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WHITE PAPER

Shaping cradles of innovation

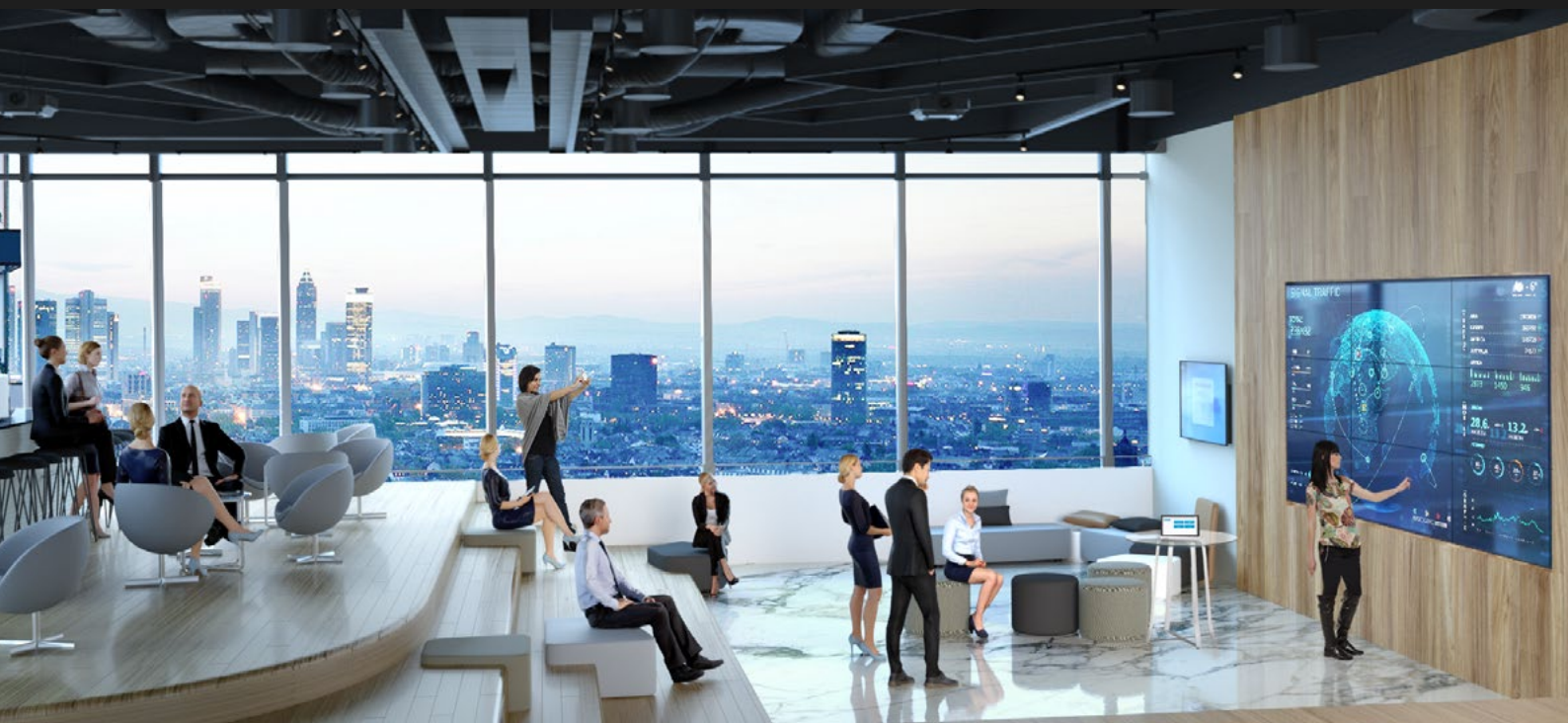
How organizations can navigate digital upheavals and drive disruption through innovation centers

The draw of innovation

The world is transforming rapidly today, with virtually every industry experiencing massive changes over the last few years. Around the globe, consecutive waves of technology disruption are eroding the status quo and quickening the demise of stagnant organizations.

As major industry shakeups percolate across multiple verticals, organizations are increasing focus on innovation to both defend their market share against challengers and to pull ahead of traditional competitors. The rate of change shows no sign of abating, with metrics showing that the pace of change is accelerating[1] - making speed the key to survival.

