

Enterprise collaborative innovation

Harnessing collective intelligence to
transform needs into actions



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ALS

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my experience

MSc in Economics



13+ years as an
Innovation Practitioner



4 years as an
Innovation Advisor



Who we are

A global leader in testing

ALS provides comprehensive testing solutions to clients in a wide range of industries around the world.

Our values

SAFE

RESILIENT

CURIOUS

COMMITTED

CARING

HONEST

Our brand promise

right solutions. right partner.

Our vision

To be the global leader in the discipline of scientific analysis in pursuit of a better world for all.

Our mission

To help our clients leverage the power of testing and data-driven insights for a safer and healthier world.

Our purpose

To help make the world a better place through science, assurance, and sustainability.

Countries

70+

Locations

450+

Staff worldwide

22k+

Revenue (AUD)

2.9b+



Understanding Collaborative Innovation

WHY INNOVATION MATTERS



PRESSURE TO CHANGE

- Speed of change
- Globalization
- Sustainability



AGILITY

- Access to corporate knowledge
- Visibility of portfolio
- Gap identification



VALUE

- Innovation drives growth
- Respond to market changes
- Build resiliency

INNOVATION IS NOT ONLY A LEADERSHIP RESPONSIBILITY



The strongest innovation outcomes come from combining leadership sponsorship with broader participation from across the whole ecosystem.



Innovation becomes stronger when participation is widened in a structured way.



THE BENEFIT OF HAVING A STRUCTURED APPROACH TO INNOVATION



Scale

Create a consistent way to identify opportunities, develop solutions, and share successful practices across teams, countries, and business areas, enabling the company to generate broader impact.



Governance and Process

Establish clear processes, roles, and decision-making across the innovation cycle, ensuring transparency, accountability, and alignment with business priorities from opportunity identification through to implementation.



Consistency and Repeatability

Move beyond isolated one-off initiatives by establishing a repeatable innovation model that can be reused across strategic challenges and deliver measurable business value over time.

The Campaign Approach



WHY WAS THE CAMPAIGN APPROACH DEVELOPED?

ESTABLISHED IDEA CAPTURE & GENERATION TECHNIQUES	SUGGESTION SCHEMES	BRAINSTORMING
POSITIVES	<ul style="list-style-type: none">• Everyone can participate• Content is unrestricted	<ul style="list-style-type: none">• Focused discussion on a specific subject• Experts in the field attend
NEGATIVES	<ul style="list-style-type: none">• Ideas are often under developed• Process owners need to find someone to own and develop the idea	<ul style="list-style-type: none">• Diversity is limited by who's available and how many people can fit in a room• Implementation based expertise often excluded
COMMON CHALLENGES	Lack of alignment to enterprise strategic targets & KPI's / lack of metrics / Customer alignment	
Campaigns build upon the positives and mitigate the negatives		

CAMPAIGN APPROACH: ACTIVITIES OVER TIME



CAMPAIGN APPROACH: PUSH V. PULL



Channels utilize a “push” method where ideas are collected and then managers look to see whether a need is met by the idea.



Campaigns utilize the “pull” method where managers state the need(s) of the sponsor and solicit ideas that meet the need(s).

KEY ELEMENTS OF A CAMPAIGN



Sponsor Led

To ensure support, funding and resources.



Time Limited

To promote action through a sense of urgency.



Target Audience

To stimulate diversity of thought without always including everyone.



Selection Criteria

To focus the crowd's efforts on what the sponsor needs.

