Conquering Innovation Challenges with
Oracle Innovation Management Cloud
for Professional Services

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Product Lifecycle
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Disruption is occurring within almost every Professional Services industry sector, driven primarily by changing customer demographics and preferences, increased regulation, and competition. But it is hard to embrace change, innovate and spend time and resources on research and development, in order to build a stronger future.

Creativity is thinking new things. Innovation is doing new things. The difference is actions and decisions. Think of innovation as a new service/product that will bring additional value to your clients, and that they will be willing to pay for. Is it enough just to sell billable hours? An aging workforce and new technology will create winners and losers, and disrupt the Services industry. Ask yourself: What are the disruptions in my industry that we must tackle?

Big data, for example, is already transforming the audit function at the major accounting firms. And the practical use of artificial intelligence is rapidly going mainstream as the next generation of tech-savvy professional services firm leaders begins to recognize the potential in being able to do more with less. Work practices will change but the numbers of people involved in the process are likely to decline.

It's clear that, when it comes to innovation, business-as-usual for Professional Services firms is not an option. As such, Professional Services firms are exploring alternative business models and seeking out ways to more rapidly bring new and appealing products and services to market by leveraging modern innovation management solutions.

If 2 people in a garage can have a good idea and turn into one Billion customers after 10 years, why can´t 100,000 talented people at AXA have more than just one good idea and be able to convert their ideas into reality?"

HENRIE DE CASTRIES

CHAIRMAN & CEO

AXA

Conquering Professional Services Innovation Challenges

Traditional processes and tools currently employed by most Professional Services firms were forged in noncompetitive and monopolistic revenue models and are no longer ideal for sparking innovation. Information and activities are trapped in departmental silos which leads to poor collaboration and lack of a single source of truth.

Radical overhaul to innovation management requires two steps. First, new processes—such as Oracle Modern Best Practice —must be adopted to create a culture that synchronizes with how people work and business is done today. Second, a modern innovation management solution—such as Oracle Innovation Management Cloud for Professional Services—must be deployed to provide capabilities to capture ideas from not just employees but also from external sources such as customers and partners via social listening and crowdsourcing. Such solutions also make it possible—once a pipeline of ideas is filled—for firms to quickly focus on the best of the best, weighing the benefits of each against a framework of quantifiable metrics and alignment with strategic priorities.

Requirements for a Modern Innovation Management Solution

Professional Services firms that are driving disruption often adopt a technology-driven approach to open innovation in which they explore many diverse ideas, fail the weak ones early on, and quickly concentrate resources on winning ideas.

A modern innovation management solution for Professional Services must include the following capabilities for:

➢ Leveraging collaborative and digital content creation tools to foster a culture of open innovation

➢ Synthesizing ideas and trends originating from regulatory agencies, other organizations, and existing and potential customers via social listening tools

➢ Eliminating organizational silos by providing visibility to ideas originating from all relevant employee organizations

➢ Crowdsourcing a pipeline of thousands of ideas from internal and external contributors via creative digital content

➢ Mapping that pipeline of ideas to organizational objectives in a portfolio approach

➢ Tracking and measuring the innovation contributions of individual employees, often with the goal of recognizing and rewarding them

➢ Analyzing performance in a framework of quantifiable metrics that—

➢ Monitor innovation performance at every stage of idea analysis

➢ Calculate actual Return-On-Investment (ROI) against the promised return for each funded initiative so that the best ideas rise to the top by virtue of their optimal alignment with organizational objectives

➢ Measure the overall maturity of innovation processes

Oracle Innovation Management Cloud for Professional Services

Oracle Innovation Management Cloud for Professional Services spans the entire innovation lifecycle including ideation, proposal, analysis, reward, and monitoring. With Oracle Innovation Management Cloud as the foundation, the solution is extended with capabilities for:

➢ Internal collaboration via a private social network

➢ Automated listening and monitoring of social channels to capture market sentiment with advanced social analytics and graphics

➢ Creative crowdsourcing of ideas from customers, partners, and other external sources

➢ Bringing innovation and regulatory compliance analysis under one umbrella solution to spot overlaps and opportunities for joint investments

LEARN MORE ABOUT ORACLE INNOVATION MANAGEMENT CLOUD

Drive topline revenue and achieve a competitive advantage by introducing a systematic approach to capturing, selecting, and investing in the right ideas and product concepts.
https://www.oracle.com/innovation-management/index.html

