How IBM Innovates

Employee Innovation Programs
The Values Jam

- Transform IBM into a values-based management system company, and leverage employees who are the closest to the action
- Not top-down or bottom-up – lack of hierarchy improves employee acceptance of outcomes and resulting action plans
- Sense of immediacy given time-defined nature of event – helps drive change
- Structure provides sense of common purpose, keeps employees/ideas on track

“I walked into our executive committee meeting and said, ‘You guys ought to read every one of these comments, because if you think we’ve got this place plumbed correctly, think again’.”

- Sam Palmisano, Harvard Business Review Interview, December 2004
The jams that followed
The main employee innovation program
Focus on collaboration
No review board for ideas
Innovation Catalysts
Stimulating the community
Executive innovation challenges
Rewarding
ThinkPlace

Visual Brainstorming Tool which analyses voice conversations

By Vito Pettola

Status: 2 - Accepted by a catalyst
Reference number: 90181
Request for ideas: This idea does not address a request for ideas [Update]
Catalyst assignment: Michael K. Kerzendorfer

What would implementing this idea accomplish?
This tool could be a powerful tool in brainstorming, where the team would constantly get new ideas based on the topics they are having a conversation about. It's like having the internet talk back to you and giving hints all the time.

How would it work? How might it be implemented?
Apply IBM's speech-to-text technology to convert voice conversations into text in real time. Then apply search algorithms to find out relevant words, which are tagged e.g. in Dogear. Then visualize the search results into the dynamic mindmap in a real time fashion.

Example: The team is talking about how Web 2.0 should be used in corporate communications. The system picks up "Web 2.0" as a relevant conversation topic and visualizes Web 2.0 as one branch, under which "Twitter" sparks the interest of the team and they start to talk about that. The system now crawls Dogear/web for more information about "twitter", "web 2.0" and "corporate communications" and displays examples of how companies are using Twitter in communications, like for example how Dell is using it successfully. The mind map changes and morphs all the time...

Do it
Here is what others have done:

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Local Innovation Task Forces

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Suomen johtoryhmän innovaatiohahmo

Fazer Aroma ja IBM:n älykkäämpä henkilöstöarviointi


How IBM Innovates

BizTech

- Talent + Innovative projects = Impact
- New ideas needing a prototype or proof points to validate or refine
- Provide assignment 1 day a week for 6-8 months under mentorship of senior business and technical leaders
Have you considered leading a BizTech Teams?  
Take a closer look and you will discover a unique opportunity to share your experience and knowledge, to help integrate the global technical community across the organization, and to mentor future leaders.

Check out the fall 2009 BizTech Teams!  
The fall 2009 BizTech Teams have showcased their final project results and prototypes. You can read about the projects, listen to the Webcasts, attend the live presentation session in Second Life, and collaborate via the Q&A forums.

Looking for a motivator?  
Managers take note! Find out how BizTech can help to motivate your employees.
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Technology Adoption Program (TAP)

INNOVATORS

Jonathan Feinberg
IBM Research
Advisory Software Engineer
Cambridge, MA USA

Supported to realize value from their efforts
Provided with an early adopter community

EARLY ADOPTERS

Michelle Magallon
IBM Sales & Distribution
Software Sales
Minneapolis, MN USA

Access to a single place to discover new technology
Participate in an early adopter community

TAP

IBM's IT Environment

Products

Demonstrates business value to transition to products, assets & offerings

Offerings
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Technology Adoption Program (TAP)

Managed Anarchy Technology Adoption

Conventional Model

Death by management selection

"Managed Anarchy" Model

Death by natural selection

Creation by innovators

Number of great ideas over time
The rise of the enterprise mashups

- “Good enough”
- Free enterprise data and build data feeds (consumables)
- Mashup editors
- IT supporting the business for them to solve their business problems
- Agility, cost savings and an ecosystem for new innovations
How IBM Innovates

Promising software programs in research not yet commercialized.

Outside companies and developers contribute valuable ideas about bringing them to market.

First-cut versions of research technology available for free trial attracting thousands of early adopters, innovators, and entrepreneurs to site.

40% of technologies on the site graduate into IBM products or industry standards.
First of a Kind (FOAK)

- A Collaboration among Research, Sales & Distribution, Clients and Partners

- Experimental technology-based solutions engagements

- Testing tomorrow’s innovations on real business problems and new growth opportunities

- Yielding prototype solutions across a range of industries

- Clarifies client requirements and tests market readiness

- Established in 1995
  - 20 – 25 projects funded each year
  - 70% successfully transfer assets for reuse
  - 75% drive or influence additional business

**BPI for Core Insurance**
- 50%-60% reduction in work effort
- 55%-65% reduction in project duration

**Smart Surveillance for Intelligent Oil Fields**
- Breakthrough in discovery of anomalous patterns
- Accurately demonstrated sand production prediction 23 days in advance during trial

**Customer Lifetime Equity**
- Reduced marketing costs by 20%
- Improved response rates by 10%
- Improved customer sat by 10%
Extreme Blue

- Summer intern project for IBM. The brightest and best students globally
- Extreme Blue teams in client projects
- Mix of business and technology students per team
- Mentored by IBMers - business and technology
Innovation culture – Top down and bottom up

THE INTEREST IS INCREASING...
The AWARENESS IS INCREASING...
SO DOES THE EXCITEMENT...!

It's Time the Newbie became an Amateur
the Amateur graduated into an Expert,
& the Expert proved to be
the ONE

BEHOLD! THE HACKDAY 5 academy is

YOUR IDEA OF HACKDAY IS ABOUT to CHANGE...

DO NOT FORGET TO BLOCK YOUR CALENDERS. THE FUN IS ONLY JUST BEGINNING.
Summary of main innovation programs at IBM

How IBM Innovates

Challenge / Opportunity → Idea Generation → Incubation → Validation → Value realized

IBM's key innovation programs:
- Research, Corporate: Innovation Jam, BizTech, Technology Adoption Program
- IBM Lines of Business: ThinkPlace, Extreme Blue, Alpha Works
- GTO / GIO / IBV: Communities of Practice, Emerging Business Opportunities, First of a Kind
- Client (and IBM) Challenges: Joint Innovation Partnerships
- Client Challenges: Joint Innovation Partnerships

Joint Innovation Partnerships

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Backup Material
How IBM Innovates

Collaboration ~ Innovation

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"Ville is thinking inside and outside the box."
Dec 17, 2007

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- Tags from Degear
  - Cobranet, Cobranet 2.0, Cobranet 3.0, Cobranet
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- BluePages Profile
  Last updated: 01-Aug-2008
  Business: -Product Design, -Product Documentation, -Product Planning, -Business Intelligence, -Business Strategy, -Knowledge & Information Management, -Channels, -Field Sales
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Every IBMer can - and should be - an innovator

Innovation Accountability and Responsibility in IBM

- Sam Palmisano champions and advocates IBM innovation
- There is no single executive reporting to the CEO with innovation accountability
- Innovation is part of every business unit’s strategic focus and every employee’s responsibility
- We are lowering the center of gravity – shifting our resources and decisions closer to the client
Innovation guidance from Gary Hamel (McKinsey Study)

There are three questions to CEOs who say they are serious about innovation. Don’t ask the management, but an average employee:

1. “How have you been trained as a business innovator? What investments has the company made in teaching you how to innovate?”

2. “If I have a new idea, how much bureaucracy do you have to go through to get a small increment of experimental capital? How long is it going to take you to get 20% of your time and $5000 to test your idea?”

3. “Are you actually being measured on your innovation performance or your team’s innovation? Does it influence your compensation?”