Bridging Internal Innovation Contests and the Corporate Product Development Process
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An Analysis of the Transition Phase

Bachelor Thesis

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List of abbreviations

a.o.	among others
CTI	Commission for Technology and Innovation
CX	Customer Experience
IC	Innovation Contest
INN	Innovation, New Businesses and Sustainability
NPD	New Product Development
PoC	Proof of Concept
R&D	Research and Development

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Executive summary

In recent times companies often invest in internal innovation contests, but fail to invest in implementing the best ideas that come out from these internal innovation contests. In this way business plans are developed and prototypes are built, but at some point between bridging internal innovation contests and the corporate product development process (transition phase) the ideas are killed. Considering the fact that innovation contests only cover the first step in an overall innovation- and product development process, an innovation contest per se is not a guarantee of successfully bringing products or services to market. Hence, the work of turning these ideas into business starts as soon as the innovation contest is finished.

In the present study, five practical cases are analysed. As a result five different and for the transition phase typical factors such as internal network, roles within the transition phase (i.e. management, Ideator and innovation management), resources, design elements of the internal innovation contests, processes can be found. Subsequent they seem to be crucial for the success of bridging innovation contests and the corporate product development process.
While considering these factors, companies need to establish formal and informal organizational structures and provide conscious support for the Ideators and teams. Only in this way one can bring the ideas or prototypes to the next level and generate an added value to the company in the long-term.

The present research is exploratory and novel since it aims to generate more underlying insights into the implementation of ideas or prototypes out of innovation contests and the transition phase and shows what challenges and management tasks may result from bringing innovation into business and therefore bridging internal innovation contests and the corporate product development process.

1 Introduction

1.1 Motivation and objectives of the thesis

Shorter innovation cycles, the escalating costs of research and development caused by the dearth of resources are reasons, why companies are trying to establish new innovation strategies. This development is reinforced by the globalization of research, technologies and innovation, and by new information and communication technologies (Gassmann and Enkel, 2006). Additionally, new products or services are launched at an ever-increasing rate. Since innovation is critical in the live of a company, enhancing effectiveness and efficiency of new product development process has gained in importance (Verworn and Herstatt, 2002). Companies must grow and change through adopting and implementing innovations in order to survive and thrive in a challenging environment (Klein and Knight, 2005).

Summarized, the common theme in a lot of today's business literature is the core message of "innovators win". It is more and more becoming less of a question of why to innovate, but rather a question of how to innovate (Grönlund et al., 2010). Traditionally, innovation has been perceived as a linear process of sequential events from idea generation to commercialization (Booz, Allen and Hamilton, 1982) and can be understood as the creation of a product, service or process and can be distinguished in several types (W. Veryzer, Jr., 1998).

Innovation contests have a long-standing tradition as a tool in the innovation process; the idea of an innovation contest is not new. However, in recent times, with the advancement of information and communication technology, in particular the Internet, innovation contests are continuously gaining importance as a corporate practice. Consequentially, innovation contests have become a popular instrument to create new business ideas and accelerate the development of new services or products (Bullinger and Moeslein, 2010). Nowadays an increasing number of companies worldwide are running innovation contests for different reasons (Adamczyk et al., 2012). However, a deep understanding of this instrument is still missing (Bullinger and Moeslein, 2010) and experience or practical insights indicate, that only a limited number of ideas, created at innovation contests become implemented in business and are therefore able to create significant tangible value. Furthermore there seems to be no best practice and even less experience on how to support the further development of prototype/ideas after a contest is concluded (Juell-Skielse et al., 2014).

At present, most of the companies running innovation contests only have vague ideas of how they can make money from ideas or prototypes created at an innovation contests. Idea generation at innovation contests is in some ways the easiest part of innovation, whereas advancing and building support for those ideas is the tough part (Bjelland and Wood, 2008). Therefore the usage of innovation contests in the context of generating new businesses is currently mostly realized by means of trial and error hoping to identify the best way to get a successful output..

Still there are a few examples, which could be seen as a success story in terms of bringing ideas or prototypes of an innovation contest to a functioning business. In 2006 for example, IBM ran an innovation contest (Innovation Jam), which included customers as well as employees, whereas more than 140'000 participants worldwide joined with more than 46'000 ideas (Leimeister et al., 2009). After the Innovation Jam, Sam Palmisano, the chairman of IBM from 2002 to 2011 announced 100 million dollar funding for 10 new business units (e.g. 3-D Internet or Integrated Mass Transit Information System) where some ideas graduated and are now part of IBM's business (Bjelland and Wood, 2008).

Nevertheless according to a study of Juell-Skielse et al. (2014) focussing on 33 digital innovation contests (not only internal), very few innovation contests take the post-contest process into account and therefore do not provide any support. According to Hjalmarsson et al. (2014), less than 10% of the prototypes developed during innovation contests are finished and can attract a significant user base.

Usually the contests are concluded with the selecting of the winners, but in order to bring an idea or prototype to business, there are further development steps necessary (Juell-Skielse et al., 2014). Design, implementation and testing are additional very important activities (Hjalmarsson and Rudmark, 2012). Organizers and sponsors of the innovation contests can take an important role in provide support for the transition phase. The transition phase does not constitute a uniform and established terminology and further explanations about the meaning of the transition phase in the present study is needed. The beginning of the transition phase is defined as once the internal innovation contest has finished and the prize has been handed over. The transition phase ends as soon as ideas or prototypes step in to a normal corporate product development pro-

cess, with which usually products and ideas get developed within the company (see figure 1).

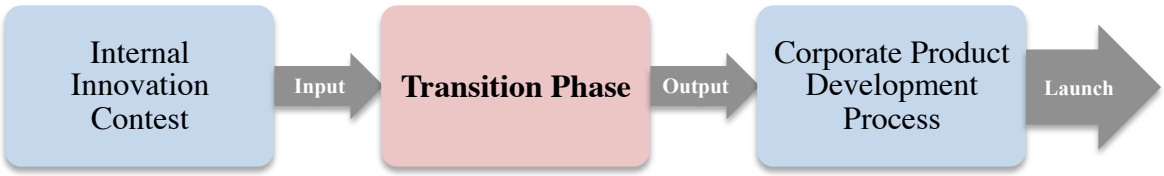

Figure 1: Illustration of the transition phase

Another current research gap, is that most current studies focus on online innovation contests and innovation contest with external participants such as suppliers, customers and others (Adamczyk et al., 2012; Bjelland and Wood, 2008; Hjalmarsson et al., 2014; Hjalmarsson and Rudmark, 2012; Juell-Skielse et al., 2014; Piller and Walcher, 2006; Terwiesch and Xu, 2008) whereas deep insights for internal innovation contests (see definition in chapter 2.1) are still missing (Adamczyk et al., 2012).

Despite internal innovation contests sounding like a reasonable method to get access to input from employees (Piller and Walcher, 2006), it is hardly possible to find research, which has studied innovation contests in the context of contributing to the effective launch of new products and services.

An unresolved question is how the transition phase can be characterised and described and how to proceed with the outcomes of an innovation contest (Adamczyk et al., 2012). After internal innovation contests, most people are not well organized, do not know how to fit their idea into any company specific business and do not know if their ideas would create the necessary volume of business (Bjelland and Wood, 2008).

In order to close the research gap, the objective of the present thesis is to deepen our knowledge about the transition phase and to generate valuable practical insights. Consequently the present thesis is aiming to answer the following four research questions:

- How is the transition phase designed and what are the characteristics of this process?
- What are the implications of the design of the internal innovation contests on the transition phase?
- Where are the transition points (gates) between the innovation contest and the transition phase on the one hand and transition process and corporate product development process on the other?
- What are the success factors and the barriers in the transition phase?

Since surprisingly most previous research about internal innovation contests is run with single case studies (like Siemens (Schepers et al., 1999), BMW Financial Services (Klein and Lechner, 2009) or IBM (Bjelland and Wood, 2008)). I decided to choose a different approach, by conducting interviews with organizers and participants in a multiple case study approach. I am going to provide deep and high-quality information of how the transition phase can be designed.

1.2 Thesis structure

In chapter 2, a literature review provides the necessary theoretical background in order to understand and critically discuss the results of the analysis.

The literature review will provide background information about the topic of innovation contests and its design elements (2.1), the different product development- and innovation processes and their evolution (2.2). I partially focus on two rather novel concepts, namely the SCRUM methodology and the innovation value chain. The last part of the literature review will focus on the afterlife of innovation contests/transition phase (2.3). The part about the transition phase is rather brief for reasons of missing literature.

In the subsequent chapter (3) the methodology of the present thesis is explained with details about the multiple case study approach, data and the interviews conducted for gathering data.

Chapter 4 presents the findings structured according to the three different aspects investigated, such as the design of the investigated internal innovation contests (4.1), product development- and innovation process (4.2) and analysis of the transition phase (4.3).

The findings are followed by a discussion of the results of the multiple-case study (5). In the final conclusion (6) I am going to elaborate theoretical and practical implications, limitations and implications for future research.

2 Literature review

Literature on innovation contests, corporate product development- and innovation process and about the processes after the innovation contests was analysed. Additionally, the reference lists of the selected articles were carefully screened. In areas where there is an excellent review article, I do not provide a comprehensive survey of the literature, but rather cite the review. However, the existing literature on innovation contests and especially product development is vast. Consequently this builds the theoretical background of the present thesis, following in the next chapters.

2.1 Innovation contests

According to Walcher (2007), innovation contests can be defined as IT-based and time-limited competitions arranged by a specific organization calling on public or a specific target group to make use of their skills in order to come up with a solution for a company or organization who strives for an innovative solution in a particular field.

According to Terwiesch and Xu (2008), in an innovation contest, a firm facing an innovation-related problem, reaches out with it to a group of independent agents (the solvers) and then provides an award to the one who came up with the best solution. However most of the time, the term "innovation contest" is used as an umbrella for a lot of sub-categories which might reach from idea generation to selection and implementation (Haller et al., 2011).

For the present thesis internal innovation contests are defined as innovation contests, where employees (usually from different business units) of the organizing company are allowed to participate. When talking about internal innovation contests the present thesis focuses on the closed innovation model. According to Grönlund et al. (2010), closed innovation means that the development as well as marketing of new products take place within the boundaries of the firm.

The concept of innovation contests is further developed by Bullinger and Moeslein (2010) and Adamczyk et al. (2012) who's study is based on research of online innovation contests with the goal of defining key design elements of an innovation contest. The following paragraph focuses on extant design elements that were previously identified.

Table 1: Overview design elements of innovation contests according to Adamczyk et al. (2012) and Bullinger and Moeslein (2010)

Design element	Description	Attributes
1. Media	Organizational appearance / environment of IC	• Online • Mixed • Offline
2. Organizer	Promoter / entity initiating IC	• Company • Public organization • Non-profit • Individual
3. Task / Topic specificity	Problem specification / solution space of IC	• Low • Defined • High
4. Degree of elaboration	Required level of detail for submission to IC	• Idea • Sketch • Concept • Prototype • Solution • Evolving
5. Target group	Openness / description of participant	• Specified • Unspecified
6. Participation as	Eligibility / number of persons forming one entity of participant	• Individual • Team • Both
7. Contest period	Runtime of IC	• Very short term • Short term • Long term • Very long term
8. Reward / motivation	Incentives used to encourage participation	• Monetary • Non-monetary • Mixed
9. Community functionality	Functionalities for interaction within participants	• Given • Not given
10. Evaluation	Judgement, rating	• Jury evaluation • Peer review • Self assessment • Mixed

The innovation contest is dependent on the different types of *media* and therefore the media also defines the environment of an innovation contest. Innovation contests can be held online (e.g. online platform), offline (e.g. event) or mixed while combining both elements. The entity (person or institution) that is responsible for organizing the innovation contest is the second design element, the *organizer*. *Task* or *topic specificity* constitutes the third design element. Each innovation contests carries out a specification of the problem, which might vary from low specification (open task) to high specification (specific task). The fourth design element is the *degree of elaboration* of the submission. This could vary significantly from idea over prototype to fully functional solutions. The *target group* is most of the times depending on the specification of the problem but might also be influenced by other entry requirements. Participants of an innova-

tion contest might be specified (e.g. participation limited to a division) or unspecified, whereas everybody could potentially participate. Another design element is the *mode of participation*, which might allow only teams or individuals to participate, or both. Each innovation contest usually runs for a specific *time period*. For this element, researchers distinguish between very short term (some hours to a maximum of 14 days), short term (15 days to 6 weeks), long term (6 weeks to 4 months) or very long term (more than 4 months). Most of the times organizers of an innovation contest try to use incentives to encourage participation and therefore establish a specific *reward* system containing monetary or non-monetary components or both. Furthermore c*ommunity functionality* might enable interaction among participants and consequently constitutes the ninth design element. Last but not least there is the method, which determines the *evaluation* of submissions. This is usually done by a jury evaluation, peer review by other participants of the contest, self-assessment or a mixed form.

In addition to the extant design elements above, there are five novel design elements discovered in the literature review of (Adamczyk et al., 2012) containing attraction, facilitation, sponsorship, contest phases and replication.

Table 2: Extended design elements of innovation contests according to Adamczyk et al. (2012)

Design element	Description	Attributes
11. Attraction	Notification of IC (advertisement)	• Online • Offline • Mixed
12. Facilitation	Support of participants of IC (moderation)	• Professional facilitation • Peer facilitation • Mixed
13. Sponsorship	Specification of sponsors of IC	• Family, friends and colleagues • Universities • National associations • Specific industries • State and local education agencies • Mixed
14. Contest phases	Number of rounds of IC	• One • Two • More
15. Replication	Revision cycles of IC	• Biannual • Annual • Less frequent • More frequent

An important element of innovation contests is, how people become aware of the contest and connect to it. This is described by the design element called *attraction*. Innovation contests depend heavily on the participants actively participating. Therefore *facilitation* plays an important role in encouraging participants to contribute and to cultivate an active community. *Sponsorship* describes who is part of the innovation contest in terms of support. The two last elements are contest phases and replication. *Contest phases* might be useful in order to further develop the elaborateness of the ideas or prototypes in each phase whereas r*eplication* means running an innovation contest again and keeping the overall setting the same.

With innovation contests, the seeking company may benefit from several different aspects: first, it induces competition among solvers, second the firm only pays for successful innovations and do not have to bear the costs of the failures (since risk is shifted to the participants), third the firm gains access to a broad pool of participants, so problems usually get solved by them with the most relevant expertise and last but not least there is an increase in the capacity of idea generation and testing (Terwiesch and Xu, 2008).
As an important characteristic, innovation contests encourage users to participate at an innovation process, to inspire their creativity and to increase the quality of the submissions, since they are built on the nature of competition (Piller and Walcher, 2006).

When talking about innovation contests it is important to consider the strategic goals of them. According to Haller et al. (2011), innovation contest can have two major strategic applications: advancement of technological or societal development (scope of greater good) or identification of solutions for corporate challenges (scope of corporate challenges). Corporate challenges are nowadays often used to collect user feedback and to identify trends, since the pool for idea generation is broadened. The goal is to use ideas, prototypes and solutions as creative input for the development of new products and services.

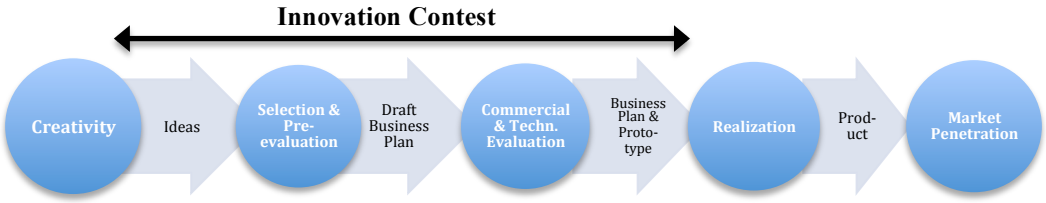

Figure 2: Idea competitions in the innovation process according to Schepers et al. (1999)

When taking a look at innovation contests in the context of the corporate product development- and innovation process (see chapter 2.2), they are usually focussed on the initial phases of the process (see figure 2) and their range is therefore limited. Usually it starts at the beginning of the innovation process by encouraging employees to generate and submit ideas (creative process itself not covered by innovation contests). By the end of the innovation contest, most of the ideas or prototypes have undergone only initial feasibility and market analysis (Schepers et al., 1999).

2.2 Product development- and innovation process

Product development can be defined as the transformation of a market opportunity into a product/service available to sell (Krishnan and Ulrich, 2001). Over the last years, a vast number of product development process models have been created (Terwiesch and Xu, 2008). Companies usually develop certain process models in order to standardize their innovative efforts (Verworn and Herstatt, 2002).

Innovation is one of the most important aspects of every product development process. The concrete form of the product development process differs widely by industry, depending on different cost structures and different success rates. However, some aspects of the innovation process are remarkably similar across the different industries. Therefore, the innovation process usually starts with the creation and collection of several innovation opportunities that are then evaluated in certain filtering steps, which at the end select the most promising opportunity (Terwiesch and Xu, 2008).

Most of the time, the way in which products are developed differs not only across companies, but also within the same company over time. In contrast, what is being decided seems to remain consistent at a certain level of abstraction. This means that all companies make product development decisions based on a collection of factors such as the

product concept, architecture, configuration and project schedule (Krishnan and Ulrich, 2001).

The first generation of innovation process was the "phase-review-processes", which was developed by NASA in the 1960s and was intended as a management tool. Development was broken into certain phases to systematize and control work. The process consisted of four different phases: concept-, definition-, implementation- and manufacturing phase. In between each phase, a management review was done to decide about the future of the project ("go-no-go") (Verworn and Herstatt, 2002).

The second-generation innovation processes resulted from empirical studies focussing on success factors for new product development and consisted of the steps recognition, idea formulation, problem solving, solution and utilization and diffusion. The current state of technical knowledge and current economic and social utilization was taken into account. Out of this model, Cooper et al. formulated a standardized approach for development projects, which resulted in the widely known stage-gate process (Verworn and Herstatt, 2002).

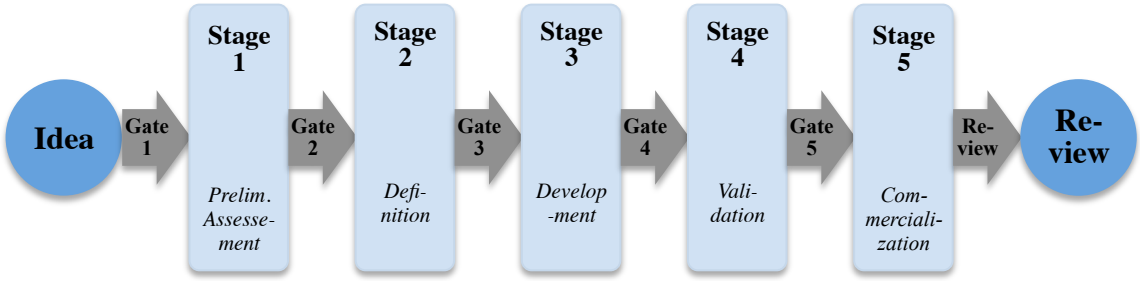

Figure 3: Illustration of the stage-gate process according to Verworn and Herstatt (2002)

In the stage-gate-process (see figure 3), the product development process usually starts with an idea originating from different kinds of sources. At gate 1, an initial screen, the idea is evaluated according to must meet and should meet criteria. Gate 1 is usually a quick and inexpensive assessment. Gate 2 is responsible for a second screen and also takes market and technical reactions into account. In the second stage, detailed market studies are run and a detailed technical appraisal is carried out. Output of the second stage usually is a business plan as a basis for gate 3 where the decision about the business case is taken. In stage 3, the actual product is being developed and a prototype serves as an output. Gate 4 then ensures that the development is consistent with previ-

ous defined qualities and must meet criteria. At stage 4, there is a validation of the product, which includes product tests, customer field trials and business/financial reviews. Gate 5 finally decides on the production and market launch and is responsible for pre-commercialization. In stage 5, the product gets implemented in operations plan and market launch plan and is followed by a review that critically assesses the project (Verworn and Herstatt, 2002).

Overall, each gate typically costs more than the one before, which results in increased commitments and a reduced number of unknowns and uncertainties. The gates are typically managed by a group of senior managers with cross-functional characteristics. Therefore, gate evaluations also provide a platform for managers assessing and rethinking core capabilities and business models (Grönlund et al., 2010).
The stage-gate-process was able to overcome some disadvantages of the first-generation phase-review-process since it successfully integrates the engineering and marketing perspective and covers the whole innovation process from idea generation to launch. Additionally parallel activities are permitted to increase the speed of the process (Verworn and Herstatt, 2002).

The third-generation innovation processes from around 1996 strived for more flexible processes and are therefore not strictly sequential and less stringent than second-generation processes. Transitions between stages are fluent and tasks are often performed in parallel, since this was regarded as a powerful way to reduce development time (Verworn and Herstatt, 2002). Models, which followed after, were often trying to overcome delays due to the (partially) sequential approach and therefore the insufficiencies of a phased approach by designing and developing all processes simultaneously and having an overlaps of the phases.

Figure 4: Illustration of development process for discontinuous new products

W. Veryzer, Jr. (1998) came up with another interesting model that provides insights into the development process for discontinuous new products (which refers to radically new products) and defines 8 phases (see figure 4). The first phase, called "dynamic drifting phase" involves the process of exploration of various technologies and is critical in the emergence of new innovations. The second phase, called "convergences phase" describes the convergence of various technologies toward an application driven by two key forces: a determined champion or visionary and a critical mass of contextual factors. During the "formulation phase", the focus is on how to formulate the technology into a product. This means examining product requirements, potential product approaches, components and specifications. In the "preliminary design phase", preliminary designs for the product are developed, specifications are further developed and some information is gathered concerning user requirements and product use. The formal project review, which determines whether or not it is allowed to continue, is carried out in the "evaluation preparation phase". Additionally a case is made for the commercial viability of the product and the project is reviewed in order to make sure it merits the expanded funding and resources needed to undertake the development phase. After this formal review, the "formative prototype phase" begins where the focus lies on building a more exploratory prototype than subsequent ones. This helps to determine the suitability of new technologies. After developing the prototype, the technology is tested and modified in the "testing and design modification phase". Finally, the development process now shifts toward producing a commercial product and the operating unit of the company takes over from the R&D group.

