
FY12 Open Innovation Vision and Priorities

April 2011



Intuit's Mission

To be a **premier
innovative growth
company** that
improves our
customers' financial
lives so profoundly...
they can't imagine
going back to the old
way



Open Innovation Key to this Mission

1. Build with Internal Innovation



2. Acquire



3. Partner and Collaborate with Open Innovation



What is Open Innovation

Open Innovation is when Intuit collaborates with third parties (*e.g. customers, suppliers, universities, start-ups*) on **game-changing** technology, assets and ideas that solve our customer problems and **business needs**

Why We Care About Open Innovation

Open Innovation accelerates innovation and gives us access to game-changing technology



Further advance our own technologies and processes



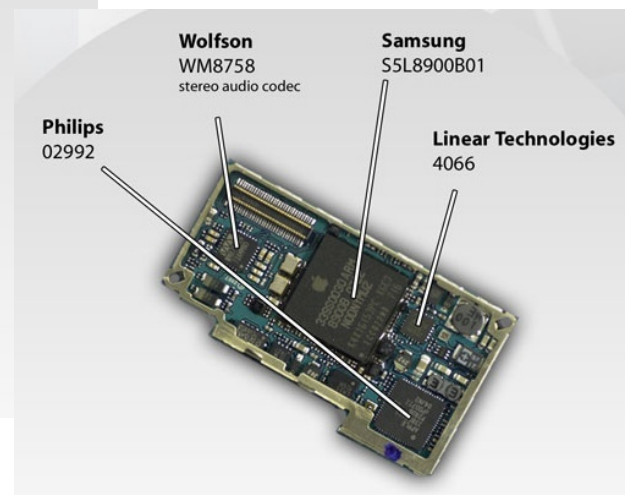
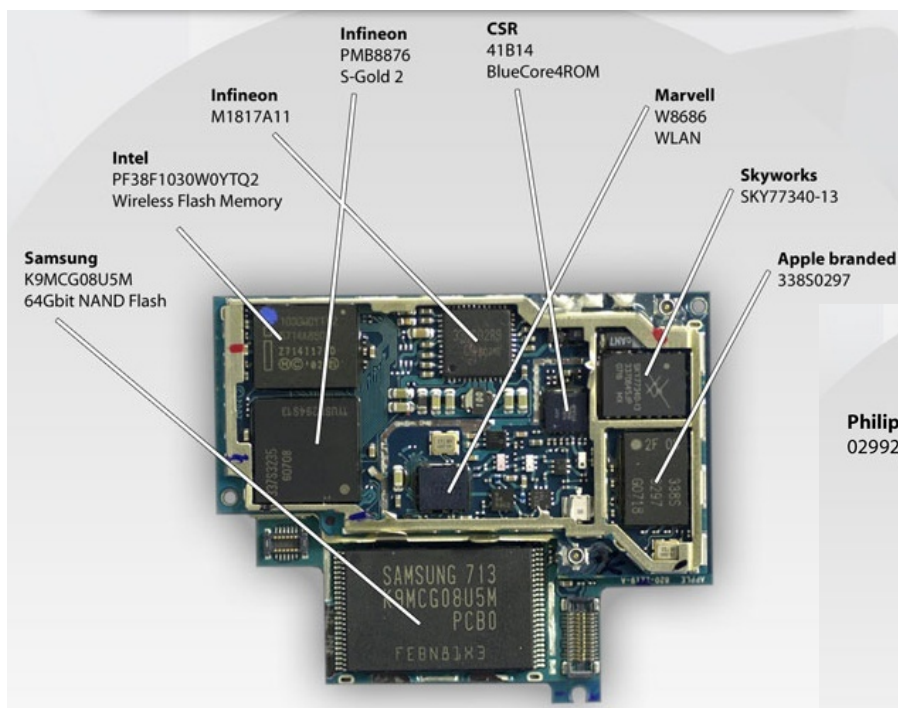
Breakthroughs in solving problems that deliver the customer benefit for existing or new products



