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Innovation in Action

CLO Symposium Spring 2009

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Your Presenter



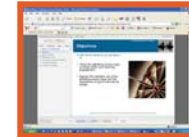
John
Higgins



- Accenture HR & Learning BPO Services
- Senior Director, Innovation Deployment
- 10 years in the learning field
- Served as a CLO
- Patent pending in US & Europe for Measuring Learning Impact
- Industry recognized thought leader
- Father of 5 – yes I’m always broke!
- Avid motorcycle rider – I’m either innovating or riding!

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Our Objectives



- ❑ Define innovation in learning
- ❑ Discuss why innovate / why now?
- ❑ Describe the innovation process
- ❑ Provide practical case examples
- ❑ Get you thinking!



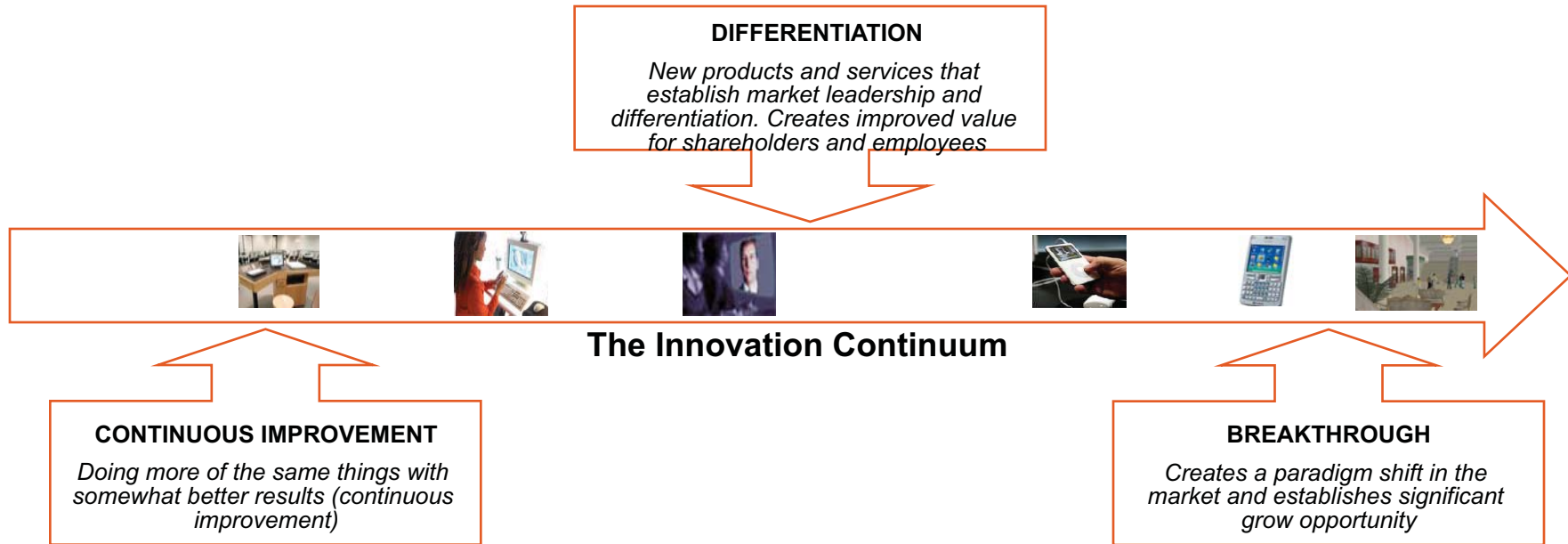
Innovation Defined



Innovation Defined | *in·no·va·tion* (pronunciation \,i-nə-'vā-shən\) – 1. the introduction of something new, 2. a new idea, method, or device

There is an abundance of innovation in learning. It is exciting to consider the possibility of how to leverage innovation to increase significant business impact and drive employee engagement. To achieve the desired result there must be a balance between innovation and practical business application. Getting innovation correct requires:

- ✓ Right idea
- ✓ Right place
- ✓ Right workforce
- ✓ Right time
- ✓ A willingness to try & fail (how did YOU learn to ride a bike)
- ✓ Provide time to “think it”, “try it”, “adopt it”
- ✓ Learn from others
- ✓ Decisive action

