



BOMBARDIER

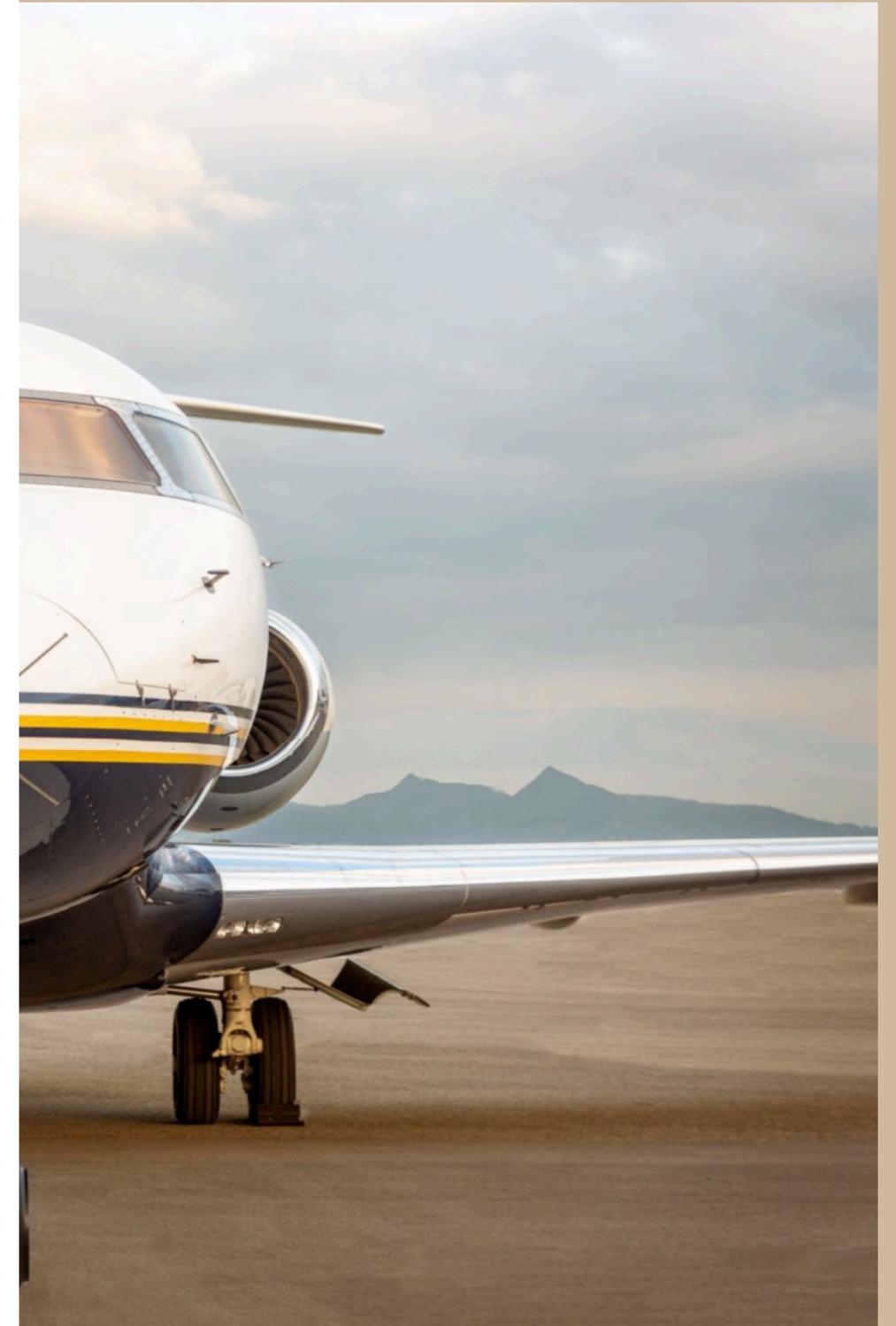
CASE STUDY

Kasper Winterskov, Mathilde Sigshøj, Kristina-Louisa Pshenyshna,
Raúl Cáceres Texeira, Óscar Cidre, Pablo Bon, Yuan En Lin

Question 1.

How did Bombardier address the challenges from competitors in China?

- China - lower costs and are working hard to match the technical expertise.
- Bombardier - Become more innovative and to use its resources wisely.
- Bombardier knew they needed to think differently to create genuine breakthrough innovation.
- Focused their corporate innovation activity on outcomes.
- The key part of this approach was to create Research & Development 'cases'.
- Each case is a scenario or challenge that requires cross-divisional thinking.
- The objective is to get everyone to think big and work together.
- Each R&D case is treated as a project, with a project manager, budget and clearly defined aim.
- The challenge for Bombardier then becomes 'how can we bring the organization together in order to respond to these cases?'
- Implemented HYPE's enterprise innovation software.



Question II.

What is “Innovation Express” and how did it contribute to employee engagement?

The innovation process in rail transport is very long, so the "Express Innovation" program can be summarized as carrying out this innovation in the short term, with good ideas and decisions that are taken quickly.

By having to think of high quality and short term ideas, employees have to be focused on the job, therefore it is a way to concentrate, since everything they have to do they have to do against the clock so it is a very stressful situation. On the other hand, it is very important that the employees work together, in clusters of all the departments of the company. In addition, the bosses of the company are very grateful for their contribution and could compensate them.





Question III.

What are research and development 'cases' and why are they important?

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- A research and development case is a scenario or challenge that requires the involvement and critical thinking of several areas and divisions of the company with the objective of creating a portfolio of new solutions.
- The board is the sponsor for each case, and each divisional president cooperates as well.
- The importance of these cases is to get everyone to think big/critical and work together.
- Each R&D case is approached and managed as a real and serious case (project manager, budget, aim) with a high level of professionalism.
- They also create a challenge for bombardier and raise a crucial question: **'how can we bring the organization together in order to respond to these cases?'**

To summarize about R&D cases:

- **They are a challenge**
- **They require critical thinking and cross-divisional organization**
- **They are approached with professionalism**
- **They develop the ability of creating and coming up new solutions rapidly**

Question IV.



What is the relationship between Bombardier and HYPE?

- **Wish List for Innovation Software Partner.**
- **Evaluation of Software Providers**
- **Choice of HYPE**
- **Branding and Look & Feel**
- **Partnership Approach**
- **Benefits of the Partnership**

Question V.

What benefits has Bombardier seen from implementing HYPE's innovation software?

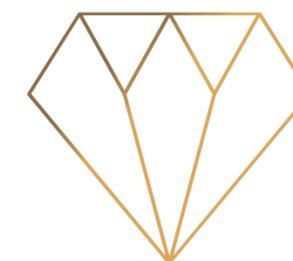


1. HYPE finds matching ideas for Bombardier fast
2. Operates as a partnership
3. Engage employees from all over the company and around the world on key innovation targets.





THANK YOU



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