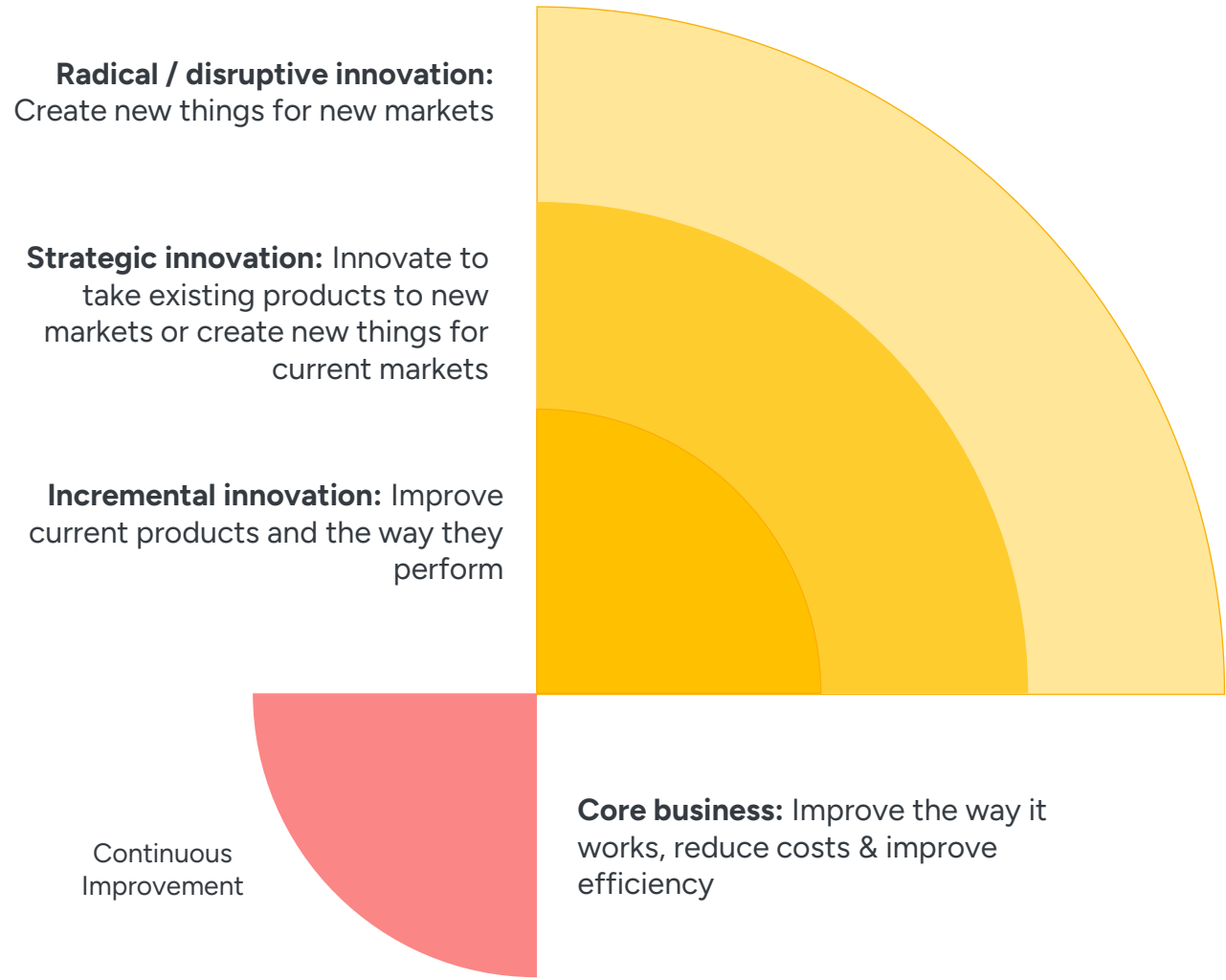
To generate or capture:

Ideas, Inspirations, Insights, Feedback, Solutions, Best practices, Opinions, Expertise, Perspectives, ...

STRATEGIC INTENT



CONSIDER YOUR INNOVATION AMBITION



RESOURCES



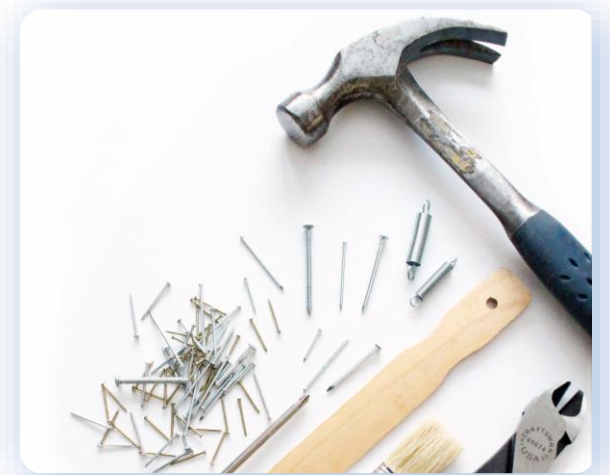
Time



Money

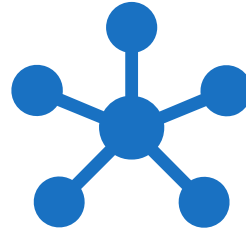


Skills



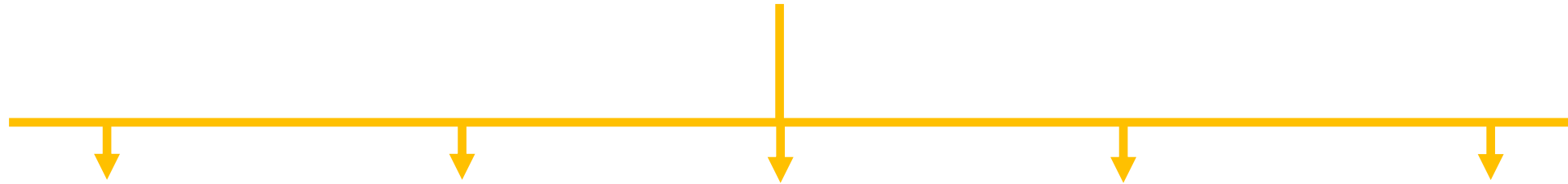
Tools & Methods

STAKEHOLDERS



Campaign / Channel Managers

Responsible for owning the process and refining it according to culture, structure and objectives



Shares best practices to the team, liaise with key stakeholder and offer program governance.



