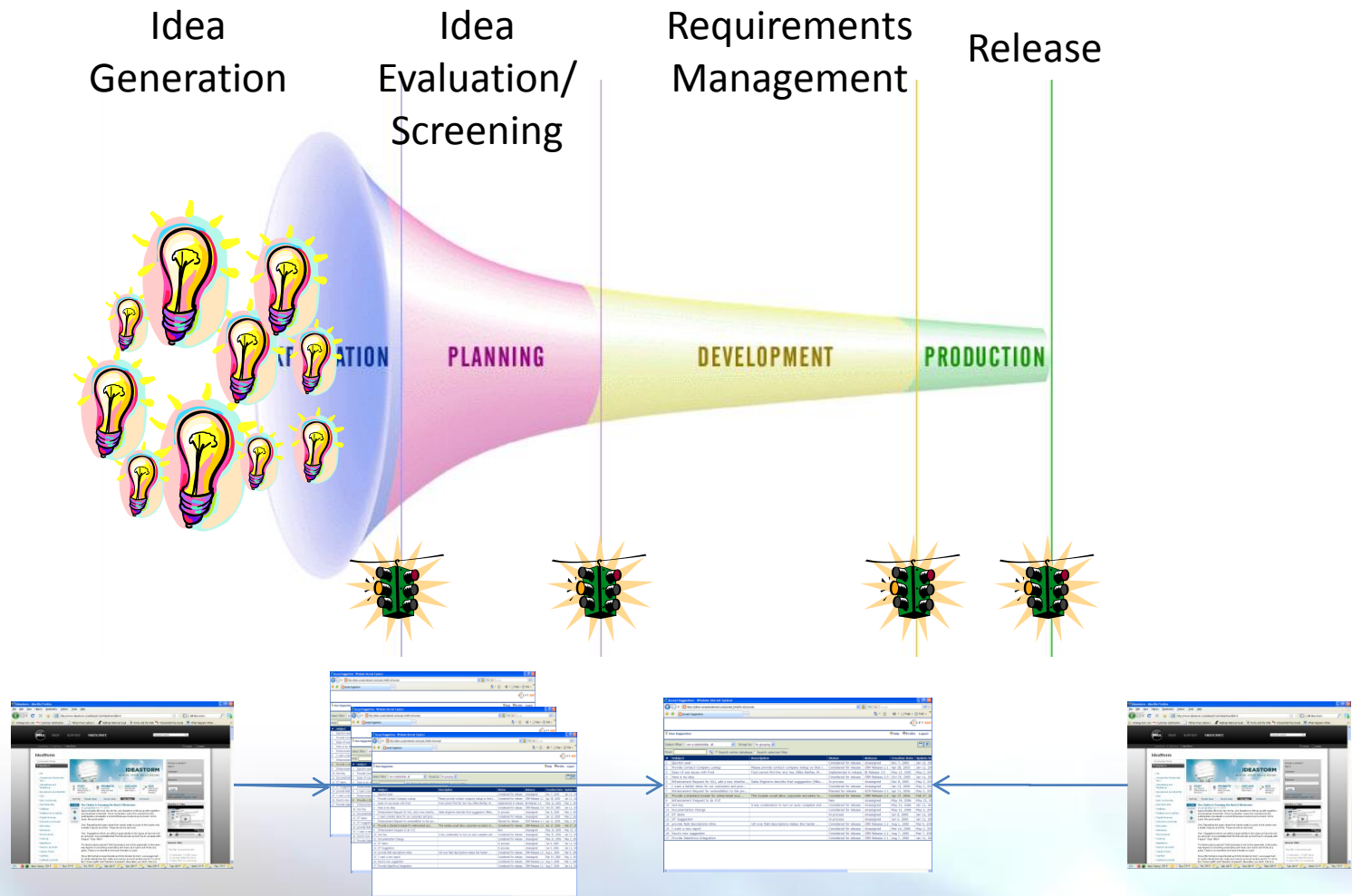


References and more info

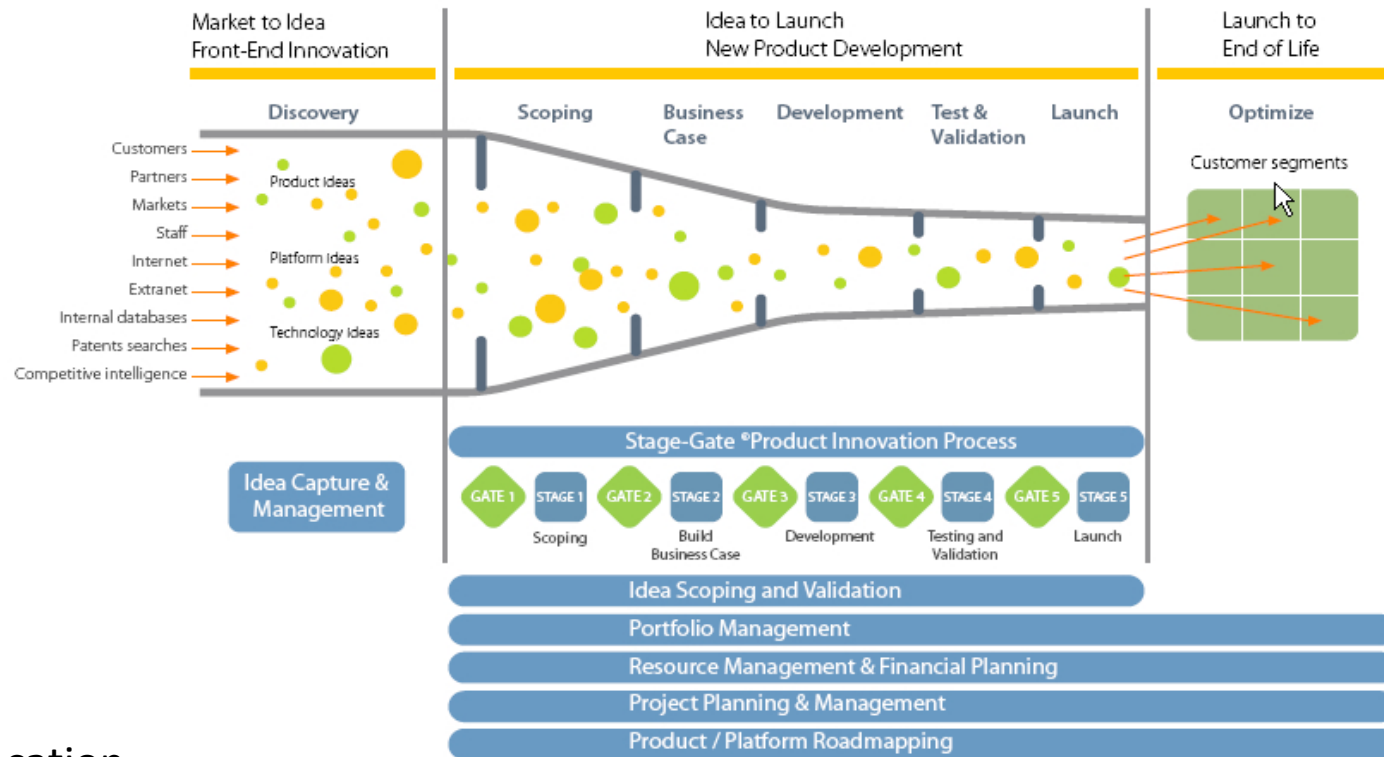
- Books
 - The Wisdom of Crowds - [James Surowiecki](#)
 - Wikinomics: How Mass Collaboration Changes Everything - [Don Tapscott](#)
- Crowdsourcing Success Stories
 - http://app.businessweek.com/UserComments/combo_review?action=getComment&productId=31795&reviewId=274689
 - <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2008/07/20/BUAF11OT6T.DTL>
 - http://www.businessweek.com/innovate/content/jul2006/id20060713_755844.htm
- Tool Providers
 - <http://www.brightidea.com/>
 - <http://www.spigit.com/>
 - <https://www.salesforce.com/products/ideas/>
 - <http://www.acceptsoftware.com/>

BACKUP SLIDES

Core Innovation Processes and Tools



Old vs New Time Allocation



Threadless graphic t-shirt designs; cool & funny t-shirts weekly! Tees designed by the community. - Mozilla Firefox

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New tees for MONDAY, JANUARY 19





 \$18
[Bird Brain](#) by Erin Jessica King

 \$18
[Found Anything Yet?](#) by Tang Van Hoang

 \$18
[The Puppet's Revenge](#) by Omar Aschmann

 \$18
[Freck Milk and ...](#) by Michael Vandelinos Ferreira

 \$18
[Black Hole Escape](#) by ...

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Of the beholder - Mozilla Firefox

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http://www.threadless.com/submission/193990/Of_the_beholder

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threadless ^{Tees} Guys ▾ Girls ▾ Participate ▾ Info ▾

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Of the beholder by [Torakamikaze](#)



TEE DESIGN

5 4 3 2 1 0

I'd buy it...
☐ as a tee!
☐ as a print!

The stats
 In the running for
6 more days
 Submitted on
Jan 22 '09
 Rated by
78 people
 Comments
24 comments
 Final coverage score:
Hidden for now!

SKIP THIS without scoring

Share this design:
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Embed this design to help promote it on your blog and around the web.