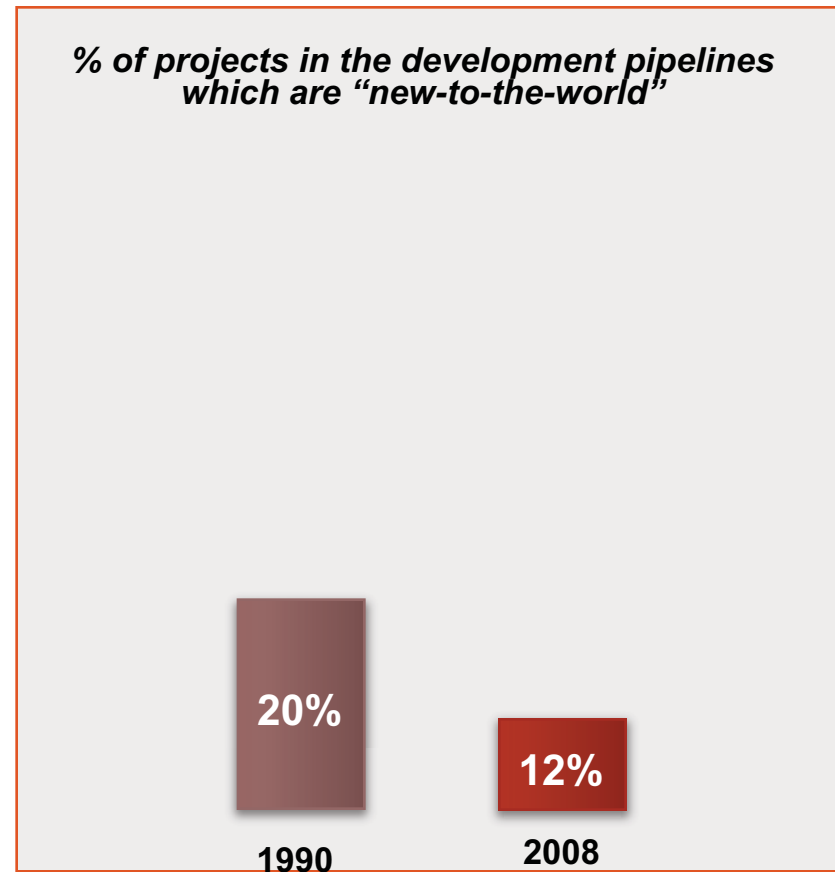
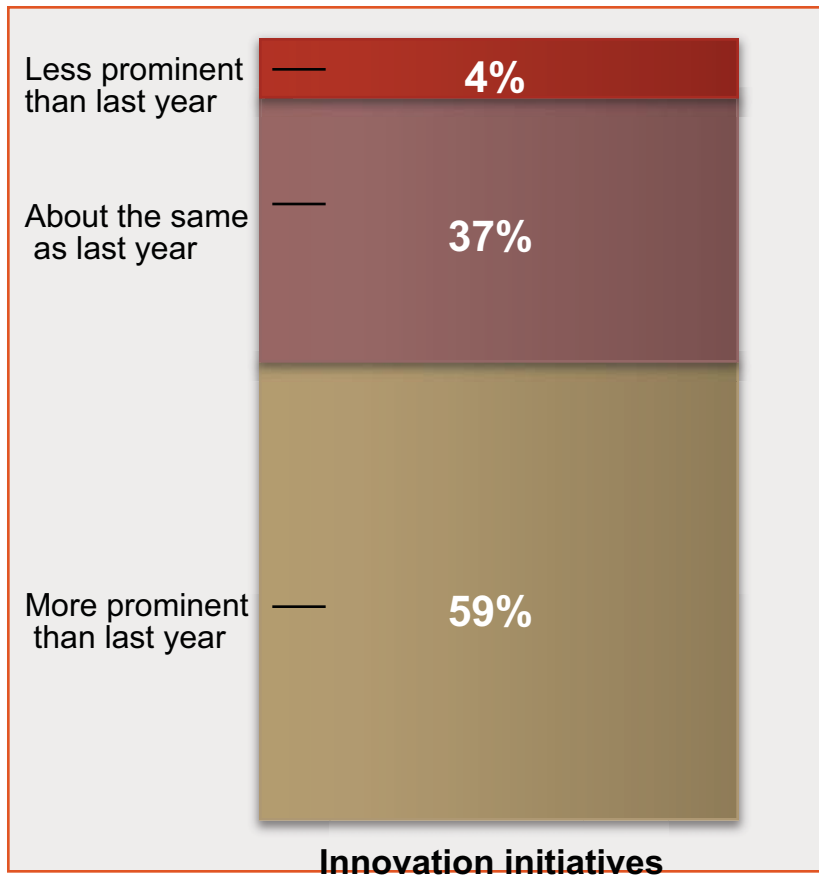


The Innovation Paradox



Our research indicates that innovation is increasingly prominent on corporate agendas....