Create new business models and commercialize new business product offerings

OI at Intuit Should Look Like Apple

The iPhone – Hundreds of innovations by dozens of companies



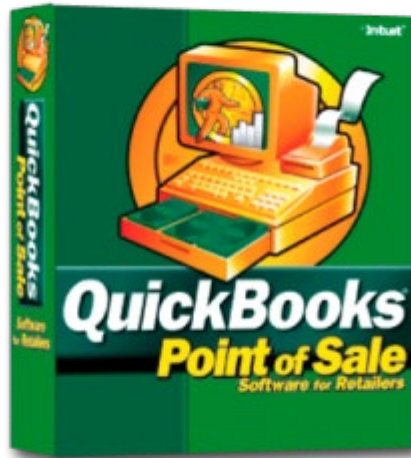
Part of our DNA to look for opportunities to innovate with partners

We Have Some Success . . .

- QBPOS
 - SnapTax
 - GoPayment
 - Live Community
 - MIT Collaboration
 - Supplier Summit Challenge Submissions
-
- Plus tremendous support from our legal team in terms of flexible contract for experimentation and IP ownership

Open Innovation At Intuit

QBPOS



Priced at
less than
1/2 existing
offerings

Partnered
with RTI to
create
offering

Sold in
retail
(vs.
through
VARs)

Bundled
with
hardware

Finance

Process

Offering

Delivery

Innovate broadly and with partners

Open Innovation At Intuit

SnapTax

This app is the first mobile one for taxes that uses OCR technology to scan and extract data directly from a photo of a W-2



Free

Partnered
with Abby
to create
offering

Mobile
App

Designed
for
Mobile

Finance

Process

Offering

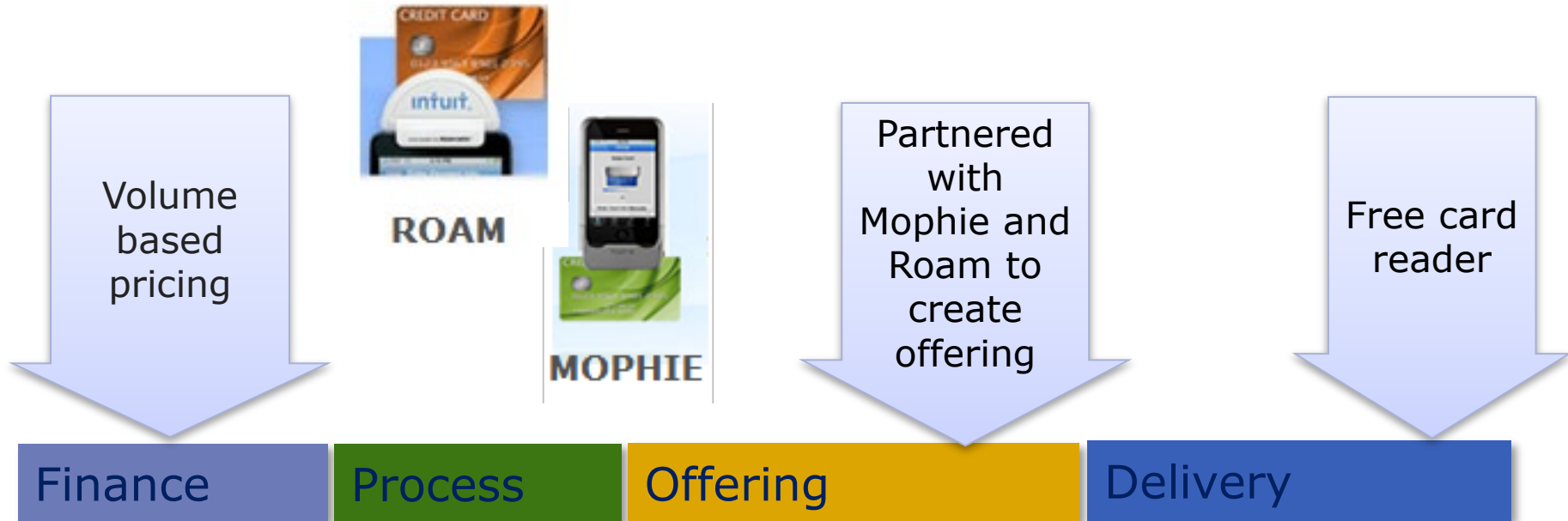
Delivery

Innovate broadly and with partners

Our Open Innovation At Intuit

GoPayment

Complete Credit Card Solution. All-in-one product created by Intuit GoPayment that enables small businesses to process credit card payments on their iPhone or PC and get paid immediately



Innovate broadly and with partners

Open Innovation At Intuit

Live Community



a web application to provide social questions and answers to desktop or web product has leveraged ideas and technology from university relationships such as MIT.

