

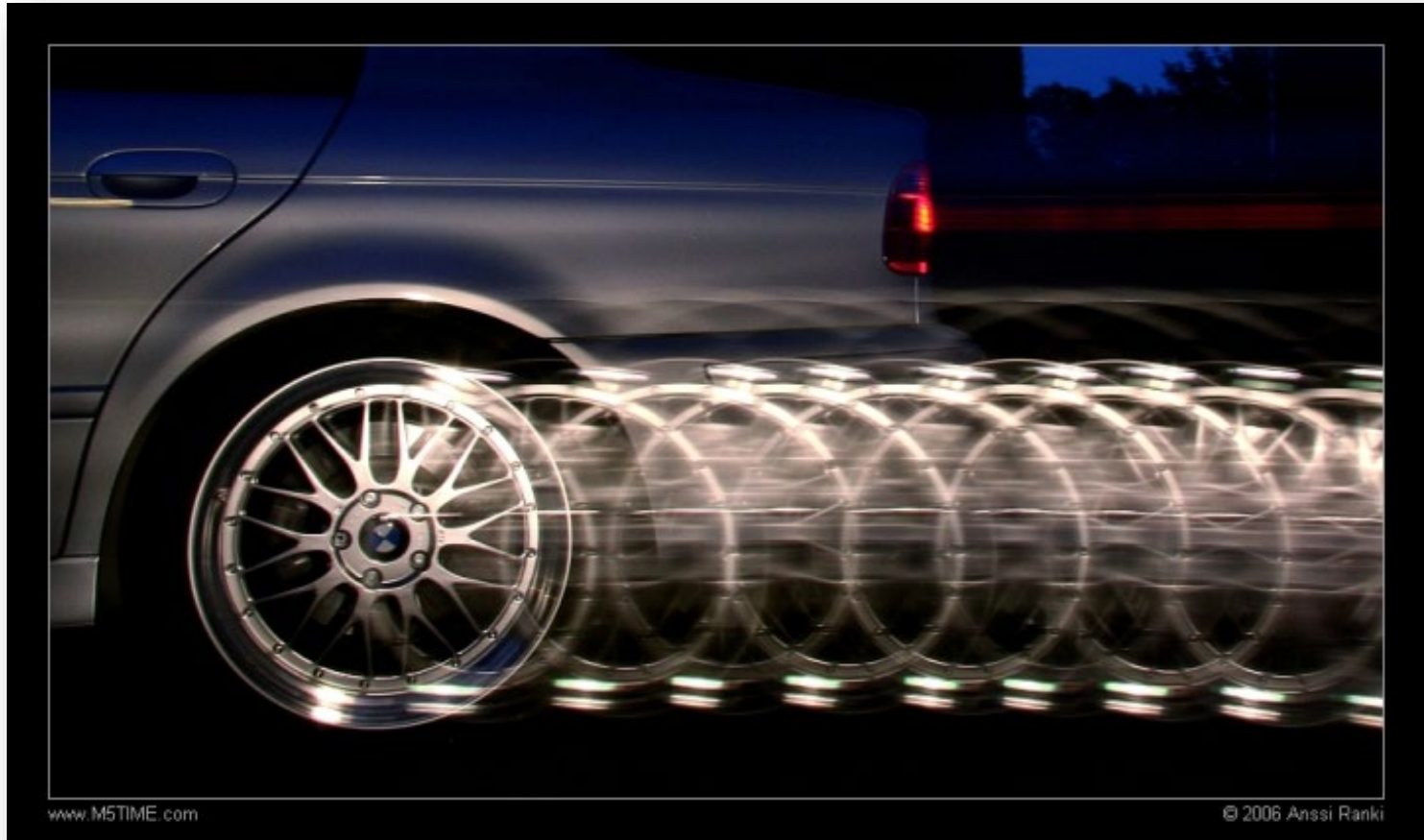
Applying an Ecosystem Mindset to New Product Innovation



Susan Harman, Product Management Leader,
New Business initiatives, Consumer Group



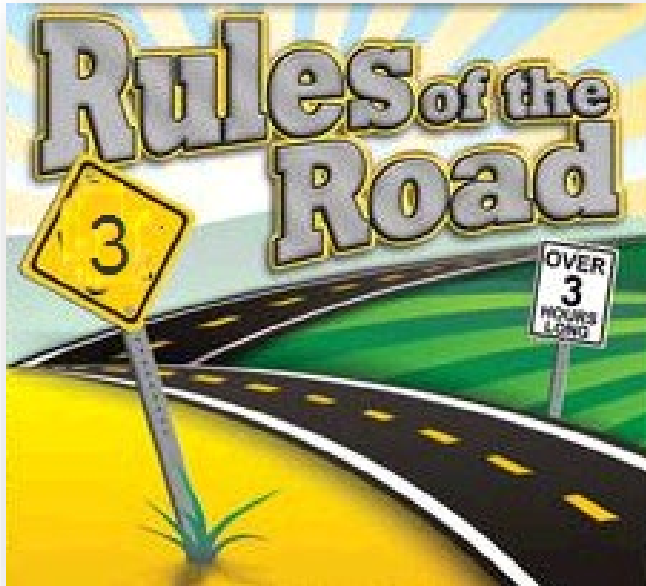
Why Should I Care About Ecosystems?



