NOVATEK
INTERNATIONAL

GUIDE TO

CHALLENGE-DRIVEN

INNOVATION

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Introduction

Organizations have no shortage of general ideas and suggestions on how to improve. For example, "how can we improve customer satisfaction?" or "how to help our employees feel more motivated?" are general questions and challenges every company faces and is already aware of. You don't need to launch an innovation management campaign that poses general questions to obtain general feedback.

What organizations struggle with is a systematic process for identifying specific problems and opportunities, screening and prioritizing them, formulating them into challenges, and having the right diverse targeted group of participants collaborate on finding and developing the most creative and effective solutions.

This guide explores Challenge-Driven Innovation (CDI), a set of processes, business rules, workflows, tools and principles that offer a diversity-based crowdsourced innovation framework and methodology to identify specifically targeted problem areas and opportunities and to develop actionable solutions for them.

The guide describes, how:

- You can implement and launch a challenge-driven innovation approach
- You can go about identifying the key focus areas for your innovation efforts
- To formulate those focus areas into challenge statements and definitions
- To pick the right challenge ownership, participants, reviewers, champions and implementers
- To promote the challenges
- To reward participation, measure engagement level and assess productivity

The guide also explores:

- Cultural change resistance as a barrier to innovation
- Notes on celebrating success and failure
- Examples of various challenges to inspire your creativity

Challenge-Driven Innovation
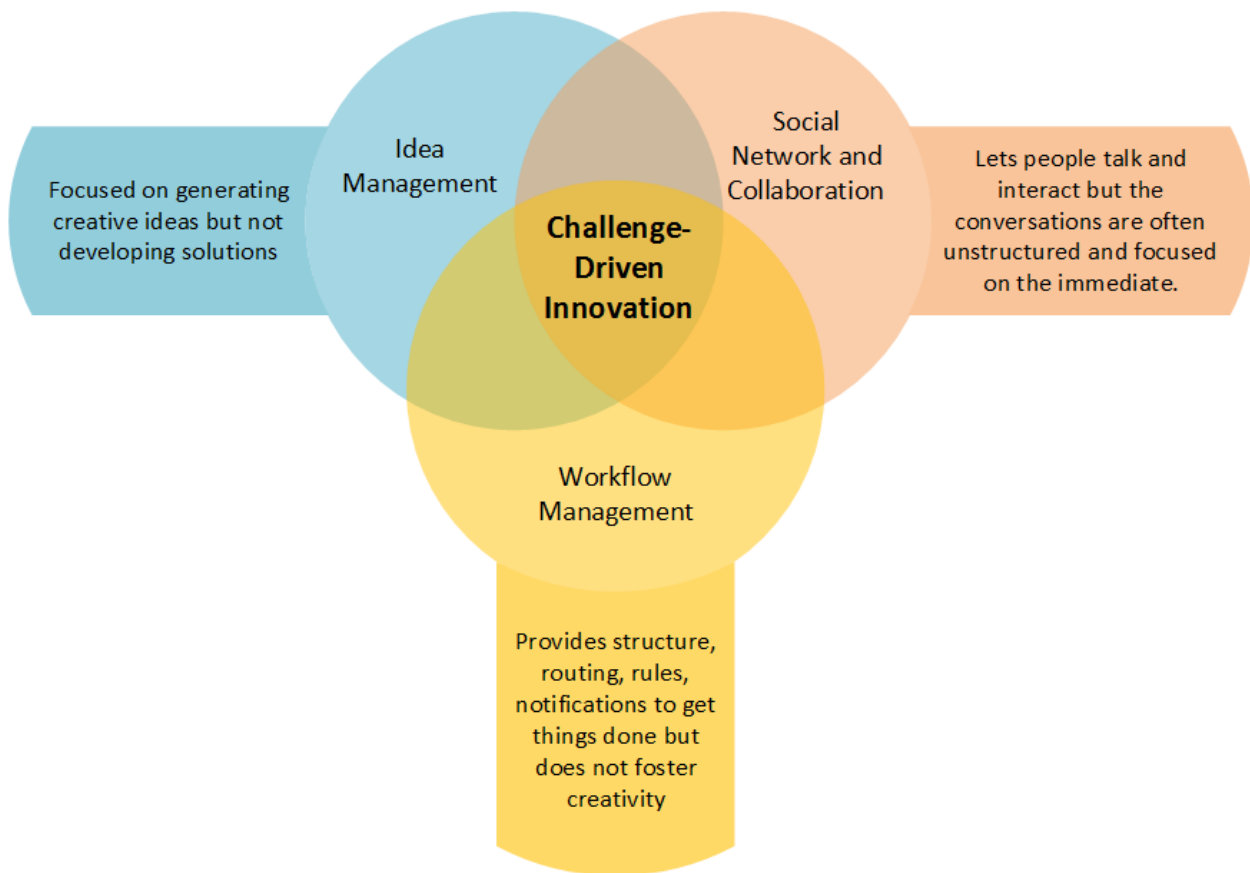
Organizations use a variety of information systems and collaboration tools today:

- Idea management systems, also known as a suggestion box, are an online system for capturing and evaluating ideas. Yet most organizations have no shortage of ideas, rather, they lack solutions to specific challenges.
- Social network and collaboration tools provide an easy way for people to discuss and collaborate without the limitation of any imposed structure. But these tools fall short when you want structure and focus on a specific problem or opportunity.
- Workflow management platforms enforce a process with designated roles, stage gates and checks along the way. Workflow engines are ideal for the automation of prescriptive operational tasks and functions but are, at their very core, designed to engender uniformity and reward procedural work execution - processes that are often not conducive to innovation.

These tools, as standalone applications, are not designed to address the challenges organizations face in their quest to constantly innovate in this hyper competitive world.

This is where CDI excels by offering a challenge-driven, crowdsourced, diversity-based, workflow-managed framework and methodology that leads to finding much sought after solutions addressing the distinct and specific obstacle the organization is confronting.