- ➢ Incorporating the latest insight drawn from a network of global Professional Services trend spotters who curate and publish the most exciting global innovations every day

- ➢ Measuring innovation process maturity via rich embedded Key Performance Indicators (KPIs)

- ➢ Encouraging and rewarding employees who collaborate in innovation activities

- ➢ Deep analytics to sift through thousands of ideas coming from variety of sources and enable quick decisions-making based on pre-determined criteria

Flood the Innovation Pipeline with Ideas

Innovative ideas can come from many internal or external influences. Forward-thinking Professional Services firms leverage teams of cross- functional expertise to analyze the feasibility, achievability, and potential value of each idea with the goal of ultimately identifying the right ideas to include in the innovation pipeline.

Oracle Innovation Management Cloud for Professional Services features unique capabilities that capture customer sentiment, identify social reactions to products and services, and monitor peer trends. Equipped with built-in social analytics that track company-specific product offerings, firms gain unique insights into customer feedback for the purpose of creating innovative offerings that align with market preferences.
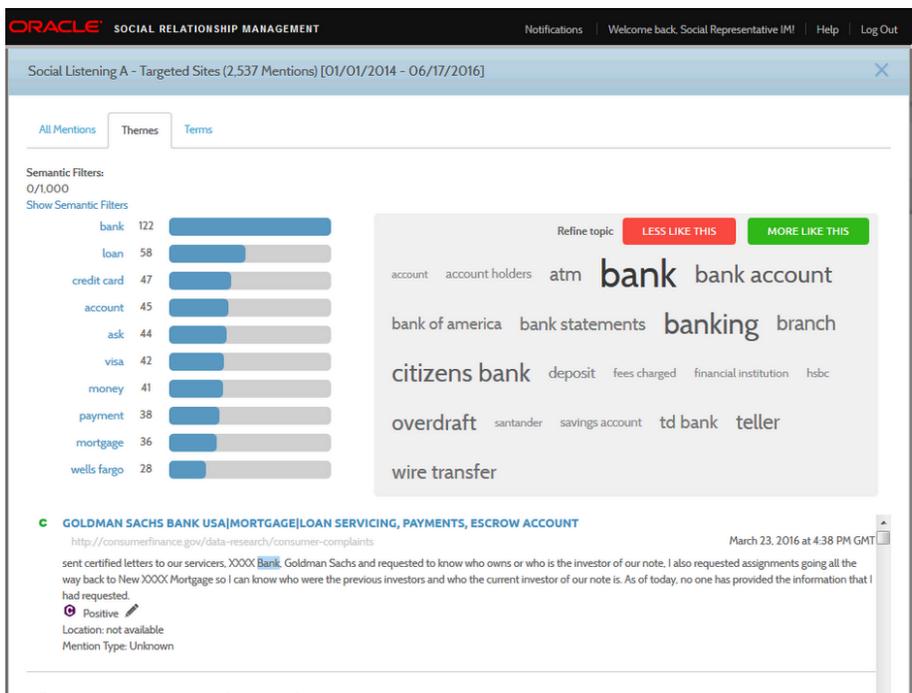

Figure 1. Oracle Social Cloud presents the results of social listening in an easy to analyze format

The solution enables teams to socialize, vote on, and enrich each captured idea with videos, documents, and other referential content to determine which should advance into the innovation funnel. Even if an idea is not selected, its full history—along with

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Visit https://www.oracle.com/applications/modern-best-practice/index.html to learn more about Best Practice for:
- Innovation
- Project Management
- Professional Services

collaborative interactions—remains available for downstream reference and reuse. The details associated with selected and approved ideas are made available to approvers. Approved proposals can also be integrated with budgeting and planning processes available in Oracle Enterprise Planning Cloud empowering line of business owners with full visibility into the underlying ideas, drivers, business case assumptions, and metrics.

Crowdsource Ideas and Engage in Open Innovation

Directly engaging your customers and partners in creative crowdsourcing exercises is critical for avoiding myopic decision-making. Oracle Innovation Management Cloud for Professional Services makes is possible to support open innovation activities by creating digital contests that engage a broader external audience.