Accelerate Product Innovation



How Do I Do That?



1. Have an Ecosystem Mindset
2. Be scrappy and tenacious in research and experiments
3. Look for open innovation opportunities

Traditional Ecosystems in Nature



Consumer Group Definition

An complex environment
with multiple stakeholders
that benefit one another...

connected via data
and/or money

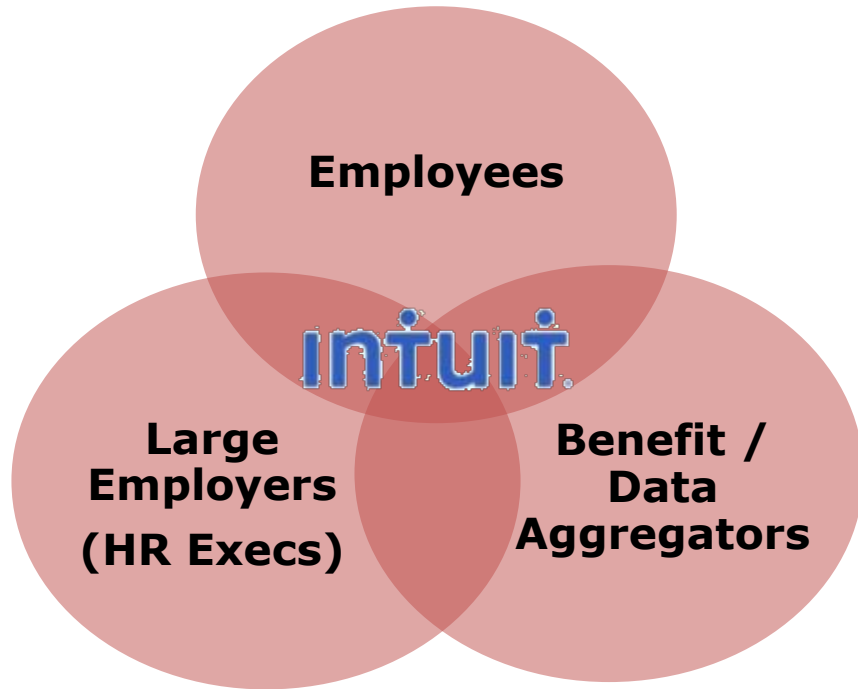


Accelerate Product Innovation

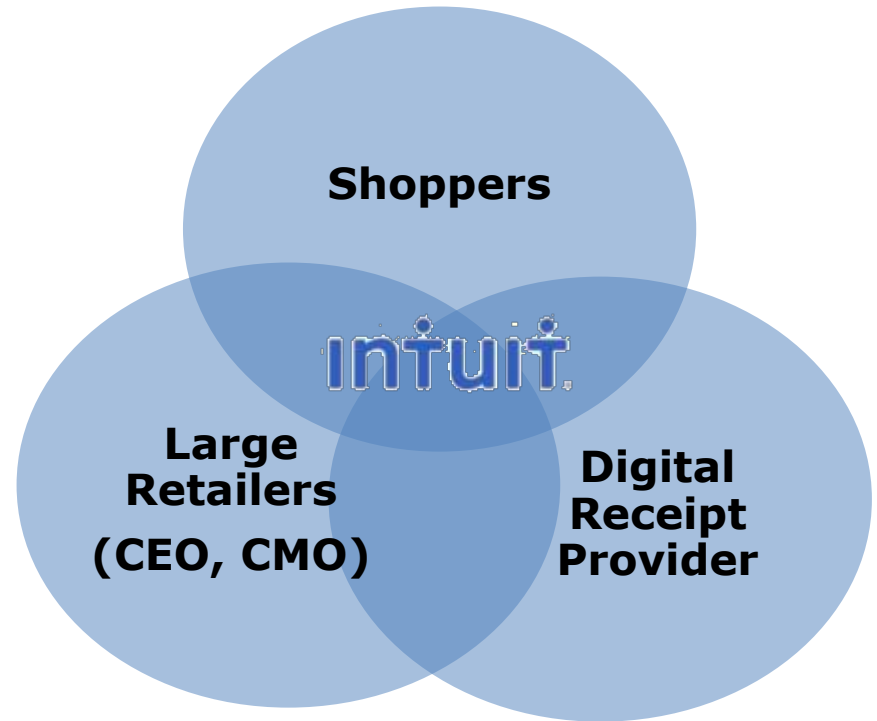
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Two Ecosystem Examples

