

# Case Study

## GroupSystems Success Story: Unisys

### *Unisys Strategic Innovation Program Breaks New Ground in Client Co-Innovation*

According to Gartner, "most innovation programs that are successfully launched burn out quickly." In fact, Gartner estimates that only about 10 to 15 percent last more than two years (Gartner, September 20, 2007). Lack of a strategy ultimately causes programs to lose steam.

Yet, the Unisys Strategic Innovation Program, launched in 2007, is going strong – and proving popular with clients, partners and analysts. The companywide initiative accelerates ideation and progress within Unisys and client companies.

"We use the program as our continuous innovation approach with clients," said Nick Evans, Vice President and General Manager, CTO Office at Unisys. "It's quite strategic for us and part of our support for larger deals. It allows us to put our best foot forward."

From the "noiseless" typewriter to the first digital computer, and from enterprise server technology to holistic global security solutions, Unisys has a 135-year history of innovation. Today, the \$5.6 billion company not only remains leading-edge in delivering information technology services and solutions worldwide, it helps clients meet their goals through co-innovation.

At Unisys, innovation is not just a buzzword, but rather a multi-faceted, integrated program. It includes a portal and database of ideas; a scout and broker network; a council of stakeholders to guide and support the program; a community of innovation with partners; dashboards for metrics; and client innovation offerings.

Workshops have become the centerpiece of the company's client offering. With a focus on business and technology needs and opportunities, Unisys brings together clients, partners and Unisys representatives for meetings around specific topics, ranging from business strategy to IT infrastructure.

Unisys Innovation Workshops take clients through 5 key steps:



**"We generate about four times the number of ideas in the same timeframe with ThinkTank compared to with a manual, white board approach."**

— Nick Evans, Vice President and General Manager, CTO Office, Unisys

**Customer**  
Unisys

#### **Business Benefits of GroupSystems**

- Innovation Workshops, using ThinkTank, serve as the catalyst for Unisys to co-innovate with its clients – and a source of additional revenue.
- ThinkTank helps generate four times the number of ideas as a white board, in the same timeframe.
- By collaborating with clients with a focus on "continuous innovation", Unisys becomes a more strategic resource for its clients.

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## Way Beyond the White Board

As Evans refined the program, he sought a workshop solution that would go beyond the traditional “white board” approach and lead all the way to business cases and executable implementation plans. At the time, an internal Six Sigma group used ThinkTank™ by Group Systems, software that facilitates brainstorming, decision-making, collaboration and virtual interactive meetings.

“ThinkTank seemed like a really good tool around opportunity identification, prioritization and categorization,” Evans said. “It actually drives more output. A lot more ideas come to the surface.”

Unisys proposes its Innovation Program as a deliverable to large, high-value clients. Often, Unisys team members conduct their own internal ideation sessions regarding client projects, allowing them to bring the most relevant and effective approaches to clients.

In the virtual, 1- or 2-day client workshops, Unisys team members, partners and clients collaborate to generate actionable ideas. Unisys uses ThinkTank for the first three areas: identification, categorization and prioritization. All participants access ThinkTank in real time via the online portal. Throughout the process, participants are not identified, which frees them to add input and ask questions.

The company has trained about 40 employees at its Unisys University in facilitating workshops and many more have been trained in using ThinkTank. Facilitators guide all participants through the various phases, using ThinkTank as a tool to capture and organize ideas.

First, the group brainstorms innovation opportunities. Next, they categorize those ideas into functional “swim lanes,” often breaking into small groups that each address opportunities. They then prioritize those opportunities based on business impact for the client, ease of implementation, innovation maturity and competitive differentiation. The ThinkTank Alternative Analysis feature enables participants to prioritize preferences not simply by majority vote, but also by those that are broadly acceptable to the group.

Finally, the group collaborates on creating profiles of the top-ranked opportunities, as well as roadmaps for actual implementation in the client’s environment.

## Four Times the Ideas

The Innovation Workshops serve as the catalyst for Unisys to co-innovate with its clients – and a source of additional revenue. Because all parties collaborate at the origin of projects, projects have greater buy-in moving forward. Ongoing workshops are also embedded into the delivery approach for multi-year contracts.

“A lot of companies have some element of innovation, but it’s often silo-ed in certain areas like research and development,” Evans said. “Our corporate-wide program contributes to our focus of supporting innovation within the company and enabling innovative outcomes for our clients.”

Unisys, partners, clients and even analysts have provided positive feedback about the workshops. “We generate about four times the number of ideas in the same timeframe with ThinkTank compared to with a manual, white board approach,” Evans said.

While ThinkTank is a resource to help Unisys serve clients, in the process, Unisys becomes a more strategic resource for its clients. Not only does it help Unisys set clients on a path of continuous innovation, but it inspires clients to embrace open innovation and take innovation even beyond IT.

“Clients react favorably to the innovation program as a whole and have even asked us to set up similar innovation programs for them,” Evans added.



Expediting Innovation

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