Another approach by Iansiti and MacCormack (2001) constitutes the idea of a flexible development process and focus on concept time (window of opportunity for including new information and therefore optimizing the match between technology and context) and response time (time period where the product's architecture is frozen and unable to react to new information), whereas the goal is to shorten response time. This is especial-

ly important in a field where competitive conditions are unpredictable and new competitors and technologies are likely to appear overnight. In this model, concept development and implementation overlap and concept freeze is not at the beginning of implementation but rather in the middle of the implementation phase.

2.2.1 SCRUM approach

One of the currently most crucial tools of project management, especially in the field of information technology (however not exclusively) is the SCRUM approach (or methodology). This approach is based on process management, whereas processes can be defined or considered as "black boxes" and allow companies to modify the project and its deliverables at any time. In this way, the cost of change in project can be significantly lowered and a lot of time and money can be saved in the project. In SCRUM approach one needs to consider different variables such as user requests, time pressure, competition, quality, vision and resources along with their dynamic nature. SCRUM contains several different phases which are continuously repeating: development, packing, reviewing, SPRINTS and adjusting (Ionel, 2008).

A SPRINT is a set of different activities, which are undertaken during a determined timeframe from one to four weeks. Many processes in the SPRINT phase are non-identifiable or impossible to control and the SPRINT phase itself is non-linear and flexible. Therefore the control is placed on each iteration of the SPRINT with the goal to avoid chaos and maximize flexibility. Since the deliverable can be changed at any time during the planning and SPRINT phase, the project is open to further development until the closing phase. After each SPRINT, the deliverable is presented internally or to the client (Ionel, 2008).

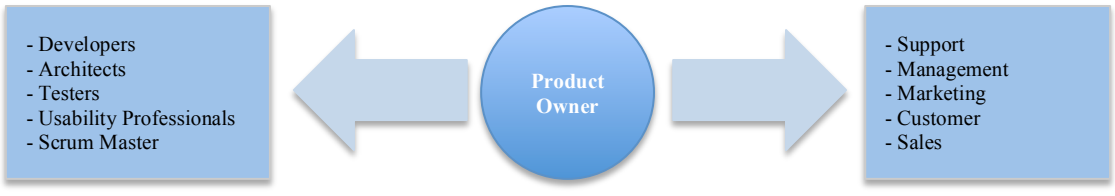

Figure 5: Key roles and interaction in traditional SCRUM according to Singh (2008)

Singh (2008) defines the key roles of the traditional SCRUM methodology (see figure 5), whereas the product owner is centred between a backlog, which relates the owner with the development team (left) and a project plan that relates the owner to the necessary stakeholders (right).

2.2.2 The concept of the innovation value chain

Hansen and Birkinshaw (2007) came up with a new view on innovation by splitting the process in three different phases: idea generation, conversion and diffusion whereas internal, external and cross-unit collaboration, idea selection and development and spread of developed ideas are performed across those phases. Hansen and Birkinshaw (2007) state that the capacity to innovate is only as good as the weakest link in the value chain (idea generation, idea conversion, idea diffusion). Additionally, they take the view that executives need to view the process of transforming ideas into commercial output as an integrated flow in order to improve innovation.

Idea generation might happen in-house by creation within a unit, by collaborating across units or by collaborating with parties outside the firm. Conversion, which aims to handle the ideas generated before, contains selection/screening of the ideas, an initial funding and the development where one moves from an idea to a first result. Conversion not only depends on how well funded or screened ideas are, since they still need to be turned into value adding and revenue generating products and services. The danger of selected concepts getting lost, in a part of the organization that is too busy doing other things or that fails to see the potential, is high. Once a concept has been sourced, funded and developed it needs to get the relevant supporters within the company in order to spread the new product or services across various channels and customer groups (Hansen and Birkinshaw, 2007).

In the end it does not matter how great a company's idea selection process is if only a few good concepts are available or the conversion and diffusion process is not working properly. Often the number and diversity of people involved may put the conversion process in danger and can create a risk-averse, bureaucratic process. One possible solution for weak conversion processes is multichannel funding. Multichannel funding is able to open options outside the boss's immediate sphere of influence and the danger of ideas not getting converted because of the opinion of one single person can be reduced. The issue of weak diffusion can be overcome with having a strong evangelist who preaches the good word about the specific product or business concept. Evangelists need high-touch personal networks which span different parts of the organization in order to increase the awareness among employees (Hansen and Birkinshaw, 2007).

2.3 Transition phase

As there is no research and literature about the transition phase of internal innovation contests, the present thesis focuses on some general aspects of the afterlife of innovation contests in this section. The research of Juell-Skielse et al. (2014) and Hjalmarsson et al. (2014) finds only limited applicability in my research, as they focussed on digital innovation contests, which were accessible to all types of participants and therefore have a missing focus on the internal/employee perspective. However, there are basic parallels that can be drawn of the transition phases of internal innovation contests and the research of Juell-Skielse et al. (2014) and Hjalmarsson et al. (2014).

Based on a survey of 33 digital innovation contests Juell-Skielse et al. (2014) tried to figure out design elements for the post-contest process. They were able to define an additional key design element for innovation contests, called the "post-contest support", which can be added to the design elements previously defined by Bullinger and Moeslein (2010).

Juell-Skielse et al. (2014) have categorized levels of support in the post-contest process: unavailable, low, medium, high and very high as attributes for the design element "post-contest support". In 50% of the contests, the organizers of the innovation contest did not give any further support for the winner in terms of funding or competence development. Often the organizers phrase it as a wish for the winning team to further develop his idea or prototype by himself. Low level of support means, that the winner gets access to information and contacts in order to further develop his idea or prototype. In 31% of the investigated contests, the level of support is low. In 3% of the contests a medium level of support was offered. This means that the winner gets support in the form of development competence and help in applying to funding. When talking about high level of support (13% of the contests offered this level of support), the organizer of the innovation contest provides the winner with developer support. In this level, the rights of the winning idea or prototype can either stay with the original Ideator or can be transferred to the organization hosting the innovation contest. Only 3% of the contests provide the winner with a very high level of support. This level means that the organizer and the winner work together in order to further develop the prototype, get funding and present the results to the corresponding business unit. Juell-Skielse et al. (2014) do not claim that a very high level of support is always required and is therefore not necessarily the best condition for a success of the winner. Medium level support might also stimulate the winners to take more responsibility on their own.

In addition to this, Hjalmarsson et al. (2014) have developed a framework of innovation barriers to open innovation of digital services, which might in part also be applicable to internal innovation contests. The framework consists of 18 innovation barriers and is designed to support the process after the innovation contest when ideas or prototypes are transformed into business. Innovation barriers are constraints that inhibit innovation (e.g. lack of funding, lack of time, lack of key competences). One of the most important barriers identified in this study was lack of time or money while technological barriers were not perceived as very important.

3 Methodology

The following chapter presents the methodology and available data used in the present thesis. As a research strategy, a multiple case study approach with the help of semi-structured interviews was applied in order to get a complete and detailed assessment of the complex and diverse processes that happen in the transition phase.

3.1 Multiple case study approach

The multiple case study approach was chosen because the case study approach is appropriate for research in areas, where topics are new and can in this way contribute critical insights as well as identify important factors. In this way, the multiple case study research should provide both, critical insights and also lay a foundation for future research on this topic (W. Veryzer, Jr., 1998, Baxter and Jack, 2008). Additionally the overall evidence from this type of study is considered robust and reliable (Baxter and Jack, 2008).

Yin (2003) suggests considering a case study design when the focus of the study is to answer "how" and "why" research questions, especially when you cannot influence the behaviour of the ones involved in the study and you want to cover contextual conditions because they might be relevant or additionally boundaries between phenomenon and context are not clear. Since all of the conditions mentioned above are met, the multiple case study approach is the appropriate qualitative method of data collection for the research topic of the present thesis.

Making use of the multiple case study approach allowed me to perform cross-case analysis, which allowed for a deeper understanding of the subject.

3.2 Data

As already mentioned above, data for the present thesis was collected by individual, in-depth, semi-structured interviews and were augmented by secondary data such as documentations, employee information and concepts. Although this secondary data could help to explain what was done, it provided little insight into the "how" and "why".

For most of the cases, deep personal contacts at the investigated companies facilitated the access to and retrieval of high-quality data. Based on this, I constructed the data sets of companies operating in different industries, some operating nationally, internationally or both. Additionally, these companies are in different experience stages when it comes to running innovation contests. This led to a sample size of five cases that are

presented below. Dropbox shared additional insights, however confidentiality concerns prevented the sharing of deeper insights. Thus it was not considered as a case.

Facebook, one of the biggest social networks has a long-standing tradition of running internal innovation contests, so-called internal Hackathons and could therefore already implement some well-known features generated at internal Hackathons.
The second case was The Post, Switzerland's postal service who is not only active in the field of mail but also in financial services, logistics and transportation. The Post mainly acts as a national player and organized their first internal business plan contest in 2012 and will run another edition this year, 2015.
The third case in the present study constitutes AXA Insurance Group who is active internationally, but has regional anchorages with their country organizations all over the world. With their Start-in program they started to spring into action in the field of internal innovation contests in the year 2014. This case also differs since it is more from the service industry than the product industry.
Siemens also has a long standing tradition with running internal innovation contests and was one of the first contributors to research about this topic (see Schepers et al. (1999)). This resulted in several established innovation contests, which run every year (e.g. Top+ award, cloud idea contest, a.o.). In comparison to the other selected cases, Siemens acts in a completely different field of industry.
Last but not least, the fifth case is Cisco, a worldwide leading company in the field of network solutions and communication and collaboration of human beings. Cisco runs internal innovation contests (internal Hackathons) worldwide several times per year of different sizes and scopes and has a lot of experience in running those.

3.3 Interview

In order to answer my research questions, I conducted eight semi-structured interviews on several different internal innovation contests.
Semi-structured interviews are organised around a set of predetermined questions and questions that emerge from dialogue (Whiting, 2007). This method has been selected since they are well suited for the exploration of the perception of respondents regarding complex issues such as the transition phase (Barriball and While, 1994). Furthermore it was the best method to get people to talk about the processes in detail and depth. On the basis that the interviews were very time consuming I focused on conducting eight in-depth interviews. The interviews to a large point depend on the skill of the interviewer,

since it is important to think about questions during the interview in order to make sure that each aspect is covered.

The interview questions were sent to the interviewed person at least one week before the interview and the interview was conducted face-to-face or via Skype and recorded in order to ensure accuracy. These Interviews were then transcribed and evaluated according to the criteria of current literature. The interviewer maintained control over the interview, asking questions while paying attention to contribute little else. The interviews ranged from 45 minutes to two hours, with an average of 80 minutes. The respondents varied in age, position and role taken in the process (participant vs. organizer). By asking similar question to two persons, internal validity was ascertained.
No difference between the interviews done face-to-face and the one's done via Skype were noticed so that one can assume that this does not have an influence on rapport building, probing and interpretation of responses.

For the present thesis two different interviews (see appendix) for data collection were developed: one for the participant of the corresponding internal innovation contest and one for the organizer / innovation management perspective. The participants interview consisted of the following two parts: general questions and questions about the transition phase. The interview for the organizer / innovation management perspective consisted of the following four parts: general questions, questions about the transition phase, questions about product development- and innovation process and questions about the setting of the innovation contest.
The interviews were developed after an examination of current literature about innovation contests, product development- and innovation process, refined through discussions with the supervisor and based on personal experience running corporate innovation contests. Based on these inputs, I further developed a theoretical framework for the different parts of the interview. In the following paragraphs the underlying framework of the different parts of the interviews is discussed.

The general questions served to find out some facts about the interviewed person, namely formal position, work duties within the company and the idea the participant came up with at the innovation contests.

The questions about the transition phase (see table 3) were developed based on process characteristics extracted out of the literature of Schulte-Zurhausen (1984), Jackson et al. (1996) and *Betriebsorganisation eV (Hrsg.)* (1984). In this particular case output is defined as what comes out of the transition phase and is therefore the input of the product development process. Input is defined as the output of innovation contests. Key success factors, vulnerability/weaknesses and changes are not process characteristics and were added since this might generate a more detailed insight about previous experiences. Questions in red were not sent to the participant in advance and only served as additional help if there was missing information about the specific topic.

Table 3: Interview questions and criteria about the transition phase

Question	Criteria
1. Did your company have a standardized transition process before the innovation contest?	**Goals**
2. What are the goals of the transition process?	**Goals**
3. How would you describe the process after the innovation contest?	
a) What are the process' steps in the transition phase?	**Sub-processes / process-steps**
b) What are the milestones/gates in the transition phase, if there are any?	**Sub-processes / process-steps**
c) Which people from what divisions are involved in the transition phase?	**Roles**
d) Is corporate level management involved and if so, for which process steps?	**Roles**
e) Are there defined roles in the transition phase?	**Roles**
f) How long is the Ideator involved in the post contest process/transition phase? Does the Ideator keep ownership?	**Roles**
g) What methodologies/tools are used in the transition phase?	**Resources**
h) Which kind of support is offered during the transition phase?	**Resources**
i) How long does the transition phase on average last?	**Time**
4. Do ideas/prototypes other than the winning ones step in to the transition phase?	**Input**
5. What are the criteria for an idea/prototype to be transferred to the product development process?	**Output**
6. How is the process designed of transfer a idea/prototype to the product development process?	**Gate/Interface**
7. In your opinion, what are the key factors to make the transition phase successful?	***Key success factors***
8. What kinds of weaknesses and risks did you experience in the transition process?	***Vulnerability / Weaknesses***
9. Are there any adaptions of the transition phase compared to previous experience?	***Change***

As already mentioned in previous paragraphs, the third and fourth part of the interview was only relevant for the organizer/innovation management perspective. In the third part the goal was to find out characteristics of the standard product development process and if ideas out of innovation contests have been brought to business so far. The reason for doing this is to gain indications about where the transformation in the corporate product development process might be.

The questions in the fourth part of the interview focused on the setting and characteristics of the investigated innovation contests (see table 4) and were developed based on literature about the design elements of innovation contests. In addition to the design elements described by Adamczyk et al. (2012) and Bullinger and Moeslein (2010) (see chapter 2.1) the present thesis considers two additional design elements, namely the objective of the innovation contest according to Haller et al. (2011) and the number of participants according to Terwiesch and Xu (2008). Design elements were considered relevant if there is any probability of having a significant influence on the transition phase.

Table 4: Interview questions and criteria of innovation contests

Question	Criteria	Literature
1. What were the objectives of the innovation contest?	**Objective**	(Haller et al., 2011)
2. What is the general appearance of the innovation contest?	**Media**	(Adamczyk et al., 2012)
3. Which division within your company was in charge for organizing the contest?	**Organizer**	(Adamczyk et al., 2012)
4. Was there a specific task/topic that was defined?	**Task / topic specificity**	(Adamczyk et al., 2012)
5. What was the required level of detail of a submission?	**Degree of elaboration**	(Adamczyk et al., 2012)
6. Who was the target group within the company?	**Target group**	(Adamczyk et al., 2012)
7. Which mode of participation was allowed in the innovation contest?	**Participation**	(Adamczyk et al., 2012)
8. How many employees usually participate?	**Number of Participants**	(Terwiesch and Xu, 2008)
9. How long did the contest last?	**Contest period**	(Adamczyk et al., 2012)
10. What kind of prize was offered to the winning teams?	**Reward / motivation**	(Adamczyk et al., 2012)
11. What does the process look like to assess the submissions?	**Evaluation**	(Adamczyk et al., 2012)
12. How many rounds/phases existed within the innovation contest?	**Contest phases**	(Adamczyk et al., 2012)
13. How often/how many times has the innovation contest been repeated?	**Replication**	(Adamczyk et al., 2012)
14. Which adjustments were carried out for the setting of the innovation contest (if they have been repeated)?	**Change**	-

The purpose of table 5 is to give an overview of the background of the interviewed person, whereas the column "view" stands for whether the person was participating in the innovation contest or involved in the planning/has a function in the innovation management team. In the case of Facebook and Cisco I only conducted one interview. The reason for this is that it was nearly impossible to find an interview partner with the participants view at Facebook. However Bob Baldwin at Facebook has successfully participated at many internal innovation contests and has the experience of bringing products he developed at Hackathons to market. At Cisco, the deadline of the present thesis unfortunately did not allow for an additional interview. Therefore only the organizer/innovation management perspective is showed. Since the interviewed person also experienced both sides they were considered complete cases.

Table 5: Overview interviewed persons

Company	Name	Position	Role	Interview Location
Facebook Inc.	Bob Baldwin	High-level software engineer	Both	Skype
Post	Roland Keller	Leader innovation-culture and project manager innovation	Support	Zürich
	Walter Schatt	Head of a post office	Participant	Skype
AXA Group	Laurent Benichou	Director innovation and Foresight	Support	Skype
AXA Winterthur	Lorenz Hänggi	Vice president enterprise architecture	Participant	Zürich
Siemens	Wolfgang Hass	Principal expert	Support	Zug
	Roger Meier	Firmware department architect	Participant	Zug
Cisco	Sharon Wong	Director business development	Support	Skype

Bob Baldwin is currently working as a high-level software engineer at Facebook and is based at the headquarter Menlo Park in California (USA). As an engineering lead on his team at Facebook groups, he leads a team of around 20 to 30 other developers. Furthermore, Bob Baldwin is the global Hackathon leader. He runs Hackathons at the headquarter of Facebook, as well as helping other offices run their own Hackathons (Baldwin, 2015).

Roland Keller is working as a leader in innovation-culture and project manager innovation at Post (group) based in Bern (Switzerland). Additionally he is deputy leader of the

innovation team. At the moment he serves as project manager for two major projects: The first is to implement and establish an internal collaboration platform and the second is to run the second edition of PostVenture, namely PostVenture2015 (Keller, 2015).

Walter Schatt is head of a middle-sized post office in Rheineck (Switzerland). His work duties are sales, service to customers at the post office counter and via phone and support for business clients. Additionally there are administrative duties like personnel planning or placing orders. Walter Schatt was among the four finalists of PostVenture12. His idea was a tool for Post, called i-library, with which customers can borrow E-Books for a specific time period at low cost (Schatt, 2015).

Laurent Benichou is director of Innovation and Foresight at AXA group and is based in the Group Marketing team (Paris). His team, consisting of four people, directly reports to Véronique Weill, COO and member of the management committee at AXA Group. In this setting, Laurent Benichou is working transversal for innovation across all entities since there is on-going innovation in almost every country at entity level. He spends most of his time on Start-in, the idea crowd-sourcing contest among AXA employees worldwide. Furthermore he is responsible for "what's next", the road show and contribution to implement innovation coming out of Start-in and provides content in the field of innovation and foresight to all AXA employees worldwide (e.g. beacon technology) (Benichou, 2015).

Lorenz Hänggi works in the role of vice president (senior management) in the enterprise architecture unit at AXA Winterthur (Switzerland). His team is responsible of ensuring inter-company architecture solutions and to train and coach architects and to maintain the connection between the business and technology, in order to adapt to new technologies at any time. Lorenz Hänggi was one of the winners of the Start-in innovation contest of the AXA Group in 2014. He won the contest together with his business partner at AXA France with the idea AXA Glass (Hänggi, 2015a).

Wolfgang Hass is working as Principal Expert at Siemens in the area of technology and innovation in Zug (Switzerland). In his function he serves as a consultant for the management division Siemens Building Technologies, promotes innovation and sets people thinking about energy efficiency, smart buildings and total building solutions on a global level (Hass, 2015).

Roger Meier is working as an architect in the firmware department at Siemens Building Technologies in Zug (Switzerland) in the field of infrastructure and cities sector. He is a team lead, provides Linux based platforms for different product lines, is responsible for the Opensource topic at Siemens Building Technologies and represents this topic at Siemens. Roger Meier and his colleague won the corporate wide Cloud Idea Contest at Siemens by originally submitting two ideas. Both ideas reached the Top 10 selection whereas the idea of a billing, licensing and inventory system finally won (Meier, 2015).

Sharon Wong works as director of business development at Cisco in the chief technology and architecture office in San Jose (USA). She is responsible for a huge number of innovation programs. She spends a lot of time working with her colleagues across the different organizations within Cisco for innovation program and coordinates. She helps others by sharing best practices. She has a wealth of experience in running global internal and external crowd sourcing challenges and Hackathons (Wong, 2015)

4 Findings

The findings are divided into three sub-sections. In order to give an overview of the investigated innovation contests, I present the characteristics of them in the first sub-section. In the second sub-section I provide a brief insight of some of the researched companies' product development and innovation processes if they were relevant for the investigation of the transition phase. In the third sub-section I present how the transition phase of the investigated cases is designed.

4.1 Innovation contest

4.1.1 Facebook

Facebook follows several goals with running internal Hackathons. Sometimes it is not even the particular output. The team behind the internal Hackathons works completely voluntarily and does not constitute a formal group, though despite this it has experienced significant growth over the past years. Usually it is a group around Bob Baldwin with a designer, an engineering manager and maybe three product managers (Baldwin, 2015).

Task specificity is completely open. Usually they have internal Hackathons focussed on a particular area or with a motto in order to get a unique atmosphere with a specific logo, t-shirts and other things (e.g. hack to the future, hack together, etc.). But the organizers always emphasize that engineers can hack on whatever they want in order to not exclude anybody from the happening. At Facebook's internal Hackathons, there are almost only engineers participating, since they struggled to figure out how to better incorporate roles others than engineering, design and product managers. Other roles (HR, marketing, etc.) have smaller Hackathons on their own. Facebook holds around three to four Hackathons a year in smaller offices and five to six Hackathons at headquarters (Baldwin, 2015).