A CDI solution is designed to combine these concepts all into one - a single unified information system. CDI is a workflow tool (configurable idea submission, evaluation and approval workflows and forms). It is also a collaboration tool (information sharing, employee engagement, conversations, and rewards) and an idea management tool (idea voting/rating, merging, and screening). An enterprise CDI solution integrates with best of breed collaboration tools to capture conversations and collaboration where they occur, in any unstructured environment - to build on that valuable source of insight and information by incorporating this information into CDI's data management as well as idea development methodology and work processes.

Challenge-Driven Innovation Process
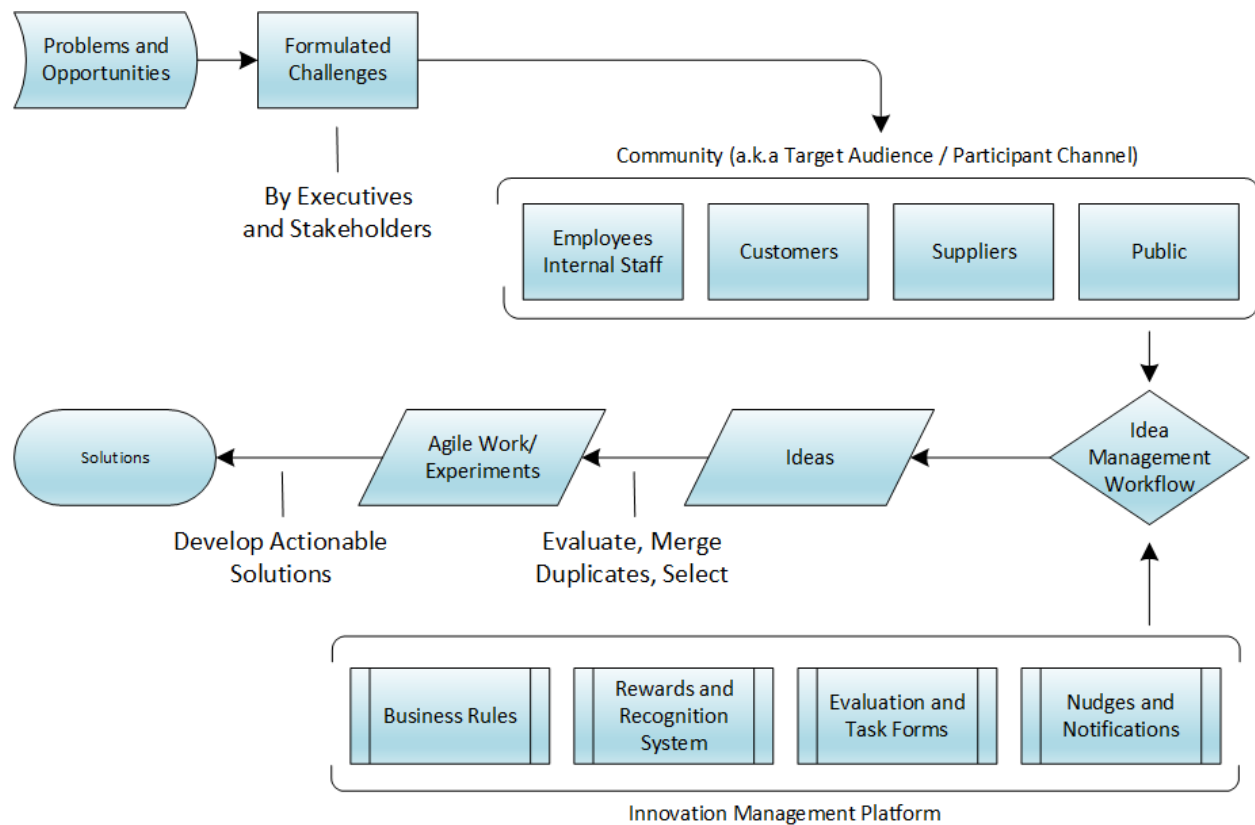
Challenge driven innovation (CDI) centers the entire innovation activity around carefully formulated challenge statements designed to target a diverse group of individuals that are a cross section of the organization's community of employees/staff, customers, suppliers/partner, or even members of the public (target audience). CDI also ensures that reward and recognition systems are designed to motivate and engage the individuals that are part of the target audience.