For example, a firm could create enticing digital content outlining a contest that encourages customers and employees to provide their ideas for improving existing products or services or adding new ones. By promoting and linking to that contest from their web site, social channels, and advertisements, the firm gains untainted input from existing and potential customers as well as other sources they may not have even thought of. Ideas submitted via contests are automatically pulled into Oracle Innovation Management Cloud for the first phase of review at the top of the innovation funnel. Customers and external influencers—potentially numbering in the millions—can submit their ideas for a chance to see their best ideas in fruition as well to win a contest using advanced innovation management capabilities.
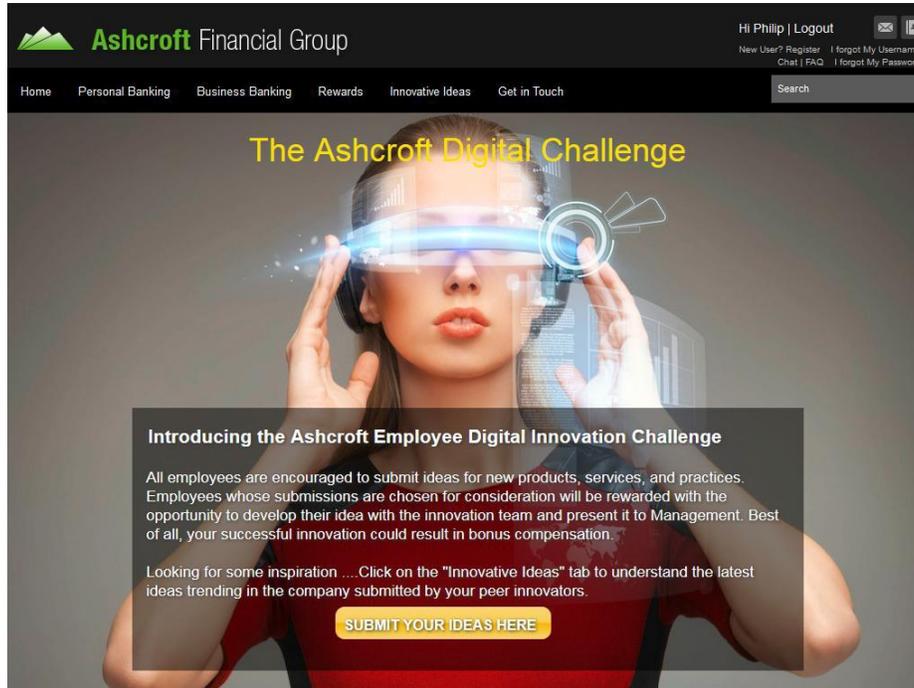

Figure 2. Create digital content to solicit ideas from customers, partners, and other external sources

Additionally, Oracle Innovation Management Cloud for Professional Services is integrated with Springwise, a network of 20,000+ in 190+ countries Springspotters who continually monitor relevant industry trends. With Springwise's platform, firms cast a much broader net to gather local, regional, and global insight that would be impractical to collect with their own limited resources. With this strategic connection, firms are made aware of high quality, innovative ideas and trends which employees may then internalize to align with organizational objectives.
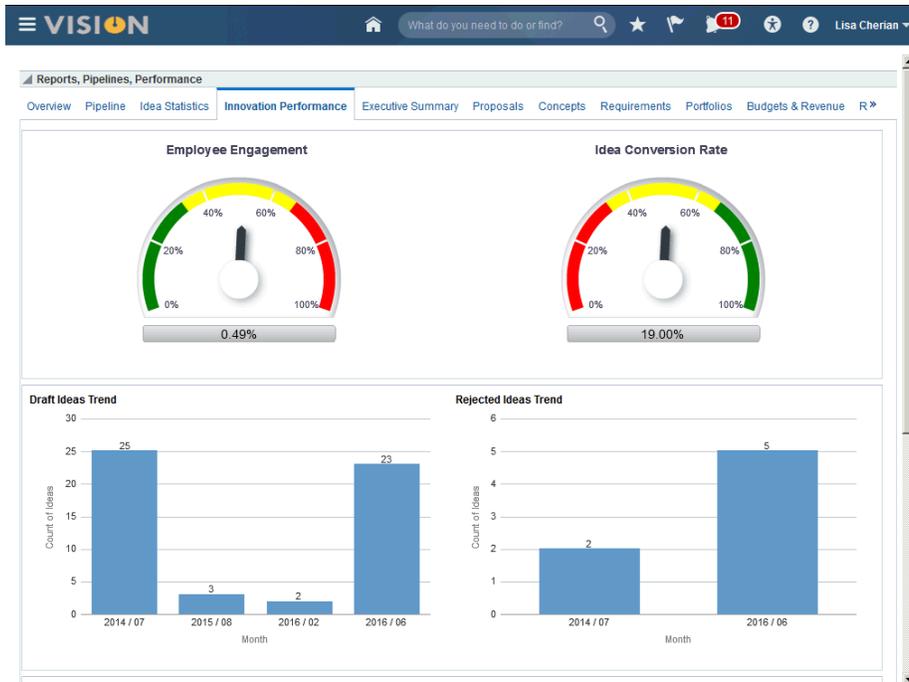
Figure 3. Dashboards provide a personalized view of employee engagement in the ideation process