Communications



Sponsors



Evaluation teams



Lead innovators



Moderators

ADVOCATE PROGRAM

- **Establish a network of advocates with influence**
- **Empower them with information to share about efforts and successes**
- **Take advantage of social copying principles**
- **Expedite organizational change**
- **Act as our eyes and ears in their areas of the organization**



AUDIENCE: MOTIVATION AND ENGAGEMENT



Engagement comes in many forms.



Quality should be the primary objective.



PERSONAL MOTIVATIONS

Motivation

Ability

Personal

Do I want to do it?

Can I do it?

Social

Do others encourage me to do it?

Are others helping me do it?

Structural

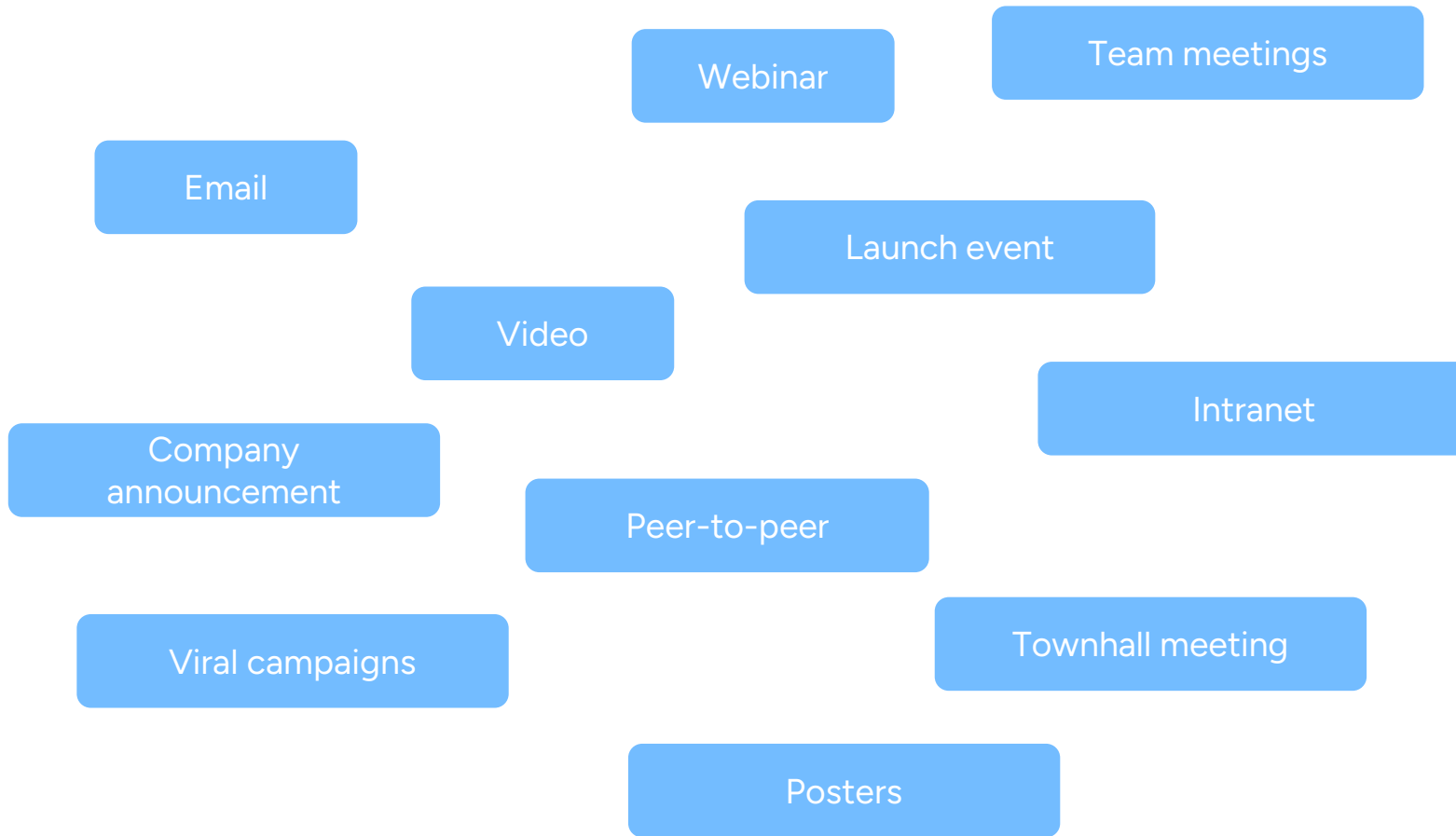
Will I get something in return if I do it?

Does the right structure exist to help me do it?

Source: 'The Six Sources of Influence model', from "Influencer: The New Science of Leading Change." by Joseph Grenny



HOW YOU SAY IT - VENUES



right solutions. right partner.