Identify Key Focus Areas
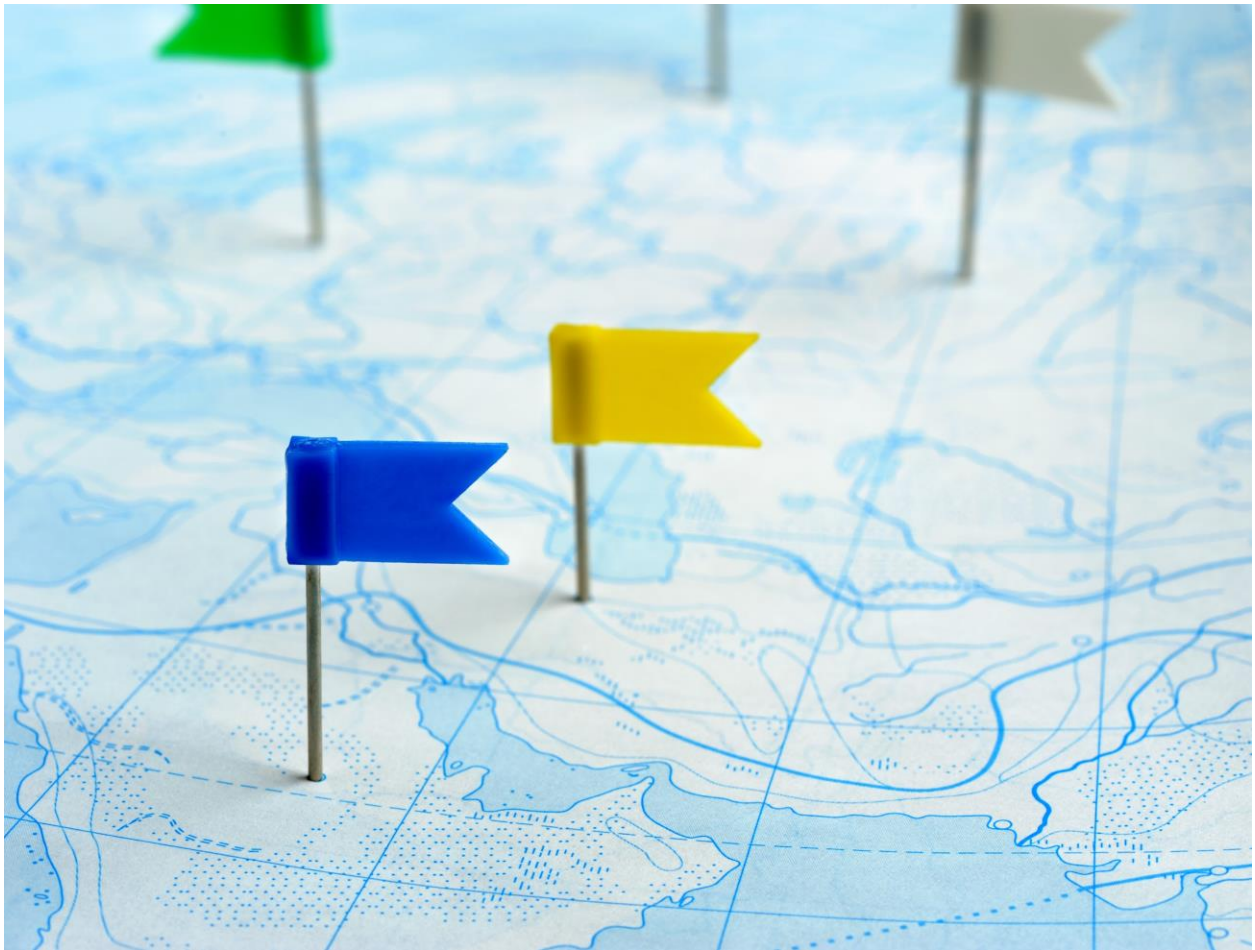
To identify the best innovation opportunities you have to look at the full spectrum of customer interactions and the entire product or service delivery chain. Many companies see innovation as an investment in product improvements that their end-users need and want. But many valuable opportunities may exist in different parts of the organization, other customer interactions and business functions that are not directly related to the product development, feature set or the company's core service offering.

The process of identifying key focus areas must be structured and a scheduled activity that is repeated at least once every calendar quarter. Here is a chart that shows how you can identify key focus areas.

Organization's
Opinions

Analysts
and
Thought
Leaders'
Research

Focus
Areas

Customers'
Feedback

Suppliers' &
Partners' Feedback

1. **CUSTOMER FEEDBACK:** Customers provide you with feedback in surveys and service reports. This feedback can be an initial source of potential focus areas. For example, a customer states that "The process of upgrading to a new version is error-prone and cumbersome". You can use that statement as the basis of a challenge: "how to improve the upgrade process" (this challenge statement must be reformulated - see Effective Challenge Statements section).

2. **PARTNERS AND SUPPLIERS FEEDBACK:** Your suppliers and partners often have a vested interest in your success. Seeking their feedback may highlight service delivery or business model inefficiencies and hidden costs you were not aware of that can potentially be used as a focus area.

3. **RESEARCH BY ANALYSTS AND THOUGHT LEADERS:** Learn about any direct and indirect threats and industry trends that can affect your industry/organization. This information can offer prime opportunities for finding new focus areas. Researchers and experts from universities, incubators and accelerators which are more and more connected into a global collaborative network can also bring fresh

thinking as it relates to trends, transformative technologies and concepts, and what drives millennials, younger generations, or startups.

4. **YOUR ORGANIZATION'S INTERNAL OPINIONS:** Your executives, stakeholders and workers at all levels of the organization can contribute their opinions as to which areas of your business model or value chain require improvements and innovation investments.

Once you have collected and reviewed feedback and content from all sources, you will most likely find that the best focus areas are often based on coincidental information that was obtained from multiple sources. If you are hearing the same or similar recommendations from thought leaders, your customers, suppliers and also from your own team members, you know you have a high potential innovation target.

Identifying the best focus areas can itself be a question you ask your community. Let the target audience, the people who will actually participate, determine what the focus area should be - see the section on Challenge Examples for some actual examples Planbox customers used in idea contest that may be helpful and inspirational.

Define the Community for Focus Areas

Selecting a diverse group of employees, customers and suppliers (referred to as a Community - also known as your Target Audience or Participant Channel) to tackle the focus areas where innovation is needed is central to CDI. A diverse group that consists of people from different backgrounds, life experiences, areas of expertise and interests working on a challenge that is relevant to them and they care about is more likely to result in sparks of creativity and finding new solutions.

With CDI, you can create as many Communities as you require - and these communities can be as diverse or as limited/uniform as you would like the Community to be based on the focus areas the target audience will participate in. Here are some community examples that are primarily based on demographics:

- Women affinity network
- Veteran affinity network
- African American affinity network
- Female Hispanic employees
- Millennials public only

- Middle-aged highly educated male employees

Note: In the context of a demographically identified community or group a term commonly used in the context of idea and feedback management is an ERG (employee resource group). An ERG can be based on any combination of several identifiers. For example: all highly educated Italian employees.

Traditional innovation systems that emphasize open innovation, co-creation and crowdsourcing place too much importance and emphasis on collaborating with people that are external to the company. Open innovation and co-creation favors an open-ended, idea-centric approach. With Challenge Driven innovation, a Community is created to focus on a set of challenges that are relevant to that audience. Much more importance is placed on diversity, inclusiveness, and encouraging different perspectives regardless of whether participants are employees and staff or external customers, partners, suppliers or the general public. More importantly, because you have selected the target audience based on a specific challenge, the resources and their valuable time is spent on a specific mission.

The analogy of general and open innovation versus a challenge-driven innovation campaign is equivalent to shooting a machine gun in the dark at targets you cannot see, hoping your shots hit "something", versus using a sniper rifle to shoot at a carefully selected target. When it comes to investing in innovation you want to be a sharpshooter!

