



PSA

2020 IM AWARD WINNER:
BEST PROCESS

IDEASCALE



PSA

Building an Inclusive Innovation Processes

PSA International is a leading global port group with a network of over 50 coastal, rail and inland terminals in 18 countries. PSA ships over 80 million cargo containers each year, making it the third largest shipper by throughput globally. **Since their founding, innovation has been one of the key drivers of PSA's success.**

But prior to 2016, innovation was driven purely by respective business units across the organization around the world and ideas were submitted mainly on paper or through email and manually routed to the suspected subject matter expert. **There was no overview of the ideas generated across the business units nor were they able to effectively share best practices from one business unit to another.** As PSA continued to grow their global footprint, they found they needed to adopt a tool that would help them to share ideas and get inspiration from others - no matter where they were in the world.

So in 2016, after making an evaluation of various idea generation platforms, **IdeaScale was adopted as their enterprise-wide innovation platform.** The platform was named iCAN and it has become a resource for any business unit wishing to ideate on a particular topic. Campaigns include everything from workplace experience, sustainability, and data science to technology scouting and finance challenges. **They currently host 28 always-on campaign.** Many of these campaigns are ongoing with several time-limited campaigns running on an as-needed basis. **PSA's Senior Management led by their Group CEO and Head of Group Process Excellence also participate actively in the platform.**

New business units wishing to **launch a challenge can set-up a challenge themselves after receiving a two-hour IdeaScale training session** from the innovation team at PSA. This allows most business units to launch in less than a week. The session includes:

- an overview of the IdeaScale platform and process
- an upload of potential members who will participate in the innovation campaign.

When a campaign is live, it follows this basic process:

- **Members begin by proposing ideas. Other members can comment and vote** on those ideas to further develop them.
- **Moderators stimulate more conversation and route ideas** to the appropriate evaluators.
- Next, **a team of subject matter experts categorizes ideas. These moderators assess the idea in terms of the cost, feasibility, alternatives available etc.** If the idea is deemed to be feasible, the evaluator would put it under “Ideas to Implement”. If it is something that is not feasible today, but to be reviewed at a later stage, the evaluator would mark the idea as KIV (Keep in View). However if the idea is deemed to be unsuitable, the evaluator would mark it as Archived. When the idea is eventually implemented, the evaluator would mark it as Implemented Idea. These evaluators are either stakeholders who have a deciding stake in the implementation of the idea or who have a deep understanding of the topic within the organization. **They can also assign the idea to other evaluators or @mention other SMEs for comments.** On many occasions, they reach out to leadership who can assist in “fast tracking” certain ideas.
- **Winners are selected either by a panel of judges** or simply through voting depending on the sophistication of the challenge. **Winners receive vouchers and other prizes for their efforts.**

As a result of the iCAN platform, PSA has noted:

- **Idea growth from just 500 ideas in 2017, to more than 1,500 by the end of 2019**
- **Most ideas routed to a subject matter assessor within two weeks**, routed by part-time moderators
- **Most ideas receive an evaluation within one month of receipt**
- **Since implementation, PSA has onboarded 21 business units to the platform and more than 12,000 users** as reported at the end of 2019