Quicken Paycheck Optimizer (QPO)



QuickReceipts



Accelerated Product Innovation



Quicken Paycheck Optimizer (QPO)

Helps Employees Make Better Paycheck & Benefit Decisions

Quicken PAYCHECK OPTIMIZER

Feedback | Help | Save | Logout

CURRENT PAYCHECK

TAKE HOME (NET) PAY **\$ 1,232**

POTENTIAL PAYCHECK

GROSS PAY **\$ 1,731**
TOTAL DEDUCTIONS **-\$ 499**
TAKE HOME (NET) PAY **\$ 1,232**

GENERAL INFORMATION

You and Your Family

HEALTH BENEFITS

Medical --
Health Savings (HSA) --
Dental --
Vision --
FSA - Health Care --
FSA - Dependent Care --

RETIREMENT

401(k) --

BOTTOM LINE

Optimize Your Paycheck
Action Checklist

OPTIMIZE YOUR PAYCHECK

If you like what you see, you're all set. Or you can fine tune your potential paycheck even more to adjust your tax refund. [Learn More](#)

Drag the slider to see potential changes:
See how it works. [Watch the video](#)

increase in refund increase in take home pay

Potential Tax Refund
\$8,000
\$6,000
\$4,000
\$2,000
\$0
\$572
Per Year

Potential Take Home Pay
\$8,000
\$6,000
\$4,000
\$2,000
\$0
\$1,232
Per Paycheck

Click "**Get Better Results**" button to fine tune your potential paycheck

Get Better Results

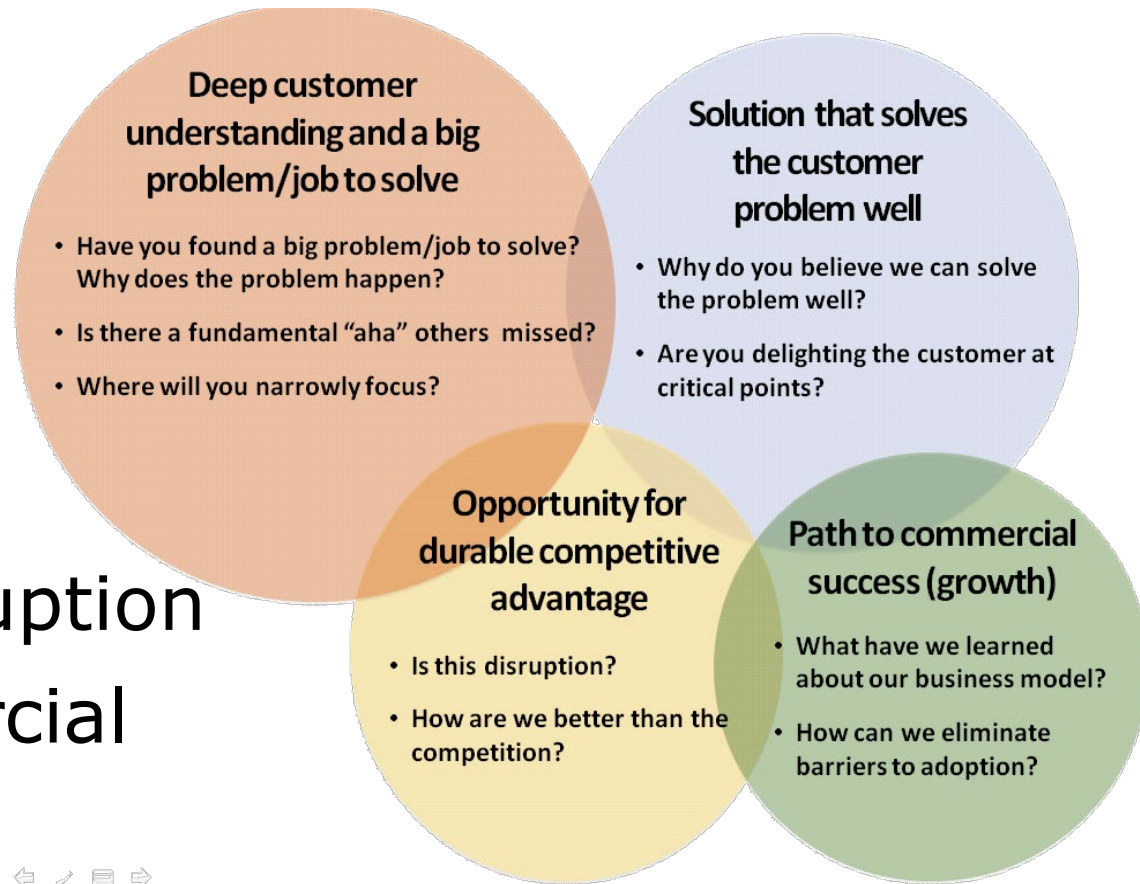
Ins and Outs of Optimizing Your Paycheck

- [How to make changes to your paycheck](#)
- [What's better: A bigger refund or a bigger paycheck?](#)

Back **Apply and Continue**

Used D4D as Foundational Framework

1. Deep customer understanding
2. Solution that solves problem
3. Durable advantage/disruption
4. Path to commercial success



Accelerate Product Innovation

Scrappy is Fast, Easy, Cheap



Why Secondary Research?