About a week before the internal Hackathon, participants can post ideas and rally teammates in an internal Facebook group. There are no rules defined about the mode of participation, however most of the participants join as a group. The amount of participants varies between 20 to up to 100 people. The actual Hackathons happens in a larger room at the headquarters. Other local Facebook offices, like London or Tel Aviv do not tend to have the Hackathons in their own offices since their offices are a little bit smaller. Enough space and getting out of the office are really important. Furthermore people

should not get distracted from their daily business. Hence the organizers also send out a mail to the entire company with the information about the Hackathon and the request that one might not bother any engineers unless it is urgent. Facebook's internal Hackathons usually last from 11am to 6 am the next day, so teams have around 12 to 20 hours of time to create a working prototype. There are some larger Hackathons, which might last to up to three days. No one gets paid for overtime or receives any kind of prize, since the value in participating is building something awesome and shipping it. A jury, containing a product manager, engineering manager and a design manager does the assessment of the projects at the end of the internal Hackathons (Baldwin, 2015).

There have been some changes as Hackathons have evolved at Facebook. For example at the beginning, Bob Baldwin and his team were responsible for assessing the projects. Since most of his team and himself participated themselves, the change of evaluating the projects with judges was an important improvement. Another adjustment was switching the times since only running them at night excluded a lot of older employees or parents (Baldwin, 2015).

4.1.2 Post

PostVenture was first carried out as an internal business plan contest in 2012. There were three goals for running PostVenture12 according to their priorities: the first one was cultural promotion within the company (promote entrepreneurial thinking and acting), extend innovative strength and last but not least generate a contribution to EBIT. PostVenture12 was run on behalf of the group management and carried out by the innovation management division, where Roland Keller took over project leadership (Keller, 2015). The contest took from March 2012 to February 2013 and therefore last for approximately 11 months (Keller, 2012).

All employees were allowed to participate at PostVenture and motivated with incentives such as certificates of recognition for coaching and workshops and management acknowledgement. There were no skills presupposed in writing business plans as a condition to participate in order to not exclude any of the employees. Participation was allowed alone as well as in groups. By intention there was not any clear financial incentive set by the organizers. As reward we promised to take the four finalists to an educational journey to the Silicon Valley. At the end they also got CHF 2'000 as financial reward. Regarding time resources, the participants developed the idea in the first phase

in their free time, part of it considered as further education of the corresponding business unit where the participant was working in and in the third phase the Ideator got budget and theoretically needed to finance himself (Keller, 2015). Internet or friends provided additional assistance since some requirements of the contents were not part of daily business of the participants. Employees within the company from different business units provided additional help (for example legal, marketing and market research). For these services, participants needed to pay for the services (Schatt, 2015).

174 ideas were collected on an online platform that already existed before or could be sent via email to a predetermined address (Keller, 2015). There were six different topic areas such as delivery, e-commerce, direct marketing, new technologies, business process outsourcing and others. By allowing the category "others", the business plan contest was therefore not limited to a specific topic (Keller, 2015, 2012). In the first online submission of the ideas a description of the idea with 300 words was expected. Later on in the process, selected participants had to draw up a business plan. The projects were assessed by different juries, where the selection criteria were always the following: innovative content, potential, time-to-market and conformity with the strategy (Keller, 2015).

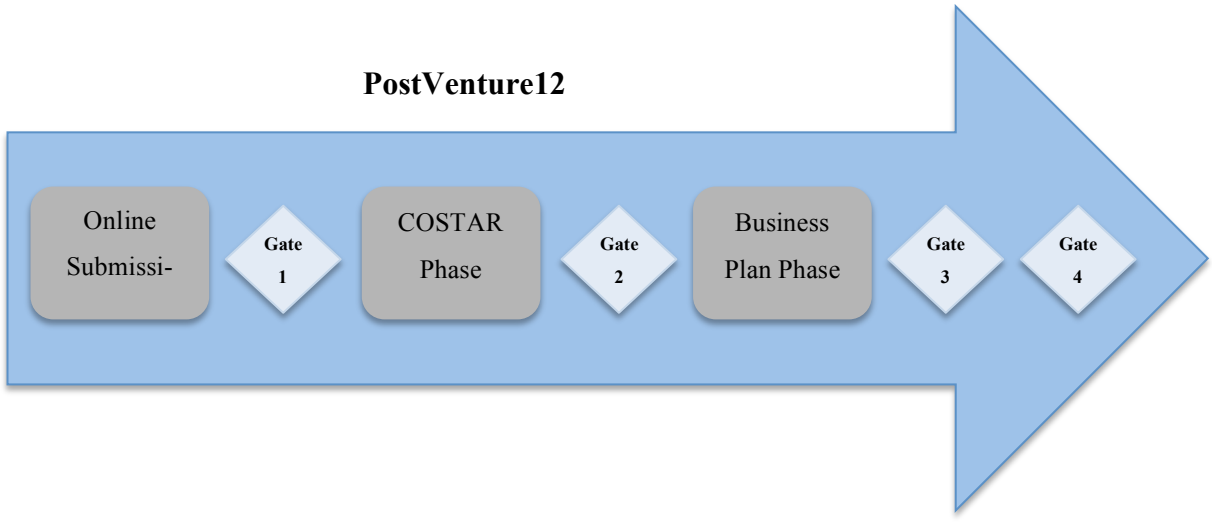

Figure 6: Illustration of PostVenture12 according to Keller (2015) and Keller (2012)

Basically there were three different gates at PostVenture, which were responsible for the selection. The first gate was responsible for the idea selection, the second gate was responsible for the COSTAR selection and the third and last one was in charge of selecting business plans (Keller, 2015).

At the first gate the jury sorted out all the ideas that didn't meet the requirements (300 words to describe the idea) and the one's which were already known and not new for the business of the company. The first decision was made by employees responsible for innovation, coming along from all different business units (Keller, 2015).
34 ideas stepped in the next round (COSTAR phase). COSTAR is similar to a checklist in order to structure ideas. This tool already existed before setting up the contest. Every letter stands for an aspect of the business idea that needs to be considered (customer, opportunity, solution, team, advantage, results). In addition to this, COSTAR also helped the jury to evaluate the projects while finding a common language for describing the ideas. In this process step different workshops and coaching was offered to the participants. At the end projects were presented and assessed by a Jury, composed of experts of the commission for technology and innovation of the federal government (CTI) and the INN board (Keller, 2015).

Thereafter the best 13 ideas were selected for the business plan phase where a first funding for the idea was granted. The funding was based on an application done by the participant in the previous phase for a budget up to CHF 50'000 (out of the existing INN fund (see corporate product development process at Post)). Goal of this phase was to write a business plan and to elaborate a prototype. Again the participants of this phase got the possibility to visit workshops and get access to coaching. Additionally they got the help of an online tool (Business Navigator by the Institut für Jungunternehmen) that supported them while setting up the business plan. Another important part of this phase was that the Ideator gets the commitment of a management board member and the corresponding business unit to bear 50% of the implementation costs as a condition for the implementation of the project. After this phase, there was again a pitch of the project in front of the same jury as at the end of COSTAR phase in order to choose four finalists. The finalists could then present their project to the group management. Besides management attention the reason for this presentation was, that after the business plan there are additional costs that come up on which only the group management can decide. At the end, there was an event where group management, division managers, jury and all the participants met and where all the finalists could present their projects again (Keller, 2015).

There will be a new edition of PostVenture in 2015. Based on the experience of the previous edition of PostVenture (2012) there will be certain modifications. There are three

major changes: PostVenture 2015 will not be a business plan contest anymore as it will be run as an idea competition. In this way participants do not necessarily have to write a business plan anymore. However the process after selecting the best idea will remain the same (set up business plan, get funding, a.o.). Additionally PostVenture 2015 will not only be accessible to employees anymore but also to external people participating. Accordingly there is also a change in the goals of PostVenture 2015 since identification of new businesses is top priority whereas promoting internal entrepreneurship and image promotion are secondary (Keller, 2015).

4.1.3 AXA

The global innovation contest, Start-in sponsored by Véronique Weill, AXA Group Chief Operating Officer and was carried out the first time in 2014 and was. The goal was that employees contribute by proposing ideas to the Group's strategic priorities in its digital transformation and thus to accelerate internal innovation and foster intrapreneurship among employees. Every AXA employee worldwide was allowed to participate not depending on the field of competence, country or hierarchical position. Employees had 5 weeks time to submit their ideas on an online crowd-sourcing platform. There were two major topics on which employees could hand in their ideas. The first one was big data in terms of how AXA can use big data in order to help customers lower their personal risks. The second topic was in the field of mobile insurance in the sense of how AXA can use mobile devices to create new opportunities for customers (AXA Group, 2014).

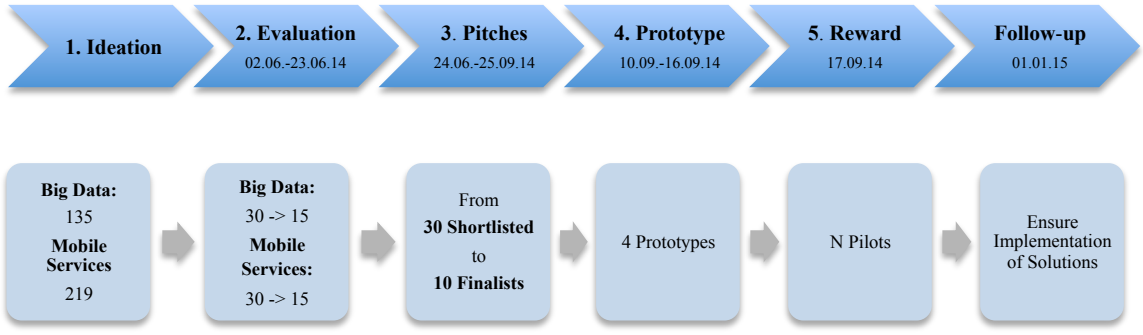

Figure 7: Illustration of Start-in innovation contest according to Preisig (2014)

Start-in contained 5 different phases (see figure above): ideation, evaluation, pitches, prototype and reward. Firstly, there was a collection of all the ideas on the two different topics on an online crowd-sourcing platform (ideation phase). In the evaluation phase

there was an initial pre-screening where for each topic the 15 top voted ideas and the 15 ideas evaluated by a jury were chosen. In a second step in the evaluation phase there was a further evaluation of the previously selected 60 ideas wherein the 30 most promising ideas were chosen to step into the pitching phase. In the pitching phase, local mentors coached the 30 groups in order to be prepared for the pitch. A business angel team then selected the top 10 ideas. The top 10 ideas could then pitch in front of the innovation executive committee who chose the four best concepts to be prototyped. In the prototyping phase, internal and external experts helped to prototype the concepts during a four-day Hackathon in Paris. Right after the prototyping phase, the corporate innovation committee rewarded the winners during the innovation summit in Paris and proposed sponsors for implementation of the prototypes (Benichou et al., 2015). There was no prize offered for the winners since AXA Group did not want to attract "prize hunters" which might lead to a huge number of useless ideas (Benichou, 2015).

Summarized, within five weeks, 10'800 employees from 190 business entities worldwide (out of 40 countries) came up with more than 350 ideas on the online platform. 219 ideas were about the topic of mobile services and 135 ideas in the field of big data. (AXA Group, 2014).

The focus of Start-in did not only lie on submitting individual or team ideas but also on giving all employees a voice in helping to select the best ideas (comment and voting function on the platform). There were several factors named as a benefit and incentive for employees to participate, such as the expansion of their network across division borders, to learn about innovation, to get inspiration from others' ideas, and to identify potential internal partners (Benichou et al., 2015).

Start-in was held again in 2015. Compared to the edition in 2014, number of participants doubled to 22'136 participants out of 45 countries that resulted in 815 different ideas in two subject areas (reinvent customer experience and support the self-employed and micro-companies) (AXA Group, 2015). Since the effort for the participants was too high on top of their current workload, processes will be simplified and a prize might be offered (for example a share of the dividends that the project will somehow provide) (Benichou, 2015).

4.1.4 Siemens

At Siemens, different internal innovation contests are carried out across all business units. The motivation of organizing internal innovation contests is to incentivize and encourage employees to think about new products and create a forum where a broad idea exchange can happen. This might serve as a source of inspiration for other innovations and also shows the commitment of Siemens' belief in innovation. One of the most famous innovation contests is the Top+ award. Another internal innovation contest is the corporate wide Cloud Idea Contest (Hass, 2015).

The goal of the Cloud Idea Contest was to develop a company wide infrastructure by using the financial potential of cloud solutions. This innovation contest has been run twice within Siemens. The ideas were submitted and discussed on an online platform. Then presentations were conducted in a live meeting even though Siemens is active globally. The Cloud Idea Contest was (like Top+ awards) organized by Siemens Group Technology Division in Munich. As the name of the contest already shows, it was limited to topics in the field of clouds. There were no additional restrictions about the topic. All employees were allowed to participate in the contest, since the contest was advertised company wide. However most of the participants were developers and people from R&D division, overall there were 4'000 registered participants who submitted 300 ideas. There were no restrictions about the mode of participation. The Contest began in June 2014 and the final took place in October 2014 so participants had about one to two months to submit their idea. The winner of the contest could win an Ipad and 2.5-year personnel resources in order to implement the project (Meier, 2015).

Out of all 300 submitted ideas the Top 20 were selected. First, ideas got rated from the community online, whereas a jury at the end decided about the finalists and winners. In the Top 20 one had to explain the idea to a jury in an elevator pitch taking three minutes. Then another selection was carried out where the Top 10 were chosen. At the end, in the final, there was a jury session with the 3 finalists (Meier, 2015).

4.1.5 Cisco

Cisco runs a lot of internal Hackathons of different sizes and scopes. There are the smaller ones, which each department within the engineering organization runs on their own. On the other hand there is the global HackIT that happens twice a year and at which everybody within Cisco around the world is allowed to participate (Wong, 2015).

At Cisco, internal Hackathons are a popular way to advance ideas and to enable rapid prototyping. Additionally internal Hackathons should lead to employee engagement and results at the end and are also carried out in order to create a cultural spirit factor. For Cisco it is important that employees have fun and realize that this is a great opportunity for them to make their ideas into a great solution (Wong, 2015).

Most of the Hackathons at Cisco are held physically since past experience has shown that this works better than running virtual Hackathons (Wong, 2015). HackIT in 2014 brought together more than 450 participants from 27 different countries organized in five live-in-person events at San Jose, Austin, Brussels, Bangalore and Research Triangle Park. This resulted in overall more than 100 applications and scripts submitted for evaluation (Saunders, 2014).
HackIT typically finds business sponsors (senior executives) who will post challenges (problem statements or challenges) and in this way also commit to taking a look at whatever comes out of HackIT. However there is always a category left for anything else in order to allow ideas about which people are really passionate. The team who actually organizes HackIT is consisting of senior managers, normal developers and local organizers. Cisco attaches great importance that Hackathons are not being pushed top-down (Wong, 2015).

In most of the cases, participants are expected to submit a prototype. Only in rare cases, for example if large problems arise, ideas are presented with little code. Typically developers and designers participate at HackIT but the setting is not limited to them and Cisco tries hard to also involve people with other skills. Participation mode is up to the participant, however Cisco recommends people working in groups. Usually group size is about four people ideally with a balanced skill set (Wong, 2015).

A local jury assesses the results of the HackIT who in the first step is able to give direct feedback. After winners have been chosen they present in front of a global jury which is composed of vice presidents and senior executives. Sometimes a small amount of cash is involved as a prize; other times especially in smaller ones there is no prize of any kind. The prize is not meant to be a priority for participants, since the goal of them is to learn new things, for example code in languages that they are not familiar with or increase other skills (Wong, 2015).

4.2 Corporate product development- and innovation process

4.2.1 Facebook

At Facebook, the product development process varies by team. At Facebook code is in one code repository. So Facebook does not branch repository having different features. They have gates to enable or disable different features to users. As Facebook develops a new feature, they make sure it is gated after they start working on it and then once they are sure it is ready and it is supported on all the platforms needed, the team can decide on their own about the roll out if it is a small feature. If it is an expensive or far reaching project then it is rolled out on just 1-5% of users to see if there are any bugs.
For larger features Facebook makes sure to include public relations and marketing in order to support the process by raising the attention of the users.

4.2.2 Post

The innovation process at Post basically consists of five different stages: explore (get inputs and identify trends), ideation, create (develop a prototype and get feedback from customers and other stakeholder), pilot and multiplication (Keller, 2015).
COSTAR has already been a part of the INN process and is therefore already wide-spread within the company. The INN process at Post looks similar to the set up of PostVenture12: submit an idea via online tool, elaborate the idea with the COSTAR methodology, get seed money for the upcoming phase and elaborate the business plan. Additionally unlike PostVenture12 people usually need to get the commitment of a management board member for the implementation in the business plan phase. In order to increase chances of implementation, the corresponding business unit can be included in order to assure to bear 50% of the implementation costs (Keller, 2015).

4.2.3 AXA

The product development process works according to the milestone principle (0-5 steps) with different baskets. The corresponding project manager places the project in one of these baskets. Since there are usually twice as many ideas as there is budget for implementation, the projects need to be prioritized (Hänggi, 2015a).

In addition to that AXA Winterthur recently called a lighthouse program into action. The lighthouse program is a three-year lasting program that aims to coordinate and build missing digital business- and information technology capabilities. With the necessary projects, the lighthouse program ensures building capabilities and prioritizing if necessary. It has its own design authority within the individual disciplines like business analysis, business architecture, IT architecture, product and marketing (Hänggi, 2015b).

4.2.4 Cisco

At Cisco, the product development process is designed with the AGILE Methodology. That means there are defined requirements and thoughts about the problem they usually want to solve and about getting the funding. After this people go through very short sprints (approximately 2 weeks), which allow them to develop very rapidly. The AGILE methodology is most of the times used for software, since the short sprints are more difficult for hardware.

4.3 The transition phase

4.3.1 Facebook

Facebook has realized that their next great add-on might come from within the company, especially because all their engineers are product users themselves (Paynter, 2013). Since 2007, Facebook Hackathons have yielded in features like the “Like” button, Video, Chat, Timeline, weather in events, stickers/emojis and pictures in comments and many more (Baldwin, 2015).

After the internal Facebook Hackathon, people can work out any bugs and brush up their prototype within one week before presenting what they created at the prototype forum where product managers and leaders of the company (CTO, vice presidents, high level product managers) join. There you usually have around thirty seconds to a minute to present. The focus lays on what you have built and not the processes behind it. After this forum, it is up to the engineer, designer, product manager or who ever works on the project to see it through afterwards (Baldwin, 2015).

Some prototypes built at the internal Hackathon are simple enough to roll out with the next release. So almost always the Ideator stays somehow involved in the transition phase. There are several ways to go since there is no formal process: if something after the evaluation by the jury is clearly shippable, the team needs to finish it. If it is an awesome project they do not need to personally present their project. The in-person demos are more for talking out an idea if something is for example of larger scale or needs personal discussions. Sometimes an audience member has seen a project and wants to introduce the people that built it to the responsible one’s inside the company or they are themselves the right people to help the Ideator to ship the product. Another possibility is that the Ideator reaches out to product managers or engineers of a specific team themselves in order to find out if the project is of any interest. The product manager might release this or a specific team might take over the project. This is very helpful since the Ideator can continue focus on whatever he or she normally does and the team that manages the product can do it exactly how they want to ship it. Sometimes people do change teams after a Hackathon project because they want to get really engaged in that products code. Other times the Ideator does not have enough time to ship the project and then the idea could be picked up in the future. There are dozens of Hackathon projects, which will get hacked-on occasionally (Baldwin, 2015).

Additionally, a small team of executives picks the best 10 projects of the different Hackathons that have happened in recent time for an additional meetings with the top hierarchy of Facebook where even Mark Zuckerberg sometimes attend. There the demo lasts for about two minutes where the Ideator can convince the management why they think it is an important feature or an interesting idea. This gives an opportunity for the teams to meet the leaders and talk to them. At this platform it is rather about discussing different considerations than deciding about yes or no (Baldwin, 2015).

There is a difference in shipping the products regarding web-based products and products for the Facebook app. Web-based products can be pushed to selected part of users, whereas once the app goes live in the Apple App or Google Play store, it is out there for everyone (Miners, 2013). Therefore the duration of the process until the launch of product is decided upon on a case-by-case basis. One of the examples from a while ago was the prototype for what eventually became the timeline (view of full history on your profile). The concept was developed at a Hackathon. The profile team took over this project and built an infrastructure that could handle this in an appropriate way and finally rolled it out. This shows the long-term example (Baldwin, 2015).

Another factor influencing the duration of the process until the launch of a product is the stage of development. Most of the time the result out of internal Hackathons is a prototype. Some people also do full features at a Hackathon (like adding the ability to post in comments with emojis). This feature, developed by Bob Baldwin did not need any additional support, so it just went out with the upcoming code release. For this project they needed about 30 hours and took some time the following days to fix some bugs and it then went out about 4 days later. In this situation, the normal corporate product development process is not even necessary (Baldwin, 2015).

In the end, Facebook applies the proverb that “code wins arguments”. This means that you can discuss a feature for a long time and will never come to a conclusion. Instead you could just build a prototype to show what the feature really is and Hackathons therefore allow engineers to change the discussion from “should we build this” to “we built this, check it out, should we ship it?” (Baldwin (2015) and Amirtha (2014)).

4.3.2 Post

The whole process of PostVenture12 and the steps following after, until a potential implementation were defined before running PostVenture. However it was clear at the beginning, that implementing ideas to business is not a direct part of the PostVenture competition and is therefore not the responsibility of the organizers. Since PostVenture was a multistage innovation contest and ideas spun out of the contest constantly, it is difficult to determine a specific transition phase. Therefore the different possibilities ideas could take out of the innovation contest to business are mentioned below (Keller, 2015).

As already mentioned, the implementation of the ideas occurred in several different ways. At gate one, the pre-selection of the ideas, there was a distinction between three different types to which the ideas got rated accordingly. Type A meant that the idea is interesting, new and needs to be further considered. Type B was for ideas, which did not have enough potential for PostVenture but could be of interest to certain business divisions (e.g. the company should turn off the light at night). Type C was neither nor and was not further proceeded (Keller, 2015).
At the second gate (COSTAR selection), the procedure was similar. Type A meant that the idea was of interest and should taken into account for the business plan phase. Type B meant that anybody inside the company was interested in it and wanted to take this idea in the responsibility of his business division. There were several reasons for a Type B decision such as this business division is already working on an idea in this direction and the proposed idea could generate an added value for it. Type C meant that the idea was not of interest anymore. Nevertheless, the idea was forwarded to the corresponding business unit for verifying if it could generate any added value. At the third gate, the business plans were classified in exactly the same way as at gate two (Keller, 2015).