Community-Specific Reward System

Every challenge is a different mission and may require a different set of participants. Therefore, how you reward participants and contributors has to align with what motivates them, what you expect in terms of their involvement, the urgency and importance of finding a solution, as well as the required level of creativity or complexity. Since the target audience you select should also vary by challenge, the diversity elements that were used to select the audience, should factor into the reward system design.

For example, let's assume the challenge is to find how the organization can attract more women to join its team - and the community you have selected to find a solution for this challenge are women from 18 to 50 (inside and outside the organization). The reward system for such an audience would be very different from a challenge that is sent to a more general employee population. The reward system has to be clearly defined and

communicated as part of the challenge launch so that everyone who participates understands what's in it for them and is immediately motivated to contribute.

Depending on the nature of the challenge, rewards can be for individual participation in the form of points, badges, recognition and prizes, or for the collective results achieved. For example, employees who collaborate to invent a new business concept or a new method would expect some form of individual rewards and recognition. However, if you rally your community to solve a challenge that requires team-based idea submission and solution development then the team is the unit that should be recognized and rewarded for its efforts and not the individuals.

For information on how to design a reward system, please refer to the Planbox guide *How to Gamify Innovation*. that can be downloaded from http://planbox.com/resources.

Effective Challenge Statements

Peter Drucker's SMART problem definition can serve as an effective method for good challenge formulation. Here is a variation of the method we refer to as **SMARTIE** we have employed in the context of innovation management. A challenge must be:

SPECIFIC: a challenge must have a clearly-defined goal that cannot be misunderstood. "Improve Customer Satisfaction" is a general challenge that may be misinterpreted but "Improve Customer Satisfaction by Reducing Wait Times When Requesting Support" is a clear and specific goal.

MEASURABLE: a challenge must have measurable concrete goals (units, percents, etc.). It should be easy to determine whether the goal was achieved when the challenge ends. For example, "Improve Customer Satisfaction" is not a measurable challenge. "Reduce Average Customer Support Response Times by 25%" is a measurable goal.

ACHIEVABLE: A challenge must be solvable. Impractical goals de-motivate participants. For example: "Develop a new offering that helps us win over all of the customers of all of our competitors" is not a practical or plausible goal.

RELEVANT OR RESULT-ORIENTED: Participants must understand why they should contribute to find a solution to this challenge. For example: "Reduce Average Customer Support Response Times by 25%" does not explain why longer response times can be a problem. The statement "Reduce Average Customer Support Response Times by 25% because it will increase customer renewal rates" better explains the expected result.

TIME-BOUND: There must be a deadline to find solutions for the challenge.

INTRIGUING OR INTERESTING: provide an opportunity for participants to learn, discover experiment with new concepts or technologies. Showing people that they can explore the unchartered, "where no man has gone before", inspires and excites them into action. For example: "Reduce Customer Support Response Times" sounds boring and ordinary. You could instead state "Reduce Customer Support Response Times by Finding a New Method or Applying New Technologies"

EMOTIONAL: for a good challenge statement you should have an emotional appeal. For example: "Reduce Customer Support Response Times" has no emotional appeal. The revised statement "Reduce Customer Support Response Times so We Have a Larger Budget to Contribute to the Charitable Causes You Care About" makes an emotional appeal to the participant to engage and take action.

Putting all of the **SMARTIE** challenge definition elements together and applying it to the challenge discussed above results in the following full challenge statement:

> Find new creative methods or apply new technologies to reduce Average Customer Support Response Times by 25%. This will increase our customer renewal rates by at least 5% and we will allocate 5 cents of every dollar the company gains from this initiative towards the charitable causes you care about. The deadline for all proposals is September 30, 2016.

Achievable Steps

It's also important to break a challenge into smaller achievable steps. Provide a step by step guide on how to participate so people are not confused about the process. For example, do not require a detailed and fully costed action plan from the start. Let people submit a simple one page summary with as few pieces of information as possible. The ideas can be further developed and assessed by more experienced participants as they get reviewed and screened by community managers, challenge owners, and other participants.

To Compete or to not to Compete

Depending on the target audience (the type of participants you have selected) and the nature of the challenges you would like to solve it may make sense to make it a competition. However, a competitive innovation game does not always work. Some examples:

- If the goal is: "Build a complete plan for the best, most positive and least expensive way to convince as many customers as possible to move from version 5.0 to version 6.0" then a competition could work. Teams could be formed consisting of developers, marketers and service professionals who collaborate to submit and champion a business plan that ultimately trounces all other alternatives and breaks the mold from the old way upgrades were handled.

- On the other hand, if the goal is: "How can we reduce the number of after sale and post-delivery defect reports?" then recognizing or rewarding only the highest scorer may not be that effective since the solution to this problem will involve a combination of creative ideas, feedback from a lot of different people in different departments, and the collaborative effort of the various development and service resources to find solutions. No single person is likely to find a silver bullet.

Effective Challenge Statements

The following are suggestions and recommendations to consider when formulating effective challenge statements.

- Open ended questions that cannot be answered by a simple yes will help spark debate and encourage participants to get engaged by offering more in-depth comments and suggestions.

    Example: instead of asking "Can we improve employee satisfaction? And if so how?" you can pose the challenge "What specific steps can we take to improve our employee engagement even more?"

Designated Challenge Owner

The challenge owner should be the person or persons who have the most vested interest in seeing that the Challenge is solved. The challenge owner(s) should have a budget to find solutions, define the evaluation criteria, select evaluators, and make whatever changes are needed to encourage participation and collaboration, and most importantly results.

Having a designated challenge owner for every challenge, allocating resources for this person to manage, and attempting to create some form of competition between past and present challenge owners creates the positive competitive energy you need to increase the chance of having more successful challenge-driven innovation outcomes.

How to Promote Challenges

For innovation to occur on a regular basis, creativity, outside the box thinking and taking chances on new ideas has to be part of everyday deliverables, and a part of how performance is measured for everyone in the organization. If you have to do a lot of work to promote your new challenge, then you know the organization's culture is not ready to adopt innovation as a business as usual activity (see the section on *Cultural Resistance*).