1 The creed of speed https://www.economist.com/briefing/2015/12/05/the-creed-of-speed



The rise of digital

Part of the innovation trend can be traced to the pervasive adoption of digital and widespread digital transformation. The former has lowered traditional barriers, allowing rapid validation and scaling of new ideas such that start-ups can leverage it to out-maneuver traditional enterprises despite the latter having far more resources.

As technology shifts from being an enabler to serving as a crucial anchor for future growth, even traditional organizations are turning to cutting-edge tools to help employees collaborate better and increase their work efficiency. Organizations are also seeking to capitalize on the opportunities presented by emerging paradigms in industries such as Fintech[2] (financial technology) in the financial services sector and the Internet of Things (IoT) and its impact on the enterprise[3].

It has become apparent that continued economic growth and competitiveness is dependent on the ability of organizations to not just innovate or adapt, but to do so consistently and at speed. As many organizations increasingly recognize, the fastest route towards this is through self-disruption with the establishment of dedicated, innovation-centric units created to focus on new ideas and making them work.

Incubating innovation

The rationale behind self-disruption is to incubate innovation by establishing an environment designed from the ground up to foster and develop innovative new ideas. Unlike the cloistered and secretive R&D labs of yesteryear, the very accessibility of innovation spaces makes for easier integration of ideas – even as the minimal separation serves to shield the core business from potential disruptions.

Established as a rich and engaging digital space where ideas, insights and assets are easily shared, it is in this manner that an innovation center comes to be the digital cradle for genuine and sustained innovation. Obviously, there are challenges and key steps that organizations must get right to ensure success. We will look at some of these considerations later.

2 A 'paradigm shift' is taking place in financial technology
https://www.businessinsider.sg/morgan-stanley-on-paradigm-shift-in-financial-technology-2017-5/
3 How IoT impacts data and analytics
https://www.gartner.com/smarterwithgartner/how-iot-impacts-data-and-analytics/

Understanding the innovation landscape

As markets are increasingly disrupted and becoming saturated with competitors, businesses recognize that innovation is the key to staying ahead of the curve. The pace of change is accelerating around the globe, as early innovators race ahead to implement the fruits of their labors at the lightning pace of digital deployments.

Winds of change

The impacts of innovation are many and varied. Around the world, the social media boom and skyrocketing adoption of mobile payment have completely transformed the buyer's journey, as well as how businesses interact with their customers[4].

Other seismic shifts are evidenced in the form of a highly mobile workforce that allows them to work everywhere, near-instant 3D printing that businesses are using to substantially reduce their warehouse stocks, and the increasing use of robotic process automation that promises easy productivity gains.

The potential of other disruptive technologies is also drawing closer by the day. Developments in artificial intelligence are progressing rapidly, with even non-experts now able to harness the machine learning technology[5], while the immutable digital ledger pioneered in blockchain[6] can already be found in scores of projects.

Elsewhere, developments in areas such as virtual reality, augmented reality, mixed reality, the Internet of Things (IoT) and advanced robotics look set to change the world in ways that the Internet and the smartphone did.

Closing the gap

Yet, there is a difference between a demonstration of innovative new technology and successfully commercializing and deploying it. Unsurprisingly, this inherent gap has culminated in an interest in innovation centers as a bridge to help organizations understand and deploy cutting-edge technologies.

Indeed, innovation centers are now firmly in the mainstream with 27% growth tracked from 2016 to 2017 alone. In terms of spaces, more innovation centers are established in Asia (29%) compared to Europe (25%) last year[7]. Firms such as Accenture, SAP, Ernst & Young have built their own facilities as digital crystal balls to help them steer into the future.

So how can organizations navigate the many digital upheavals and drive their own brand of disruption? To help you on this journey, we look at some of the challenges to innovation maturity, and what it takes to build and establish a successful innovation center.

4 What WeChat's domination in China tells us about mobile banking in the coming age of the super app https://www.bankingtech.com/2017/11/what-wechats-domination-in-china-tells-us-about-mobile-banking-in-the-coming-age-of-the- super-app/

5 Google is adding new automated machine learning tools and bringing its AI software to call centers https://www.theverge.com/2018/7/24/17605320/google-machine-learning-ai

6 50+ Examples of How Blockchains are Taking Over the World https://medium.com/@matteozago/50-examples-of-how-blockchains-are-taking-over-the-world-4276bf488a4b

7 The discipline of innovation https://www.capgemini.com/wp-content/uploads/2017/12/capgemini-dti-report_innovation-centers_final.pdf