Finally, more than half of the 13 business plans of type B ideas could contribute to an existing idea/development in the corresponding business unit. At the end, after running a pilot, one idea of the finalist was implemented in the PostMail division. The Ideator himself was working in this business unit. A second finalists was just before implementation, but the Ideator was promoted within the company and did not have the capacity to further precede the project. The other two finalist's ideas were not implemented for other reasons (could not get management support and could not hold the promises made) (Keller, 2015).

After the final event, business unit managers had time to take a closer look at the ideas and evaluate a potential implementation. For this, participants needed to put in additional effort in order to show the costs of the projects, security aspects, influence on software and hardware and many other factors (Schatt, 2015).

According to Keller (2015) the success of new businesses out of an innovation contest is heavily dependent on the commitment of the Ideator. Other crucial factors are the coaching, workshops and the teamwork in the process. Also the initial funding in the business plan phase with up to CHF 50'000 must not be neglected. The question of the resources for the Ideator is very important and can be crucial in the way of how much time people put into the project.
From a participant's perspective, the support and know-how of the innovation team and the different people from all business units within Post were very important. For this purpose it was crucial that a lot of people within the company knew about the business plan contest since they were more willing to help in case of any questions (legal, marketing, a.o.). Last but not least personal characteristics such as discipline and willingness to invest free time for the project play an important role (Schatt, 2015).

4.3.3 AXA

AXA Group, who is the organizer of Start-in contest, did not have a clearly defined process for what happens with the ideas after the contest, though the goal of implementing the ideas was always clear before. They are currently developing a process for this year's edition in order to define some principles. One might be the obligation to keep the Ideator in the loop while implementing the ideas. Another idea is building a small business unit out of the winning ideas where the Ideator steps in the role of the CEO and is responsible for launching his idea. In this way the Ideator can act more autonomously and faster. Since there are projects that are relevant at Group level but not necessarily at local level and vice-versa, AXA Group sets up a data visualization tool in order to filter and sort the ideas of Start-in 2015. This tool shall provide local entities with a simple overview of all the ideas and enables tracking their progress (Benichou, 2015).

After AXA Start-in, there was the first AXA Innovation Summit on September 17 2014 at Group headquarters in Paris where the 4 winning teams could demonstrate their pro-

totypes to other employees and the Group management committee. Goal of this innovation summit was, to bring the prototypes to market as soon as possible, to promote intrapreneurship within the Group and find inspiration (AXA Group, 2014).

After presenting the projects at the Innovation Summit in Paris, the four groups were recognized by the AXA Group CEO. At this moment, the Group CEO announced that he is going to fund a part of the projects and again made clear that Start-in aims to move the AXA group forward in terms of innovation. At this time nobody knew which groups are going to get support and what amount of money will be granted (Hänggi, 2015a).

After this, AXA Group organized a road show for the entities of the AXA Group in order to show the winning prototypes of the Start-in contest. Some of the entities wanted to implement them, whereas some did not want to, because it did not fit in their strategic plans. Of the overall four winning teams, AXA Group was able to find three local entities willing to further develop the projects. For one of the projects, nobody could be found, since it was considered not good enough (Benichou, 2015).

One of the local entities (Germany) is prototyping on its own (alert button on the smartphone) and will focus on a very specific segment first and then try to expand. For the other two remaining projects it was more difficult. Local entities were keen to implement the projects but they suffered from a lack of resources (financial and human). These were the projects at AXA Winterthur (of Lorenz Hänggi) and AXA Japan. The two projects were therefore led by local entities but supported by the AXA Group. The project in Japan was implemented in September 2014 whereas the project in Switzerland took more time because there are frontend and backend changes. The frontend part is well advanced and done by the specialists of AXA Group. The backend is part of a broader project in Switzerland and will therefore need more time. The AXA Group in this way provided resources in terms of manpower for the project of Lorenz Hänggi for developing the frontend. For the project of Japan, the Digital Agency of the AXA Group was acting as product owner and responsible for structuring the work together with AXA Japan. They also helped AXA Japan in terms of digital consulting while organizing creative brainstorming and supporting the local entity. Once the service will be issued, there will most likely not be that much support anymore aside from communication (Benichou, 2015).

After the contest has finished there was another voting round for all the ideas in Asia since people considered the four official Start-in winners as not being the most relevant for Asia. As a result they selected their own three winners, which will be implemented in Thailand and the region of HongKong by quarter four in 2015 and quarter two in 2016. Summarized one might assume that at the end all six ideas will be implemented at some point (Benichou, 2015).

The Ideator is currently not always part of the process after the contest. At AXA Winterthur, Lorenz Hänggi is part of the team, since he is relevant for the success of the project. However in Japan for example, Ideators are not actively involved (Benichou, 2015).
In the following part, we take a closer look at the transition phase in the specific example of the project of Lorenz Hänggi at AXA Winterthur.
After coming back from Paris, Lorenz Hänggi immediately set to work and among others began testing user stories with customers. The platform in Paris was very useful in terms of building up an internal network on management level. He again contacted the responsible group at AXA and made clear that he wants to further push the project forward. At this moment, the AXA group was not yet ready. Shortly after, he handed in his project in the marketing business unit as an innovation proposal. In the mean time he kept developing the prototype in his free time. After this, the CEO of AXA Winterthur committed support for the project and launched a pilot project that helped Lorenz Hänggi to develop a first HTML prototype. At the same time, AXA Group made significant efforts in supporting the projects (Hänggi, 2015a).
About three months later in December 2014, AXA Group committed an initial funding for two of the four finalists and began to search for pilot countries where the prototypes could be implemented (in his case AXA Winterthur). The funding came from Digital Agency who is responsible for marketing spending. Lorenz Hänggi had maintained close contact with Digital Agency even before this. For each group they jointly defined what exactly the budget might be used for. The commitment of the AXA Group was very important since this pushed rather passive country entities to move forward with the implementation (Hänggi, 2015a).

After the commitment of the AXA Digital Agency provided Lorenz Hänggi with developers, designers and project leaders, Lorenz Hänggi continued with the prototyping with the support of business analysts, IT, architecture and customer experience experts. At

the same time the possibility arose to present in front of the IT general assembly and the biggest marketing meeting (all marketing). At these forums and with the help of internal marketing he was able to get valuable feedback and raise the awareness about the project to most of the employees (Hänggi, 2015a).

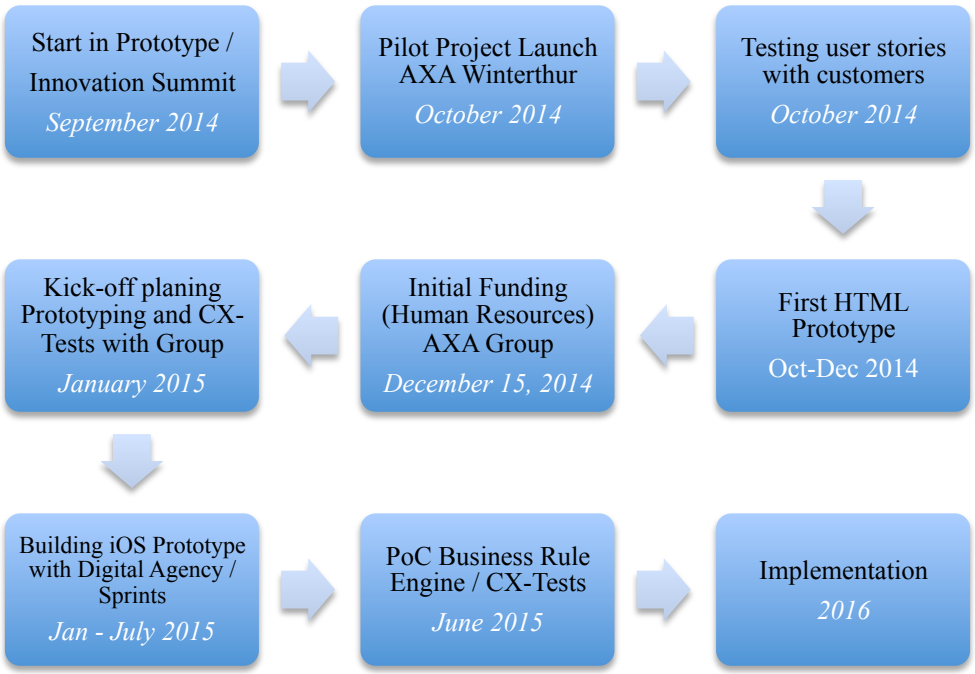

Figure 8: Overview transition phase AXA according to Hänggi (2015c)

The funding of December 2014 aimed to professionalize and extend current prototyping (building an iOS Prototype with the Digital Agency). In January, after the kick-off where prototyping and CX-tests were planed, product ownership was transferred to the AXA Group. In a two-day workshop further procedure was discussed and with the help of SCRUM approach (not used normally at AXA Winterthur) the sprints for the project group were defined. Involved in the project group were an asset owner, project leader (who was product owner at the same time), a designer for user experience, and a business analyst. Sometimes the product owner of the existing "my AXA" App was also involved and Lorenz Hänggi was involved as Ideator and architect. The last sprint will end by the end of June 2015, where the group of Lorenz Hänggi will have the possibility to present the project to the Start-in 2015 finalists in order to encourage and motivate them for the implementation phase. Also in June there were CX-tests and the PoC of the business rule engine. After the last sprint, the project will transfer into normal product development processes (lighthouse program). Chances for implementation are rather

high, since the project is much further developed and more well-known than most of the others also applying for implementation (Hänggi, 2015a).

Country specific innovation management had the function to connect people with each other and to guarantee access to important information. Therefore they serve as a platform between different business units and the Ideator. This is especially important if the Ideator is a rather "standard employee" rather than at a senior management level, since access for them is most of the time much more difficult (Hänggi, 2015a).
Personal characteristics of the Ideator are very important since it is crucial to sell the project internally. Additionally, previous experience of the participants in taking part at Hackathons or building up an own start-up can be of use. The support and commitment internally is also very important: from communications to marketing as well as from senior managers, c-level executives and board of directors. Management attention was also shown by awarding Lorenz Hänggi a special "Chairman's award" in March 2015, which had a significant boost on his motivation to keep working on the project. Last but not least, getting the possibility to present the projects at events to an audience and therefore to reach out to as many employees as possible can help a lot (Hänggi, 2015a).

4.3.4 Siemens

At Siemens, there are standardized processes, which are defined before running an innovation contest. They usually vary from contest to contest, whereas the goal of these processes is the same for all: implement the ideas coming out from an innovation contest (Hass, 2015).
Generally it is important to differentiate between ideas coming out of an internal innovation contest that lie in the working environment of the corresponding Ideator or not. This generally has a significant influence on the transition phase. Most of the ideas that are submitted at Top+ awards are already developed further than the idea stage, and are most of the time partially integrated and can show first results. Summarized, the products are often at the beginning of the corporate product development process while being submitted. If there are ideas or prototypes handed in, there must be an asset owner willing to support the project in terms of any kinds of resources. So far almost all projects that won the Top+ awards have been implemented (Hass, 2015).

The prize of the Cloud Idea Contest was an Ipad and 2.5-year personnel resources. After winning the innovation contest, the participant was invited to a Corporate Technology

Event in Munich in order to present the project. After the final ceremony in October 2014 a conference call was held in January 2015 in order to discuss the realization of the project. The technical and organizational realization was the responsibility of Roger Meier. In order to be well prepared as the project started, he put in a lot of free time in the time period between October 2014 and January 2015. Daily business continued normally as before. The change was that he got a time budget granted from his division in order to do a live-meeting once a week and answer any emails concerning the project. Siemens Corporate Technology assigned the whole 2.5-year personnel resources on a team working in Peking and at a later time in Shanghai. The team consists on average of three to four people with the goal to implement the project in three-quarters until autumn 2015. In the project group, only engineers are involved since Roger Meier refused integration project leaders and test engineers. The engineers in the project group need to be able to do anything and are not specialized in coding in a specific programming language. Roger Meier needed to explain this decision to the sponsor of the project and could show them the saving of time (Meier, 2015).

Roger Meier is in the role as product owner and defined a process by himself for further development. This process is similar to the usual start-up spirit and happens outside of the normal product development process. Although he did not receive his own budget for the project, he can account for smaller expenses like SSL certificates in his division. Previous to the contest he worked on an internal Codingplattform (similar to GitHub) that is now being used for his project. On this platform, all members of the project team work with the same repositories, there is a wiki where meeting minutes are recorded and project milestones are shown. In this way, administrative processes are lean and reduced to a minimum (Meier, 2015).

After some time there was a change of the team since team members were needed for other internal projects. This caused some delay in the project. Currently (June 2015) his goal is to show the value of the project in order to find stakeholder within Siemens who value the benefit of the project in order to get further sponsorship and support for implementation. This is definitely easier with a working prototype, which is stable and ready for production. For this step, internal commercialization and marketing is crucial (Meier, 2015).
From the organizer’s perspective there is no intended process as to what should happen to the project after using the sponsored 2.5-year man resources. Therefore it is also in

the responsibility of the Ideator and product owner to contact specific business units in order to get the project implemented. One of the biggest difficulties is that product roadmaps are planned and it needs huge persuasiveness to get the project into them. The probability is high that at this moment the project moves into the normal product development process (Meier, 2015).

It is crucial that people within the company know that the project exists and is currently being developed. In this way people get sensitised, you can increase your internal network and a know-how transfer might occur. Thus it is useful to present at events or forums like the Software Excellence Conference in Munich where all decision-maker of R&D are present (Meier, 2015).
According to Meier (2015), an idea has much more potential for winning the contest and the upcoming implementation if not only technological factors are considered but also the business perspective. Additionally it might help if an idea is relevant for the company as a whole and not only for specific business units. Since Roger Meier does not have to coordinate any of his decisions with different divisions and business units, politically as well as technical, it helped him to act quickly and use the resources in a meaningful way.

Another strategic option for ideas out of internal innovation contest might be to patent the idea and sell it or just „reserve“ the right of the invention. If a patent is too expensive or takes too long, inventions can also be published since from this moment on nobody else can get a valid patent since the invention is not new anymore (Hass, 2015).

4.3.5 Cisco

Cisco has standardized processes for after HackIT with the goal to bring new products to market and generate added value for Cisco. Since there are topics defined from senior executives or vice presidents, they also commit to taking a closer look at the projects and also have the resources to take the result of HackIT to the next level. For Cisco it is crucial that challenges are actually a problem for the corresponding business unit who sponsors it (Wong, 2015).

After HackIT, finalists have the potential to get adapted to Cisco’s incubator program. There the team’s ideas are refined and it might be possible that those are taken to production. Ideas or prototypes that are interesting for the challenge sponsor need to devel-

op a business case for the first preselection at the local level. With the business case, they need to think about the added value that their prototype can create and show why one should continue investing in it (advance the company, safe money, etc.). During this stage, the teams get coached since most of the time they do not have any experience in doing this. After this, they get additional coaching in how to present and sell an idea and get to know how decisions by executives are made. In some cases they might get some extra money. But the biggest problem is usually the time of the teams because normal business goes on. Therefore they need to do some things in their free time. The presentation is done at high executive level where vice presidents and the Chief Innovation Officer are a part of it (Wong, 2015).

Organizers at this stage are mainly responsible for coaching the participants and helping them to get support from the right people. Most of the time after HackIT people with other skill sets than developing and designing are involved in order to help for the further development. At Cisco there is a great culture, where a lot of people exist that actually wants to help, also fairly senior people among them. So teams might just reach out to them and ask for help. This culture of helping enables support from almost all over the world (Wong, 2015).

The executives then usually decide to invest further in the idea or prototype or not. The most challenging issue in the process is to get somebody to invests, since people are very busy at this point and the agendas for the normal product development process are more than full, since prioritizing needs to be done without these additional projects. After the commitment to invest, the projects usually transfer into the normal corporate product development process (Wong, 2015).

The Ideator or the team is always involved in the transition phase. Usually the ownership of the project transfers to the specific division who in an ideal case thereafter takes over the sponsorship. The whole process lasts for about three weeks. It is important that ideas other than the winning idea can also be implemented, since challenge sponsors will take a closer look at their specific projects. Therefore there are not any kind of criteria in order to get further support. The only condition is, that it meets the needs of the challenge sponsor (Wong, 2015).

At Cisco, one of the most important points is the executive sponsorship for the Hackathons. This also shows that sponsors are very enthusiastic for things coming out of it and that they have the right mind-set in order to support interesting projects afterwards. In addition to this, it is important that projects align with the strategic goals of the corresponding challenge sponsor in order to ensure additional funding. Last but not least, commitment, engagement and the mind-set of the participants is crucial (Wong, 2015).

4.3.6 Dropbox

Dropbox follows an interesting approach for the top projects of internal innovation contests (the typical “hack week”). After experimenting with a few processes they now usually take a few of the top projects and let them present to some of the top management, who has to prioritize the projects between three categories. Category one means that the project is highly important and urgent and therefore current work should be deprioritized and teams should start tackling this now. Category two means that the project plays into their 18-month roadmap and therefore the team should work closely with the relevant for prioritization and timing. Category three means that the project has not the right fit for now, since it does not fit well with their 18-month roadmap or priorities. However people should think about the right way to eventually tackle it (Varenhorst, 2015).

5 Discussion

In the following paragraphs, the findings of the present thesis are discussed showing the characteristics of the transition phase.

From the multiple cases investigated, several important key factors can be found (see figure 9) that at the same time also constitutes the core of the findings of the present thesis. These factors can be clustered in five areas, such as internal network, roles within the transition phase, resources, design elements of the internal innovation contests, processes and other factors. Additional factors mainly arising from literature that are backed by the findings of the present study are compiled in the section "other factors". The different areas are explained in more detail within the following paragraphs.

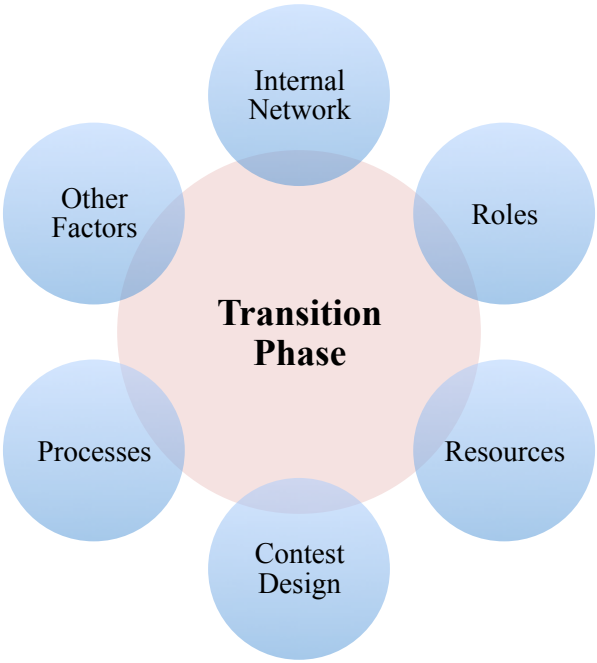

Figure 9: Illustration of key influence factors on the transition phase

Internal Network

Since decision makers are usually spread all over the company, it is important to build up a personal network within the company. Most of the time the Ideators and winning teams are often not the one's who can turn the idea into business and do not know who to reach out or talk about the prototype, in order to take the next steps. One might avoid this problem by integrating product managers at the innovation contests (Cisco, Facebook). Another possibility is that the innovation management and the organizer of the contest can serve as a platform bringing the right people together and help teams or Ideators talk to the right people (AXA, Cisco, Facebook). This method can help prevent the

risk of good ideas never being realized, solely because the people who would be able to do so never meet.

The winners of the innovation contests investigated in the present thesis were most of the time invited to participate at subsequent workshops, forums or events, generating more innovative output and enhancing personal network within the company. Promoting himself and the idea inside the company was seen as an important factor within several different cases (AXA, Cisco, Siemens). Additionally, it is also important to raise awareness through this and with other instruments in the company, regarding the innovation contest in order to increase popularity. In this way one or more chances for the Ideator may arise and it simplifies the process for teams and Ideators to get support in the transition phase since readiness to help tends to be higher. Therefore not only internal network to decision makers and managers is important, but also internal network to others (AXA, Cisco, Siemens, The Post).

Roles

Oftentimes there are several different roles involved in the transition phase, three can be considered as the most important ones: management, Ideator and the innovation management / organizer of the contest.

Over all of the different roles, the culture and mind-set of the corresponding people is crucial (Cisco). The commitment of the management can be seen as one of the most important condition for the success of the transition phase. It is important to differentiate between management commitment in the run-up to the innovation contests and after. Generally the importance of innovations, innovation contests and what happens after must be clearly stated by the management before the contest even begins. For this reason group management of Post for example recorded a video message to promote Post-Venture and show the importance of it (Post). Furthermore, management commitment should continue after the contest for the subsequent implementation of ideas. This might take several different forms such as giving a Chairman's award (AXA) or participating at presentations (Cisco, Facebook, Post). Additionally not only high-level management commitment is important, but also senior and middle management commitment, since most of the initial decisions about the allocation of necessary resources are done by them (AXA, Cisco).

The crucial role within the transition phase is the role of the Ideator. In order to bring a project of an innovation contest to the next level, a strong product champion with a vision for the idea or prototype and the motivation to push the project is needed (see also W. Veryzer, Jr. (1998)). Other important context factors seem to be positively related to the chance of bringing the idea into business such as the hierarchy of the Ideator, personal characteristics (how can the Ideator promote himself) and the overall commitment of the Ideator. Therefore giving the Ideators the opportunity to work on the ideas developed at the innovation contest is crucial. The involvement of the Ideator can be realized in the function of product owner, but also as a member or part of the project group. In this way, the risk of the transition phase becoming a black hole for good ideas can be reduced. How long the Ideator stays involved can differ from case to case. As there is support and sponsorship of an interested business unit within the company, it might also make sense to hand over project ownership, since the specific division might have more experience (AXA, Cisco, Siemens, Post). Additionally as seen in the research by Hansen and Birkinshaw (2007), the number and diversity of people involved in the transition phase may put the conversion process in danger and can create a risk-averse, bureaucratic process.