Partnered
with MIT
Media Lab
to enhance
the offering

Product
feature

Finance

Process

Offering

Delivery

Innovate broadly and with partners

Moved To Directed Collaboration

MIT Media Lab



Results:

- TurboTax Answers
- Live Community
- Mint
- Glass Infrastructure
- Brainstorm

ia Lab ● Stanford ● Yale

46 Supplier Submissions

Bonus Challenge: Mobile Payments with QR* Codes

Consumers would like to be able to easily make payments from a mobile device without ever having to hand over a credit card, debit card or any personal information to a business, such as a service provider. Imagine that a consumer could receive a bill or invoice with a QR barcode on it that has embedded information about the service provider and the amount due. The consumer could simply scan the barcode with their mobile device to make an instant payment. Both the consumer and the service provider would receive immediate confirmation that the payment was made.

Requirements:

Submit a link to

1. The o
2. The c
3. Popu

Bonus Challenge: Small Business Productivity

Small businesses are doing more on the go. Whether it's creating an invoice in the field, or taking voice notes after a client meeting, we've heard that small businesses want to be more productive while they're away from the office.

We think tablets, such as the iPad, could take on-the-go productivity to the next level. Help us figure out what iPad apps are important to small businesses. The sky's the limit. **businesses save time and/or money.**

Here are a few ideas to get you started:

- Drag-and-drop items into bins to easily manage inventory.
- "Swipe" through high-res images of inventory for a client, then build a customized cost estimate ... all while sitting at Starbucks.
- Track bills on a large calendar view, and receive push notifications to pay them when they're due.

Requirements:

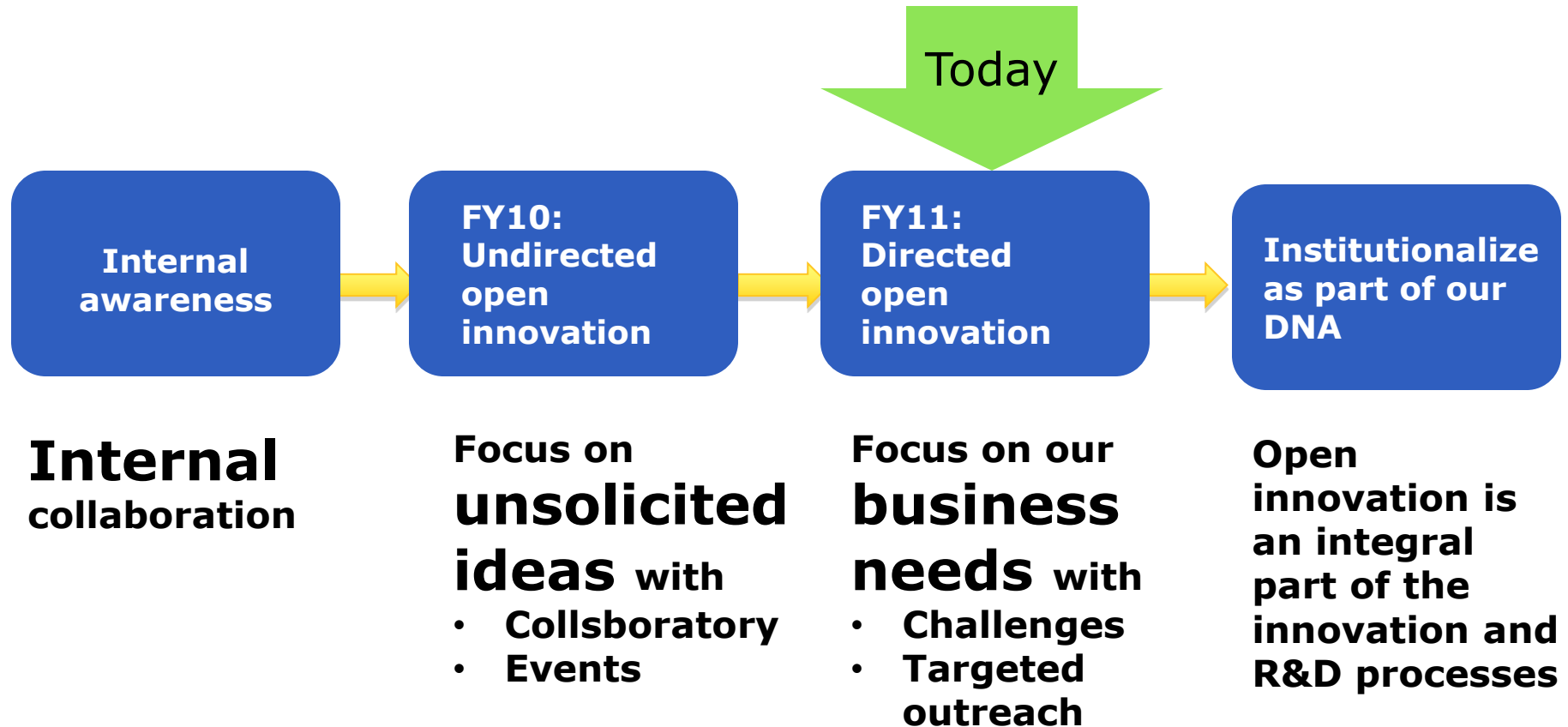
Identify the target audience for the solution (any small business or a particular type of small business)