Promoting your new challenge should be as simple as the challenge owner posting the challenge on your innovation portal, explaining why it is important, announcing the start (and end) date to all participants, and sending out a fun informative email with content or video about the challenge, the whys and rewards of participating, as well as describing the idea evaluation process, the role the participants will play, and how any proposed solutions would be implemented.

Cultural Resistance - the Barrier to Innovation

Organizations talk a good game when it comes to innovation, and most of them have every intention of becoming more agile and innovative. In an effort to show that they stand behind their words, organizations often assemble teams that engage in idea generation. There will be hackathons, idea contests, open innovation events, and other short term activities that may sometimes result in the generation of a few interesting suggestions and ideas.

These ideas are proposed and semi-developed by people who are perceived to have "a full-time job" doing something execution related. The idea contests are managed by people whose ultimate goal is to make the idea generation event a success by showing that some great ideas, and at least some sort of a solution, resulted from the activities they led. However, everyone involved in the innovation activity intends to go back to what they were doing before the innovation event started, as quickly as possible. After all, the culture of the company dictates to them that what matters to the organization is the efficient execution of their everyday tasks. Creating, developing and implementing disruptive and transformative ideas is not viewed as a job function. Once the event ends, most participants do not believe any of their suggestions will ever become a reality and they have no expectations that they would ever be asked to work on developing and

implementing the ideas any further than what was accomplished during the idea generation activity.

What prevents innovative thinking and action is a corporate culture that emphasizes execution. There is an inherent deep-seated belief, from the top executives down to field workers, that risk avoidance, status quo, and operational efficiency are everyone's responsibility and have the highest priority for any decision-making scenario or resource allocation planning exercise. For an innovation culture to take hold, senior management and innovation leaders have to inject innovation activity into the organization's DNA. As long as this fundamental shift does not occur, innovation will be an extracurricular activity that is unlikely to create any sustainable value.

Change the Business Versus Run the Business

> **"**It isn't the incompetent who destroy an organization. The incompetent never get in a position to destroy it. It is those who achieved something and want to rest upon their achievements who are forever clogging things up.**"**
>
> - F. M. Young

Change the business, the 20% of work that creates 80% of results, has to be an urgent and important business priority, and not just the natural tendency that exists in most successful organizations to focus most of their resources on run the business activities, the 80% of work that creates 20% of results. Change the business/run the business ranges from 10/90 for most organizations to as low as 5/95 for some slower growth companies.

Measuring Engagement and Innovation Results

When it comes to investing in innovation, you get what you measure. To assess results both success and failure should be viewed as wins and celebrated - failure is a necessary condition to any eventual progress. Only inaction and lack of engagement should be challenged and questioned. Here are some of the reports you should look for to measure your results.

User engagement:

- Average time spent in the innovation portal per user
- Abandon rates as users traverse the innovation portal
- Trending number of pageviews per user, per challenge and for every idea

Innovation activity:

- Trending number of votes and comments per calendar month and for the duration of the challenge
- Trending number of points earned per calendar month and for the duration of the challenge

- Number of new ideas per month - Note: more ideas do not necessarily mean more results - it's far more valuable for the organization when people contribute to and collaborate on a small set of ideas to develop them further.
- Number of action items completed - action items include activities such as filtering ideas (such as by the challenge owner), completing evaluation forms, shortlisting and selecting ideas, funding experiments and choosing who the implementers will be.

Innovation outcomes:

- Cost of the program/cost of running a challenge
- Cost of experiments and small projects
- Revenue or cost saving generated from implemented solutions
- Non-financial or hard to measure benefits of the challenge
- Number of comments per idea and for every challenge
- Report that captures all action items completed for an Idea
- Number of outstanding action items
- Ideas by Status per challenge
- Ideas accepted/implemented per challenge

Your innovation management system will have some of the out of the box reports you need to measure success. But, there will definitely be a set of reports and dashboards that are specific to your use cases, type of data captured, workflows, and users. The innovation management system you choose should provide a powerful reporting platform that allows you to create and share such reports and dashboards.

For more information on what and how to measure engagement and designing a reward system please refer to the Planbox guide *How to Gamify Innovation* that can be downloaded from http://planbox.com/resources.

Celebrating Do's and Don'ts

A small celebration after every challenge is completed helps everyone feel a sense of belonging and accomplishment that no prize or material rewards can replace. The challenge owner and innovation strategists that run or are involved in the program should take the time to plan and participate in such celebrations. A very brief talk or presentation can be shared by the challenge owners to share results. Success can be in the form of finding new solutions, lessons learned or new insights. Do not miss the opportunity to celebrate wins and have some fun. Celebrations create a positive momentum and a sense of team spirit that is guaranteed to increase your innovation momentum.

What's Next?

The time to design the next set of challenges based on new priorities and finding new passionate challenge owners starts almost immediately after you have launched the current set of challenges. Your innovation program needs constant attention. New challenges, communities and rewards have to be designed and launched to keep things fresh. If there are no new challenges and only the same group of people are participating on the same topics discussed previously then all you have is a suggestion box that is likely to collect some ideas but is not likely to find any solutions. Engagement metrics are sure to deteriorate and soon the suggestion box will be nothing more than an afterthought.