Last but not least there is the role of the innovation management and organization team. As already mentioned in the section “network”, innovation management can provide valuable support for the Ideators in the transition phase, especially since chances of success might be reduced if Ideators can originate in lower hierarchy or do not have an extended internal network (AXA, Cisco, Facebook, Post).

Resources

In her studies about the afterlife of innovation contests, Juell-Skielse et al. (2014) comes to the conclusion, that a very high level of support is not always required and does not necessarily leads to the best condition for a success of the Ideators. Medium level support might stimulate the Ideators to take their own responsibility. There is evidence from the investigated cases that this also applies to the transition phase and supports the present findings.

As a part of the support, sponsorship for the transition phase is crucial and is most of the time not considered (AXA). The investigated cases and also the research of Hjalmarsson et al. (2014), the lack of time or money is one of the most important barriers identified in the transition phase. A lot of the tasks done in the transition phase of

the investigated cases were done during the free time of the Ideator, in order to bring the project to the next level especially since normal and daily business of the participants continues immediately after having finished the innovation contest (AXA, Cisco, Facebook, Siemens, Post).

Other resources frequently provided in the transition phase were coaching and mentorship in order to learn missing skills, such as how to write a business case, or how to present. This is crucial in the sense that most of the Ideators are not familiar with it and it is in most cases not possible to get further sponsorship without providing a convincing business case and presentation (AXA, Cisco, Post).

Design of the innovation contests

As the available cases showed, there are certain design elements that have an influence on the transition phase. An overview of the design elements of the investigated innovation contests is provided in table 6.

The defined objectives of the innovation contests can have a definite influence on the transition phase in terms of bringing ideas to business, since it also shows the commitment of the management. However in all of the investigated innovation contests, bringing new products to market was not the only target. There were additional intentions behind organizing innovation contests that constituted of mainly cultural factors. This often has an influence on the organizer of the contest, since management commitment in terms of organizing the contest was considered important. This plays a role in the sense of who is responsible for placing a challenge (AXA, Cisco).

Furthermore task and topic specificity can influence the transition phase. The chance of getting support and additional funding in the transition phase seems to be higher if tasks are more specific (Cisco) and align with existing strategic goals, since the challenge sponsor can immediately assess the solutions with respect to his business and decide about providing additional support.

Table 6: Overview design elements of investigated innovation contests

Design element \ Case	Facebook	Post	AXA	Siemens	Cisco
Objective	Not only bringing out products, also creating new inputs/discussion in the team	Cultural promotion within the company, strengthen innovative strength, generate a contribution to EBIT	Accelerating internal innovation and fostering intrapreneurship	Get corporate wide basic infrastructure to get the money out of our great cloud solutions	Advance ideas, enable rapid prototyping, create a cultural spirit
Media	Offline	Mixed	Mixed	Mixed	Offline
Organizer	Engineer, Product Manager, Designer, Engineering Manager	Group innovation management team	AXA Group Marketing and Distribution	Group Technology Division	Chief Technology and architecture office
Task / topic specificity	Low (open task)	Low / defined	Defined	Defined	High
Degree of elaboration	Prototype	Idea / prototype	Idea / prototype	Idea	Prototype
Target group	Specified *(mainly engineers and developers)*	Unspecified	Unspecified	Unspecified	Unspecified *(mainly engineers and developers)*
Participation as	Both	Both	Both	Both	Both
Number of Participants	20-100	150	10’800	4’000	600
Contest period	Very short term (20-24 hours)	Very long term (11 months)	Short term (5 weeks)	Long term (8 weeks)	Very short term (24 hours)
Reward / motivation	None	Mixed	Non-monetary	Non-monetary	None
Evaluation	Jury evaluation	Jury evaluation	Mixed	Mixed	Jury evaluation
Contest phases	One	Three	Five	Three	One - three
Replication	More frequent	Less frequent	Annual	Annual	Biannual

Considering the cases in the present thesis, it is important to see that there are important differences in the settings of the corresponding innovation contests. The cases of Facebook and Cisco were internal Hackathons, whereas the cases of AXA, Siemens and Post were more an idea or business plan contest. This has an influence on the target group of the contests and most of the time also on the degree of elaboration. At internal Hackathons, developers and designers mostly define the target group, even though there was no limitation for the presented cases. This leads to an imbalance in the skills of the participants that might be important in the transition phase (such as writing business cases, selling the idea in front of the management, etc.). Additionally the result of the internal Hackathons is almost always a working prototype instead of an idea or a business plan. Most of the time prototypes are more convincing, since people can imagine something when discussing the project and a first feasibility analysis is allready done. This is important, since the output of the innovation contest constitutes the input of the transition phase.
The investigated cases and also literature (Baldwin, 2015; Miners, 2013; Schepers et al., 1999) show that the transition phase depends on the elaborateness and the type of the ideas or prototypes submitted and how they are handled in the best way after internal innovation contests.

Last but not least, the contest period seems to have an influence on the transition phase. However the assumption that might be obvious at first sight, that the longer the innovation contest lasts and the more contest phases exists, the shorter the transition phase is, is not true in every case.
At Cisco for example, internal Hackathons last for 24 hours with a prototype as a result and the transition phase lasts for about three weeks (Cisco). At Post, the transition phase did not go by faster, though there were several contest phases and the contest last for 11 months. However the chance of shortening the transition phase with a business plan or working prototype instead of a vague idea is quite high since the risk for the upcoming project sponsor might be reduced.
There are factors that do not have an obvious influence in the transition phase, such as the mode of participating (participation alone as well as in teams was allowed in all of the investigated cases), the number of participants, the reward and the replication. Nevertheless causal effects are not precluded and might be interesting for future research.

Processes

The transition phase seems to be a process, which cannot be structured consistently. Coincidence and fortuitousness often play an important role in further developing ideas or prototypes that come out of innovation contests. Therefore, this might lead to a not so highly structured process or systems but rather to a fast and flexible process (AXA, Facebook, Siemens). In addition the goal seems to ideally solve the trade-off between a process that is too structured and may in this way inhibit creativity and flexibility or a process that is too unstructured and may in this way make necessary support impossible. As a project methodology agile development approaches (such as SCRUM methodology) are used in some of the cases and might constitute an efficient and flexible approach during the transition phase, especially for projects in the field of software (Cisco, Siemens and AXA).

In some cases there is a transition to the corporate product development process, in other cases not. After taking a look at the types of ideas or prototypes, one can recognize that smaller and incremental ideas or prototypes only affecting parts of the business of a company are more likely to be implemented, without having to step into the corporate product development process, while larger and radical ideas or prototypes affecting the company as a whole mostly run through the corporate product development process (see also (Schepers et al., 1999)).

Additionally, flexible transition phases allow designers to continue to define and shape products even after implementation has begun and in this way answer to rapidly changing customer requirements. The concept development and implementation phase therefore overlap instead of following each other sequentially. In this way response time (see chapter 2.2) can be shortened significantly (Iansiti and MacCormack, 2001).
There is no ideal duration of the transition phase. A longer transition phase might allow to advance the project and minimize risks (see the case of AXA or Siemens), whereas a shorter transition phase can be an advantage once the commitment of the corresponding business unit manager is clear and the danger of getting lost in the process between can be reduced (see the case of Cisco or Facebook).

Other Factors

As previously stated, the range of influence of innovation contests itself is limited since it only covers the beginning of the innovation process (Schepers et al., 1999). According to Klein and Knight (2005), successful implementation is dependent on the management support for innovation implementation, financial resource available and a learning orientation. This definitely applies to the context of the present thesis. Generally, the road from an idea to a profitable business is by any means long and difficult, especially in large companies with a single corporate or several independent R&D divisions (Schepers et al., 1999).

Klein and Knight (2005) figure out numerous reasons, why innovation implementation is difficult. Some of them also apply to the context of bridging internal innovation contests and the corporate product development process. One reason is, that particularly technological innovations are often unreliable and imperfectly designed, especially if the used technology is new. This can lead to frustration and therefore prevent a successful implementation. An additional factor is, that the decision to implement an innovation is usually made by those higher in the hierarchy, who have comfort with the status quo. Last but not least, implementation is time consuming, expensive and therefore initially negatively influences the performance. On top of that organizational processes and norms usually encourage maintenance of the status quo.

It is important to take a closer look at the innovation process as a whole when assessing the effectiveness of innovation contests in terms of bringing new products and services to market, since several other factors are crucial for success or failure. According to Klein and Knight (2005) there are six other key factors that influence the success of innovation implementation. Key factors are the implementation policies and practices an organization develops, the team's organization's climate for innovation implementation, the role of the manager in the implementation process in terms of supporting the innovation as a critical factor, the availability of financial resources since implementation is not cheap, a learning orientation in terms of employees not being led by fear, and last but not least the managerial patience in the sense of being committed to achieve the long-term benefits. All of these key factors also apply to the transition phase and the innovation process as a whole and should be carefully taken into account.

Last but not least, other factors can be found to have an influence on product success, like the innovating firm's technical skills and activities, its marketing skills, amount and quality of market research obtained, and launch activities performed (Calantone and di Benedetto, 1988).

6 Conclusion

6.1 Theoretical and practical implications

As the investigated cases showed, contacts to other experts, maybe even working on the same topics and many other relationships among different organizational units are crucial for further developing the winning ideas of an innovation contest. Additionally, this might establish a network that will last much longer than the competition itself. For this reason it is important to actively assist people in getting together by, for example, creating platforms and forums where they can meet and discuss. By giving people dedicated time, forums and physical space to make connections with people from across the different business units within the organization, one might increase the probability of a successful transition phase.

One important finding and factor, is the state of the product development roadmaps, which are often times full, and may pose a risk on the implementation of ideas out of innovation contests. It appears that prioritizing ideas or prototypes according to the match with companies' strategic goals plays an important role after the contest. One of the most logical consequences would be integrating this as criteria while assessing the projects at the end of the contest.

Taking action seems to be a crucial factor. This means fail fast, prototype in an early stage and share the concept within the company and the customers. Even though not perfect at the moment, a prototype shared is most of the time more valuable than a pretty prototype held in isolation (see also Kotter International (2013)). Additionally, the chance of implementation might be better if topic specification is high, the projects align with the current strategic objectives and the challenge sponsor has resources at their disposal, the mind-set, and the commitment to support ideas. In the end the chance of implementing incremental improvements or slight variations into business and therefore being able to bridge innovation contests and the corporate product development process is more likely than brand-new ideas covering business areas that are not covered in any part of the company yet. As a project methodology, agile development approaches (such as SCRUM methodology) are used in some of the cases (Cisco, Siemens, AXA). Since these approaches constitute an efficient and flexible approach (especially for software projects) one could use them as a design element of the transition phase.

Last but not least, there is an important practical implication on the design of the innovation contests. Since exceedingly few of the projects of an innovation contest can usually win a prize (by nature of the setting of a contest), it is important to pass other promising ideas that are not able to win the contest to the relevant business groups or other programs within the company. One can argue that a collection of ideas for future use itself is of no use, since future use most of the time will never happen and valuable ideas might get lost.

6.2 Limitations

There are limitations of the present thesis concerning its research design and the data collection. First of all, there were different the time periods after the innovation contests. On the one hand it was sometimes hard for the interviewed persons to remember what happened after the innovation contest, since it was one or two years ago (e.g. Post). On the other hand, sometimes the interviewed persons were in the middle of the transition phase and could not give detailed information on what happens until the effective implementation of the project (e.g. AXA or Siemens).

Most of the time, case studies are not devoid of generalizations. However external validity is problematic with the research design chosen for the present thesis. Additionally a significant part of the data used for the research is originating from interviews. Therefore data depend on the selection of the interviewed person. However cross-validation with two interviewed persons and two different perspectives for three of the five cases in addition to the documents provided can partially mitigate this effect. As already mentioned in three of five cases it was possible to conduct two interviews. At Facebook and Cisco it was unfortunately not possible to conduct another, second interview (due to lack of time and difficulties finding the participant's perspective). Since my interview partner at Facebook as well as at Cisco have experienced both perspectives the effect on research results can be assumed as rather modest.

6.3 Implications for future research

In order to generalize the findings of the present thesis, the sample of the applied multiple case studies could be increased, since it his rather hard to apply quantitative methods to this kind of investigation. Additionally long-term evolvement of the transition phase might be interesting to investigate. As a result it is questionable if innovation contests will be able to replace the innovation- and product development processes. This might be a topic for future empirical research.

An additional possibility for future research is the detailed influence of design elements on the transition phase, since no obvious influence could be seen of elements such as number of participants and replication of the innovation contest. Furthermore the difference of internal Hackathons as a form of internal innovation contests and innovation contests (idea- or business plan contests) and the influence on the transition phase could be further studied.

Since the open innovation approach is on the rise, it might be worth investigating innovation contests held by companies or other institutions (e.g. HackZurich), where internal and external participants take part. In all probability completely different challenges for further development and implementation of the ideas may arise from this setting such as collaboration forms between external participants and the company, the issue of intellectual property and compensation of the participants.

Appendix

Interview participants view

1. General questions

1. What is your formal position?
2. What are your work duties?

2. Questions about the transition phase

1. Did your company have a standardized transition process before the innovation contest? When and how was the process developed? If not: how did the process evolve?
2. What are the goals of the transition process?
3. How would you describe the process after the innovation contest?
    a. What are the process' steps in the transition phase?
    b. What are the milestones/gates in the transition phase, if there are any?
    c. Which people from what divisions are involved in the transition phase?
    d. Is corporate level management involved and if so, for which process steps?
    e. Are there defined roles in the transition phase (process owner, process manager, process team, process employees, strong product champion)?
    f. How long is the Ideator involved in the post contest process/transition phase? Does the Ideator keep ownership?
    g. What methodologies/tools/resources are used in the transition phase?
    h. Which kind of support is offered during the transition phase (funding, work performance/spend work-time on the project, development support, mentorship, help with refining the product, marketing, etc.)? Which resources are needed?
    i. How long does the transition phase on average last?
4. Do ideas/prototypes other than the winning ones step in to the transition phase? If so, what are the criteria? What percentage of all ideas generated end up in the transition process?
5. What are the criteria for an idea/prototype to be transferred to the product development process (i.e. the operating unit of the company takes over the product)? How far was the idea/prototype developed (idea, sketch, concept, prototype, solution, evolving) while transferring to the product development process?
6. How is the process designed of transfer a idea/prototype to the product development process? Which decisions are taken by whom?
7. In your opinion, what are the key factors to make the transition phase successful?

8. What kinds of weaknesses and risks did you experience in the transition process (e.g. lack of time and funding, lack of key competences, lack of market information, etc.)?
9. Are there any adaptions of the transition phase compared to previous experience?

3. Questions about the product development process

1. How can the general product development process / innovation process of your company be described?
2. What was the benefit of ideas out of innovation contests so far? Which products have been brought to market/launched so far from these contests?

4. Questions about the innovation contest

1. What were the objectives of the innovation contest?
2. What is the general appearance of the innovation contest?
3. Which division within your company was in charge for organizing the contest?
4. Was there a specific task/topic that was defined?
5. What was the required level of detail of a submission?
6. Who was the target group within the company?
7. Which mode of participation was allowed in the innovation contest?
8. How many employees usually participate?
9. How long did the contest last?
10. What kind of prize was offered to the winning teams?
11. What does the process look like to assess the submissions?
12. How many rounds/phases existed within the innovation contest?
13. How often/how many times has the innovation contest been repeated?
14. Which adjustments were carried out for the setting of the innovation contest (if they have been repeated)?

Interview organizer/innovation management perspective

1. General questions

1. What is your formal position?
2. What are your work duties?
3. What idea did you bring in at the innovation contest?

2. Questions about the transition phase

1. Did your company have a standardized transition process before the innovation contest? When and how was the process developed? If not: how did the process evolve?
2. What are the goals of the transition process?
3. How would you describe the process after the innovation contest?
4. What are the process' steps in the transition phase?
5. What are the milestones/gates in the transition phase, if there are any?
6. Which people from what divisions are involved in the transition phase?
7. Is corporate level management involved and if so, for which process steps?
8. Are there defined roles in the transition phase (process owner, process manager, process team, process employees, strong product champion)?
9. How long is the Ideator involved in the post contest process/transition phase? Does the Ideator keep ownership?
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11. Which kind of support is offered during the transition phase (funding, work performance/spend work-time on the project, development support, mentorship, help with refining the product, marketing, etc.)? Which resources are needed?
12. How long does the transition phase on average last?
13. Do ideas/prototypes other than the winning ones step in to the transition phase? If so, what are the criteria? What percentage of all ideas generated end up in the transition process?
14. What are the criteria for an idea/prototype to be transferred to the product development process (i.e. the operating unit of the company takes over the product)? How far was the idea/prototype developed (idea, sketch, concept, prototype, solution, evolving) while transferring to the product development process?
15. How is the process designed of transfer a idea/prototype to the product development process? Which decisions are taken by whom?
16. In your opinion, what are the key factors to make the transition phase successful?

17. What kinds of weaknesses and risks did you experience in the transition process (e.g. lack of time and funding, lack of key competences, lack of market information, etc.)?
18. Are there any adaptions of the transition phase compared to previous experience?

Interview with Bob Baldwin, Facebook Inc.

General Questions

What is your formal position?

I am working as a software engineer. Some companies choose to describe different level of engineers, like staff engineer, junior engineer, regular engineer or senior engineer. Facebook chooses to keep those levels secret so that every engineer works with each other and doesn't cooperate according to the hierarchy. I would be pretty high-level engineer though if that information were public.

What are your work duties?

I'm an engineering lead on my team, so I help maybe 20 to 30 other developers plan what to do, get them designs all kinds of staff in addition to developing things by myself. I work on Facebook groups, so I'm the engineering lead for that product from Facebook. I specifically work on IOS and PHP (mobile, mobile web, API development, backend infrastructure). Most engineers tend to focus on one area so this is a bit different on my part.

I'm also the global Hackathon leader. I run Hackathons at the headquarter of Facebook as well as helping other offices run theirs including both going and participating, giving advice, making sure that they are keeping up with regular Hackathons.

Questions about the transition phase

Did your company have a standardized transition process before the innovation contest? When and how was the process developed? If not: how did the process evolve?

See below, question 3 (several paths possible after the Hackathons)

What are the goals of the transition process?

Not only bringing out products is important. Also creating new inputs/discussion in the team is crucial.

How would you describe the process after the innovation contest?

After that either at the end of the Hackathon or the week after so people have some time to brush up their prototypes, we have the prototype forum and that is really like the main thing that happens for projects. There you present your project to all the other one's who participated. Also product managers and leaders of the company (CTO, vice presidents, high level product manager) join at this prototype forum. It's rather a quick thing, so you have like a minute or thirty seconds to present and it's just focussed on what you have built and not the whole process behind it. After that it's up to the engineer, designer, product manager; who ever works on the project to kind of see it through afterwards. Sometimes an audience member has seen a project and wants to introduce the people that built it to the responsible people inside the company or they are themselves the right people to help them ship. Most of the times people that work on a project are reaching out to product manager or engineers of the teams that are affected and trying to talk about what would it take to ship it, do you think it is a good idea in general, do you have engineers on your team working on similar things that could maybe take it over if that's a better approach. There is nothing formal on this process since they are rather talking this through.

In addition to that we have started a certain plattform over the past where we pick the top projects of the different Hackathons that have happened in recent time, so maybe the top 10 projects from all the offices and they come in and present to leaders of the company in a smaller form and those are a little bit longer. Maybe the demo lasts for like two minutes and talk about why they think it is an important feature/interesting idea. After this, there are discussions among the company leaders and the leaders of the team trying to get a feeling what to think about the idea. It is never about yes or know after this demo it's just more a discussion different considerations to the idea like who else should you maybe talk to about it. One of the best part of that is that it gives an opportunity for anybody in the company to meet the leaders, talk with them, getting to know them in a sense that maybe they wouldn't have otherwise. We are pretty tight company so it is not to formalize.

Almost always the Ideator stays somehow involved in the transition phase. There are for sure certain different ways like the mechanism happens. For example the team that works on that product might have somebody that's ready to help out with that project and take it over. That's always a great thing because then the person who did the Hackathon project can continue focus on whatever they do normally and the team that manages the product can do it exactly the right way how they want to put it out. But there are a lot of cases where the hackers just want to keep coding on it and just talk with the product manager about releasing it and not getting really too many people involved. Other times it is like that people do not have enough time to ship it and then the idea just links out there and maybe gets picked up in the future. There are dozens of Hackathon projects, which will get hacked-on occasionally, people working on it besides but it is not something of emergency.

Which kind of support is offered during the transition phase (funding, work performance/spend work-time on the project, development support, mentorship, help with refining the product, marketing, etc.)? Which resources are needed?

It is not really as formal like that like funding, allocation or like that you have time restraints. That's rarely the case. But sometimes people do change teams sometimes after a Hackathon project because they want to see it through or they want to get really engaged in that products code.

How long does the transition phase on average last?

This depends case by case. One of the examples from a while ago was the prototype for what eventually became the timeline (view of full history on your profile). The concept was there after the Hackathon. The profile team took over this project and built an infrastructure that could handle this in an appropriate way and finally rolled it out. So that's more the long-term example. Other one's you can just check the code and it can go out with the next code release.

Do ideas/prototypes other than the winning ones step in to the transition phase? If so, what are the criteria? What percentage of all ideas generated end up in the transition process?

It is definitely not a condition you being in this group of ten people who can present to the management board in order to get your idea/prototype implemented. Even some projects, like the more controversial and interesting one's, the team that's affected might not be in to it or discussed it before but it is still a very cool concept. So like having that discussion about it is still valuable.

What are the criteria for an idea/prototype to be transferred to the product development process (i.e. the operating unit of the company takes over the product)? How far was the idea/prototype developed (idea, sketch, concept, prototype, solution, evolving) while transferring to the product development process?

Most of the time it is a prototype. Some people do also full features at a Hackathon (like adding the ability to post in comments with emojis I developed). That didn't need any additional support, so it just went out with the upcoming code release. For this project we needed about 30 hours and took some time the following days to take out some bugs and it then went out about 4 days later.

