

# Innovation at Intuit

intuit.

# **New Learnings from Our Innovation Journey**

- Susan Harman, Manager, Open Innovation, Intuit

INTUIT.

# What I'm Covering Today

1. How innovation is core to everything we do at Intuit, and three key elements to making it work
2. Role of Open Innovation in achieving our company mission
3. Making progress in the Open Innovation journey

# Mission: why we exist as a company

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

## We serve these end customers

Consumers

Small Businesses

## ...and those who serve them

Accountants

Financial  
Institutions

Health  
Care  
Players

## "Better Money Outcomes"



**Financial...** making & saving money, grow & profit



**Productivity...** turning drudgery into time for what matters most



**Compliance...** without even having to think about it



**Confidence...** from the wisdom & experience of others

# intuit

Intuit®  
QuickBooks®

QuickBooks®  
Payroll

Intuit Websites



**TurboTax**

intuit. Financial Services

**Quicken**



intuit. Health

intuit.

# Proven formula: innovative solutions and lots of delighted customers...



Help families put up to \$1,000 back in their pockets... **\$550M in consumer savings identified to date**



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 5<sup>th</sup> largest U.S. bank**



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

# Outside vs. Inside View, 2003

5x the returns of others



# Innovation Management Drives Growth





# Intuit Recognized by Forbes

Top 100 most innovative companies - 2011

The word "Forbes" is written in a large, bold, blue serif font.

The World's Most

**Innovative Companies**

# It's Not a Mission Impossible



# Accelerating Innovation & Experimentation



1. Can we do more to enable teams to rapidly experiment, be scrappy and validate key hypotheses before making big investments?
  - what tools and resources do you need to help with experiments?
2. Can we enable UT and H3 teams to experiment and be scrappy without impacting the Intuit brand?

# 3 Key Elements to Making Innovation Work

**MINDSET & CULTURE**

**PROCESSES & TOOLS**

**APPROACH**



# Change Management – Leadership's Role

## MINDSET & CULTURE

- Understand the problem
- Top-down executive commitment
- Recognition that it is a marathon that requires mindset and culture change plus rewards



# The Right Processes and Tools

**MINDSET & CULTURE**

**PROCESSES & TOOLS**

- **Customer collaboration**
- **Innovation Catalysts, Unstructured time, Idea Jams and Brainstorm, Intuit Labs**
- **Open Innovation matchmaking processes and tools**

**APPROACH**

# The Right Approach

**MINDSET & CULTURE**

**PROCESSES & TOOLS**

**APPROACH**

- **Rapid Launch, learn, iterate**
- **Drive revenue & growth by solving important new & existing customer problems with game-changing technology that delights customers**
- **Get high net promoter scores**

# Innovating for Impact

## ● Overview



Part of being innovative requires us to take risks. Intuit's history and success are based on disrupting the conventional way of doing things. We look at innovation in four ways: customer-driven innovation, business model innovation, commercial innovation and technology innovation.



## ● Customer-Driven Innovation

Finds the important customer problem today that we can solve well and build durable competitive advantage.