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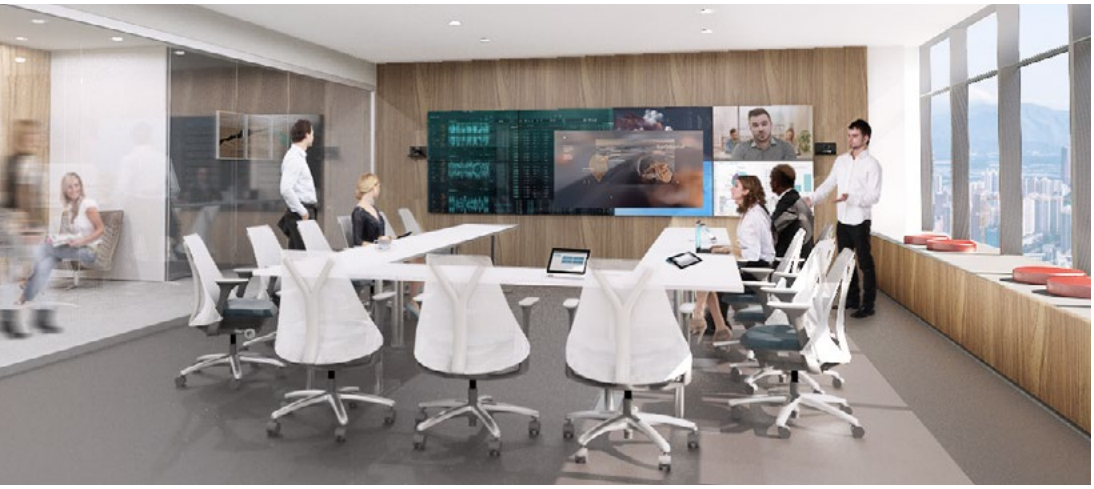
Challenges to innovation maturity

Staying relevant through successful innovation is no walk in the park, as amply evidenced by the fact that a mere 12% of the Fortune 500 companies in 1955 are still around in 2017[8]. Aside from obvious considerations such as nurturing the right talent, the most successful organizations also take great pains to establish a culture that is conducive to out-of-the-box thinking and experimentation.

Rome wasn't built in a day, and time and space are essential catalysts required to nurture, develop and establish incipient ideas into viable products and services. Yet, despite 87% of companies having devoted space for innovation, a study by Capgemini found that not all achieved innovation maturity and delivered a return on their investments[9]. This was attributed to various inherent roadblocks that were not adequately addressed and which ultimately impeded innovation.

Fortunately, early awareness of these issues can allow organizations to take the requisite steps to overcome or sidestep them.



8 Fortune 500 firms 1955 v. 2017: Only 60 remain, thanks to the creative destruction that fuels economic prosperity http://www.aei.org/publication/fortune-500-firms-1955-v-2017-only-12-remain-thanks-to-the-creative-destruction-that-fuels-economicprosperity/

9 The discipline of innovation: Making sure your innovation center actually makes your organization more innovative https://www.capgemini.com/consulting/wp-content/uploads/sites/30/2017/12/dti_report_innovation_centers.pdf

Breaking the walls to collaboration

Organizations agree[10] on the importance of promoting collaboration and exchange of ideas across different departments and functions. Practically, employees should be encouraged to participate in both internal and external collaboration. Multi-disciplinary teams can be established to amalgamate diverse pools of skillsets and expertise to drive strategic projects, while external collaboration with start-ups, academia or industry partners can help spark off new ideas.

Understanding innovation

Like flying a plane, practicing innovation may be completely intuitive to employees already engaged in it – but completely unattainable to observers bound by the wrong notions and misconceptions. A change in mindset is often the best approach, and this often means that educating employees and stakeholders as a priority for organizations embarking on the innovation journey. If necessary, get the ball rolling by hiring leaders or executives who understand innovation into key positions to helm innovation-centric initiatives.