How is the process designed of transfer a idea/prototype to the product development process? Which decisions are taken by whom?

There is no clear point at which a prototype is transferred in the normal product development process. Sometimes this process is even not needed.

In your opinion, what are the key factors to make the transition phase successful?

I think if you ask somebody who is new to Hackathon organizing would answer that shipping products is the most important thing to Hackathons. But I would say that there are so many different benefits to Hackathons that it is hard to just call out one as being the reason for having them.

So for example beyond shipping features and beyond creating prototypes there are smaller benefits for example to get more comfortable with coding or learn how others organize their code and in the end you become a better engineer. You also get to meet new engineers where the contact also remains after the Hackathon. This makes you feel the large company smaller. And we should also not forget the fun.

What kinds of weaknesses and risks did you experience in the transition process (e.g. lack of time and funding, lack of key competences, lack of market information, etc.)?

Not having enough time to finish the project is definitely one of the larger issues. At Facebook we really encourage you having impact with your work. So if you create a feature, which is less significant what you do day-to-day it is hard to find the time to work on that.

A more general issue is that all teams have to find a way to work on or balancing it with smaller features or bug fixes. So it is really nice that if you create a prototype another team is interested in that in the sense of being more important and valuable to them. Some engineers are also just motivated to bring out the features they worked on the Hackathon and therefore decide to push it from themselves. As long as you can keep up with your other work that's no problem. There are also a lot of engineers which are new that do not know who to reach out to talk about the prototype (what are the steps for release or testing before the release). For that I really try hard to have a lot of product managers at Hackathons, because after the Hackathons it is the time when they usually shine because they can select/evaluate the different projects.

Questions about the product development process

How can the general product development process / innovation process of your company be described?

The product development process varies by team. At Facebook all over code is in one code repository. So we do not really branch repository having different features. We have gates to enable or disable different features to users. So we develop a new feature, make sure it is gated, then we start working on it and than once we feel like it is ready and it is supported on all the platforms we need, then team can decide on their own about the roll out if it is a small feature. If it is an expensive or far reaching project then it is rolled out on just 1-5% of users to see if there are any bugs.

For the larger features we make sure to talk to public relations and marketing. So that way they can maybe write a blog post that describes this feature and can help raise some other's newspapers attention.

What was the benefit of ideas out of innovation contests so far? Which products have been brought to market/launched so far from these contests?

Calendar feature, emoji/sticker/pictures in comments, weather function in events, chat on Facebook, upload videos on Facebook

Questions about the innovation contest

What were the objectives of the innovation contest?

There are so many goals you can have with Hackathon projects. Sometimes there is not even a particular output. Usually we say that code wins arguments. This means that you can debate if features would be good forever. But until you build it, feel it, try it out and see how it works you do not know for sure. So Hackathons really allow engineers to lead that discussion in the sense of changing the conversation from "should we build this" to "we did build this", so check it out, should we ship it?

There are also projects that build internal tools that for example help being more productive or finding things more easily.

What is the general appearance of the innovation contest? ***(run online, offline (event), mixed)***

First participants can discuss the ideas before in internal Facebook groups. The actual Hackathon happens in a larger room at HQ. We want that people do not get distracted from normal work. We also send out a mail to the entire company with the information about the Hackathon and the request that one might not bother any engineers unless it is urgent.

Other offices do not tend to have their Hackathon at their office. They actually have them at outside location because their offices are a little bit smaller. Having more space really helps them getting all together and get out of the office. There were also crazy locations like a castle (e.g. in London).

Which division within your company was in charge for organizing the contest?
The team behind the Hackathon is completely voluntarily and not a formal group. Usually it is me, a designer and an engineering manager organizing it. The team has grown over the past years. For the headquarter Hackathon there are maybe 3 product managers, one designer, me the engineer and an engineering manager. There are also a couple of administrative assistants.

Was there a specific task/topic that was defined? ***(low (open task), defined, high (specified task))***
It's completely open. Usually we have Hackathons that are more focussed on a particular area. For example one time we had a Hackathon for creating new mobile apps outside the Facebook main app. However the issue with those kind of themes that it would exclude a lot of developers. For this reason we always emphasize to mention that you can hack on whatever you want. What we tend to do now is that we set a specific motto meant to be fun and help them to come up for a logo, t-shirt and other things for the event (hack to the future, hack together, Hackathon 42 the ultimate answer). In addition we have one to three kind of hack groups/subthemes which for example say: if you want to hack with Apple watch, talk to this guy.

What was the required level of detail of a submission? ***(Idea, Sketch, Concept, Prototype, Solution, Evolving)***
Required level of detail is a working prototype.

Who was the target group within the company?
Hackathons are really an engineering thing. We struggled to figure out how to better incorporate other roles besides engineering, design and product managers. But it's tough. I think it is better for other roles if they have Hackathons on their own, what actually also happens at Facebook. So a lot of other groups have started to have their own Hackathons, which are more focussed.

Which mode of participation was allowed in the innovation contest? ***(individual, team, both)***
It is really up to you and definitely no rules about how many people work together. I do recommend hack with others. You can basically have a more impactful product if you

collaborate with others. The one's I participated myself I was in groups from three to five people.

How many employees usually participate?

From 20 to 100 people

How long did the contest last?

Usually it goes from 11am to 6am the next day. The larger one's will last 3 days.

What kind of prize was offered to the winning teams?

No. The value is in participating at the hackathon, building something or even shipping it. It is not really the right value we want to promote in terms of money.

What does the process look like to assess/evaluate the submissions? (*jury evaluation, peer review, self assessment, mixed)*

Originally it was me and two other people choosing the winner. But I felt that it was a little strange because I was also participating at the Hackathons and cannot rate my own thing. We decided to have judges each time. So we pick like a product manager, engineering manager and a design manager to help us rate and give a more holistic perspective. If something is clearly shippable they need to finish it. But if it is an awesome project they do not need to go in the review in person. The in person demos are more like for talking out an idea. Also if something is of larger scale it needs personal discussion.

How many rounds/phases existed within the innovation contest?

-

How often/how many times has the innovation contest been repeated?

3-4 in smaller offices

5-6 in the headquarter

Which adjustments were carried out for the setting of the innovation contest (if they have been repeated)?

The change of evaluating the projects with judges was an important improvement. Switching the times was good. We used to have them at night, so Hackathons started after a work day (6pm to 6am). But after working the whole day and then starting a new project it is more for the younger people in the company. So this excluded a lot of parents. By starting earlier in the day included a lot more engineers and it gave engineers more time to build up their ideas. Also important is that we began to involve the product managers. In terms of regional Hackathons it was good to run the Hackathon away from the offices.

Interview with Walter Schatt, Post

General Questions

What is your formal position?

Ich bin Leiter einer mittelgrossen Poststelle mit 2-3 Schalter und führe drei Mitarbeiterinnen.

What are your work duties?

Meine Aufgaben sind der Verkauf, die Bedienung und Beratung der Kunden am Schalter, Telefondienst und Betreuung von KMU Kunden. Zusätzlich gibt es kleinere organisatorische Dinge wie zum Beispiel Personalplanung, Optimierung von Arbeitsprozessen, Mitarbeiterschulungen und Bestellung der Produkte für den Verkauf.

What idea did you bring in at the innovation contest?

Über das Intranet waren Informationen und Themen aufgeschaltet, mit entsprechenden Themenfelder in denen man eine Idee einreichen konnte. Weil ich viel in die Bibliothek gehe und viel Bücher lese, kam mir eine Idee. Meine Idee war, dass man E-Books über eine bestimmte Zeitdauer über die Post ausleihen kann. Und dies zu einem weitaus attraktiveren Preis als beim Kauf. Die Idee habe ich alleine entwickelt und ausgearbeitet.

Questions about the transition phase

How would you describe the process after the innovation contest?

Es gab eine Frist um die Idee einzureichen. Nach knapp einer Woche wurden die Teilnehmenden per Mail informiert, ob man zu den Gewinnern gehört oder nicht. Dabei gehörte ich zu den Gewinnern und durfte nach Bern zu einem Workshop reisen, als Information was das weitere Vorgehen ist. Dabei waren wir von 174 Ideen noch 39 Ideen übrig. Bei diesem Workshop haben sich 2-3 Personen aus dem Innovationsteam vorgestellt und haben Informationen zu dem Hilfsmittel (COSTAR), das zur Verfügung gestellt wurde, gegeben. Während diesem Workshop wurde auch informiert, um was es bei der anschliessenden Präsentation vor einem 5-köpfigen Gremium gehen wird. In diesem 5-köpfigen Gremium waren sowohl interne als auch externe Experten. Zur Vorbereitung für die Präsentation in Bern hatten wir 2-3 Monate Zeit. Nach einigen Tagen dieser Präsentation wurde informiert, wer weiter kommt. Dabei wurde von 39 Ideen auf 13 Ideen weiter selektioniert. Diese 13 Ideen mussten dann einen Businessplan erstellen und an einem 2 tägigen Workshop teilnehmen. Für die Erstellung des Businessplans hatten wir 4-5 Monate Zeit (August bis Januar). Das Institut für Jungunternehmen hat dann in Zusammenarbeit mit der Post eine Software zur Verfügung gestellt, welches bei der Erstellung des Businessplan geholfen hat. In dem Workshop wurden sehr hilfreiche Hinweise gegeben, wie man mit dem Budget (50'000 CHF) umgehen soll, dass man auch externe Personen beiziehen soll, wie man einen ersten Prototypen baut, etc.
Den Businessplan hat man nebst der alltäglichen Arbeit entwickelt. Ich habe nicht extra frei dafür bekommen, konnte aber, wenn nötig, mich für einige Stunde oder Halbtage aus dem Alltags-Betrieb nehmen und mich konzentriert auf die Arbeit für den Businessplan fokussieren. Ich habe ein Zeitbudget erhalten, welches ich meinem Vorgesetzten melden musste. Dabei handelte es sich um 80-120 Stunden die ich in das Programm investiert habe. Ich habe mir viel Hilfe über Internet und extern (Kollegenkreis) geholt. Es gab hin und wieder Punkte wo ich nicht weitergekommen bin, da viele der Dinge nicht Thema meiner normalen Arbeitsbeschäftigung sind.

Es gab zu dieser Zeit in Bezug auf Ausleihe von ebooks leider noch keine bestehende Technologie. Nach einiger Zeit hat sich dann eine Möglichkeit mit einem deutschen Verlag ergeben, welcher ein gewisses Interesse hatte und auch bereits ein Modell im Bereich der Ausleihe in Planung hatte. Meine Businessidee konnte ich dann der Geschäftsleitung dieses Verlages vorstellen/präsentieren. Das kam bei den entsprechenden Personen sehr gut an.

Ebenfalls habe ich mit Hilfe einer internen Abteilung der Post eine Marktforschung durchgeführt. Die Marktforschung wurde anschliessend auf dem Intranet der Post aufgeschaltet. Dabei habe ich die Fragen entwickelt, um herauszufinden, ob ein solches Produkt/Dienstleistung überhaupt nachgefragt ist und was sie bereit sind, dafür zu bezahlen. Ich wurde von den internen Personen für diese Marktforschung unterstützt. Wir konnten intern auch Hilfe von anderen Experten beiziehen, da die Mitarbeitenden innerhalb der Post sehr gut über das Projekt Bescheid wussten und demnach zuvorkommend und hilfsbereit auf Anfragen reagierten.
Im Hinblick auf die Präsentation habe ich dann auch Werbung entwickelt um herauszufinden wie man die Leute für das Projekt i-Bibliothek überzeugen kann. Wichtig war auch die Ausarbeitung der verschiedenen Werbekanäle (Poststelle, Internet, Passenger TV, etc.). Bei diesem Schritt habe ich die Hilfe einer externen Kollegin aus der Marketingabteilung erhalten. Zusätzlich habe ich dann mit externer Hilfe auch einen ersten Prototyp einer Homepage erstellt. Es war auch ein grosses Anliegen von meiner Seite dass man gut zeigen kann, wie ein solches Produkt/Dienstleistung funktionieren könnte und es nicht nur ein hypothetisches Konstrukt bleibt. Für die Dienstleistungen die mir innerhalb der Post zur Verfügung gestellt wurden musste ich dann auch von meinem Budget Rechnungen bezahlen. Zwischendurch hatten wir 1-2 mal die Möglichkeit intern das Produkt vorzustellen und bekamen bei dieser Gelegenheit auch immer wieder Inputs von Spezialisten.

Nach dieser Phase war die Präsentation der Projekte in Bern (circa im Januar). Diese dauerte sehr kurz, es standen nur fünf Minuten pro Projekt zur Verfügung. In der Jury sassen sowohl interne Personen (Bereichsleitungen, etc.) als auch externe Personen. Anschliessend gab es dann noch die Möglichkeit für die Jury, Fragen zu stellen. Nach dieser Präsentation kamen dann die 4 besten Projekte in die Finalrunde im Februar, circa 3-4 Wochen später. Während dieser Zeit konnte man sich noch einmal auf die Finalrunde vorbereiten. In der Finalrunde bewertete mehr oder weniger die ganze Konzernleitung der Post die Projekte. Aus der Finalrunde wurde dann ein Gewinner ausgewählt.
Nach dem Event hatten dann die Bereichsleiter Zeit, sich genauer mit den Ideen auseinander zu setzen um zu entscheiden, ob eine tatsächliche Umsetzung wirklich Sinn macht. Als Vorbereitung musste ich noch einmal viel Zeit investieren um aufzuarbeiten, was das Projekt kosten würde, Sicherheit, Einfluss auf Hardware/Software. Zur damaligen Zeit hat man sich dann entschlossen, dass das Projekt nicht umgesetzt wird.

In your opinion, what are the key factors to make the transition phase successful?
Die Unterstützung und die Erfahrung des Innovationsteams erachte ich als sehr wichtig. Geld und Zeit sind meiner Meinung nach auf jeden Fall ein wichtiger Faktor. Auch die Zusammenarbeit mit Experten des Instituts für Jungunternehmen (IFJ) war sehr gut und die Begleitung Schritt für Schritt sehr wichtig. Die Unterstützung innerhalb der Post war sehr gut, z.B. auch wenn ich einmal etwas Rechtliches abklären musste. Für diesen Punkt war es sehr wichtig, dass viele Personen innerhalb der Post über das Projekt Bescheid wussten und dabei auch sehr hilfsbereit waren, wenn man sie kontaktiert hat.
Auch persönliche Faktoren spielen eine wichtige Rolle wie zum Beispiel was man bereit ist zu machen/zu opfern für diese Idee.

What kinds of weaknesses and risks did you experience in the transition process (e.g. lack of time and funding, lack of key competences, lack of market information, etc.)?
Ich habe in diesem Prozess keine Schwachstelle erlebt.

Interview with Roland Keller, Post

General Questions

What is your formal position?
Ich bin Leiter Innovationskultur und Projektleiter Innovation bei der Post. Zudem bin ich stellvertretender Leiter des Innovationsteams bei der Post (Konzern). In der Post gibt es nicht nur die Konzernebene. Die Bereiche sind sehr stark und unabhängig und betreiben auch selbst Initiativen im Bereich der Innovation.

What are your work duties?
Zurzeit betreue ich zwei grössere Projekte. Beim dem ersten geht es darum eine interne Kollaborationsplattform einzuführen und zu etablieren und beim zweiten geht es darum PostVenture15 durchzuführen.

Questions about the transition phase

Did your company have a standardized transition process before the innovation contest? When and how was the process developed? If not: how did the process evolve?

Bei PostVenture12 war der Prozess des ganzen Contests und der verschiedenen Phasen im Voraus klar. Uns war auch wichtig, dass die Teilnehmer im Voraus wissen was sie erwartet.

How would you describe the process after the innovation contest?
Beim Prozess des PostVenture12 gab es 3 verschiedene Gates. Das erste war für die Ideenselektion zuständig, das zweite Gate für die CO-STAR Selektion und abschliessend die Selektion der Businesspläne.

Mit einer internen Kampagne haben wir Ideen gesucht, welche über ein Onlinetool eingereicht werden konnten. Wichtig ist jedoch auch, dass Ideen auch offline eingereicht werden konnten, da rund 30’000 Mitarbeitenden der Post keinen Zugang zu einem Computer hatten. Wir haben total 174 Ideen erhalten. In einer Vorselektion haben wir alle Ideen, die formal nicht den Anforderungen entsprochen haben, aussortiert (300 Wörter um die Idee zu beschreiben). Zudem wurden diejenigen Ideen ausgeschlossen, welche man zu diesem Zeitpunkt schon kannte oder welche schon in Bearbeitung waren. Die Vorselektion der Ideen wurde bereichsübergreifend von den Innovationsverantwortlichen von den verschiedenen Bereichen vorgenommen.

Die nächste Phase war die CO-STAR-Phase, in welcher 34 Ideen involviert waren. CO-STAR (www.co-star.ch), ähnlich wie eine Checkliste, ist unsere Methode um Ideen zu strukturieren. Jeder Buchstabe steht für einen Aspekt der Geschäftsidee und soll dem Ideator helfen, alle wichtigen Aspekte zu berücksichtigen. Zusätzlich dient CO-STAR auch um die Bewertung der Ideen und die Entscheidung der Jury zu erleichtern, da auf diese Art und Weise eine gemeinsame Sprache vorgefunden werden kann. In dieser Phase gab es Workshops und Coaching für die Teilnehmenden. Zudem wurden auch ähnliche Ideen zusammengelegt und ein Team daraus gebildet. Am Ende dieser Phase wurden die Projekte einer Jury (Experten der Kommission für Technologie und Innovation des Bundes (KTI) und INN/Mittleres Management) präsentiert. Die Jury hat die besten 13 Ideen ausgewählt und eine Anschubfinanzierung (bis zu 50'000 CHF) gesprochen um in einer nächsten Phase einen Businessplan zu entwickeln. Die Ideator mussten dabei einen Antrag für das entsprechende Budget stellen, in welchem er darlegen musste, für was das Geld verwendet werden soll.

In der Businessplan-Phase gab es erneut Workshops und Coachings. Wir haben den Teilnehmenden ein Onlinetool zur Verfügung gestellt (Business Navigator vom Institut für Jungunternehmen). Ziel dieser Phase war es, einen Businessplan und einen Prototypen zu erarbeiten.
Nach dieser Phase wurde wiederum einen Pitch vor einer Jury durchgeführt (gleiche wie CO-STAR Jury, KTI und INN). Die Jury hat 4 Finalisten selektiert, welche vor dem Konzernleitungsausschuss INN präsentierten durften. Der Grund für die Präsentation vor der Konzernleitung war neben Management Attention für die Teilnehmenden, dass nach dem Businessplan oftmals Investitionen in einer Höhe fällig werden, über welche nur die Konzernleitung innerhalb der Post entscheiden kann. Anschliessend fand eine Veranstaltung statt mit der Konzernleitung, Bereichsleitung und Jury (ca. 200 Personen), bei welcher die 4 Finalisten ihr Projekt noch einmal kurz präsentiert wurden.

Die Implementation der Ideen fand auf verschiedenen Wegen statt. Bei der ersten Vorselektion wurde zwischen Typ A, B und C unterschieden. Typ A heisst dass die Idee interessant und neu ist und weiterverfolg werden sollte. Typ B bedeutet, dass die Idee nicht genug Potential für PostVenture hat aber für einzelne Bereiche interessant sein könnte und wurde dementsprechend dann auch weitergeleitet (e.g. Post sollte in der Nacht die Lichter abschalten). Typ C war weder noch und wurde nicht weiterverfolgt. In der zweiten Phase (CO-STAR) war die Selektion ähnlich. Typ A heisst, die Idee ist interessant und soll in die Businessplan Phase kommen. Typ B heisst, es gibt jemanden im Konzern der Interesse gezeigt hat und die Idee zu seiner Division nehmen will. Dies kann verschiedene Gründe haben, z.B. dass in diesem Bereich bereits schon Entwicklungen im Gange sind und die Idee einen Mehrwert bieten kann. Typ C hiess, dass die Idee nicht interessant war, dennoch aber in die entsprechenden Bereiche weitergewiesen wurde, welche für das Thema verantwortlich waren. Die Businesspläne wurden nach demselben Verfahren wie bei CO-STAR Selektion bewertet.
Von diesen Typ B Ideen in der Businessplanphase, insbesondere den restlichen 9 von den 13 Businessplänen konnten circa die Hälfte einen Beitrag zu einer bestehenden Entwicklung leisten.

Es war von Anfang an klar, dass ob die Idee dann auch tatsächlich umgesetzt wird, ausserhalb der PostVenture Initiative und dann Bestandteil des normalen INN Prozesses ist. Eine Idee der Finalisten (eigentliche Gewinneridee) wurde umgesetzt, da das Commitment vom Leiter der Abteilung (PostMail) vorhanden war. Zuerst hat man einen Pilot

gemacht und danach die Idee implementiert. Der Ideator war selbst aus dem Bereich PostMail und war bei der Implementierung der Idee involviert.
Die Idee des zweiten Finalisten wollte man implementieren, der Ideator wurde jedoch befördert und hatte keine Kapazitäten mehr, die Idee weiter zu verfolgen. Der dritte Finalist konnte das Interesse der Geschäftsleitung/Geschäftsbereiche für eine Umsetzung nicht gewinnen. Die Idee des vierten Finalisten wollte man anfangs umsetzen, hat dann aber gemerkt, dass das Potenzial wie im Businessplan beschrieben doch nicht existierte. Anschliessend hat man dem vierten Finalisten die Idee verkauft, da er von der Idee überzeugt war und da man als Teilnehmer alle Rechte der Idee an die Firma abgetreten hat.
Bezüglich Ressourcen des Ideator wurde erwartet, dass er die Idee (erste Phase) in seiner Freizeit entwickeln und einreichen (300 Wörter) soll. Teile der CO-STAR Phase galten als Weiterbildung und wurde über das Budget des jeweiligen Bereiches abgerechnet. In der Businessplanphase bekam der Ideator das Budget und musste sich theoretisch selbst finanzieren. Zudem wurde der Ideator mit Mentoren (persönliche Beratung von Experten durch das IFJ), Workshops (Pitchtraining, etc.) und verschiedenen Tools (COSTAR und Businessnavigator) unterstützt.