COMMUNICATION PLANNING

- Program positioning/Launch
- Campaign/Channel marketing
- Mid-campaign / channel feedback
- Post evaluation feedback
- Newsworthy progress across the program



SIGNATURES AND BRANDING

SOME EXAMPLES



LANDING PAGES

MY MATTEL IDEAS PLATFORM



UAE Qatar Kuwait KSA Jordan Egypt Lebanon Inc US

Inc. Arabia

WIRE LAUNCH BUILD LEAD INNOVATE MONEY TECHNOLOGY VIDEO MAGAZINE

Want to Simplify Your Small-Business Finances? Do These 5 Things

Spotify is Finally Going Public but Its Shares Won't Have a Set Price

Even YouTube Stars With 1.4 Million Monthly Viewers Earn Less Than \$17,000 a Year

Still Confused About Blockchain? Use This Explanation Even a 6-Year-Old Can Understand

Evan Spiegel Was Likely the Highest Paid U.S. CEO in 2017, but His Company Lost \$720 Million

In a Strategic Shift, Mattel Embraces Open Innovation

June 18, 2017

Stephen Key

If you have the next hit toy on your hands, you can now submit it directly to the company online.

Calling all product developers, designers, engineers, inventors, artists, makers, tinkerers, and DIY enthusiasts! I have great news for you. The toy company Mattel is now accepting your ideas for new products online. Until recently, submitting an idea to Mattel was a challenge for most of us. You had to have a toy broker represent you or have successfully established yourself as a professional inventor. No more! In a marked shift, the company behind iconic brands like Barbie and Fisher-Price is now reviewing ideas from the outside.

"It is time to reinvent this company because of where the world is headed."

Editor's Picks

- The New Stars Of The Islamic Economy: LaunchGood & Sanda
- The New Stars Of The Islamic Economy: Fimocracy Melds Finance, Ethics, & Technology
- Wanted: (More) Female Investors In The Middle East's Startup Ecosystem

Tell us about your great product.

There's an inventor in all of us. We just need to remember how to think like one. To think like a kid again, when our imaginations didn't stop at what could be real. That's how you'll find your next great product idea. The one we can't wait to hear about.

Mattel turns great ideas into the best toys.

Ever watch a kid rockin' playtime and think what if ...? Us, too! That's when some of our best ideas were born.

A stylish friend who helps kids imagine the possibilities. Games that bring the whole family together. Fast cars and helpful trains. Brilliant ideas like these spring from the minds of people who think, "Why not?" and "How about ..."

right solutions. right partner.

ACTIVATE THE CROWD:

SAMPLE COMMUNICATIONS FOR PROGRAM MESSAGING



WARTSILA

Viral video using sarcasm to illustrate the importance of collaboration



ACTIVATE THE CROWD: HOW YOU SAY IT MATTERS



right solutions. right partner.

FEEDBACK & RECOGNITION

Feedback increases the **sustainability** of the approach.

FEEDBACK STRUCTURE

Ensure everyone invited receives feedback

Provide overall campaign feedback to the organization

Individual feedback is nice but not necessary

TIPS

Be consistent with feedback

Recognize all meaningful contributions

As confidence builds, participation will increase



Decision Making

EVALUATION PLANNING IS CRITICAL



1. Corporate resources are limited
2. Future decisions will be based on evaluation results
3. The credibility of the program depends on the effectiveness of this stage
4. Engagement can drop if the assessment phase does not appear to be progressing



Ideas / solutions / comments

Select the range of tools you need for the circumstances you face

Community Graduation:

- Large quantities
- Crowd is the decision maker

Idea Board

- Large quantities
- Categorization
- Splitting & merging of ideas required

Pairwise x Y

Pairwise:

- When ideas need to be ranked
- Gut feel decision making

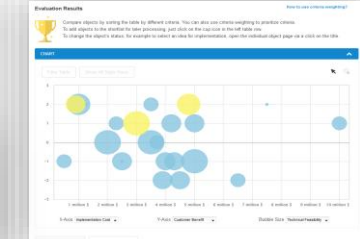
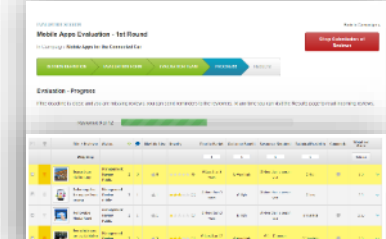
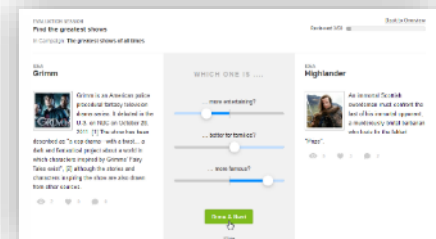
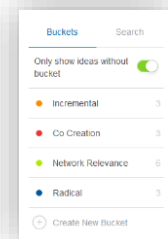
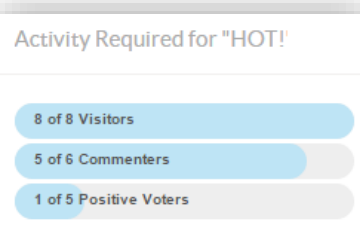
Scorecard x Y