Shift Your Culture to Motivate and Engage Employees

Without modern technology solutions, employee ideas are often captured and evaluated in a haphazard, unstructured process. As a result, good ideas may be lost and employees may feel disengaged or underappreciated which often leads to high turnover. With Oracle Innovation Management Cloud for Professional Services, firms are now able to build a culture that engages, inspires, motivates, and rewards good ideas from a much broader internal audience.

Digital content and gamification can be employed to encourage brain storming and free thinking amongst a select internal audience of your choosing. Once ideas are gathered, participants can collaborate via a private, secure social network to refine and enhance raw ideas, making them ready for review and assessment. Employees can be recognized and rewarded for their contributions and, over time, firms can easily identify their most reliable and prolific innovators. Metrics measuring the innovation contribution of individual employees can be integrated with downstream performance evaluation

systems such as Oracle HCM Cloud resulting in evaluation of employee performance based on real achievements backed by quantifiable vs. qualitative assessments.

Enhance Collaboration among Cross-Discipline Stakeholders

Oracle Innovation Management Cloud for Professional Services enables social collaboration among stakeholders. Through an easy-to-use interface, users may upload attachments for review and collaboration, link multiple related innovation artifacts, maintain a history of related conversations, or broadcast hash tags to explore topics and virtually connect experts. Through rich cross-functional collaboration, organizations have an ability to more quickly identify, refine, and advance the innovations that will deliver the highest business value.

LEARN MORE ABOUT ORACLE SOCIAL NETWORK CLOUD

A secure enterprise social network that connects your business processes, enterprise applications, and content

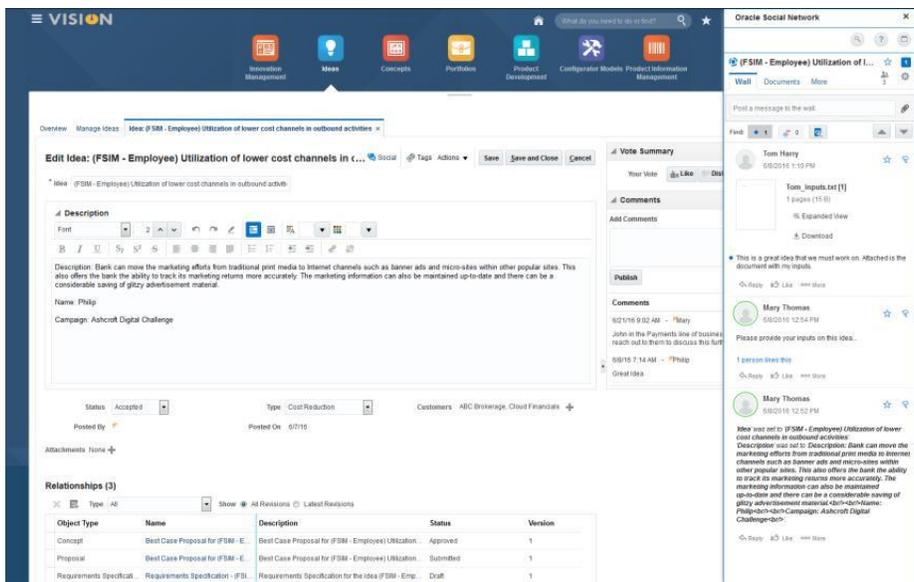https://cloud.oracle.com/social-network-cloud