Technology that is aligned

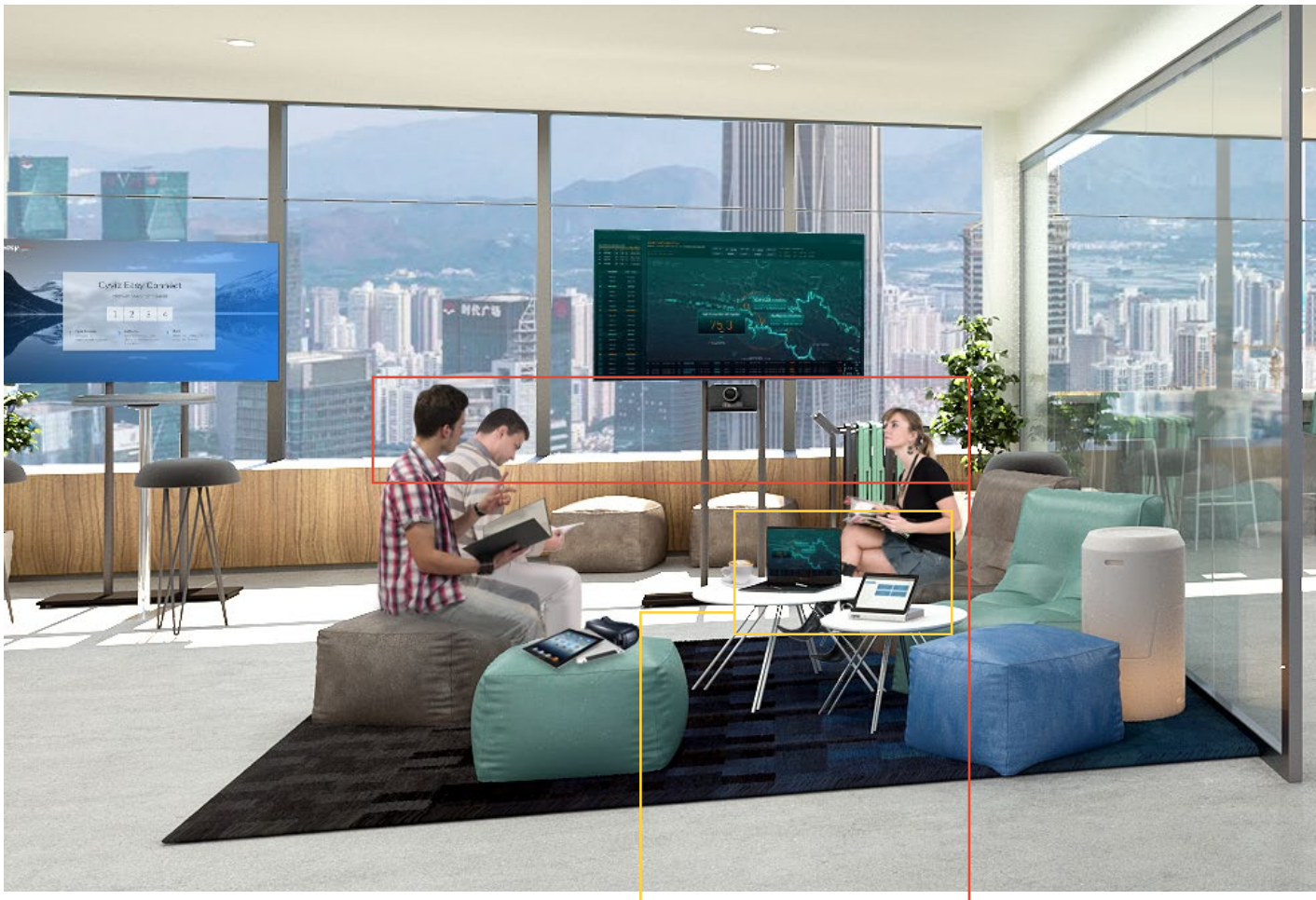
While the debate on the shape of the future workplace is by no means concluded, it is evident that transient, multidisciplinary and cross-functional teams engaged within a highly-collaborative environment are a likely cornerstone in it. Such fluid workflows cannot be properly supported by yesteryear's tools and will likely necessitate a refresh with new, forward-looking capabilities. And aside from tools that integrate well, a superior user interface design is necessary to maximize efficiency and productivity.

Empowering teams

Bureaucratic hurdles can slow down decision-making and commercialization of new products or services, stymieing the progression of ideas to prototypes, and to final output. This can be exacerbated by the tendency of businesses to keep innovation units at arm's length, culminating in paralysis by analysis. Helmed by strong leaders invested in innovation, employees should be empowered to make independent decisions and given the flexibility to make course corrections as necessary.

As innovation maturity does not materialize overnight, it is crucial that organizations don't stop investing in relevant capabilities to reap the rewards later. With sustained effort and the willpower to address roadblocks to innovation, organizations can over time attain innovation maturity and position themselves at the forefront of their respective industries.