Scorecard

- When ideas need to be ranked
- Metric based decision making

Reports

- Making a portfolio decision

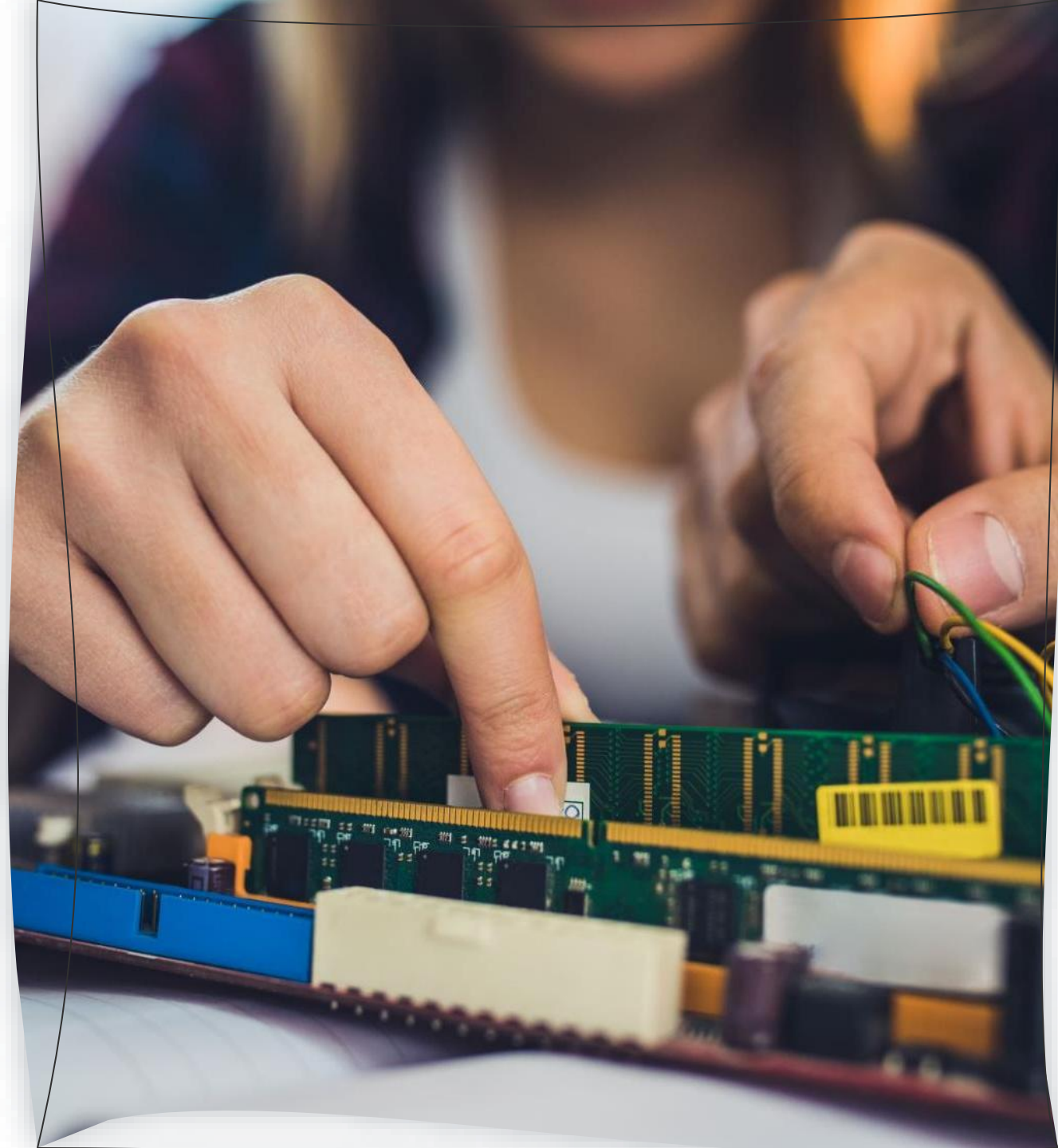


Executing and Measuring Success

EXECUTION



HOW WILL WE DEVELOP THE
MOST PROMISING IDEAS?