...and continued focus on cost cutting has actually weakened most innovation pipelines



Source: Accenture and the Economist Intelligence unit, Spring 2008

Source: George S. Day, Sustaining Corporate Profits Requires "Big I" and "small I" innovation

Barriers to innovation



Weak Foundation

- Weak innovation portfolios or poorly managed pipelines



Disappointing Impact

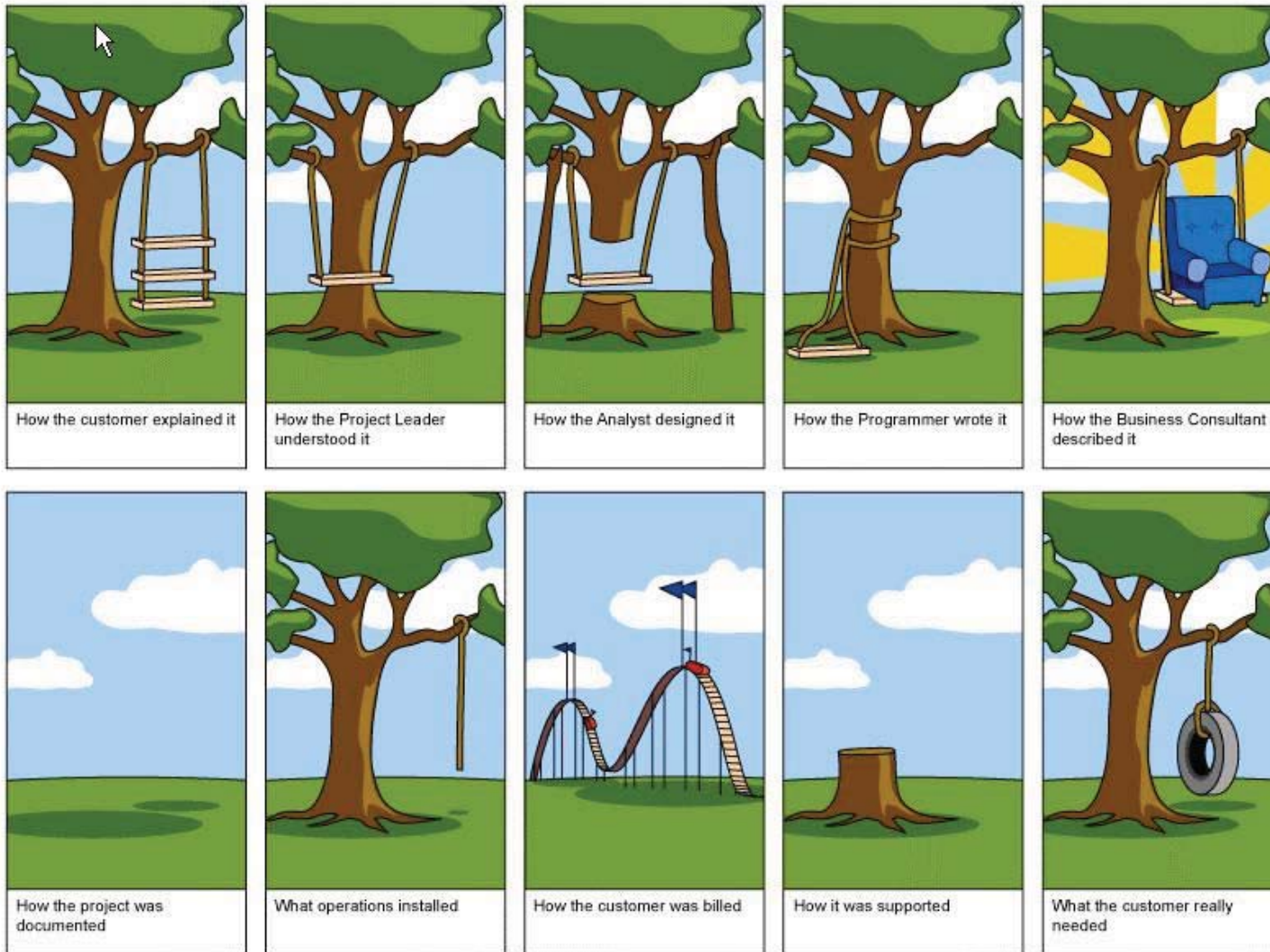
- Failure to execute or achieve the desired value