Innovation Management Workflows, Rules and Forms
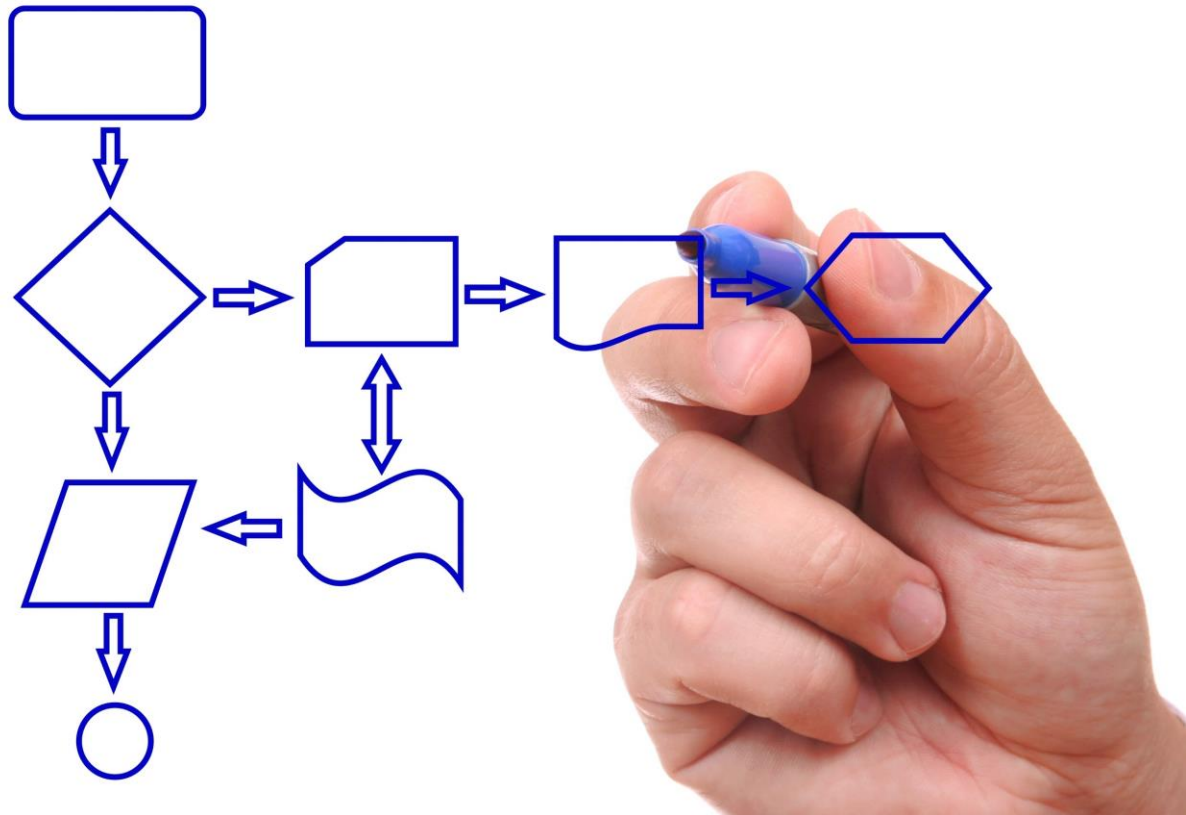
The workflow business rule engine is at the heart of a CDI system. Ideas flow through multiple stages as they go from being submitted, evaluated and filtered to discarded or selected and implemented. Workflow states may present different interface forms and fields depending on the rules and conditions you have defined. These workflows may vary from one community to another, and involve different types of people, security and roles. The workflow engine orchestrates the idea filtering and selection process, sending nudges, notifications, reminders and updates along the way. Rule-based screening allows for ideas to be routed to the right reviewers and experts to take action on.

If gamification is set up, the business rules calculate reward points and award badges attributed to participants for every action they take. The workflow engine can also perform background tasks that sync user information with other systems, import or export collaboration data and send out summary activity reports to designated innovation program stakeholders and managers.

For a complete description of the features and benefits of an innovation workflow engine please request a copy of the Planbox *Guide to Idea Management Workflows, Business Rules and Forms*.

Challenge Examples

This section presents a list of challenges to give you some ideas and inspire you and your team to formulate the best challenge statements based on your organization's innovation management maturity level and strategic priorities

Starter challenges are examples we have seen in the early stages of an innovation program launch when creating some hype, quickly increasing engagement, and seeking constructive feedback are essential.

Jam challenges are examples of general questions and idea/feedback campaigns that are ideal for idea contests (also known as jam sessions or hackathons). The challenges tend to be generic in nature and the objective is not necessarily to come up with solutions. Rather, the objective of an idea contest is to find out what specific questions need to be asked and what goal-based challenges should be formulated.

Goal-specific challenges are the most solution-oriented challenges. The objective is to find a solution to a very specific problem. However, starter and jam challenges are a necessary step towards identifying the problem areas to focus on and the goal-based challenges to invest in. Some examples of goal-specific challenges we have come across over the last several years are shared here.