Results from current
Innovation Contest:

- **26** Mobile Payments
- **21** Small Business Productivity



We Are Not THERE YET On Our Open Innovation Journey



Some of Our 'Opportunities'

1. External awareness of Collaboratory is low, which makes it difficult to get quality submissions
2. Haven't cracked the code on maximizing collaboration with BUs in support of OI
 - Learning about prioritized BU needs is difficult

Elimination of budget made it more challenging to promote awareness or to fund challenges

Open Innovation Vision – What this looks like in FY 2015

1. Open Innovation is institutionalized within Intuit

where directed business development outreach by BUs is combined with use of Collaboratory for hosting challenges

- 50% of our H3 innovations have collaborated on game-changing technology with 3rd parties
- 33% of our core offerings have collaborated on game-changing technology with 3rd parties

where APIs are the norm in enabling 3rd party collaboration

2. Intuit is recognized as leader in Open Innovation

Our Strategy to get to the vision

OI Priorities

Find 3rd Parties to meet our BU and TIG needs

Active and focused Academic Collaboration

Strategic Innovation Outreach

How

1. Business development groups within BUs actively seek out 3rd parties for experimentation; provide support as needed
 2. Identify BU priorities and utilize IntuitCollaboratory for soliciting 3rd parties
 3. Identify TIG technology needs and seek out 3rd parties via direct contact or via Collaboratory
 4. Promote Collaboratory via Online sources
-
1. Identify BU needs and 'match' with MIT research groups for collaboration
-
-
1. Leverage Microsoft IOP for 3rd party relationships and for deep technical access
 2. Seek out strategic speaking opportunities



Innovation Mindset.....

Build

Buy

Partner

Quicken

Intuit
QuickBooks

TurboTax



**Pay
Cycle**

**Intuit
Partner Program**

**75,000
developers**



Results



Help families find \$1,000 annually... \$400M in consumer savings



Help small businesses be 20% more profitable... Customers revenues ~20% of U.S. GDP, pay 1 in 12 American workers



Help people get the maximum tax refund... \$33B in tax refunds, 1 out of every 3 tax returns e-filed



Improve FI profit per customer by 20%... IB customers equal to the 5th largest U.S. bank



Help accountants be 20% more productive today... Serve half of all accounting firms

Internal Innovation & Collaboration

Idea Jams + Brainstorm Tool



Results:

- 500% increase in innovation participation
- 1000% increase in ideation
- 35% company wide engagement
- Reduced time to market

Started with Undirected Collaboration

Academia



Results:

- Inspiration and insight
- New ideas
- Research
- Interns
- 1 grad student led to 3 valuable innovations

ia Lab ● Stanford ● Yale

External Collaboration

Entrepreneur Days



Results from 2nd Year:

- 62 companies; 30% increase in participation
- Business partnerships in place; within 2 months several trials underway
- 25% success rate vs. 10% first year
- Positive experience for entrepreneurs



UnDirected External Collaboration

Strategic Supplier Summits

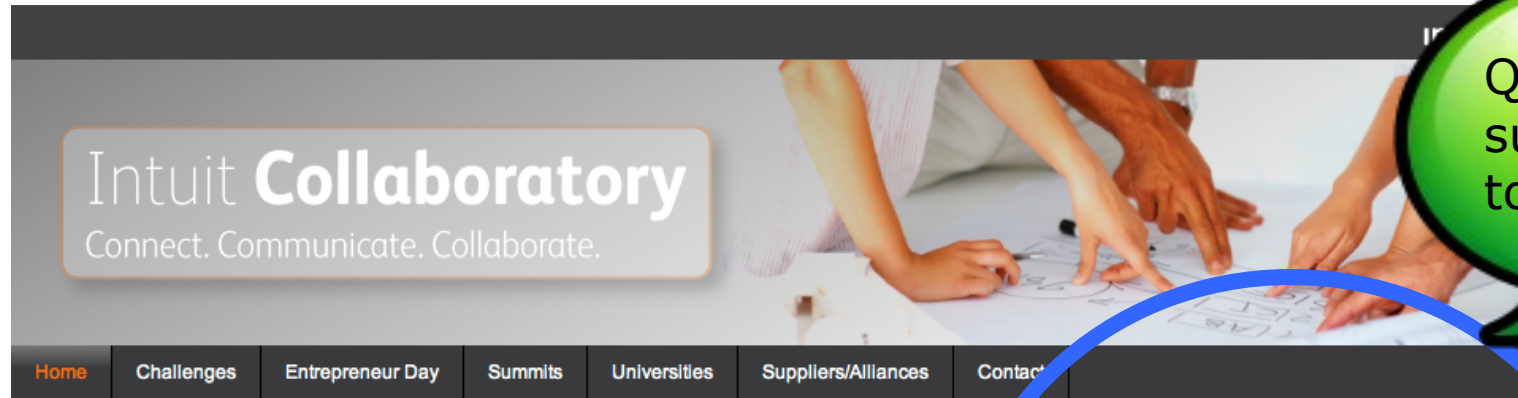


Results from previous summits:

- 60+ proposals from 30 strategic suppliers
- Winner, 2 runner-ups and 38 follow ups
- 5 ideas taken forward



Moving to Directed Focus



This could be the start of a beautiful partnership.

Here at Intuit, we know we don't have a monopoly on good ideas. Despite producing world-class software like QuickBooks, Mint, QuickBooks, and TurboTax, we know there's plenty of innovative work being done outside our offices – and we'd like to be a part of it. You'll like what we can offer in return. [more](#)

Have an idea you think we should hear?

We welcome all ideas that solve our customers' problems – even problems we haven't thought of yet.

Go to [Brainstorm](#) to add your ideas, discover other people's ideas and build on them.

The Benefits of Partnering with Intuit

Scott Cook, Intuit's founder, talks about the benefits for you and our customers if we work together.

Open Innovation at Intuit

Brad Smith, Intuit's CEO, on innovation at Intuit and how we embrace ideas from outside the company.



Help
wanted

...solving these
problems.

If you'd like to collaborate with us but aren't sure what to work on, we make it easy for you with **challenges** – customer problems we'd love you to focus on. Some even offer prizes.

