



MOTOROLA

“Motorola sought to allow any employee the opportunity to propose ideas for new products, upgrades to current products, productivity improvements, or cycle-time reductions.”

-Rami Levy, distinguished member of Motorola’s Technical Staff

Case Summary

Industry:

Global Communications Sector

Business Challenge:

Speed up the process of prioritizing ideas

Engage more employees in idea management

Solution:

Idea management market called ThinkTank Idea Exchange

Enhancement to the existing Motorola idea management system

Business Goals for Market:

Improve productivity

Decrease time to make decisions about ideas

Increase collaboration in idea generation

Increase number of good ideas to be pursued

Results:

Overall improved time to market and increased speed of gathering ideas

Doubled the number of new ideas that are pursued from 12% to 22%, and tripled collaboration activity

Decreased number of duplicate ideas by 50%.

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Motorola had a system to capture thousands of ideas from its employees. The most appropriate ideas were sent to Review Boards for disposition across the corporation. The Review Boards were overwhelmed by the amount of time required to review the ideas. A solution was sought whereby the Motorola employees could identify and prioritize the ideas that would meet their business criteria and provide the most business value, in a timely and efficient way.

Solution

Rami Levy, a distinguished member of Motorola’s technical staff and technical lead of its Open-Source Technologies Team, recommended a prediction market, an internet-based, dynamic, engaging, and user-friendly technology, for Motorola’s global employees to rank the best ideas for the company. Motorola chose Consensus Point’s Foresight Solution™ based on the breadth of features, ability to license software, support model, references, and the ease of integration with Motorola’s other systems. By asking questions and providing points and incentives, an idea prediction market has proven to be a more efficient method than any other process.

Market Planning and Launch

Motorola ran a six-month pilot in 2007 to test the market and develop the communications and rewards approach. The team secured buy-in from senior executives and directors from HR, Finance, IT, and Internal Communications and then launched the market globally across the enterprise. Motorola runs ThinkTank Idea Exchange on a quarterly basis as an aggregator of intelligence.

Market Promotion and Incentives

Motorola uses a mix of marketing tools to promote the market and winners, including email, blogs, wikis and banner ads. Incentives include influence and recognition rewards, and all traders begin with the same portfolio value every quarter. Winners are aware that their ideas are going to be looked at first by the Idea Review Board and the individual’s portfolio value is increased when their ideas are chosen. The top ten traders are determined every month and promoted in the leader board as part of the market.

Benefits /Results

Motorola has experienced better than expected results and increased visibility across geographic boundaries. The market has improved the overall time to market with new ideas and increased the speed of gathering those ideas.

Specific results include the following:

- 1) Improved productivity through the filtering and prioritization process: Idea Review Boards can now focus initially on just the top 0.5% of ideas,
- 2) Prioritization led to more than half of the ideas being dispositioned and 22% have been pursued compared to 12% before,
- 3) Prioritization process has decreased disposition time by 20%,
- 4) Increased collaboration with the market has tripled discussion forum activity leading to higher quality ideas, and
- 5) Productivity increases due to a 50% reduction in duplicate ideas.