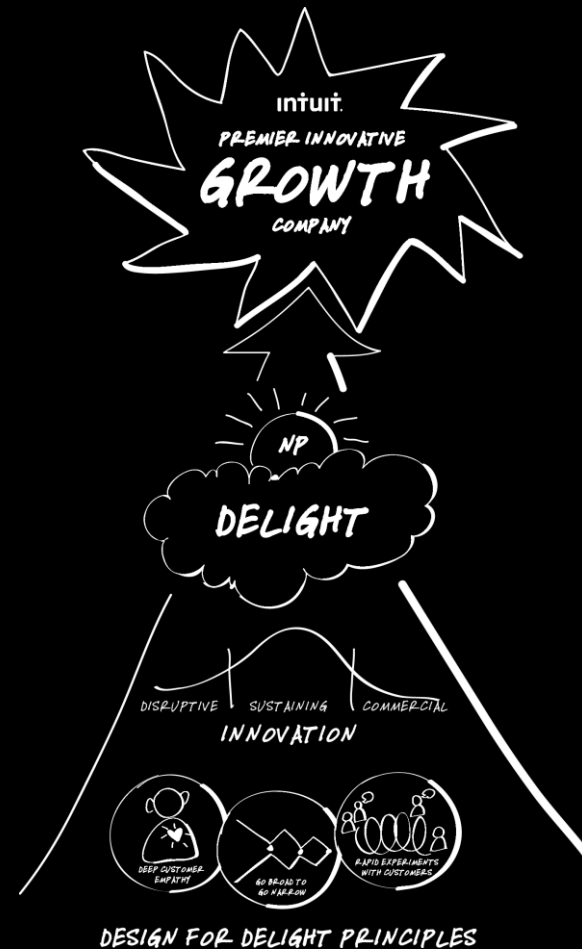
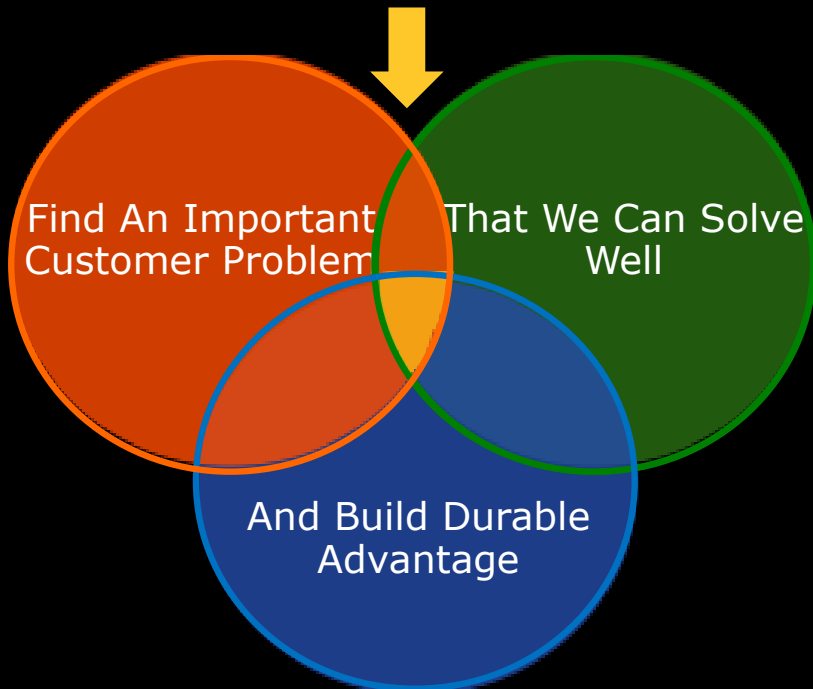
What's an unsolved problem?

- An unsolved problem has pain points or barriers to success.
- Many customers encounter and some try to solve these problems.
- Alternatives don't solve these problems or only solve them expensively

Design for Delight (D4D) is how we uncover the deep unmet needs and create solutions that delight our customers.

**Our 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**

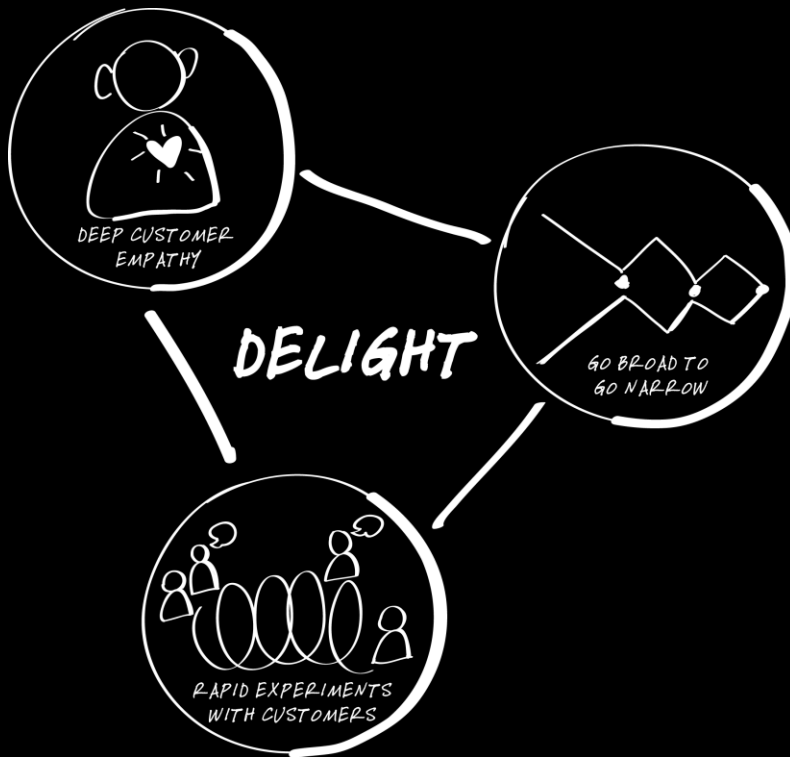
### Customer Driven Innovation



# Innovation Mechanisms at Intuit

## Design for Delight

With a lean-startup mindset



Drive innovation, and grow & reward our innovators

### Unstructured Time

... 10% time to pursue your ideas

### Innovation Awards

... 3 months time for top innovators

### Brainstorm

...connecting people to help ideas grow

### Idea Jams

...dedicated day to move ideas forward

### Innovation Catalysts

...drive D4D in the DNA to drive innovation

### Rapid Experiments

...test our hypotheses with customers "in the wild"