Starter Challenges

How do we justify the launch of an Innovation Management solution?
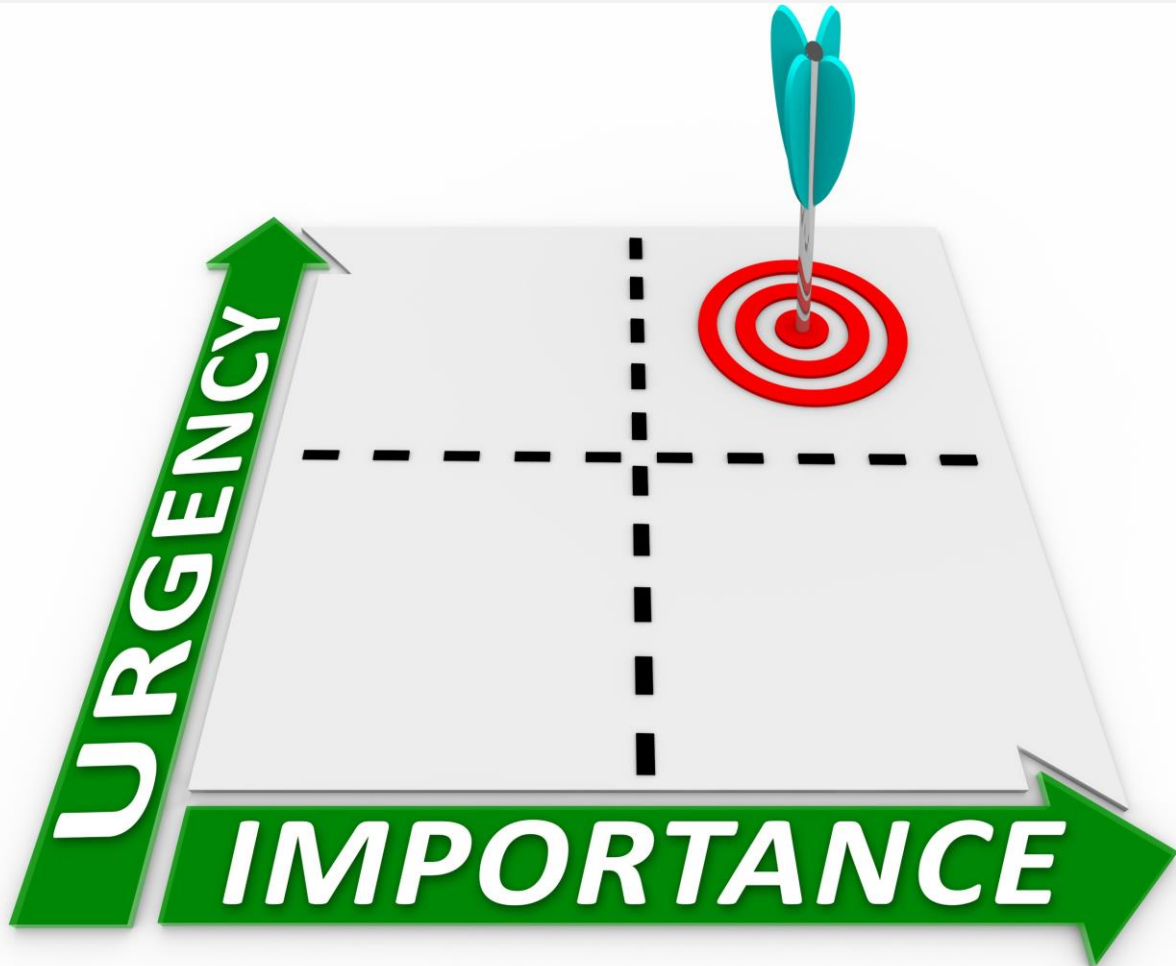
- Tell us why investing in innovation is urgent and important. Why now? What is causing the urgency?
- Why do we need a new tool? Why not use one of our existing collaboration tool called ABC or workflow tool called XYZ?

Name This Site

One of the first challenges to consider is naming your innovation program. Many create a brand identity (examples of names we have encountered Reimagine, Powerful Solutions, Imaginarium, Idealab, and Innovation Zone) for their innovation program. Running a "Name This Site" as your first campaign could be a simple positive way to introduce everyone to the initiative and create some buzz. The fact that the participants get to have a say in naming the site is also helpful for improving engagement.

Name This Site

NAME THIS SITE

???

As you know we are launching an innovation program. At the center of this new initiative is an innovation web portal where we will all go to submit new ideas, see the latest challenges that need to solved, who the top collaborators and innovators are, what are the most recent ideas and comments, and the action items assigned to us.

Here are examples of innovation brands other companies have created in the past: Reimagine, Powerful Solutions, Imaginarium, Idealab, and Innovation Zone

Help us find a great unique name for our innovation portal!

Let's Not Do This Anymore!

This challenge encourages your target audience to tell you about their pet peeves and what are some frustrating things about their work everyday. Their feedback can be used as a source of information for more specific innovation challenges and campaigns.

Let's Not Do This Anymore!

- Are there things that you do in your daily job that are repetitive (daily, weekly, monthly) that can be automated or reduced in frequency?
- How much time is allocated to these tasks?
- Can we save time, but not sacrifice quality?

Where Should We Innovate Next?

A challenge that you should consider running once every few months (at least once a year) is to pose the question "where should we innovate next?". The questions can be asked from your staff, partners and perhaps even customers. While this challenge will not lead to finding any solutions, it will help you determine where to focus your innovation efforts and the best questions to ask in your next innovation challenges.

Where should we innovate next?

- Is there something we do today that is very time consuming or hard to do that you wish we could eliminate or automate?
- Have you seen an incredible technology you think we can apply to what we do?
- What trends have you read or learned about that you think have the potential to disrupt our industry?
- Have you seen any competing solutions or business models that blow your mind?

Simplify - Unclutter the Work!

Partial Challenge Statement: Simplify - Unclutter The Work!

- We're looking for ways to simplify our processes and streamline our efforts.
- Are there things we do that are no longer necessary?
- Is there a better way of doing something?
- How can we improve the way we work?

Make Work Fun

Partial Challenge Statement: Make Work Fun

- A more enjoyable place to work
- You spend a third of your day and half of your waking hours working 5 days a week. What type of improvements would you like to see us implement to make your work environment more enjoyable?
- Ask for the stars or perhaps the moon! And we will see what everyone suggested; on site gym, day care facility, flex time, employee get togethers, ...

We Want to Be Green

Partial Challenge Statement: We Want to Be Green

- What do you do or see that we, as an organization can do to become more environmentally friendly?
- What can we do in the community we serve?
- How can we give back to the community or communities that we serve.
  e.g, volunteer one morning a month to help school children read, or help out at a homeless shelter.

Jam Challenge Examples

Are we ready to embrace the digital world?

We would like to leverage the collective knowledge of our organization to identify emerging business and technology areas that Acme should monitor or become highly active in understanding and researching. These may include areas that we researched in the past (such as 3D Printing technologies or Internet of Things), where the technology was not feasible or economical at the time or the business was not ready to embrace it. And we certainly want to explore new areas which have advanced significantly over the past few years which would have a significant impact on our customers and business.

How can we better connect with our customers?

The top trend and key challenge for organizations is around customer-based innovation. We continue to search for new and more profound ways in which to engage with customers and build deeper customer relationships. Customer-based innovation means developing insights on what customers need - but not necessarily on what they say they want.

What new methods can our team members use within their existing groups to facilitate knowledge sharing

Ensure business continuity by sustaining and growing operational bench strength through knowledge sharing.