What are the criteria for an idea/prototype to be transferred to the product development process (i.e. the operating unit of the company takes over the product)? How far was the idea developed (idea, sketch, concept, prototype, solution, evolving) while transferring to the product development process?
Businessplan / Prototyp / Commitment eines Geschäftsleitungsmitgliedes

In your opinion, what are the key factors to make the transition phase successful?
Ich bin der Meinung, dass der Erfolg von Neugeschäften vom Commitment des Ideator abhängig ist und dieser somit eine wichtige Rolle in diesem Prozess übernimmt. Zudem glaube ich, dass das Coaching, die Workshops und das Teamwork eine wichtige Rolle gespielt hat. Die 50'000 CHF in der letzten Phase haben bestimmt geholfen, die Ideen seriös weiterverfolgen zu können.

What kinds of weaknesses and risks did you experience in the transition process (e.g. lack of time and funding, lack of key competences, lack of market information, etc.)?

Die Ressourcenfrage der Teilnehmenden und wie dies mit den jeweiligen Vorgesetzten gelöst wird, spielt eine sehr wichtige Rolle. Der Übergang von der Businessplanphase zur Implementation der Idee kann man bestimmt noch optimieren, zum Beispiel dass die Begeisterung von einem breiteren Publikum an der Idee geweckt werden kann und somit auch mehr Mitarbeitende/Budgetverantwortliche motivieren kann, das Projekt zu unterstützen.

Questions about the product development process

How can the general product development process / innovation process of your company be described?

Es gibt 5 verschiedene Phasen innerhalb des Innovationsprozesses bei der Post: explore, ideation, create, pilot und Multiplikation. Unter „explore" verstehe wir Inputs holen und Trends identifizieren (360° Analyse, etc.). Bei „create" geht es darum einen Prototypen zu entwickeln und erste Feedbacks von Kunden und anderen Stakeholder einzuholen.

Wir haben bei der Post, unabhängig von PostVenture verschiedene Innovations-Tools und -Prozesse etabliert, die auch bei PostVenture zum Einsatz kamen: das online Tool Ideenkampagne um eine Idee einzureichen (auch mobil und offline möglich), CO-STAR als Hilfe zur Strukturierung einer Geschäftsidee und eine Anschubsfinanzierung von bis zu 50'000 CHF in der Übergangsphase von COSTAR zur Businessplanphase. Der Fonds und der Prozess für PostVenture war demnach sehr ähnlich zum bestehenden Prozess und daher bereits etabliert. Normalerweise wird im Innovationsprozess in der Phase der Ausarbeitung des Businessplanes eine Unterschrift, beziehungsweise das Commitment eines Geschäftsleitungsmitgliedes verlangt. Um die Erfolgschancen einer Idee zusätzlich zu erhöhen wird im ordentlichen Innovationsprozess bereits während dieser Phase der zuständige Bereich einbezogen, in dem er 50% der Implementierungs-kosten zusichern muss. Dies ist bei PostVenture nicht der Fall.

What was the benefit of ideas out of innovation contests so far? Which products have been brought to market/launched so far from these contests?

PostVenture12 war primär eine interne Massnahme zur Förderung des Unternehmer-tums. Wir konnten fast 40 Mitarbeitende als CO-STAR Experten und 15 als Business-plan Experten zertifizieren. Zudem profitierten die 5 Finalisten von einer Bildungsreise ins Silicon Valley. Und dank der Berichterstattung konnten die Innovationsprozesse

konzernweit populärer gemacht werden. Als kalkulierter Nebeneffekt wurden auch echte Geschäftsmöglichkeiten identifiziert (siehe Kap 3).

Questions about the innovation contest

What were the objectives of the innovation contest?

Es gab 3 verschiedene Ziele. Primäre Motivation war nicht die Identifikation von interessanten Businessplänen. PostVenture 2012 war als eine Kulturförderungsmassnahme vorgesehen. Zusammenfassend gab es 3 Ziele (Reihenfolge als Priorisierung): Kulturförderung (Unternehmerisches Denken und Handeln fördern), Innovationskraft stärken und EBIT Beitrag aus den Ideen zu generieren.

What is the general appearance of the innovation contest?

Die Ideen wurden auf einer Onlineplattform, die schon zuvor existierte eingereicht oder via Emailadresse zugestellt. In den weiteren Phasen wurde auch physisch zusammengearbeitet.

Which division within your company was in charge for organizing the contest?

Der Auftrag für die Organisation von PostVenture kam vom Konzernleitungsausschuss an die Abteilung Innovationsmanagement. Projektleiter für PostVenture war ich.

Was there a specific task/topic that was defined?

Es gab 6 verschiedene Themenfelder, für die Ideen eingereicht werden konnten, wobei 1 Themenfeld als „Sonstiges“ vorgesehen war und somit den Wettbewerb thematisch offen lies.

What was the required level of detail of a submission?

Zur Teilnahme genügte die Beschreibung einer Geschäftsidee mittels 300 Wörter. Mittels Unterstützung und drei Auswahlverfahren wurden dann die Besten bis zu einem Businessplan ausgearbeitet.

Who was the target group within the company?

Alle Mitarbeitenden konnten bei PostVenture teilnehmen. Die Mitarbeitenden wurden motiviert, in dem klar gemacht wurde, dass eine Teilnahme von den Vorgesetzten “erwartet” wird, eine Ausbildung mit den Coachings und Workshops (inkl. Zertifikat) geboten wird und Management Attention vorhanden ist. Kenntnisse, wie man zum Bei-

spiel einen Businessplan schreibt wurden nicht vorausgesetzt. Dies wurde auch klar kommuniziert aus dem Grund, dass man auf diese Art und Weise keine Teilnehmenden und keine Ideen ausschliessen wollte.

Which mode of participation was allowed in the innovation contest?
Bei PostVenture konnte man sowohl alleine als auch in Gruppen teilnehmen.

How many employees usually participate?
Bei PostVenture wurden 174 Ideen von knapp 150 Mitarbeitenden eingereicht.

How long did the contest last?
siehe Zeitplan / separates Dokument

What kind of prize was offered to the winning teams?
Es wurden von uns absichtlich nicht die finanziellen Anreize in den Vordergrund gestellt (Anreize siehe Punkt 6). Als Gewinn haben wir eine Bildungsreise ins Silicon Valley (1 Woche) versprochen für alle 4 Finalistenteams. Effektiv wurden dann zusätzlich noch CHF 2'000 für die Finalisten ausbezahlt.

What does the process look like to assess the submissions?
Die Beurteilungen der Jury wurden durch die folgenden Kriterien vorgenommen: Innovationsgehalt, Potential, Time-to-Market und Strategikonformität.

How many rounds/phases existed within the innovation contest?
How often/how many times has the innovation contest been repeated?
PostVenture findet im Jahr 2015 in angepasster Form zweiten Mal statt.

Which adjustments were carried out for the setting of the innovation contest (if they have been repeated)?
PostVenture 2015 wird nicht mehr nur Mitarbeitenden der Post vorbehalten sein, sondern es können auch externe ihre Ideen einbringen. Dementsprechend haben sich mit der neuen Ausgabe von PostVenture 2015 auch die Ziele geändert. Das Hauptziel soll neu das Neugeschäft sein. Die Reihenfolge der Ziele lautet demnach: Identifikation von Neugeschäften, internes Unternehmertum fördern und Imageförderung.

Zudem wird PostVenture nicht mehr als Businessplanwettbewerb veranstaltet, sondern als Businessideenwettbewerb. Das heisst, der Wettbewerb PostVenture wird offiziell bis Ende der COSTAR Phase dauern. Der Gewinner des Wettbewerbes wird somit nach der COSTAR Phase bestimmt. Der weitere Ablauf wird aber vergleichbar bleiben („proof of concept“ anstatt „Businessplanphase“) und das Ziel ist es auch, den Ideator weiterhin in der Phase nach dem offiziellen Wettbewerb zu involvieren. In der Phase „proof of concept“ soll den Teilnehmenden auch mehr Hilfe mit verschiedenen Tools mit Accelerator-Charakter zur Entlastung geboten werden, da der Ideator zu 100% mit seinem Daily Business beschäftigt ist (e.g. einfacher Zugang zu Experten, etc.)

Ich denke es ist sehr wichtig, die Leute zur erneuten Teilnahme zu motivieren, da es bei einem Wettbewerb immer mehr Verlier als Gewinner gibt und kann mir auch gut vorstellen, dass dies eine Schwierigkeit werden könnte.

Interview with Lorenz Hänggi, AXA

General Questions

What is your formal position?

Ich arbeite in der Enterprise-Architektur der AXA Winterthur. Zudem habe ich als Vice President eine Senior Management Rolle.

What are your work duties?

Unser Team hat die Aufgabe, die firmenübergreifende Solution Architektur (wie wird eine Lösung gebaut) sicherzustellen, Architekten auszubilden, diese auch zu Coachen und die wichtigen Verbindungen ins Business und in die Technologie zu pflegen und jederzeit neue Technologien sich aneignen. Mein Ziel ist immer in direkter Berührung mit der Technologie zu arbeiten (Fachkarriere) und eine Brücke zwischen Business und IT zu pflegen.

What idea did you bring in at the innovation contest?

Die Idee war, dass man von einem wertvollen Objekt im Haushalt ein Bild machen kann und mittels Image Detection/Schnittstellen den Preis herausfinden kann und weiss ob das Objekt in der Versicherung gedeckt ist oder nicht. Zusätzlich soll bei dieser Gelegenheit die Chance bestehen, die Versicherungsdeckung zu erweitern, sollte das Objekt nicht gedeckt sein. Ein weiteres Feature haben wir mit Apple Pay eingebaut. Ziel der

Idee soll sein möglichst einfach herauszufinden was versichert ist und was nicht und die Interaktion mit dem Kunden aufrechterhalten zu können. Das war auch der Grund, dass die Idee auch vom Marketing/Sales begeistert aufgenommen wurde. Mein Kollege in Paris bei der AXA France hatte eine ähnliche Idee mit Google Glass, dass man Dinge die man siehst automatisch versichern kann. Zusammen haben wir dann diese Ideen weiterentwickelt und daraus ist das Projekt AXA Glass entstanden.

Questions about the transition phase

How would you describe the process after the innovation contest?

Am Ende unter den letzten 4 Finalisten gab es keinen eigentlichen Gewinner mehr. Alle konnten Ihre Projekte am sogenannten Innovation Summit in Paris (September 2014) präsentieren. Anschliessend wurden die 4 Gruppen vom CEO der AXA Gruppe ausgezeichnet. Dabei hat der Group CEO bekannt gegeben, dass er Geld für einen Teil dieser Projekte sprechen werde und hat auch noch einmal klar gemacht, dass das Start-in Programm dazu dienen soll, die Firma einen Schritt weiter zu bringen. Zu diesem Zeitpunkt wusste man aber jedoch noch nicht, um welche Gruppen und welche Budgetgrössen es sich handeln wird.

Nach der Rückkehr von Paris habe ich mich sofort an die Arbeit gemacht. Die Plattform in Paris konnte ich dazu nutzen, mir ein grösseres Netzwerk auf Managementebene aufzubauen. Der direkte Kontakt als Ideator zum Management war meiner Meinung nach sehr wichtig. Nach der Rückkehr hatte ich Schwierigkeiten ins Daily Business zurück zu kehren. Ich habe danach mit der AXA Gruppe Kontakt aufgenommen und bekannt gemacht, dass ich das weiter vorantreiben möchte. Dabei habe ich gemerkt, dass die Gruppe noch nicht bereit war und habe demnach meine Pace etwas reduziert. Die Idee habe ich dann beim Marketing als Innovation eingegeben (Service-Commitments, wie kann man gegenüber dem Kunden bessere Committments machen?). Im privaten habe ich die Applikation konstant weiterentwickelt.

Der CEO der AXA Winterthur war sehr stolz auf mich und das Projekt und hat bestätigt, dass er das Projekt unterstützen werde und hat ein Pilotprojekt lanciert. Gleichzeitig hat das Innovationsteam der AXA Gruppe rund um Laurent Benichou ebenfalls Bemühungen unternommen um die Projekte weiter zu unterstützen. Diese Bemühungen wurden zusammengeführt. Am 15. Dezember dann rund 3 Monate später hat die AXA Gruppe für 3 dieser Prototypen Geld gesprochen. Vier mal im Jahr kommt auf AXA Gruppenebene ein Digital Steering Committee zusammen das dann Budget für globale

Assets/Lösungen für die ganze Welt sprechen. Die Digital Agency, die auch für das Geld im Marketing verantwortlich ist, hat sich auf die Suche nach Pilot Countries gemacht und versucht herauszufinden, welche 3 Projekte man umsetzen kann. Das wurde von mir auch persönlich noch einmal angetrieben durch den direkten Kontakt mit dem Leitenden der Digital Agency. Danach wurde gemeinsam definiert, wozu das Budget bei den jeweiligen Projekten dienen sollte. Gleichzeitig hat die AXA Gruppe das Commitment bei den Ländergesellschaften abgeholt, in meinem Beispiel bei der AXA Winterthur. Das Commitment der AXA Gruppe sehr wichtig, da dies AXA Winterthur aus der noch eher passiven Rolle herausgeholt hat und auch zusätzlichen Druck aufsetzen konnte. Konstant habe ich auch selbst beim CEO der AXA Winterthur das Thema vorangetrieben. Nach der Freigabe des Budgets haben wir mit dem Prototyping fortgefahren und hat Unterstützung von Business Analysten, IT, Architektur und Customer Experience erhalten. Gleichzeitig habe ich die Chance erhalten, an der IT Vollversammlung die Idee zu präsentieren. Auch beim grössten Marketingmeeting (All Marketing) konnte ich das Projekt präsentieren. Das Projekt wurde von allen sehr gut aufgenommen und wir haben sehr gutes Feedback erhalten.

Im Januar 2015 dann wurde von der Gruppe ein weiteres Budget für ein professionelles/extended Prototyping gesprochen. In einem zweitägigen Workshop wurde das weitere Vorgehen mit verschiedenen Sprints mit der Projektgruppe (siehe unten) besprochen und ausgearbeitet. Danach wurden mehrere Kundenbefragungen durchgeführt und die Applikation immer wieder angepasst. Hilfreich ist auch, dass das Projekt drei der vier bereits bestehenden Strategieziele im Kontext unterstützt.

Per Ende Juni 2015 ist der Abschluss des siebten und letzten Sprints und wir haben die Möglichkeit an dem diesjährigen Start-in Finale zu präsentieren, damit dies auch die diesjährigen Teilnehmenden motiviert, das Projekt weiter zu verfolgen. Die Sprints wurden im Rahmen des Scrum Verfahrens im Januar 2015 definiert. Nach diesem siebten Sprint sollte das Projekt/der Prototyp dann in den Produktentwicklungsprozess überführt.
Im Produktentwicklungsprozess gibt es einzelne Angebots-Baskets welche mit dem Milestone-Prinzip funktionieren (0-5 Stufen). Unser Projektleiter platziert unser Projekt in einem dieser Baskets, damit das im 2016 Q1 starten kann und bis Q3 implementiert werden kann. Nach einer Priorisierung wird dann über die Umsetzung der verschiedene

Projekte entschieden, da die Baskets normalerweise doppelt so viele Ideen enthalten als Budget vorhanden ist.

What are the milestones/gates in the transition phase, if there are any?

Das Marketing/nach fassen/dranbleiben nach dem Finale in Paris war sehr wichtig und eine Bedingung dafür, dass darauf hin überhaupt das Funding der AXA Gruppe in Dezember folgte. Wichtig war auch das Budget, das im Januar gesprochen wurde. Auch das Budget und die gleichzeitige Unterstützung der AXA Winterthur für das Pilotprojekt waren wichtig. Des weiteren war das Ziel, das Projekt beim diesjährigen Start-in Finale präsentieren zu können, eine Hilfe auch zeitlich gesehen auf Kurs zu bleiben.

Which people from what divisions are involved in the transition phase?

Involviert waren ein Asset Owner, Projektleiter der zugleich auch Product Owner war und mit dem Scrum Verfahren sehr vertraut war, einen User Experience Designer und ein Business Analyst der auch für die Priorisierung wichtig war. Zudem war ich in der Rolle Ideator und Architekt involviert und ein Projektleiter auf Schweizer Seite. Ebenfalls involviert war der Product Owner der „my AXA“ App.
Mit Hilfe des internen Marketing konnte das Projekt auch in der Community / Intranet verbreitet werden um die Awareness bei allen Mitarbeitenden zu steigern.

How long is the Ideator involved in the post contest process/transition phase? Does the Ideator keep ownership?

Ich war immer im Projekt auf eine Art und Weise involviert. Ich bin mir aber sicher, dass dies auch immer jeweils von der Person abhängig ist. Ich bin in einer Position tätig, wo ich sehr viel interdisziplinär arbeite und keinen geregelten Arbeitsablauf habe.
Eine Person zum Beispiel, die als Sachbearbeiter arbeitet und auch sehr gute Ideen haben kann, hat bestimmt weniger die Gelegenheit, die Idee selbst weiter zu bringen. Gerade auch aufgrund der Grösse der Firma. In dieser Situation ist es sehr wichtig, dass das Innovationmanagement die Funktion übernimmt und die Personen mit den entsprechenden Divisionen/Kontakten wie zum Beispiel dem Marketing oder Business-Bereiche zu vernetzen. Zudem kommt dem Innovation Management auch eine wichtige Funktion zu, indem sie Unterlagen (e.g. Marktforschungsunterlagen, etc.) zur Verfügung stellen. Wichtig ist aber, dass man das aktiv treibt und auch einfordert. Die AXA Gruppe hat ab Januar 2015 die Product Ownership übernommen.

In your opinion, what are the key factors to make the transition phase successful?
Ein wichtiger Faktor ist, dass man sich gut verkaufen kann und damit auch das Netzwerk der Firma für sich gewinnen kann. Wichtig ist zudem die Unterstützung der diversen Division wie zum Beispiel Communications die das Thema verbreiten, Marketing und auch die Präsenz des Themas auf der Agenda der Senior Manager, CIO/CEO und Verwaltungsratspräsidenten. Zusammenfassend ist die Unterstützung des Managements bestimmt entscheidend über den Erfolg eines Prototypen/Produktes, das an einem Innovation Contest entwickelt wurde. Auch von der Erfahrung von Hackathons zuvor und vom Aufbau einer eigenen Firma konnte ich profitieren.
Ich glaube auch die Möglichkeit, ein solches Projekt vor einem Publikum präsentieren zu können und so auch das Projekt in die Köpfe aller Mitarbeitenden bringt, ist sehr wichtig.

Die Umsetzung Mittels einem MVP zu starten gemäss dem Motto: „Done is better than perfect“ erachte ich als sehr wichtig und dass es ein gut gefülltes Backlog an Features gibt, die man in weiteren Schritten hinzufügen kann. Des Weiteren wurde mir im März 2015 der sogenannte „Chairman’s award“ von der AXA Gruppe verliehen. Dies hat mir einen weiteren extremen Motivationsschub gegeben.

Interview with Roger Meier, Siemens

General Questions

What is your formal position?
Ich bin Architect im Department Firmware bei der Siemens Building Technologies Division im Bereich Infrastructure and Cities Sector.

What are your work duties?
Ich bin Teamleiter und wir stellen Linux basierte Platformen für verschiedene Produktlinien bereit. Ich bin zudem auch für das Opensource Thema bei der Division Building Technologies zuständig und vertrete dieses Thema auch auf ebene der Siemens.

What idea did you bring in at the innovation contest?
Ich habe beim Cloud Idea Contest 2 Ideen eingereicht. Die eine war eine Social Coding Plattform und das andere war ein Billing, Licensing and Inventory System. Die Anwendung ist für alle Siemens Kunden gedacht. Beide Ideen von mir kamen in die Top10 der

Ideenselektion. Die Idee des Billing, Licensing and Inventory System war dann im Finale und ich konnte mit dieser Idee den Contest gewinnen. Die Idee habe ich mit einem Arbeitskollegen eingereicht. Dass unsere Idee nicht nur für einen spezifischen Geschäftsbereich sondern für die ganze Siemens relevant war, war bestimmt ein ausschlagender Faktor für den Gewinn.

Questions about the transition phase

How would you describe the process after the innovation contest?

Ich habe an dem Contest ein Ipad und 2.5 Mann Jahr Ressourcen gewonnen. Danach wurde ich zu einem Corporate Technology Event in München eingeladen um das Projekt noch einmal zu präsentieren. Nach dem Finale im Oktober 2015 gab es im Januar 2015 eine Telefonkonferenz bei der die Umsetzung des Projekts besprochen wurde. Ich war vom Opensource Ansatz überzeugt damit andere mitbekommen was gebaut wird. Dabei war die technische und organisatorische Umsetzung in meiner Verantwortung. Für das habe ich über Weihnachten/Neujahr auch in meiner Freizeit noch sehr viel Research (mit welcher Technologie kann man das umsetzen, etc.) gemacht, wie man das Projekt in sehr schneller Zeit mit einem Startup-Spirit realisieren kann. Der normale Arbeitsalltag lief/läuft während der ganzen Zeit weiter. Ich habe einmal in der Woche eine Stunde ein Livemeeting, beantworte Mails und überlege mir in der Freizeit, wie ich das Projekt noch weiter entwickeln kann. Die 2.5 Mann Jahr Ressourcen wurde von der CT auf ein Team zugewiesen, welches in Peking und später dann auch in Shanghai arbeitet. Das Team besteht durchschnittlich aus 3-4 Personen mit dem Ziel das Projekt in ¾ Jahren (von Anfang 2015) umsetzen. Eine Schwierigkeit ist aktuell bestimmt, den Wert des Projektes aufzuzeigen und Stakeholder zu finden, die den Nutzen konkret auch sehen. Für das erachte ich einen funktionierenden Prototypen als Voraussetzung. Dabei ist es sehr wichtig, dass man an die richtigen Leute ran kommt und die Personen innerhalb der Siemens jeweils auch wissen, dass an einem solchen Projekt gebaut wird. Dafür ist es bestimmt auch sehr vorteilhaft, dass ich an der Software Excellence Konferenz in München, bei welcher R&D Entscheidungsträger vor Ort sind, mein Projekt präsentieren kann. Solche Präsentationen erachte ich für den weiteren Verlauf des Projektes als sehr wichtig, da auf diesem Weg die breite Masse auch auf das Projekt sensibilisiert werden kann. Dabei findet jeweils auch ein Know-How Austausch statt und es wird ein gewisses Bewusstsein für das Projekt geschaffen. Zudem helfen solche Veranstaltungen auch das persönliche Netzwerk innerhalb des Unternehmens zu erweitern.

