Case Study

HYPE SIMPLIFY INNOVATION

VESTAS

Connecting global R&D to drive breakthrough innovation

Connecting global R&D to drive breakthrough innovation

Vestas®

The company:

- **World leader in wind energy**

The challenge:

- **The worlds largest provider of wind power solutions with revenues exceeding €6Bn in 2009**
- **Rapidly growing workforce with 5,000 new employees in 2008 alone**
- **Global workforce with 11 R&D units on three continents**
- **Innovation is crucial to continued growth, currently rated No.6 in innovation by 'Fast Company' magazine**

The outcome:

- **Implemented HYPE for R&D / Technology department**
- **System customized to match Vestas innovation process**
- **32 new concepts in the production pipeline**
- **Over 1,000 new ideas from 1,300 employees**
- **R&D collaborating from across the world**

Business Challenge:

Vestas is a company growing at an incredible rate: in 2008 alone Vestas added 5,000 new employees to their global workforce. Growth at this scale is a reflection of the increasing size of the renewable energy market and Vestas knows that, in order to stay ahead, it must focus on continuous innovation.
This is a highly competitive market where the best technologies and most efficient products will win. Therefore, finding a trusted process to drive even more innovation from its R&D professionals around the globe became crucial.

Scenario:

Continuous and sustainable innovation is the life blood of the modern energy market. Standing still is just not an option for an organisation with the ambition to stay ahead. Vestas has always been at the fore-front of innovation, but in order to grow continuously and to bring new technologies to a global market quickly, it takes a pipeline of genuine breakthrough innovations or improvements to existing technology.
Using Vesta's own creativity and innovation as effectively as possible is a key part of generating new technologies and improving existing products. However, with a workforce increasing in size every day, based on three different continents, putting people in a room to brainstorm is no longer possible.

The solution:

HYPE was launched to underpin innovation management for Vesta's technology R&D departments on a global scale. HYPE offers a scalable and flexible innovation platform implemented in some of the world's most complex organisations.
The platform adopts Vestas corporate branding and follows the Vestas idea generation process. Once ideas or combinations of ideas are authorised, the system then tracks early stage concepts through a staged pipeline. Users are invited to *share* their own ideas, but also to *see*, *discuss,* and *vote* on the ideas of others. The system even has its own brand: "my**vestas**idea", which soon became part of the company's corporate DNA.

The relationship between HYPE and Vestas:

Vestas chose to work with HYPE in 2008. They needed a partner who is able to offer support globally and a flexible software platform supporting both the front-end innovation process as well as the concept pipeline. Vestas and HYPE worked together closely on bringing through new features and functionality to the"my**vestas**idea" initiative.
The flexibility of the platform allows Vestas to use it in many different ways, e.g. for parallel campaigns, focused on subjects that vary as widely as product innovation in general and the political landscape for Vestas within the next 15 years.

"Innovation is vital in ensuring our continued growth; the system is a key building block in our innovation strategy as it drives real innovative collaboration between employees spread around the globe."

Jovita Ivanaviciute
Global Innovation Partner

Detail of the program:

With a pilot of 450 employees, Vestas started to run technology focused ideation campaigns with employees to find out how large scale online brainstorming could work. It wasn't long before they expanded the program to 1,300 employees.
Now that they were able to contribute at a time suiting them, no matter where they were located in the world, the R&D network began to work together in a completely new way. Today, the primary focus continues to be finding breakthrough innovations, while also ensuring that smaller incremental improvements are captured, shared, and implemented.

In her role as Global Innovation Partner, Jovita Ivanaviciute manages the ideation and concept process. She's witnessed a number of new concepts develop from a campaign through to implementation based on HYPE's innovation platform.

Jovita Ivanaviciute

Global Innovation Partner
Global Technology Innovation

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Features of myvestasidea:

Share

Share your **vestas**idea with all your colleagues, from using a different material to a completely new concept

Vote

Vote on ideas shared and discussed by your colleagues to promote the ideas you think are the best

Discuss

Discuss ideas with your colleagues to make them even better by sharing your knowledge

See

See what ideas have been selected by the community to move forward

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Benefits

The implementation of HYPE has had a variety of benefits for the organisation, both in the quality of the ideas as well as in the culture being created. New innovation networks are now in place using the idea management system to connect people globally and facilitating discussions.

The campaigns vary in their focus, always with the main target in mind – real business impact. Sponsors ring-fence budget for any new concept meeting their breakthrough criteria, with now 32 new concepts or improvements in the production pipeline, developed from ideas captured in "my**vestas**idea".

Having a prominent sponsor for a campaign is deliberate, ensuring employees know their contributions will be taken seriously, and it's because of this high level of engagement that over 1,000 ideas have already been generated. Technology-focused campaigns include those focused on visionary thinking and trends, helping Vestas keep an eye on what the future may look like 10 or even 15 years out.
It's clear to everyone involved that it's not just the commercial benefits that are important. Participants and stakeholders alike have noticed increased knowledge sharing and higher levels of employee satisfaction and motivation as users feel they can make a greater contribution to their company.

HYPE

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