Lack of Consistency

- Intermittent successes with wide variance in outcomes and effectiveness

It's about getting the swing right



You need to have a structured



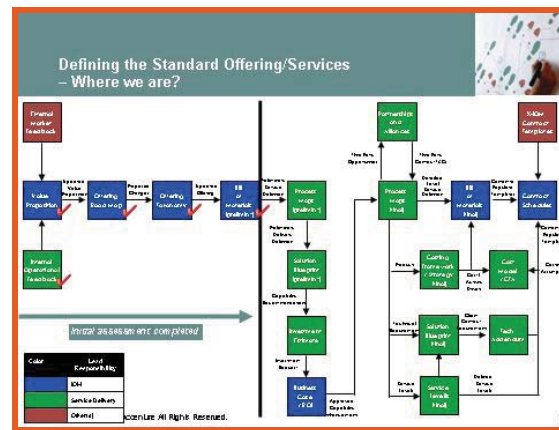
Proactive Annual Investment Planning

- Market analysis
- Client innovation workshops
- Cross client forum
- ROI analysis & prioritization

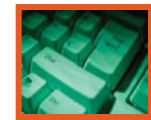
Innovation Incubation

- Real time innovation workshop output
- Emerging business needs
- Makes sense to do it now ideas

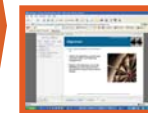
Innovation & Offering Management



Innovative Output



Talent Management Dashboard



Learning Nuggets



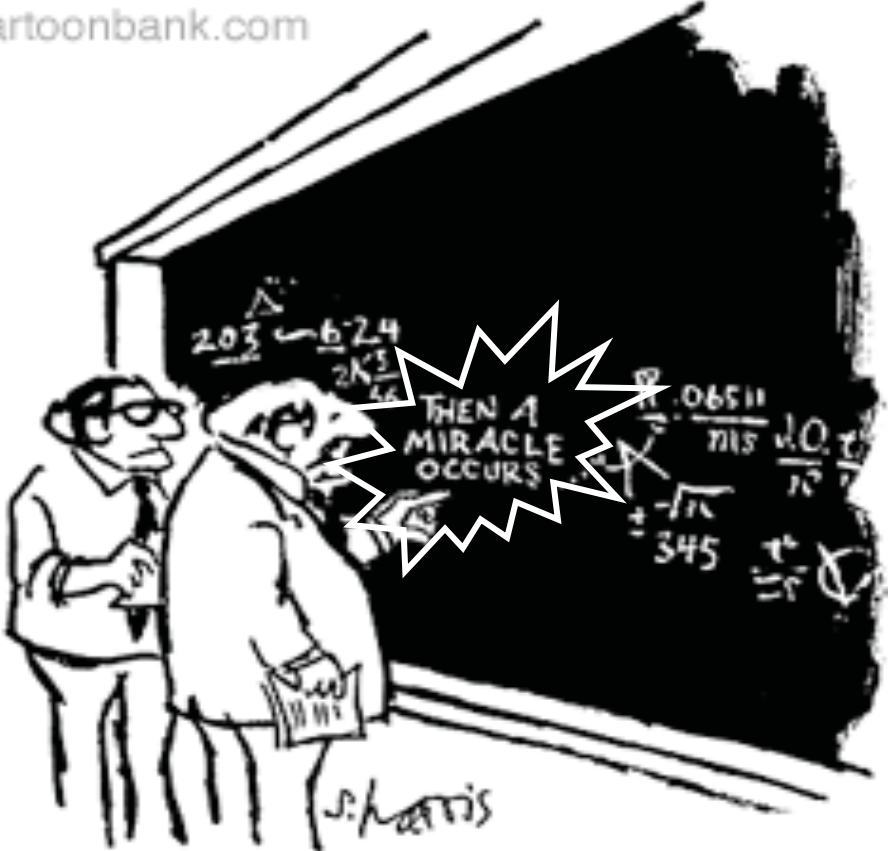
Mobility



Accenture Labs



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"I think you should be more explicit here in step two."