Figure 4. Oracle Social Network Cloud supports real-time mobile collaboration and document annotations

Make Earlier Go or Hold Decisions

With role-based dashboards and embedded analytics, decision makers monitor the evolution and health of each idea as it transitions through the innovation funnel. As ideas are translated into requirements, concepts and respective business case, Oracle Innovation Management Cloud for Professional Services monitors progress toward objectives and enables what-if scenarios to model corrective impact. Go vs. hold decisions can happen earlier in the innovation lifecycle enabled by real-time visibility into ideas that are over budget, unable to achieve the desired business case, and/or miss customer needs.

Translate Ideas into Successful Products

Releasing new products or services ahead of the competition often delivers a powerful market share and monetary advantage but only if the delivered product meets or exceeds customers' expectations for quality, functionality, and price. Winning companies tightly manage the delicate balance between speed and achieving customer expectations. Oracle Innovation Management Cloud provides unique capabilities to capture requirements and trace the translation as they transition through the Innovation lifecycle starting from ideation through to concept and test case(s). Real-time analytics measure requirements feasibility, effort and fulfillment status, enabling teams to quickly identify and resolve at-risk requirements and manage scope change impact.

Equally important to achieving innovation success is delivering a product that meets the defined business case constraints. Oracle Innovation Management Cloud provides capabilities to re-use or transform existing items and to model alternative approaches to delivering a concept. Conceptual alternates are evaluated against configurable metrics to determine how best to deliver a product that achieves its expectations for cost and risk and meets the specified requirements. The result is improved time-to-market with a product that delivers against both business and technical expectations.

Thoroughly Elaborate on Product and Service Requirements

If you do not know the requirements, then there is nothing to do. Hence, it is important to define, maintain and optimize requirements—from definition to development processes—and maintain full traceability. With Oracle Innovation Management, you can define and link requirement definitions from marketing to design to test, capture dependencies across requirements, and right size requirements by analyzing against objectives, budgets and constraints. It is easy to manage scope change, and trace the translation of requirements as they transition into concepts to ensure accuracy.

In order to align requirements to functional concepts of services, you can analyse trade-off between product features and costs, link requirements to any level of the concept and confirm achievability. Graphical tools make it easy to visually detect problem areas where requirements, cost, risk are at risk. The integrated secure social network facilitates collaboration across teams and external parties.

Powerful Project Execution and Financial Management

Accelerate innovation projects and craft a high-performing product and service portfolio. Maximize product throughput while compressing cycle times with modern, social, tightly synchronized project management, that is driving the translation of your best ideas into innovation.

A centralized, connected project and portfolio management solution provides enhanced decision support with cross-project dashboards and portfolio analytics. You can accelerate throughput with automated task completion and go/no-go decisions, and establish best practice project management across global teams. Intuitive, integrated scheduling tools simplify scheduling and accelerate project delivery, and with embedded

LEARN MORE ABOUT ORACLE PROJECT MANAGEMENT CLOUD

Project Management Cloud provides modern project execution tools and methods that you can adopt as part of an Oracle cloud suite or deploy with existing solutions
https://cloud.oracle.com/project-management-cloud

Resource Management it is easy to find best-fit project resources and skills with powerful search tools.

Project-centric businesses can easily further extend the footprint with complete and integrated project financial management.
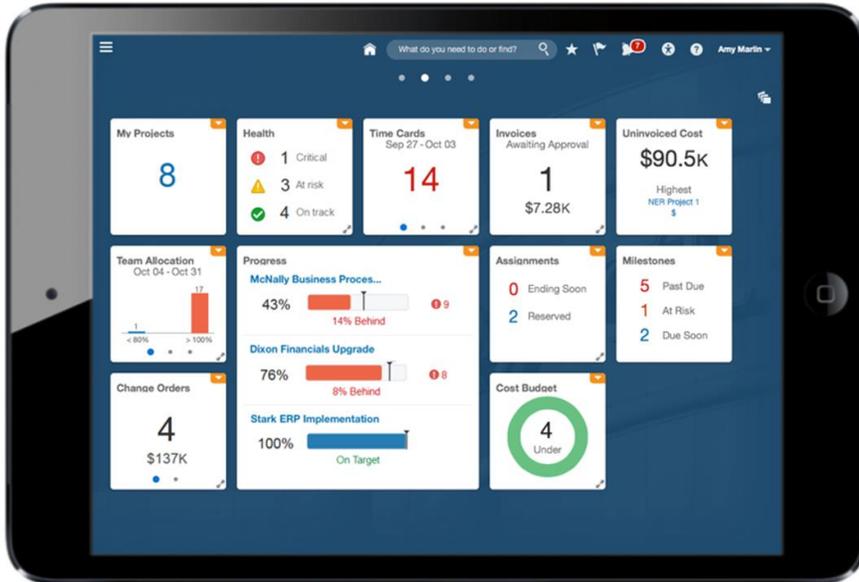