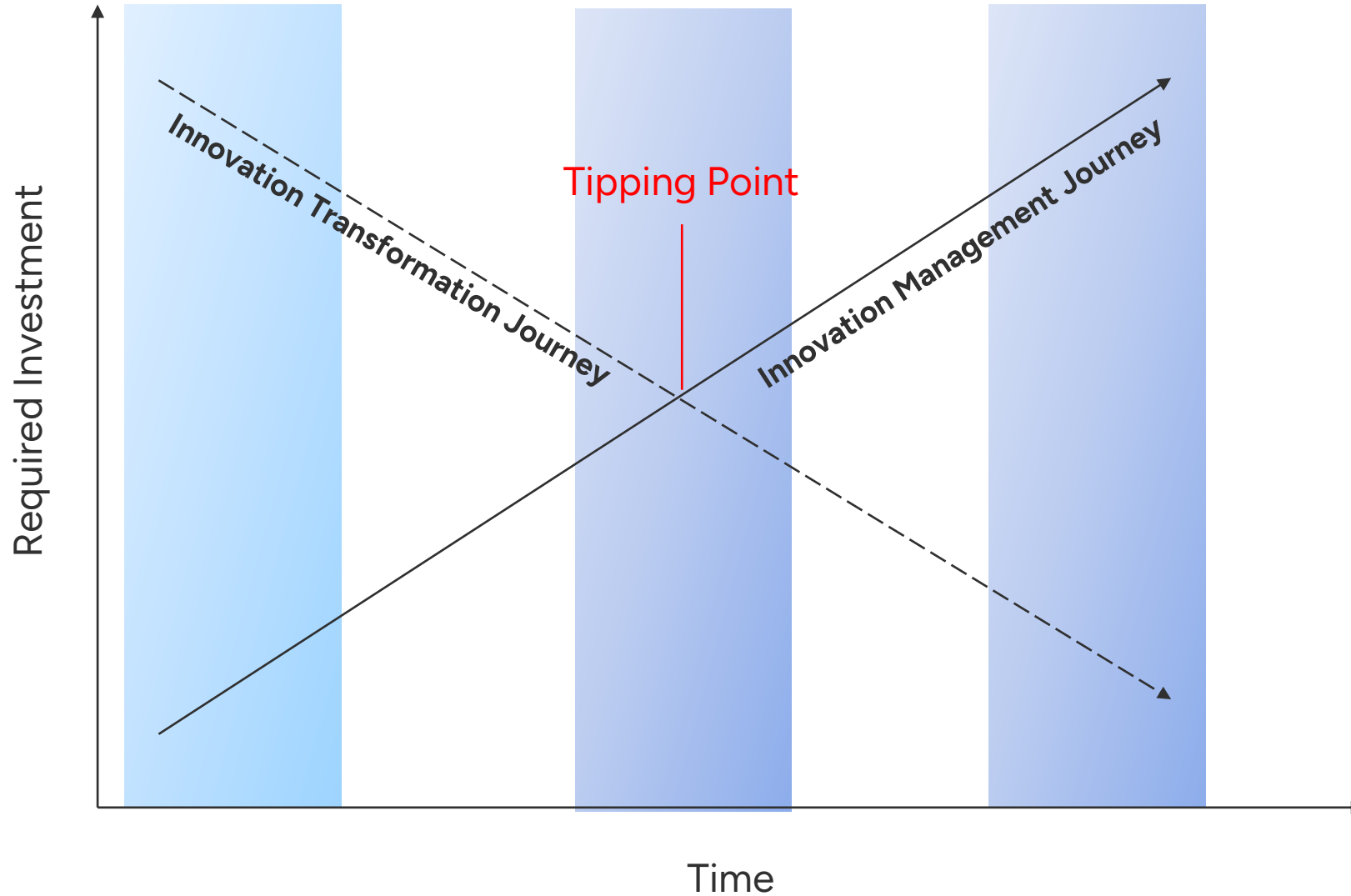
MEASUREMENT

WHAT AND WHY SHOULD WE
MEASURE?

right solutions. right partner.



MEASURING SUCCESS OVER TIME



Innovation Transformation

- Establishing processes
- Encouraging collaboration
- Building credibility
- Fine tuning/Improving

Innovation Management

- Time to decision
- Idea selections
- Transitions to the business
- Implementation
- Return on Investment

LOOK BACK AT YOUR STRATEGIC PRIORITIES



Radical / disruptive innovation:
Create new things for new markets

Strategic innovation: Innovate to
take existing products to new
markets or create new things for
current markets