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Cisco I-Prize: Home - Cisco Systems - Mozilla Firefox

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http://www.cisco.com/web/solutions/iprize/index.html

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Cisco I-Prize

Your Inspiration. Our Global Resources. A New Billion Dollar Business

Announcing the Winners of the First-ever Cisco I-Prize




German/Russian team wins the Cisco I-Prize
A three-person team wins the Cisco I-Prize with an energy management solution that leverages the network as the platform.

[Learn More](#)

Latest Cisco I-Prize News

- [Fast Forward Blog: Cisco I-Prize Announces its Winner and a Successful Global Collaboration](#) - 2008 Oct 19
- [BusinessWeek: The Next \\$1 Billion Business Idea?](#) - 2008 Oct 14
- [InternetNews: College Student Wins Cisco's \\$250K I-Prize](#) - 2008 Oct 14
- [Network World: Cisco iPrize Goes to Energy-Efficient Power Grid](#) - 2008 Oct 14
- [German/Russian team wins the Cisco I-Prize](#) - 2008 Oct 14

Featured Video



SVP Marthin De Beer announces the Cisco I-Prize Winners
Learn about the Cisco I-Prize competition, the winning entry, and new collaborative innovation models. (02:56 min)

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**Rewards
for Ideas**

Sources of ideas – initial spark

- Dr. Winston Brill of [Winston J. Brill & Associates](#) has found that the majority of ideas that lead to successful product introductions were **initiated through individuals** working primarily by themselves: 43% of ideas occurred while the person was alone, 18% during informal discussions with several people, and just 2% through scheduled group meetings. However initiation only refers to the initial spark of invention, rather than the development of the workable concept

For more information contact

- Dave Angelow
 - dangelow@businessfoundations.net
 - 512 633 1500