[Take the Challenge](#)

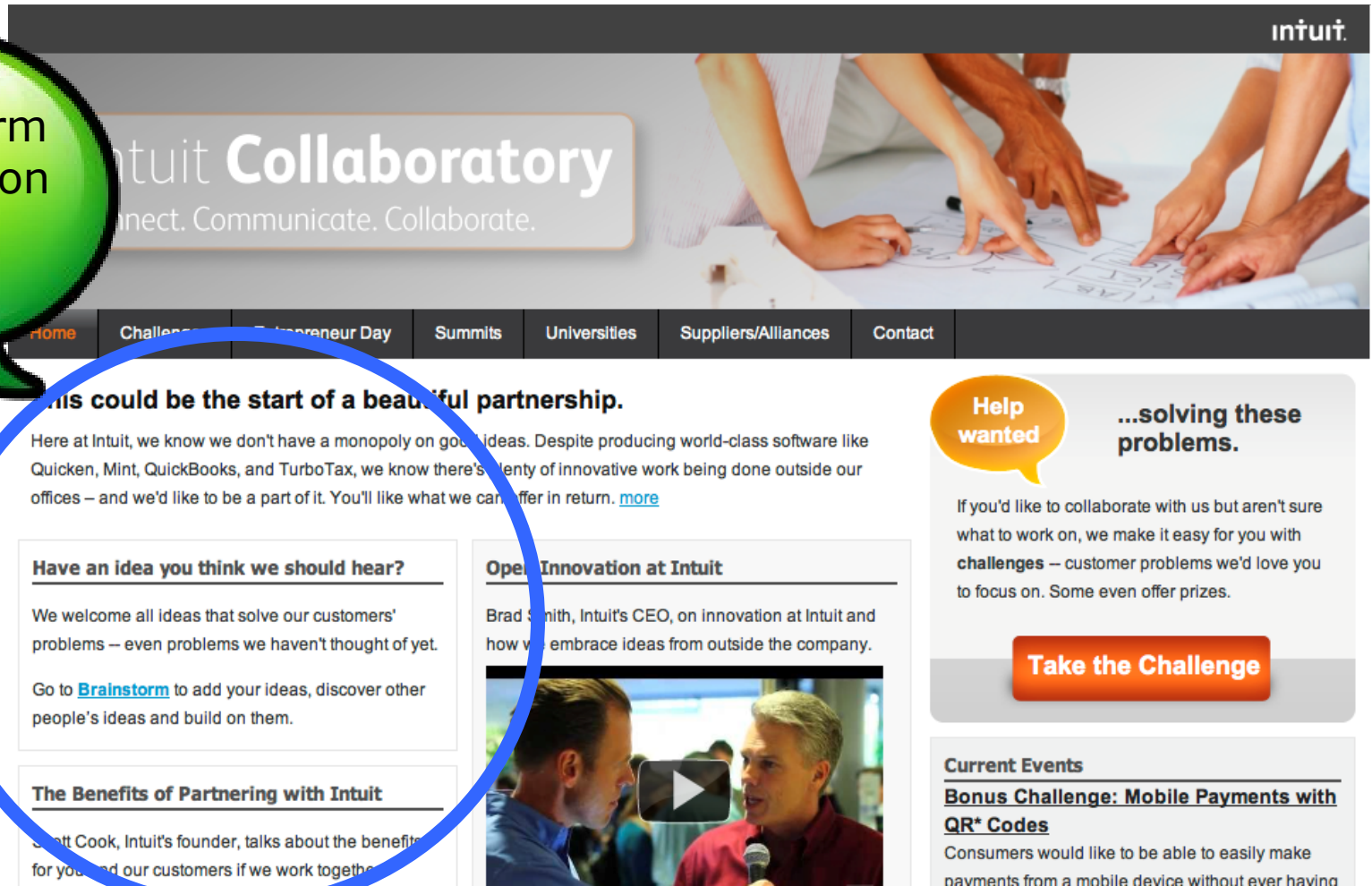
Current Events

Bonus Challenge: Mobile Payments with QR* Codes

Consumers would like to be able to easily make payments from a mobile device without ever having

Still Want Unsolicited Ideas

Brainstorm
submission
tool



intuit.

Intuit Collaboratory

Connect. Communicate. Collaborate.

[Home](#) [Challenges](#) [Entrepreneur Day](#) [Summits](#) [Universities](#) [Suppliers/Alliances](#) [Contact](#)

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