10 The science behind growing importance of collaboration
https://insight.kellogg.northwestern.edu/article/the-science-behind-the-growing-importance-of-collaboration



Building a successful innovation center

An innovation center is a lot more than a relabeled room in the office. While there is no one standard definition of what it entails, it is generally understood to be a well-equipped and vibrant space designed to entice and facilitate interaction between individuals to share ideas and envision the future.

What do we want to achieve?

An engaging digital space where ideas, insights and digital assets are easily consumed and produced is a crucial first step. As positive collaboration is fostered, this in turn, triggers new ideas and insights that build on one another. This process should be supported by intuitive tools that hide any complexity behind a seamless user interface.

Who do we need in there?

The ideal innovation team is a melting pot of talents with differing backgrounds and expertise across a broad front. Skillsets should be diverse and range from IT to operations, from technical to digitization know-how. A people-first approach is essential for tapping into this wealth of capabilities.

11 Why a dedicated innovation center can be the optimal setting to generate ideas https://www.gartner.com/smarterwithgartner/innovation-center-get-started/

Why build an innovation center?

As technology shifts from being an enabling tool to serving as a foundation for exponential growth, innovation centers are modern digital cradles for bringing about genuine, sustained innovation. And as continuous inputs from diverse sources and employee feedback breathe life into the latest thinking, confidence is increased with each iterative cycle that increases the innovation cadence.

How are we going to build it?

Don't fall into the trap of attempting to build everything from scratch, and risk missing the forest for the trees. Look to turn-key offerings you can easily deploy, keeping to flexible and upgradeable solutions to easily keep the innovation space at the leading edge of technology. A multipurpose solution will assure optimal utilization and a strong ROI.

When to build it?

Innovation centers are already firmly in the mainstream, going by either growth numbers or coverage from top analyst firms[11]. Mid-sized or larger organizations that are losing ground against competitors or struggling to differentiate themselves will want to consider establishing an innovation center sooner rather than later.

Keys to a successful innovation center

Every innovation center is different, as are the needs of organizations that build them. While there is no one approach to building a successful innovation center, there are some common attributes that are essential to be successful.

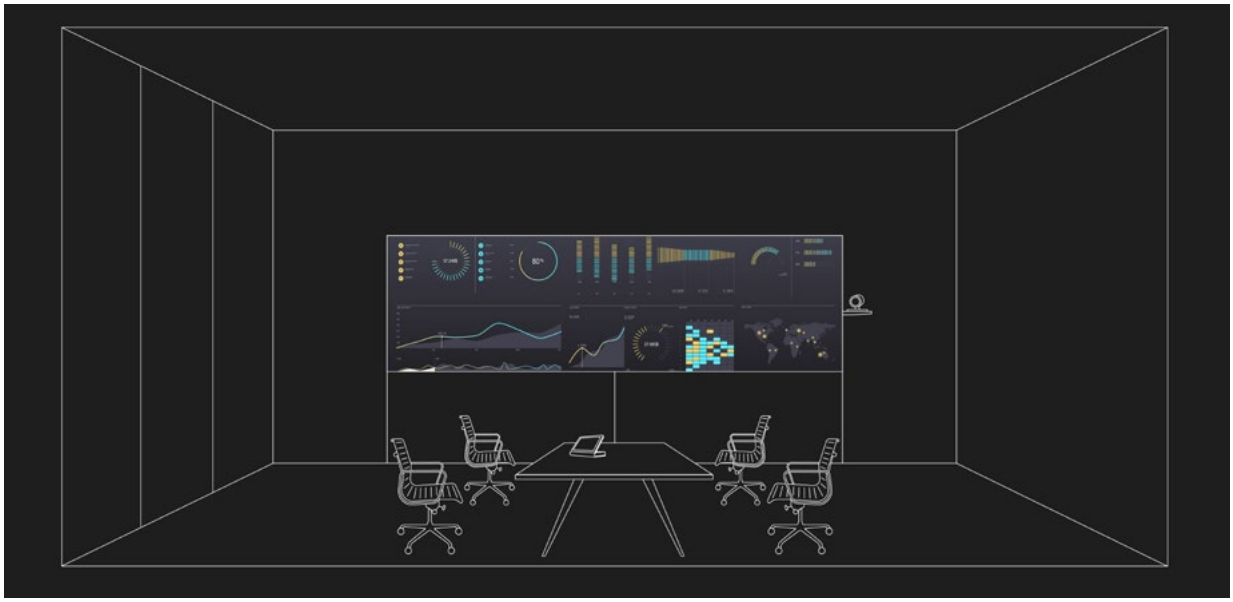
Interoperable ecosystem

While the temptation is to go for the lowest denominator and develop necessary systems from scratch, such an approach may result in significantly lengthier deployment times and suboptimal integration. The alternative is single-purpose, highly customized solutions, though these are also known to be difficult to upgrade – and given the accelerating rate of technology change, can become obsolete quickly.