Incremental innovation: Improve
current products and the way they
perform

Continuous
Improvement

Core business: Improve the way it
works, reduce costs & improve
efficiency



UNDERSTAND WHAT SUCCESS LOOKS LIKE

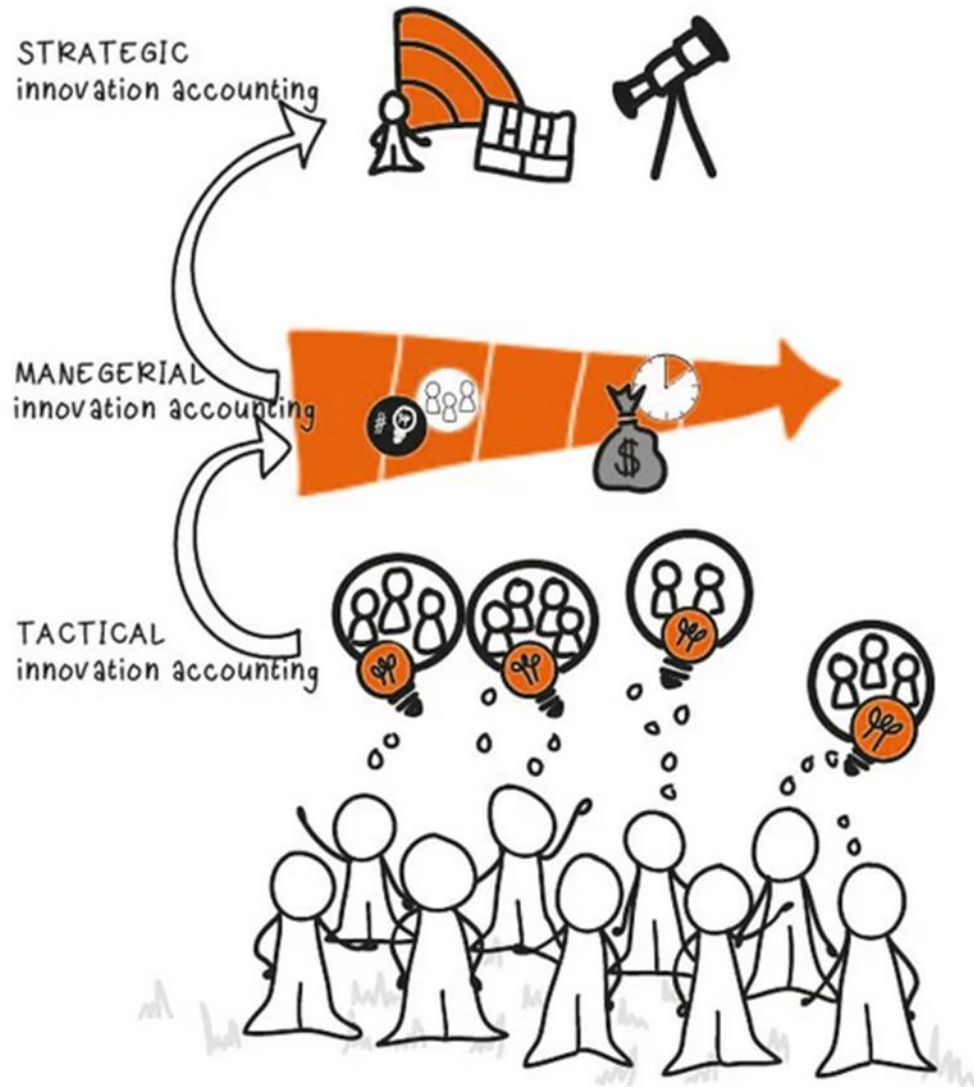






What you measure depends on what success looks like in your organization.

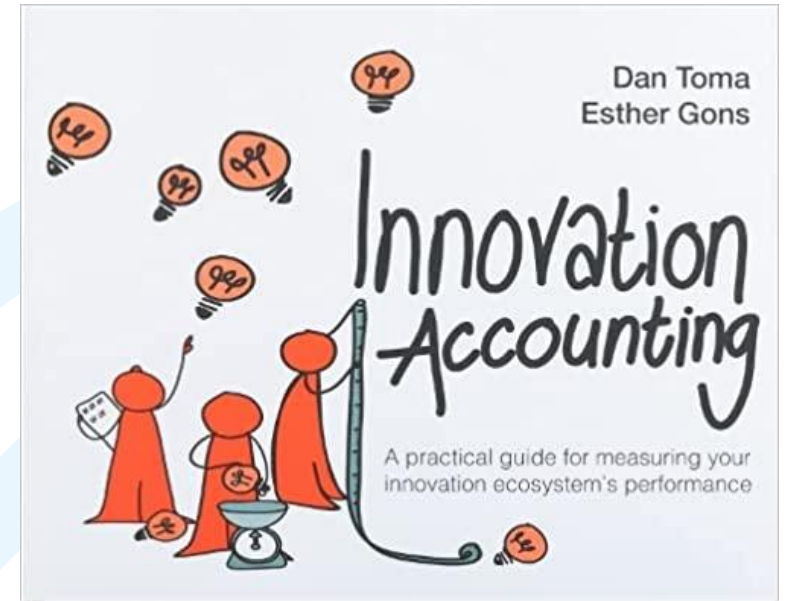
- Culture
- Process efficiency
- New product development
- Partnering
- Mergers & acquisitions
- Ecosystem management
- Sustainability
- Etc.

In healthy programs, this is an ongoing evolving conversation.

INNOVATION ACCOUNTING



-  Measuring ecosystem
-  Measuring funnel
-  Measuring teams
-  Measuring culture & Capabilities





INNOVATION ACCOUNTING

Indicators (Tactical)

Number of Campaigns & Channels
Number of Ideas & Comments
Ratio of Comments to Ideas
Diversity of modes
Horizon target vs inputs
Campaign Success Rate
of Learnings
Learning velocity
Time to decision
Confidence in decision
Accuracy of decision
of partners identified
Cost avoidance

Innovation portfolio (Managerial)

of experiments
of learnings
Learning velocity
Average time of experiments/development
Cost avoidance / halted experiments
Portfolio value total
Portfolio value by time horizon
Diversity of portfolio
Horizon target vs portfolio options
% of risk across portfolio
Confidence in the forecast
of joint projects initiated
Cost of internal vs external development

Outcomes & value (Strategic)

Cost savings
Time savings
Employee satisfaction / engagement
Customer satisfaction
Partner network value
Mergers & Acquisitions
Cost avoidance
% of products generated
Revenue generated
Profit
Market Share
Win rate
Percentage of Sales from new offerings

WHAT
DO YOU
MEAN
?