Figure 6. Project dashboards & real-time infolet tiles

Seamlessly Integrate to Product Records

Often, Professional Services firms struggle to quickly launch products due to a fragmented landscape in which their design and development systems are disconnected from their supply chain, production, or ERP systems. The disconnected handoff of data to product development is prone to error and reinvention. With Oracle Innovation Management Cloud for Professional Services, upstream and downstream processes are connected so that a fully traceable history of ideas, requirements, concepts, and resulting business cases related to launched products / services remains intact. Prebuilt integration enables a coordinated transfer between Oracle Innovation Management Cloud and downstream product lifecycle management product change and commercialization processes in preparation for product launch.

Build a Business Case to Measure the Impact of Each Idea

Every executive funding an initiative wants to know the answer of the actual ROI that will result from each investment decision. However, manually pulling in actual revenue to correlate it with what was projected is a complex exercise. Open integration capabilities and prebuilt analytics makes this task easier for firms wanting to measure innovation returns.

Many innovations require setting up IT projects. But which ones will you choose? Using Innovation Management Cloud will help in making investment decisions for a successful IT project portfolio.

Oracle Innovation Management Cloud for Professional Services provides the ability to standardize on how the business case for each submitted idea will be developed. This ensures that decision-makers have a consistent process to evaluate proposals across a wide variety of factors such as cost, resource needs, and expected value or revenue impact—all within the context of multi-scenario portfolio assumptions, objectives, and constraints.

Each idea is aligned with—and its value correlated to—a strategy in a way that demonstrates its total impact clearly to portfolio decision-makers. Consequently, they are empowered to make more data-driven and results-oriented decisions.
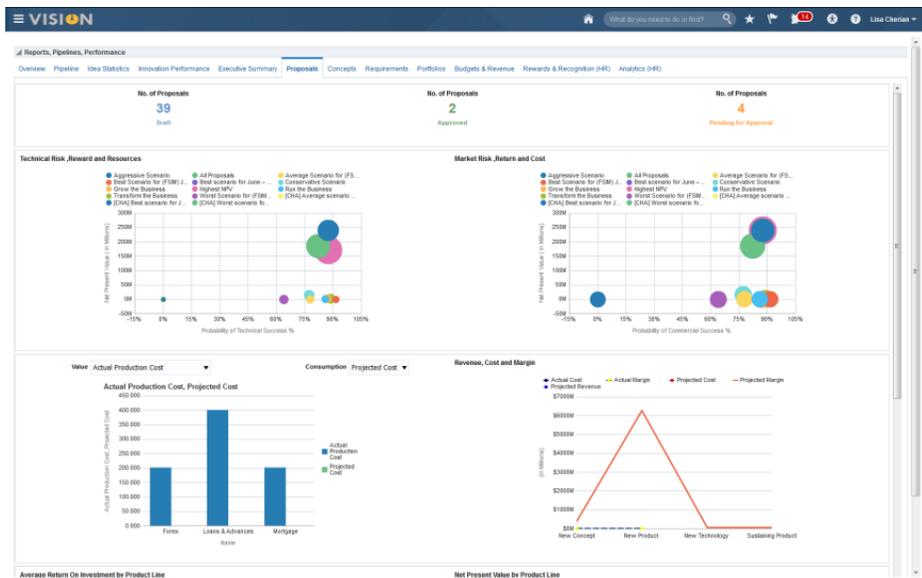

Figure 6. Assess the value of ideas based on quantitative metrics measuring their strategic fit

Over time, the solution enables firms to understand variances between proposed and actual budgets, costs, and revenues for each project. This analysis can be performed within Oracle project cost accounting and revenue tracking applications or those of other providers via Oracle Integration Cloud Service.