- Learn to speak their language
- Begin to understand their pain
- Know what questions to ask

Enables

Why Primary Research?

- Formulate hypothesis
- Rapid in-market experiments
- Know how to design quantitative learning

How we learned about Employees



- **Lots of online research**
 - Wall Street Journal; USA Today
 - Journal of Consumer Education
 - Dept. of Labor Study, MetLife Study



- **Informal interviews**
 - Tucson call center employees
 - Lowes & Weyerhaeuser employees
 - Intuit Alliance Channel



Accelerates D4D Learning

intuit.

How we learned about Employers



- **Read lots of HR publications**

- MetLife Employee Survey
- SHRM Online, Workspan Weekly, Employee Benefit News, HR Executive



- **Cold call phone interviews**
- **Face to face interviews**
- **Joined associations**
- **Attended trade shows / conferences**

Science is Still Essential

Primary Research

- Quant Study/Surveys
- BASES
- Pilots/Usability



Accelerates D4D Learning

With QPO - Learned Fast with Pilot



- Didn't solve well for stakeholders



- Provided opportunity to get in the 'space' and talk to stakeholders
- Provided opportunity to develop new hypothesis

Low cost, low effort way to experiment

First Big A-HA Moment



Payroll & Benefit Data Flow



- A solution - a decision support tool

Second Big A-HA Moment



Payroll & Benefit Data Flow



- A third stakeholder that could be an innovation partner

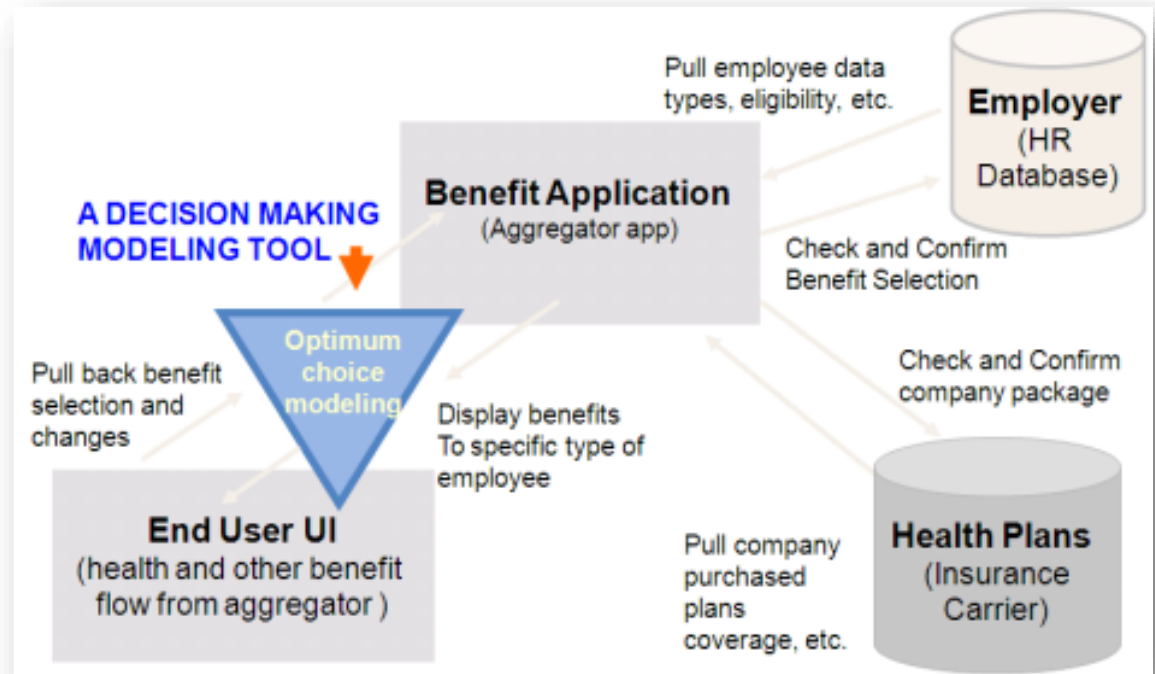
Innovation Partner

- Domain expertise
- Outside-in thinking
- Participatory design



How We Applied Open Innovation

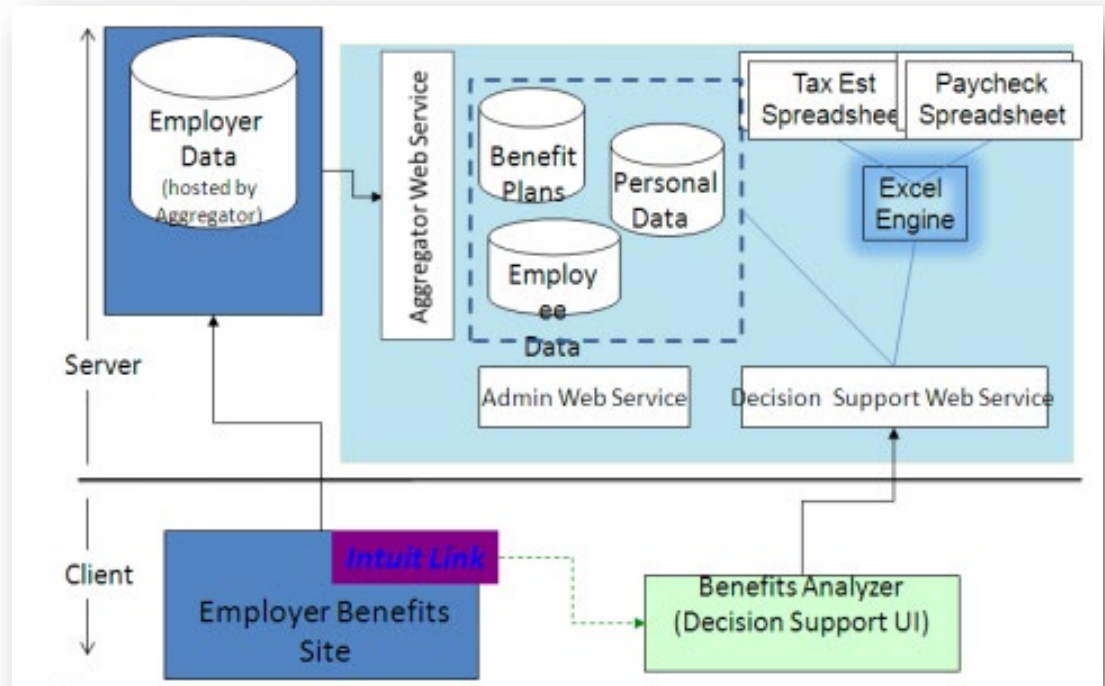
Influenced
functionality,
features, flow
and design
direction



Participatory Design

How We Applied Open Innovation

Helped us build open Intuit API on a new architecture so they could push data to us

