

DIE POST 
LA POSTE
LA POSTA

140 Years of Idea Management

In 1958, Switzerland's trio of post, telephone, and telegraph operations institutionalized the idea improvement process. However, employees have been able to submit ideas for improvement from as far back as 1867. In the past few years, a centralized organization, lengthy processing times, and a lack of resources resulted in an idea management process that had become increasingly unpopular to employees and the company.

Yet, idea management continues to prove itself a decisive competitive advantage in the European Economic Area. With this in mind, a redesign of idea management was engineered. With its "Postidea," Swiss Post has had in place modern idea management system since the start of 2005.



Postidea

The Swiss Post employs more than 50,000 women and men in four business areas: mail; goods and logistics; financial services; and passenger transport. To maintain its leadership role in the future, Swiss Post must face the challenges in the market.

With the help of a redesigned idea management system, dormant potential can be uncovered and utilized. Says Ulrich Gygi, CEO of Swiss Post: "Igniting sparks for new ideas on the job keeps the post engine running!"

Postidea - Idea Management at Swiss Post

With Postidea, Swiss Post wants to ensure both efficient use and a positive image of idea management. Postidea allows idea potential to be activated and realized quickly. The focus is on the improvement of corporate results and the fostering of a modern corporate culture. But Postidea is more than just a system or a process. It is a management tool that encourages employees and involves them in what is happening within the corporation.

Starting Point and Requirements for New Software

A large organizational structure and the resulting need for personalization were the demands Swiss Post placed on the software. It was clear from the start that ideas were not only to be processed on-site at the team level but also on the cross-organizational and strategic level as well.

The tool was required to manage an incentive and premium system, map different divisional structures, and summarize various criteria. It would maintain the entire idea management process, from idea submission to reporting/controlling, in a simple and efficient way. Last but not least, the software had to fit into the IT landscape of Swiss Post.

In short: Postidea had to earn a high degree of acceptance.

Selecting "Idea Management for SAP" from target

During 2003, Swiss Post looked at various software products on the market. The increasing competition in the marketplace for idea management tools meant that continual upgrades were necessary; software companies were interested in a long-term cooperation with their customers. After twelve products were reviewed, "Idea Management for SAP" from target was selected for the shortlist.

In the end, the following criteria became deciding factors:

• Content/technical criteria

- High degree of flexibility
- Independent idea groups enable the individual adaptation of idea management and allow different organizational structures and processes within the company to be defined.

• Technological/strategic criteria

- "Idea Management for SAP" is an add-on to the SAP system. Master data can easily be used from the SAP system and the administrative efforts reduced.
- Standard software from target contains all functionality (complete package)
- Customizing can be carried out to a large degree internally, with target in a consulting role. This reduces external project days to a minimum.
- Swiss Post acquired the necessary SAP licenses for the employee self-services (ESS) platform in 2003, independent of idea management
- The strategic alignment of Information Technology Services at Swiss Post included the upgrade of SAP-based technology; individual areas had been working for years with SAP software.
- Thus, acceptance of "Idea Management for SAP" from target was a given, and the decision to go with target a logical consequence.

• Cooperation

- target is the only supplier working in an international network with partner companies in several countries including Switzerland.
- The expert knowledge of target employees is excellent.

Project and Implementation a Great Success

At the end of 2003, Swiss Post signed a contract with target. The ambitious deadline - start of April 2004 - to launch a pilot project with PostFinance, the business area of Swiss Post responsible for financial services with 2,500 employees, required a vertical take-off.

Thanks to the optimal support and experience of target employees, the productive go-live took place in mid-April. The pilot project had to be structured so that the software could be "switched on" across the enterprise during a second phase.

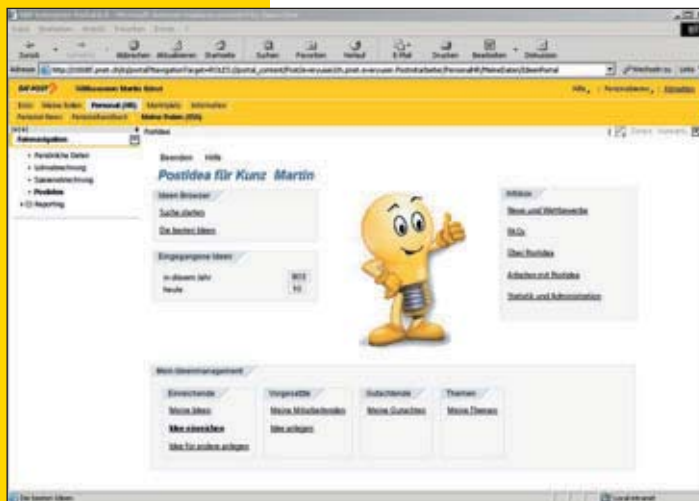
With the sovereign support of target, the following hurdles were handled successfully:

- Two-part idea management process with decentralized and centralized decision paths
- Idea group change of ideas possible
- Persons participating in the idea spoke different languages

Ideas for improvement submitted by the PostFinance employees resulted in optimal Customizing. The detailed planning carried out in advance meant that nothing stood in the way for a productive go-live of idea management across the entire corporate group in January 2005 - a feat accomplished within just three quarters.

In January 2005, Postidea replaced the traditional idea management process across the entire company. A wide-scale communi-

cations campaign informed employees about the new idea management system at Swiss Post. Within a short timeframe, the number of ideas submitted and the realization rate had clearly increased.



Martin Künzi,

project director for knowledge and idea management at Swiss Post: "In every way, target demonstrates the meaning of customer orientation and has been an excellent and competent partner on our path to successful Idea management!"