Ich bin in der Rolle als Product Owner und habe selbst einen Prozess definiert. Das heisst die Entwicklung des Projektes läuft eher in einem Start-up Spirit und findet ausserhalb des Produktentwicklungsprozesses statt. Ein eigenes Budget für das Projekt habe ich nicht erhalten. Gewisse Minimalbeträge (e.g. SSL Zertifikate) darf ich über meine Division abbuchen. Zudem bekam ich 1-2 Stunden pro Woche von meinem Vorgesetzten zugesprochen um an dem Projekt zu arbeiten. Bei der Building Technologies habe ich zuvor eine Codingplattform aufgebaut (ähnlich wie GitHub), welche wir nun zur Arbeit an diesem Projekt nutzen. Dabei arbeiten alle mit denselben Repulsitories. Darauf haben wir ein Wiki auf welchen wir unsere Meeting Minutes haben und Projektmeilensteine/Issue Tracker aufgeführt sind. Auf diese Art und Weise geht so wenig Zeit wie möglich für administrative Arbeiten verloren und die Prozesse können schlank gestaltet werden.

Aufgrund dessen, dass einige Mitglieder meines Teams in Peking leider anderweitig innerhalb der Siemens gebraucht wurden, gab es einen Teamwechsel. Das war für die Entwicklung des Projektes sicher unvorteilhaft und hat uns auch in der Weiterentwicklung des Projektes zurückgeworfen.

Ziel ist es ab September 2015 weitere Ressourcen zu bekommen, um das Projekt zu einem nächsten Level bringen zu können. Dabei sollte das Projekt Ende September stabil und bereit für die Produktion sein, mit dem Ziel es operativ nutzen zu können. Sicher wichtig zu diesem Zeitpunkt wird sein, dass ich das Produkt innerhalb der Siemens gut vermarkten kann. Von Seiten der Organisation gibt es keine Verpflichtung/kein vorgesehener Prozess, wie es nach Ablauf dieser 2.5 Mann Jahr Ressourcen weitergeht. Demnach gibt es auch keine Auflage, welche Stelle innerhalb des Unternehmens über einen weiteren Zuspruch von Ressourcen entscheiden wird. Wenn ich Unterstützer innerhalb der Firma für mein Projekt finde, die über Budgetverantwortung oder Ressourcen verfügen, kann ich das Projekt noch weiter entwickeln und ggf. implementieren. Die Wahrscheinlichkeit ist gross, dass es zu diesem Zeitpunkt dann in den „normalen“ Produktentwicklungsprozess übergehen wird. Die Schwierigkeit ist, dass das Tagesgeschäft und die bestehenden Produkt-Roadmaps relativ durchgeplant sind und es viel Überzeugungskraft braucht, damit ein solches Projekt wie meines dann auch Platz finden kann.

Which people from what divisions are involved in the transition phase?

In meiner Gruppe sind nur Engineers involviert. Anfangs wollte man auch Projektleiter und Testengineers einbringen, was ich aber abgelehnt habe. Wichtig war für mich, dass sich die Entwickler nicht nur in einem Bereich auskennen sondern über alle Programmiersprachen Bescheid wussten. Dabei musste ich den Sponsoren des Projektes, also der Corporate Technology auch erklären, dass die Zeit, die wir für spezielle Konzepte und Dokumentationen brauchen würden, die Umsetzung des Projektes nur verlangsamen würden.

In your opinion, what are the key factors to make the transition phase successful?
Ich bin der Meinung, dass der Austausch und die Offenheit der Mitarbeitenden ein sehr wichtiger Faktor für den Erfolg des Projektes ist. Mit dem Begriff „Cloud89" ist es mir gelungen ein „Brand" aus dem Projekt zu machen, was für die Bekanntheit sehr förderlich war.
Die Abstimmung mit den verschiedensten Divisionen und Abteilungen sowohl auf politischer als auch auf fachlicher Ebene blieb mir erspart, da nicht viele Vorgaben von Seiten Corporate Technology bestand. Ich erachte dies als sehr wichtig, da dies unsere agile und Start-up ähnliche Vorgehensweise gefährdet hätte. Ich glaube auch, dass es wichtig ist nicht nur die technische Perspektive einzunehmen (als Teilnehmer) sondern auch die Sicht der Firma/betriebswirtschaftliche Perspektive zu berücksichtigen.
Ein grosser Vorteil, der auch zur weiteren Entwicklung essentiell war, sind die 2.5 Mann Jahr Ressourcen, die wir gesprochen bekommen haben.

What kinds of weaknesses and risks did you experience in the transition process (e.g. lack of time and funding, lack of key competences, lack of market information, etc.)?
Der Teamwechsel war sicher sehr ungünstig für uns. Auch die Tatsache, dass ich die Ressourcen für das Projekt und die Siemens gewinnbringend umsetzen soll, hat bestimmt auch einen gewissen Leistungsdruck verursacht.

Questions about the innovation contest
What were the objectives of the innovation contest?
Ziel beim Corporate weiten Cloud Idea Contest war es eine unternehmensweite Infrastruktur zu entwickeln um das finanzielle Potential von Cloud Lösungen nutzen zu können.

What is the general appearance of the innovation contest?

Die Ideen wurden online eingereicht und online diskutiert. Auch die Präsentation fand mit einem Live-Meeting statt. Dabei wurde der Tatsache Rechnung getragen, dass die Siemens global agiert.

Which division within your company was in charge for organizing the contest?

Organisator des Cloud Idea Contest war die Siemens Corporate Technology in München.

Was there a specific task/topic that was defined?

Der Contest war auf Themen der Cloud beschränkt. Weitere Einschränkungen gab es nicht.

What was the required level of detail of a submission?

Wir haben eine Idee eingereicht (Was ist das Ziel, Was ist das Problem das besteht, Was muss dafür unternommen werden).

Who was the target group within the company?

Alle Mitarbeitenden konnten daran teilnehmen, da der Contest innerhalb der Siemens ausgeschrieben wurde. Meistens waren es jedoch Personen aus dem Bereich des R&D, die eine Idee eingereicht haben.

Which mode of participation was allowed in the innovation contest?

Es gab keine Vorschriften bezüglich Teilnahmeform. Man konnte alleine oder als Gruppe teilnehmen.

How many employees usually participate?

Am Cloud Idea Contest haben 4’000 registrierte Personen teilgenommen und es wurden 300 Ideen eingereicht.

How long did the contest last?

Der Wettbewerb hat im Juni 2014 begonnen und im Oktober 2015 wurden die Gewinner ausgewählt. Wir hatten 1-2 Monate Zeit um die Idee einzureichen.

What kind of prize was offered to the winning teams?

Der Preis, der vergeben wurde war ein Ipad und 2.5 Mann Jahr.

What does the process look like to assess the submissions?

Die 300 Ideen wurden zuerst auf die besten 20 selektiert. Dabei musste man mit einem Elevator Pitch (3min) an einem Gremium die Idee erklären. Danach gab e seine weitere Selektion auf die Top 10. Zum Ende gab es dann eine Jury Session mit den 3 Finalisten. Die Ideen wurden zuerst von der Community bewertet und anschliessend von einer Jury.

How many rounds/phases existed within the innovation contest?

Es gab eine erste Selektion von 300 Ideen auf die Top20, danach eine zweite Selektion auf die Top10 und schlussendlich eine Auswahl der 3 Finalisten.

How often/how many times has the innovation contest been repeated?

2

Interview with Wolfgang Hass, Siemens

General Questions

What is your formal position?

Ich bin Principal Expert in Fragen zur Technologie und Innovation. Die dieser Funktion trete ich auch als Berater für die Geschäftsleitungen der Division Siemens Building Technologies auf.

What are your work duties?

In meiner Expertenrolle fördere ich Innovationen und gebe Denkanstösse in den Bereichen Energieeffizienz, Smart Buildings und Total Building Solutions auf globaler Ebene.

Questions about the transition phase

Did your company have a standardized transition process before the innovation contest? When and how was the process developed? If not: how did the process evolve?

Es gibt standardisierte Prozesse, welche vor der Durchführung des Contest klar sind. Diese variieren jedoch von Fall zu Fall oder Contest zu Contest.

What are the goals of the transition process?

Die Ziele sind, neue oder bestehende Ideen, die an den verschiedenen Contests eingereicht werden, dann auch tatsächlich in den verschiedenen Divisionen umzusetzen.

How would you describe the process after the innovation contest?

Der Prozess/das Vorgehen wie es bei Roger Meier beim Cloud Idea Contest der Fall war, ist ein ziemlicher Sonderfall und hat es so in dieser Art eigentlich noch nicht gegeben. Das erachte ich als eine sehr gute Möglichkeit.

Wichtig ist jeweils zu unterscheiden, ob die Ideen an den Contests jeweils in dem Arbeitsumfeld der Ideengeber liegen oder in fremden Divisionen/Gebieten. Bei Siemens haben wir zwei grosse Initiativen. Das eine ist das 3i Vorschlagswesen, welches kontinuierlich läuft. Nebst dem gibt es die Top+ Awards, welche einerseits Siemens-weit veranstaltet werden andererseits aber auch durch einzelne Geschäftsfelder durchgeführt wird. Die Sichtbarkeit des Top+ Awards nach aussen ist bestimmt höher. Im 3i Modell werden auch eher kleinere Ideen eingebracht, da sie keine Rahmenbedingungen haben und somit auch die Schwelle geringer ist. Wichtig dabei ist, dass alle Ideen gesammelt werden können und dabei keine verloren geht. Bei Top+ kann man die Ideen einzeln oder als Team eingeben und es werden bestimmte Kennzahlen gefordert (wie wird das Geschäft beeinflusst, etc.).
Bei 3i gibt es eine Online Plattform, auf welcher die Ideen eingegeben werden können. Zudem gibt es in allen Bereichen 3i Beauftragte. Die Ideen gehen an die 3i Stelle, welche dann versuchen den entsprechenden Ansprechpartner für die jeweilige Idee zu finden. Die Ansprechpartner sind verpflichtet, darauf zu antworten. Wenn Potential in der Idee gesehen wird, wird eine Einführung, Sponsoring für das Projekte, etc. geprüft. Das 3i Modell ist normalerweise auch mit einer Prämie/Bonus verbunden. 3i wird somit meistens verwendet, wenn die Idee nicht im selben Arbeitsumfeld anzusiedeln ist oder man damit im eigenen Bereich kein Gehör gefunden hat.

Bei Top+ gibt es grössere Prämien (bis ca. 20k Euro), die die Siegerteams bekommen. Meistens wird der Betrag gemeinsam genutzt um gemeinsame Aktivitäten in der Freizeit zu finanzieren. Die meisten Ideen, die bei Top Plus eingereicht werden, sind oftmals schon über den Ideenstatus hinweg, sind schon teilweise implementiert und können erste Ergebnisse vorweisen. Die meisten Gewinner haben somit schon etwas er-

reicht und die Implementierung hat zumindest auf einer kleineren Ebene bereits begonnen. Es gibt Fälle bei denen es sich um Prototypen/Ideen handelt. Bei diesen sollte jedoch ein Kümmerer/Eigentümer/Asset owner vorhanden sein, der die Idee unterstützt und einführen will. Die meisten sind somit bereits aus dem kreativen Teil raus und in Mitten der Umsetzung des Produktes. Das Produkt/Prozessideen befinden sich somit bereits (zumindest am Anfang) des Produktentwicklungsprozess. Über die Gewinner beim Top+ award entscheidet ein spezifisches Gremium und der Vorstand von Siemens. Die Abteilung Corporate Technology in München ist die Organisatorin der Contests. Bis anhing konnten praktisch alle Gewinnerideen des Top Plus Wettbewerbs umgesetzt werden.

Motivation des Top+ ist es einen Anreiz zu setzen und die Leute zu motivieren, sich Gedanken zu machen, dass man ein Forum hat und auch den Austausch durch die grosse Präsenz des Awards zu fördern und dient somit auch als Keimzelle für andere Ideen. Zudem zeigt der Contest auch das Commitment von Siemens, dass man an Innovation glaubt.

Wir hatten auch schon vor vielen Jahren ein Innovationsprojekt (ENOCEAN), das bei keiner der Divisionen Anklang gefunden hat und keine Division die Schirmherrschaft übernehmen wollte. Da ist dann Siemens Venture eingesprungen und hat ein Spin-Out gemacht mit einer Beteiligung von Siemens von 51%. Das ist aber nur möglich, wenn keine interne Division die Idee weiter verfolgen möchte. Ein aktives Screening der Top+/3i Projekte durch Siemens Venture wird nach meinem Kenntnisstand allerdings nicht vorgenommen.

Eine weitere Möglichkeit ist, dass wir die Idee patentieren und danach verkaufen oder somit das Recht auf die Erfindung „reservieren“. Wenn wir die Idee nur blockieren möchten, machen wir eine Veröffentlichung zu dieser Innovation, damit niemand anderes diese Idee nutzen kann.

a. How long is the Ideator involved in the post contest process/transition phase? Does the Ideator keep ownership?

Der Ideengeber bleibt bei allen Formen jeweils dabei.

Questions about the product development process

How can the general product development process / innovation process of your company be described?

Es gibt einen Prozess, der vorschreibt wie mit Ideen umgegangen werden muss und was genau dokumentiert werden muss.

Interview with Sharon Wong, Cisco

General Questions

What is your formal position?

As Director Business Development, I am part of our Chief Technology and Architecture office at Cisco.

What are your work duties?

I am responsible for a lot of innovation programs in our development. Cisco has about 70'000 employees globally and the engineering organization has about 30'000 employees. In addition to that I spend a lot of time working with my colleagues across the different organization for innovation programs. We have a lot very active innovation programs across the states. We coordinate, work together, try to share best practices and help each other. I run a lot of global, internal and external crowd sourcing challenges and internal or external Hackathons.

Questions about the transition phase

Since processes for the smaller, department Hackathons are quite clear (the Hackathon sponsor decides about taking ideas/prototypes to business), it is better to focus on the HackIT case.

Did your company have a standardized transition process before the innovation contest? When and how was the process developed? If not: how did the process evolve?

We actually do have standardized process for this issue.

What are the goals of the transition process?

We want to bring new products to market and generate an added value for Cisco.

How would you describe the process after the innovation contest?

After HackIT, teams where the ideas/prototypes are of any interests to the challenge sponsor, need to develop a business case (first preselection at local level). This means that they have to think about what added value their idea/prototype can create if we continue to invest in it (advance the company, safe money, etc.). We are actually coaching them in doing this since the contributors most of the time have no experience in doing this and usually do not know how decisions by executives are done. The decisions are usually done at high executive level (e.g. VP's and CIO are part of it) and people to not have any experience how it is to be exposed to them. Therefore we also help them with doing presentations and sell the idea since this is a skill, which is very important to get further support. The organizers are mainly responsible in order to coach the participants or help them to get to the right people. However we have a great culture at Cisco where are a lot of people that actually want to help (also fairly senior people) and one just might reach out to them and ask them for help. The culture of helping is enabling this great support even from all over the world.

The executives then usually decide to invest further in the idea/prototype or not. If we are lucky, somebody takes sponsorship for the project. This is the most challenging part in the process (getting somebody who invests), since people are very busy at this point and the agendas for the normal product development process are more than full (we are already prioritizing also without these additional projects). At this point usually the prototypes transfer into the normal corporate product development process.

How long is the Ideator involved in the post contest process/transition phase? Does the Ideator keep ownership?

The Ideator is always involved in the transition phase. Usually the ownership of the project transfers to the specific division who in an ideal case thereafter takes over the sponsorship. Sometimes they might be still involved, but it is not the normal case.

Which kind of support is offered during the transition phase (funding, work performance/spend work-time on the project, development support, mentorship, help with refining the product, marketing, etc.)? Which resources are needed?

In some cases they might get some extra money. But the biggest problem is usually the time because normal business goes on and since they do not get most of the time extra time it is on top of the normal job and they need to do quite some things in their free-

time. In the organization I work we have a small fund with which we can support the teams.

How long does the transition phase on average last?

For HackIT it is about three weeks, since senior executives are either going to take over sponsorship or not. Also other ideas than the winning ones can be further development since the challenges are sponsored by executives, who will take a closer look at the specific teams. The goal of the senior executives is in any case to get help in order to solve a problem or get new inspiration. There are no fixed criteria in order to take over a project in the product development process. The only condition that has to be fulfilled is that it meets the needs of the sponsor.

10. **In your opinion, what are the key factors to make the transition phase successful?**

There are three very important things. One is that there is the executive sponsorship for the Hackathons. This means he is already very enthusiastic for the things that come out of the internal Hackathons. Their mind-set is also the condition that they are willing to support projects after the Hackathon. The second really important thing is that these ideas have to really align with their strategic perspective, since otherwise it will never get funded. The third important factor is the commitment and engagement of the participants, their mind-set.

11. **What kinds of weaknesses and risks did you experience in the transition process (e.g. lack of time and funding, lack of key competences, lack of market information, etc.)?**

Basically there are two major issues. One is, that people usually do not have enough time anymore after because of their normal work. The other one problem is, that there are missing skills. This is the reason why we coach the participants. Especially some of the not so great idea presented and sold well within the company usually are more successful than the outstanding ideas not presented well.

Questions about the product development process

How can the general product development process / innovation process of your company be described?

Basically the product development process we use is the AGILE Methodology. That means we are defining the requirements, thinking about the problems we are going to solve and how we are going to get money. Once we do that than we follow an AGILE process, especially for the software side. For hardware it is more difficult. After this we go through very short sprints (approximately 2 weeks), which allows us to develop very rapidly.

What was the benefit of ideas out of innovation contests so far? Which products have been brought to market/launched so far from these contests?

We had a lot of examples. A rather special that was outside of the challenges one is the following: at our headquarters you see a ton of charging stations for electric cars. Since they are quite popular, they are booked very well. You usually do not know when they are full and when they are free. Therefore a team at a Hackathon developed a tool where you can schedule this. We actually gave it to the partner who runs the charging stations, who then implemented it. However this idea went to another company, it created an added value for the employees of Cisco.

Questions about the innovation contest

We run a lot of internal Hackathons with different sizes and scopes. For example departments within the engineering organization can decide to run a Hackathon. They are usually running them all the time again and again. Most of those are usually set by the VP or General Manager of the corresponding business who set up challenges for the teams to come up with ideas. It is a popular way to advance ideas as development organization and also to enable rapid prototyping.

There is another class of Hackathons namely the global HackIT ones where everybody within Cisco around the world can participate. Those kinds of Hackathons will typically find business sponsors who will actually post the challenges and then they commit to take a look at whatever comes out of the Hackathon. Our goal is to have both: employing engagement and results.

What were the objectives of the innovation contest?

The main goals of organizing internal Hackathons is to advance ideas, to have the cultural spirit factor for the employees and to give a frame where employees can experiment with their ideas. It is also important that employees have fun and realize that there is a possibility to make the idea into a solution. The employee engagement is one of the most important goals for us in order to create a culture of innovation within Cisco.

What is the general appearance of the innovation contest?

We have crowd sourcing initiatives, but the internal Hackathons usually happen in the appearance of an event. We also experimented with virtual Hackathons but it actually works better with people being physically together.

Which division within your company was in charge for organizing the contest?

VP's and general managers are usually the sponsors of the internal Hackathons. So they provide the money for food, t-shirts and things like that. In most cases a team of senior managers, normal developers and local organizers organizes the Hackathons since it should not be something being pushed top down.

Was there a specific task/topic that was defined?

Usually there are topics defined (problem statements, challenges) with sponsors (usually senior executives). So the sponsors are usually people who have the resources to take that idea further if they find something that is quite interesting. It is also crucial that challenges are also actually a problem for the corresponding sponsor. There is also a competition among the sponsors to convince the people to work on the corresponding challenge. However there is always left a category for anything. We want to allow ideas of which people are really passionate about it.

What was the required level of detail of a submission?

Most of the times we expect participants to submit a prototype. Sometimes we want some hacking and some ideas/presentations for problems that are really huge. But people always spend some time on coding.

Who was the target group within the company?

It is typically developers and designers. We try to engage more people within the organization. This happens most of the time after the Hackathons when we are developing

business cases since we need different skill sets. How ever we try to involve them also during Hackathons, which is not easy and in my experience only possible for the longer ones.

Which mode of participation was allowed in the innovation contest?
We recommend people working in groups. Typical group size is about 4 people with a balanced skill set.

How many employees usually participate?
At HackIT we had 600 participants worldwide.

How long did the contest last?
24 hours

What kind of prize was offered to the winning teams?
It depends. Sometimes a small amount of cash is involved, in others not. Especially in smaller ones there is not any kind of prize since people want to have time to work on their ideas. Also people can learn how to code in some languages that they are not familiar with, increase their skills, learn something new and have fun.

What does the process look like to assess the submissions?
That varies by Hackathons. On the global one, the jury is also local in the first step that gives direct feedback immediately afterwards. We pick winners for a global jury in order to evaluate a winner overall.

How many rounds/phases existed within the innovation contest?
It varies by Hackathon – most have 1 phase, but some have multiple phases. HackIT has 3 phases – the Hackathon, semi-finals, and a final round for senior executives to see a small set of vetted ideas.

How often/how many times has the innovation contest been repeated?
HackIT happens twice a year. The department specific Hackathons happen very often since every group can organize them as much as they want.

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Statutory declaration

I hereby declare that the thesis with title

Bridging Internal Innovation Contests and the Corporate Product Development Process – An Analysis of the Transition Phase

has been composed by myself autonomously and that no means other than those declared were used. In every single case, I have marked parts that were taken out of published or unpublished work, either verbatim or in a paraphrased manner, as such through a quotation.

This thesis has not been handed in or published before in the same or similar form.

Zurich, August 20th 2015 Jonathan Isenring