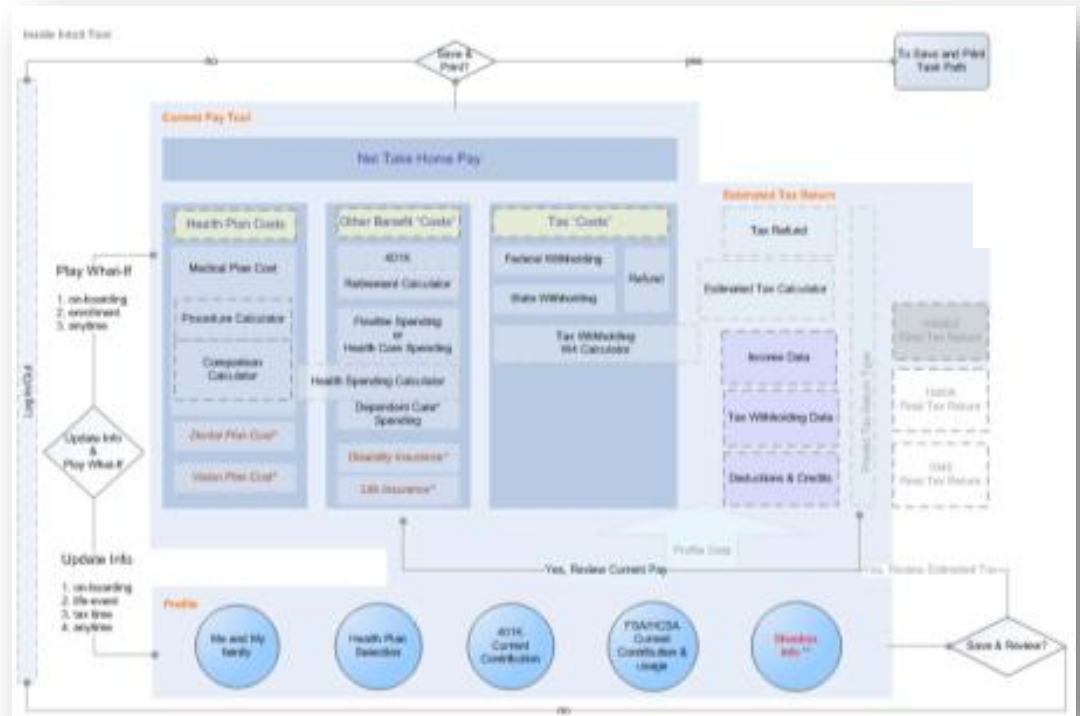


Participatory Design



How We Applied Open Innovation

Helped us design the top level user experience flow



How We Applied Open Innovation

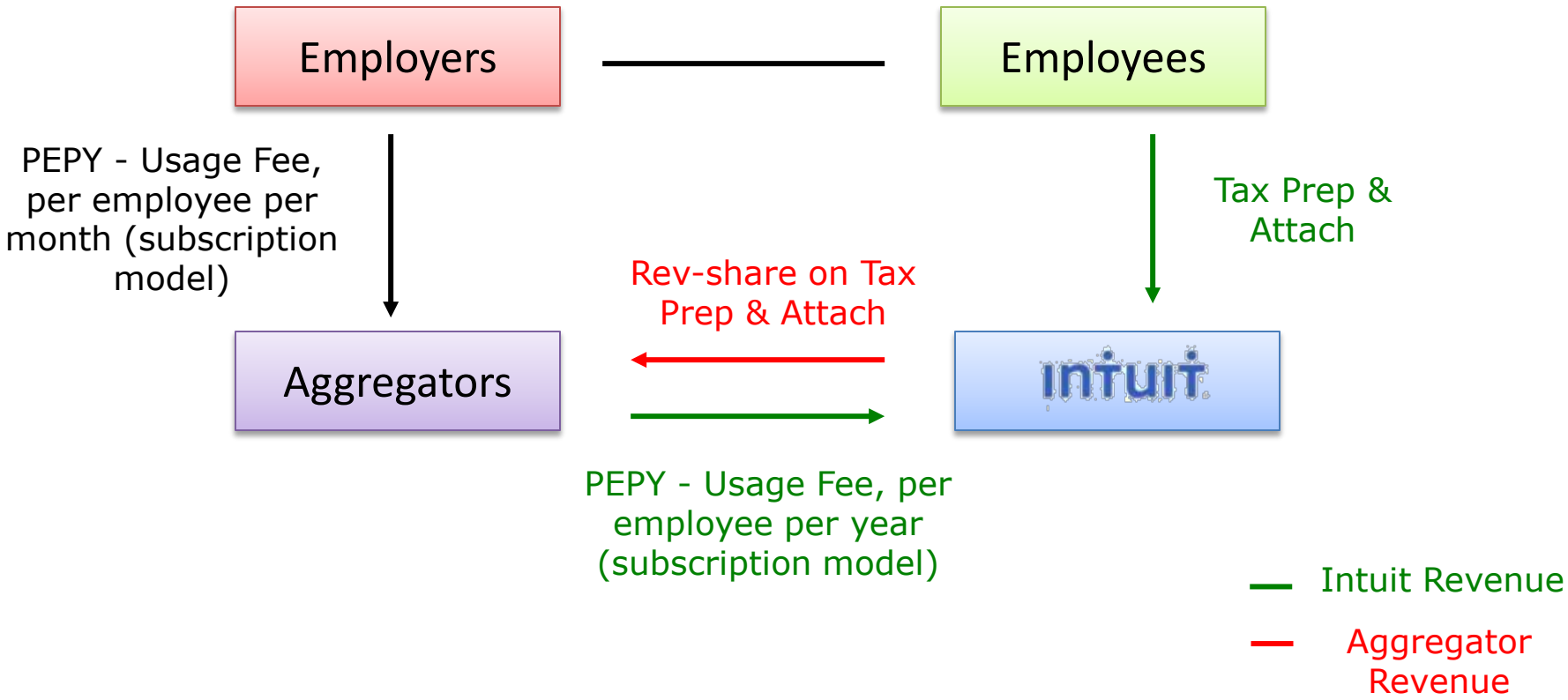
Iterated with us
on multiple
design
approaches



Participatory Design



Benefit of Open Innovation



New Business Model



QuickReceipts

Electronically captures your transaction receipts at the point of sale, and stores them online for you

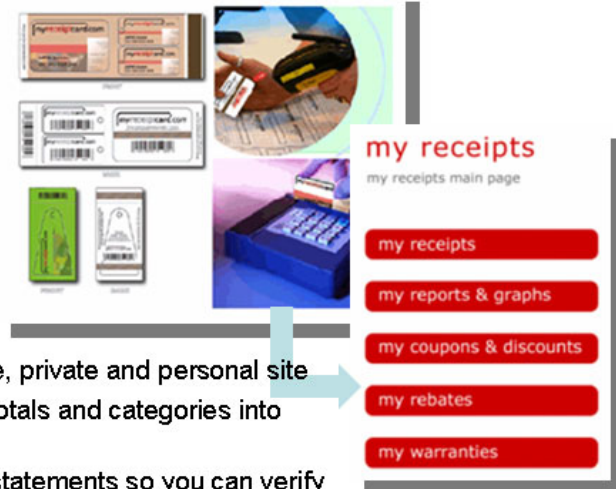
Imagine a World Without Paper Receipts

Eliminate the hassle of receipts that pile up only to be lost or become impossible to keep track of.