**Design for Delight** goes **beyond customer expectations** in delivering **ease and benefit** throughout the customer journey, by following these principles:



*Deep  
Customer  
Empathy*

Know your customers better than they know themselves



*Go Broad  
to  
Go Narrow*

To get one great idea, you need lots of them



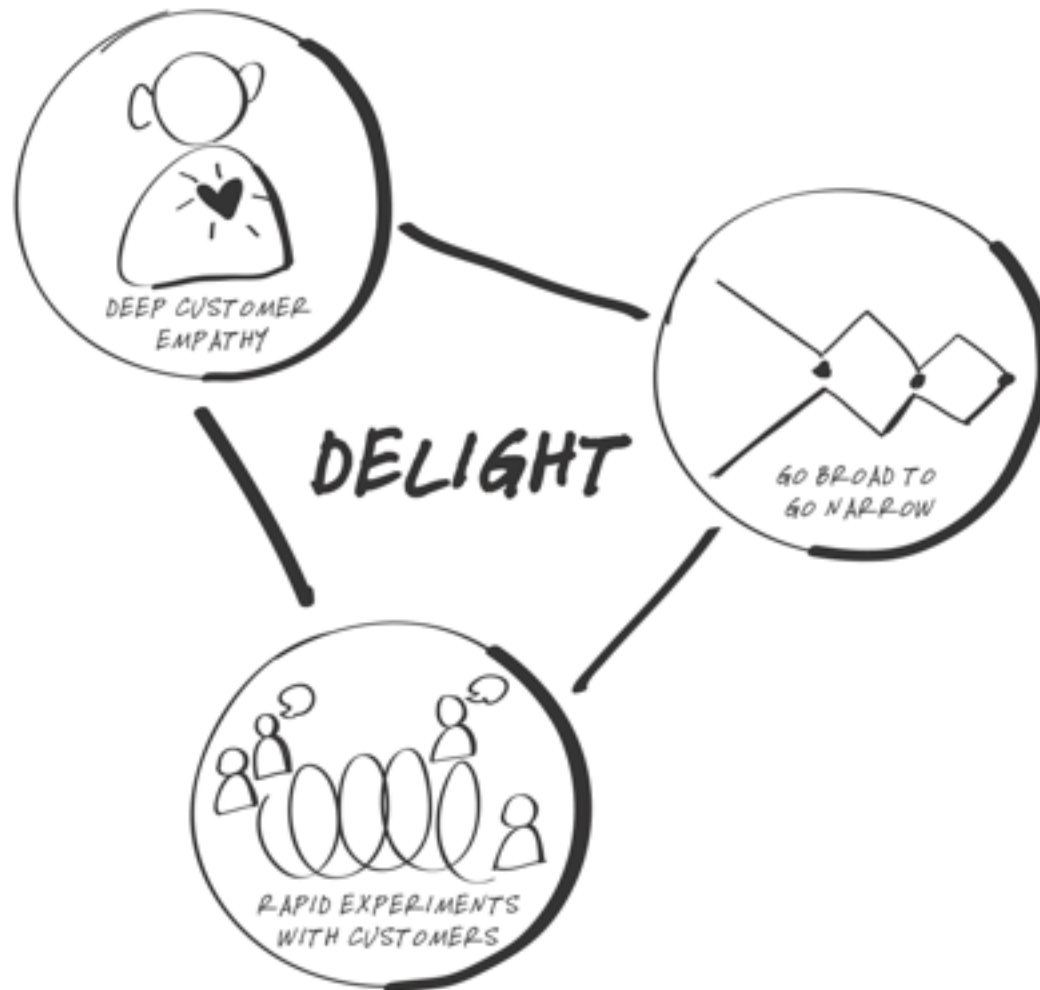
*Rapid  
Experimentation  
with Customers*

You can never learn too early, or too often with customers



# design for delight (D4D)

Evoking positive emotion by going beyond customer expectations in delivering ease and benefit throughout the customer journey.