The Knowledge Management effort is targeted to ensure that we are able to effectively gather knowledge from our employees to ensure continued operational success. This project is currently undergoing several efforts to ensure our success. We would like to see what ideas you have to facilitate knowledge transfer within your own group and other groups.

Goal-Specific Challenge Examples

How can we encourage those currently not using payroll deduction to contribute using this method?

Goal: To increase Donations Through Payroll Deduction

Since 20XX, almost $X million has been donated by our employees and staff of the ABC family of companies to more than X charities all over the world. In 20XX alone, employees and staff contributed more than $X million. Many employees are donating through automatic payroll deduction, but we would like to increase this number to benefit our shared causes.

What investments should we make in 3D printing? Would our investments be viewed as a threat to our supply chain partners?
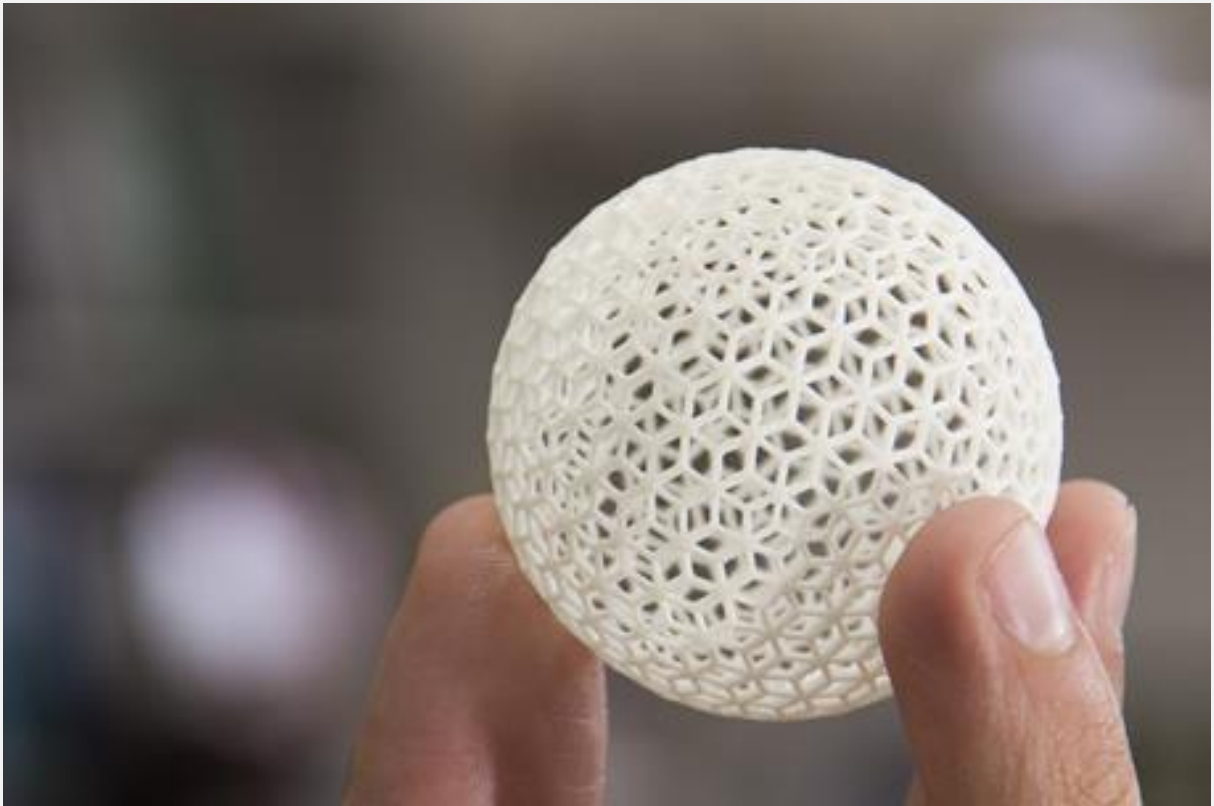
Applying 3D Printing in Our Design Process

3D printing has made rapid advances in various fields including prototyping, mold design and modeling. We source an extensive array of parts from our supply chain. How will 3D printing disrupt their business? And how does this affect our supply chain's cost structure?

Other Sources of Information

Innovation Management Glossary: http://planbox.com/agile-work-innovation-management-software-glossary/

Planbox Innovate support portal
https://support-innovate.planbox.com

The Ultimate Innovation Strategist's Playbook
http://planbox.com/resources/ultimate-innovation-strategist-playbook/

Innovation Management Software Evaluation Guide
http://planbox.com/free-evaluation-guide/

How to Gamify Innovation
http://planbox.com/resources/innovation-gamification-guide/

Planbox Idea Contest Brochure
http://planbox.com/resources/planbox-idea-contest-management/

Planbox Innovate Brochure
http://planbox.com/resources/planbox-innovation-brochure/

About Novatek International

Novatek International is leading global manufacturer of regulatory compliant LIMS, quality management and other specialized software systems for the Life Science industry. With over 15 years of experience meeting user requirements, Novatek has developed comprehensive business ready, out-of the- box solutions for pharmaceutical, biotech and other healthcare industries. With a unique selection of specialized process driven modules, Novatek manages all aspects of the quality environment saving time and money. A user can choose a single module or a seamless integration multiple modules for a total quality solution. Novatek provides the most comprehensive, flexible and user friendly solutions available.

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About Planbox

Planbox is the pioneering provider of cloud-based Agile Work Innovation solutions - from creative ideas to winning projects. Our mission is to help organizations thrive by transforming the culture of agile work, continuous innovation and creativity across the entire organization. Our family of products include Collaborative Innovation Management, Team Decision Making, and Work Management applications. Planbox is designed to be the agile work innovation tool for everyone, built for companies and teams of all sizes. Planbox is trusted by some of the world's most recognized brands including Blue Cross Blue Shield, Bridgestone, CMHC, Panama Canal Authority, Sempra Energy, Willis Towers Watson and Verizon with millions of internal and external users.

To learn more, visit: planbox.com and unleash your innovation butterfly.

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