A good middle ground as organizations work with vendors and partners to establish their innovation spaces would be the methodical incorporation of configurable and upgradable components as part of a versatile ecosystem designed to take advantage of new capabilities and innovations. Ideally, it should also support different user scenarios for increased utilization and improved return on investment (ROI).

The aggressive rollout schedule for most innovation spaces calls for the use of standardized hardware and software environments, which offers advantages that should be considered early in the design stage of an innovation center. Systems that have already been tested for compatibility translate to a predictable implementation plan without the need for customized tweaks and delay-prone development and testing.

As additional innovation centers are established, executives and innovation leaders will likely travel between locations. The use of standardized technology offers the additional advantage of familiarity through a consistent user experience. This not just increases productivity, but gives confidence to users and directly aids the adoption of new systems.



People first approach

For its importance, it must be noted that the innovation center is not the end goal itself, but a means by which to initiate and foster the collaborative culture that drives innovation. The vital linchpin for innovation really boils down to a diverse pool of employees brought together and immersed in a culture that embraces new technologies, values creativity, and is passionate about innovation. Empowered with the mandate to step outside the box and equipped with the right resources, motivated professionals can soar and achieve collectively what is not possible to achieve alone.

Of course, this has the best chance of happening within an environment that inherently supports the myriad processes that culminate in innovation. With 75% of the world's workforce expected to be represented by millennials by 2025[12], this makes the creation of a space designed to break down the barriers to collaboration and complexity more important than ever. With much of the waking hours of upcoming digitally native generations immersed in technology, they are often impatient and flustered by perceived complexity or a poor user experience.

A premium user experience can be established by using tools that are intuitive, and enhance efficiency and productivity. It should be digital-centric for ease of manipulating and sharing digital assets, supporting innovative new workflows across multi-disciplinary teams while integrating well with other tools. Considering how cross-border collaboration within the organization is no longer optional, both local and remote teams should be empowered by the same user experience. Among other capabilities, the system should support the seamless ability to add or remove participants to a collaboration session as needed, presenting them with a cohesive experience regardless of their locations or type of devices used.

Forward-looking design

Having an innovation center is not an automatic guarantee of innovation maturity, which must be nurtured over multiple iterations of development and experimentation. This makes it important to set up an environment conducive not just for meeting immediate needs, but for future requirements as well. This necessitates the use of flexible, upgradeable and forward-looking components that are not dependent on proprietary platforms, ensuring that your investment doesn't become obsolete soon after deployment.

Part of this calls for the incorporation of capabilities with cross-functional applications that are easy to use, and that prioritizes the user experience. For instance, high-resolution displays offer ample real estate that can deliver fluid user experiences and visualize high-density clusters or multidimensional data. Support for advanced data management and sharing can allow data scientists working with analytics and AI to work unimpeded, while managers can leverage it to effectively understand complex correlations between disparate data sets.

Moreover, integration with leading unified communication (UC) platforms is useful not just for run-of-the-mill audio or video-conferencing, but can serve to facilitate cross-industry visual collaboration and intelligence sharing. The ability to dial-in and bridge across different UC platforms can go a long way towards a seamless experience both within and outside the organization that enables, not impedes, efforts at innovation.

Ultimately, an exceptional user experience is really the sum of multiple parts such as having a consistent experience, ease of use, rapid deployment, support for collaboration and excellent interoperability.

12 "Big demands and high expectations: The Deloitte Millennial Survey" by Deloitte. https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf

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Innovation labs at work

Innovation has never been more important, as organizations seek to stay ahead of the curve. Here are some innovation centers from around the world.

GlaxoSmithKline

GlaxoSmithKline Consumer Healthcare's Shopper Science Lab is a state-of-the art research facility designed to offer an in-depth understanding of how shoppers make decisions and what influences their choices. A large engagement wall with touch-screen support offers full 3D visualization of retail environments, while eye tracking equipment lets retailers test and evaluate shopper response to pharmacy displays.