Innovation drivers



Time | Global Scale | Responsiveness



Learning | Knowledge | Performance Convergence



WEB 2.0 | Informal Learning

Costs | Investments | Budgets



Business Impact | ROI | Measurement



Social Networking | Social Media | User Based Development



And in the event you need more justification to innovate | “They’re



Tech Savvy

Everyone gets a trophy!



We don't need no stinkin' rules

Build it...OR we'll bring it

...it's bring our kids to work day – EVERYDAY!

The transformation in learning



Just in case

Instructional design



Text & Graphics

Centralized development

Job aids



Fixed

Go find a knowledge source

Just in time

It's good enough

Media rich with rich media

Everyone's a developer!

Embedded performance support

Mobile

Knowledge sources are EVERYWHERE!

Getting from there to here



PROTOTYPE & PILOT

- *Shared investment*
- *Client Ownership*
- *Leveraged experience*



12 – 18 Months

INNOVATION WORKSHOP

- *At the client site*
- *Thought leadership*
- *Cross Client*



STANDARDIZE & SCALE

- *Product Management*
- *Innovation Process*
- *Innovation Deployment*

Case Studies



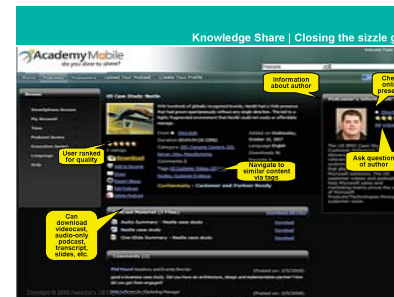
Bringing innovation to life | Case Studies

SOURCE | Innovation Workshop
UK Telecomm Company

IDEA | Knowledge sharing via a Web 2.0 platform

Business Need:

- ❑ Workforce in transition (aging/changing)
- ❑ Speed
- ❑ SME context



Results:

- ❑ Estimated £8 million per annum benefit
- ❑ Increased employee engagement
- ❑ Reduced costs

SOURCE | Real time collaboration
Global Consulting Company

IDEA | Mobile Learning via a smart phone

Business Need:

- ❑ Reduce impact on executive's time
- ❑ Speed
- ❑ Compliance



Results:

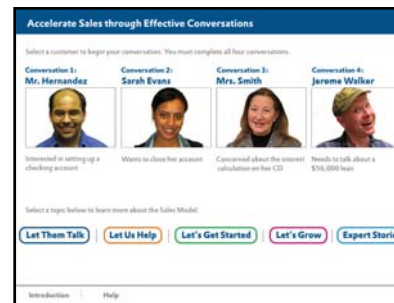
- ❑ Reduce impact on executive's time
- ❑ Decreased speed to deploy
- ❑ Simplified compulsory courses

SOURCE | Business Interlock Team
Major Financial Institution

IDEA | Performance Simulation
Sales Accelerator

Business Need:

- ❑ Increase sales
- ❑ Lower dependency on ILT
- ❑ Speed



Results:

- ❑ 4% increase in consumer deposit sales yielding \$11 MM per annum benefit
- ❑ 1.5 month ROI
- ❑ Reduced ILT cost

A word on the “cool” stuff



...we're witnessing the next generation of learning innovation



Virtual Worlds

- Time to assess
- Proceed with caution
 - Security
 - Bandwidth
 - Readiness
- At a “when” stage (“if” has been decided)
- Commercial solutions emerging
- The emerging vILT
- Pushed by digital natives (gen y & the millennials)

Lessons learned



-
- ❑ Align innovation with business priorities
 - ❑ Prove business impact – “show me the money!”
 - ❑ Remember that technology, method & channel are merely enablers to the desired outcome & impact
 - ❑ Plenty of snake oil to go around – be cautious of “cool”
 - ❑ You have the budget TODAY to launch innovative initiatives
-

And now it's your turn...



QUESTIONS?



ANSWERS?

A closing thought



“Companies will strive for distinction in innovation instead of size or diversification. This means they will invest more deeply in their value chains and pay greater attention to retaining, training and motivating employees.”

***Dr. Michael Porter
Bishop William Lawrence Professor
Harvard Business School
at World Economic Forum 21-24, January 2004***

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