Measure the Innovation Performance of Organizations

Fostering a culture of innovation is difficult, especially in Professional Services firms steeped in tradition. A structured framework, enabled by modern technologies, is needed to launch and mature new processes that will make an incremental impact on bottom-line results.

Such a framework should be expected to provide for measuring innovation with KPIs that:

- Are tailored to each organization

- Measure engagement activities efficiency with metrics such as login activity, views of the challenge, comments-per-idea, relative line of business participation, and ranking of organizations

- Provide metrics for the number of ideas generated per month, accepted or rejected ideas, under development, in proposal stage, in pilot stage, and launched to the marketplace

- Provide analysis and metrics associated with the social response to ideas such as the number of votes, the number of comments, and level of collaboration activities

- Generate proposal metrics such as projected Internal Rate of Return (IRR), projected ROI, and actual ROI after product launch

- Assess the quality, cycle time, and proposed and actual impact of each idea in the pipeline

- Extend insight as to which lines of business are excelling in innovation and why they are

- Enable monitoring and governance of the flow of ideas into the pipeline, with the ability to intervene as necessary and take corrective actions along the way to meet organization innovation goals.
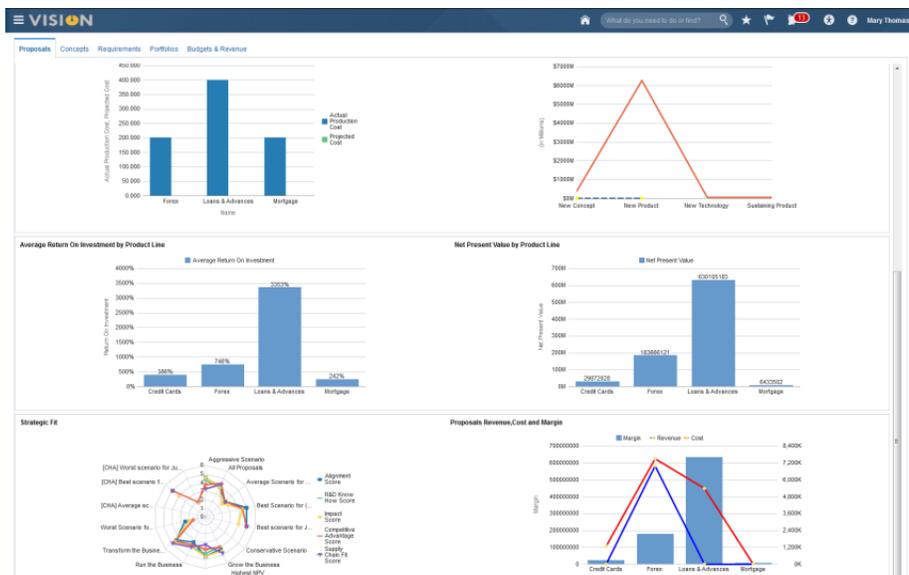

Figure 7. See which organizations are best at innovation

Benefits of Oracle Innovation Management Cloud for Professional Services

Oracle Innovation Management Cloud for Professional Services features a rich, differentiated set of capabilities to create, develop, and manage end-to-end innovation processes from ideation to product development to project execution. It enables firms to:

➢ Establish a disciplined, repeatable, and scalable approach to innovation

➢ Crowdsource innovation to procure high quality ideas beyond current organizational skills at a lower cost

➢ Leverage deep insights into global Professional Services innovation trends

➢ Optimize regulatory spend

➢ Build a stronger ideation pipeline with built-in social analytics capabilities

➢ Better align the product portfolio to corporate strategy

➢ Bring products and services to market that have the potential of more consistently satisfying customer needs and expectations

➢ Accelerate the time to market and commercialization of products and services

➢ Improve innovation decision-making with real-time analytics

➢ Optimize resources to achieve higher productivity

➢ Minimize the waste of resources associated with inefficient innovation processes

➢ Increase the success rate of new products and services

➢ Streamline product launch performance

➢ Reduce developmental costs

➢ Increase shareholder wealth

Start creating a culture of innovation by contacting Oracle today
for more information or to experience an end-to-end demonstration of
Oracle Innovation Management Cloud for Professional Services.

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