Tullow Oil

Tullow Oil's state of the art "Event and Technology Center" in Dublin allows employees of the company to analyses geological data from high-resolution display walls, pull up multiple data sources and collaborate around the different data sources throughout the process. Integrated collaboration capabilities also let users call an expert from another location to work on data models in real-time. The standardized nature of the solution means Tullow Oil can quickly roll out new deployments as the company grows, all of which are built on the same platform and equipped with a consistent user interface.

Procter & Gamble

Procter & Gamble established its first digital innovation center outside the United States in Singapore to gain consumer insights and develop digital solutions for its Asia-Pacific operations, as well as designing and testing new prototypes. To help employees visualize neighborhood analytics and plan store distribution, large wall displays combine maps showing stores in the neighborhood with demographics data such as population density, age and ethnicity.

US Pharmaceutical Company

A large North Eastern US pharmaceutical company tackled the complex challenge of creating satisfactory collaboration environments for their disparate research and development facilities by leveraging Cyviz collaboration technology. A high-resolution visualization display solution gives employees the ability to collaborate and review data on infectious diseases, and to seamlessly zoom in to review complex, multidimensional nature of drug and protein interactions up-close and from the comfort of their conference rooms. This enabled faster and more accurate research, and thus the potential to, for instance, speed up the development for important drugs.

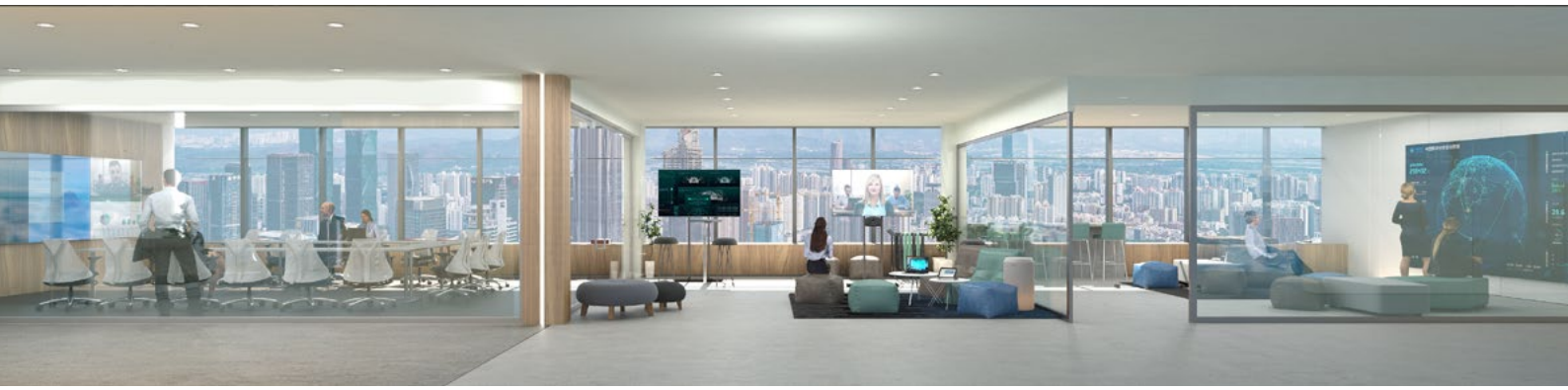
Embarking on the journey

Just about every industry is experiencing rapid and massive change, businesses increasingly recognize that innovation is the only way to stay ahead. However, genuine innovation is the output of a lengthy and uncertain collaboration process involving people from different disciplines and locations within the nurturing environment of an innovation center.

Unsurprisingly, the user interface design is essential towards a customer experience for maximum efficiency and productivity. Cyviz designs and deploys enterprise collaboration and visualization solutions that elevate the collaborative experience within the innovation center. With a sophisticated user experience that is consistent and independent of the deployed components, an intuitive interface hides the complexity of technology for superior usability.

A Cyviz deployment is a turnkey solution containing a set of seamless, ready-to-use capabilities implemented by integrating best of breed components. It is available in multiple configurations to suit specific requirements, with a meticulous design process that takes the physical space, workflows and business processes, technology and deployment size in mind.

They say that a picture is worth more than a thousand words. Click here to see how Cyviz' solutions can work for your organization, or to book a visit to a Cyviz Experience Center near you.



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