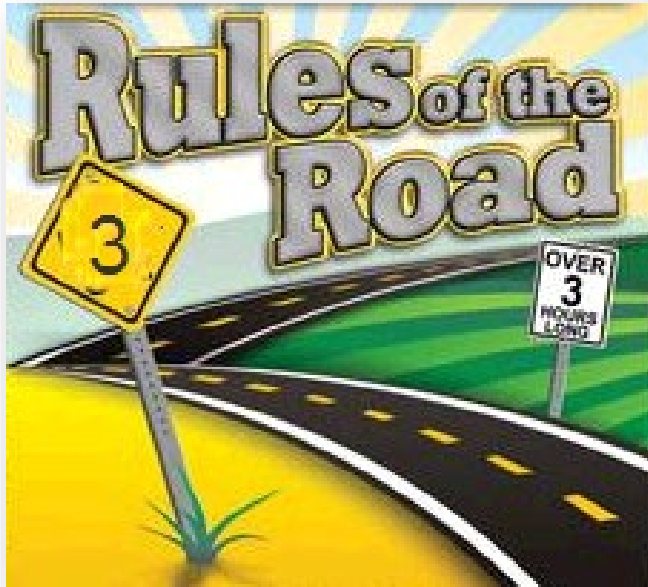
1. **Just purchase** items the way you normally would (brick and mortar stores or online) with your retailer loyalty card, cash or credit card.
2. **Your receipts are automatically transmitted** from the retailer to your online Quick Receipt account (with optional email to you).

The Quick Receipts:

- ✓ **Safe and secure** - stores all of your receipts in a safe, private and personal site
- ✓ **Saves you time** - automatically puts the receipt subtotals and categories into TurboTax, Quicken, Excel, Quickbooks
- ✓ **Stay protected** - Links to your bank and credit card statements so you can verify transactions
- ✓ **Saves you money** - Provides you with coupons, ads, and discounts that are personalized to your requirements and historical purchases
- ✓ **Eliminates hassle** - provides you with proof of assets for insurance valuation and verification (in case of loss, damage)
- ✓ **Helps you stay on track** - Stores the associated product rebates, registration, manuals, warranties



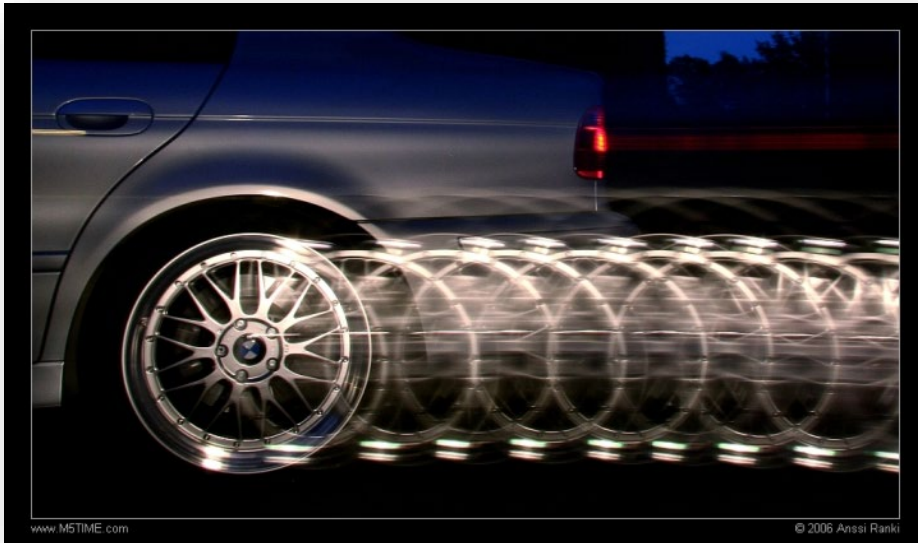
What We Did With QuickReceipts



1. Have an Ecosystem Mindset
2. Be scrappy and tenacious in research and experiments
3. Look for open innovation opportunities

Accelerated Time to the A-HA Moments

Applied these rules to QuickReceipts



2 months to A-HA

vs.