Generic Examples
Scorecards and Tools



ENGAGEMENT STATS



38
Events

1,685
Comments



9,383
Votes

1,305
Ideas

7,842
User Logins



970
Idea
submitters





AUDIENCE DIVERSITY THROUGH STACK ANALYSIS

Enthusiastic

- Bought in, will participate in almost all campaigns if they can

Interested

- Bought in, will participate if the campaign is relevant

Cautious

- Aware of the program, but not adding value, watching others and won't participate until they believe in it

Passive

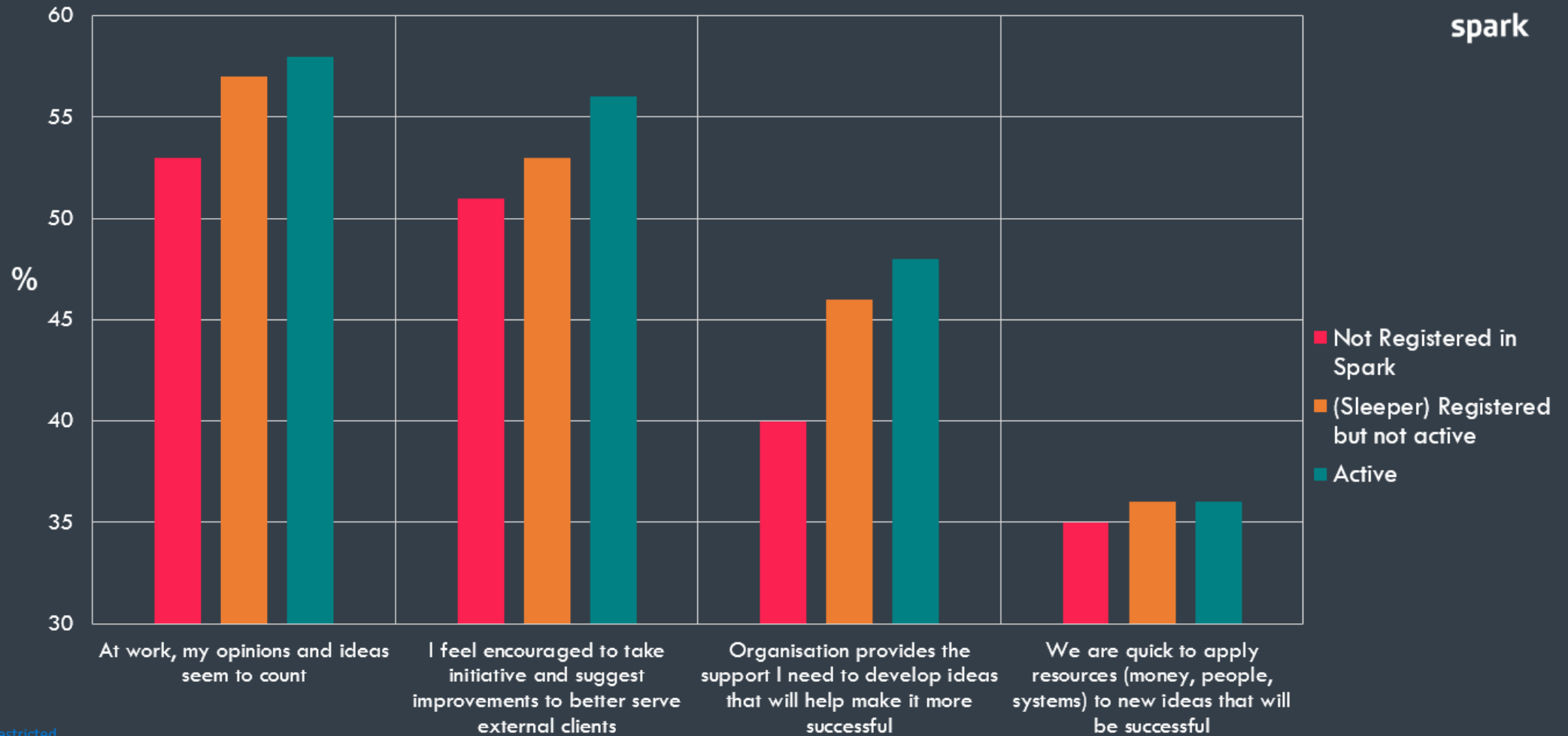
- Aware, but have never logged on

Unaware

- Have either ignored communications messages, or have yet to be formally included



EMPLOYEE ENGAGEMENT



Restricted



KEY TAKEAWAYS

- The crowd is your friend
- Tackle strategic topics and real business needs
- Plan your campaigns carefully
- Communicate, communicate, communicate
- Give fast and transparent feedback
- Recognize the people involved
- Measure and showcase your impact

Thank you!

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