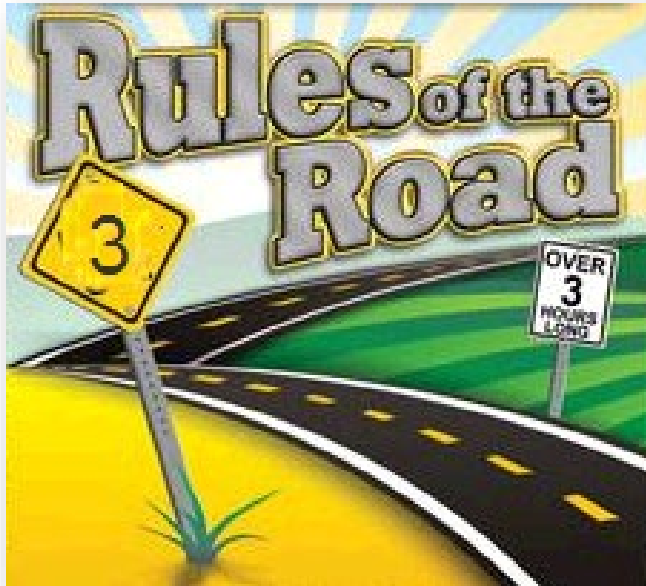
7 months with QPO



Accelerated Product Innovation

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How Do I Do That?



1. Have an Ecosystem Mindset
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3. Look for open innovation opportunities



Questions



Applying Rules of the Road

Let's apply what we've learned to two products outside of the consumer group.



Small Business Division

Lalit Shahani
Director Payroll Services

Employee Self
Service Solution

Accountant Professionals Division

Ryan Farley
Group Product Manager

Accountants Work
Exchange Solution

Accountants Work Exchange

Original Big Y: Alleviating accountants' staffing shortage pain by helping them easily find, qualify, and work (tax and accounting) with contracted professionals.

Create an online community for accountants with too much work ("demand") to find and work with qualified professionals who want more work ("supply").

The Challenge:

Lots of interest from supply-accountants; however, demand not responding well as we projected to this point.

The screenshot shows the Accountant Work Exchange website. At the top left is the logo for 'ACCOUNTANT WORK EXCHANGE' featuring a stylized figure. At the top right is the 'intuit' logo. A dark blue navigation bar contains the following links: Home, Find Help, Find Jobs, Find Projects, My Profile, Learn More, Links, and Contact Us. The main content area features a large banner with the headline 'Good Accounting Help Is (No Longer) Hard to Find' in green. Below the headline is the subtext 'Profit from finding the help you need and make more money.' There are two columns of buttons: 'Looking to hire?' with a 'Find Help' button and links for 'Create a Job' and 'Create a Project'; and 'Looking for work?' with 'Find Jobs' and 'Find Projects' buttons. To the right of the banner is a close-up photo of a woman's face. Below the banner is a 'Sign In' section with fields for 'Email Address' and 'Password' (with a note 'Must be 8 chars long'), a 'Login' button, and links for 'Forgot Password' and 'Register'. To the right of the sign-in section is a box titled 'Rethink the way you make money and get work done.' containing three bullet points: 'Quickly find qualified individuals with the expertise you need now.', 'Make more money by increasing your billing and doing more work affordably.', and 'Expand available labor by tapping into work beyond your local boundaries.' Below this is a 'Users say:' section with two testimonials: 'It's a very inexpensive way to pull in business.' and 'I now have access to very qualified help all across the nation.'

INTUIT.

Employee Self-Service

Big Y: Save employer's time and money by providing an employee self-service solution for viewing payroll information anywhere and anytime

The screenshot shows the 'ViewMyPaycheck' portal for Laurie Wood. It features a navigation menu with 'Home', 'Personal Information', 'Paychecks', 'Taxes', and 'Time Entry'. A 'beta' badge is present. A notification bubble says 'Your W-2 may be available. Click the Taxes tab to find out!'. The main content area is divided into four sections:

- Recent Paychecks:** A table showing pay dates and net pay amounts, accompanied by a pie chart showing the distribution of pay dates.
- Year-to-date Income Summary:** A table showing gross earnings, pre-tax deductions, total taxes, and after-tax adjustments, accompanied by a pie chart.
- Paid Time Off:** A table showing accrued, used, and available time off for vacation and sick leave.
- Messages from Intuit:** Promotional banners for TurboTax Federal FREE Edition and Quicken Picks.

Solution: An online portal where employees can access their payroll-related data, anytime, anywhere they choose, and have financial management tools / resources to help them manage their pay.



How do we expand/tap into the ecosystem?

- Start w/helping manage finances via Quicken, TurboTax, other?
- Address other pain points like time entry, scheduling, direct deposit?



Brainstorm

1. Have an Ecosystem Mindset

- Think beyond the single/traditional stakeholder
- Follow the data and money
- Use D4D as framework

2. Be scrappy and tenacious

- Secondary, then primary research
- Get in market often with fast experiments

3. Look for open innovation opportunities with members of the ecosystem

- Stakeholders can be participatory design partners



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Use your mobile browser:

Go to poll4.com and submit your chosen keycode followed by your comment.

Use the Virtual CTOF09 website:

Go to <http://ctof09.intuit.com> and vote for session **67**.

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