# DESIGN FOR DELIGHT METHODS

encapsulate the three principles and **provide teams** with the opportunity to **achieve** their project goals through **innovation**.

VIEW  
ALL

DEEP  
CUSTOMER  
EMPATHY

GO BROAD  
TO  
GO NARROW

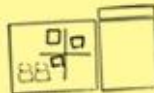
RAPID  
EXPERIMENTATION  
WITH CUSTOMERS



BRAIN  
STORM



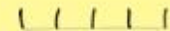
2 x 2



CONCEPT  
SHEET



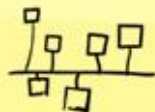
CUSTOMER  
FEEDBACK



DIAGNOSTIC



EMPATHY  
MAP



JOURNEY  
LINES



CUSTOMER  
SAFARI



PROBLEM  
STATEMENT



STORY  
BOARDING

# DESIGN FOR DELIGHT METHODS

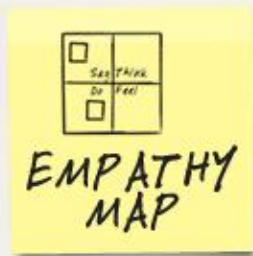
encapsulate the three principles and **provide teams** with the opportunity to **achieve** their project goals through **innovation**.

VIEW  
ALL

DEEP  
CUSTOMER  
EMPATHY

GO BROAD  
TO  
GO NARROW

RAPID  
EXPERIMENTATION  
WITH CUSTOMERS



# D4D Methods



What are your mobile dreams?

I'd like to see multiple apps that I can have open at my finger tips and app for making doctors appointments, grocery shopping and so on that would make life easier. I chose this photo because it has multiple apps running on various phone I'd like to see this on one phone. I'd also like to see an app that tracks investments in a more systematic way.



Nicole

**Have them**  
DOCUMENT IT



**WATCH**  
the customer



**TALK**  
to the customer



**BE** the customer



# Why design for delight



The three key components to delight are:

## 1. Ease

confidence ————— + ————— success

1. Set confidence goals. Recommended goal: 100% select top two box (6 or 7).

2. For each task, ask users: "Overall, I am confident that I used [product] correctly to complete this task:" on a seven point scale:

1 2 3 4 5 6 7

Strongly Disagree ————— Strongly Agree

3. Report the percentage of those who selected the top two boxes: 7 (Strongly Agree) + 6.

1. Define your critical tasks. Critical tasks are what most people do most of the time, or an important task (e.g. barrier to entry such as install or setup).

2. For each task, define success and set success goals. Recommended goal: 90% complete the task successfully.

3. Report the percentage of those who successfully completed each task.

## 2. Unexpected Wow

1. Set Wow goals. Recommended goal: 50% (but ultimately, we want to aim for 70%)

2. For each task or for the overall experience, ask users: "Please rate your overall experience with this [task/product/service]" on a seven point scale:

- Much better than expected
- Somewhat better than expected
- A little better than expected
- About what you expected
- A little worse than expected
- Somewhat worse than expected
- Much worse than expected

3. Report the percentage of those who selected the top two boxes: Much better than expected + Somewhat better than expected

## 3. Positive Emotion

We are still determining the appropriate measure to answer questions like "Did the customer feel good at key points in time during the use experience?"

# Enabling Collaboration & Innovation

10% Unstructured Time **Plus...**

Brainstorm Tool **Plus...**

Idea Jams **Plus...**

The screenshot shows the Brainstorm tool interface. The header includes the logo "brainstorm Ideas Evolved" and navigation tabs for "Ideas", "Challenges", "Pipelines", and "People". A user profile for "Tad Milbourn" is visible in the top right. The main content area is divided into several sections:

- Exciting Ideas:** A list of ideas with columns for "Most Active", "Highest Rated", "Recently Added", and "By Interests". The list includes 10 items, such as "Build a mobile app for small businesses to accept credit cards" and "Offer a full-service online payroll solution".
- Challenges:** A section titled "Solve important problems!" with "6 Challenges are open for submissions." and a "See all challenges" link.
- Top Innovators:** A list of top innovators with columns for "Activity", "Comments", and "Tags". The list includes: 1. Kyle Klat (57), 2. Kyle Klat (20), 3. Tad Milbourn (1), 4. Vlad Magdalin (1), and 5. Keith (1). There is an "Invite others to participate in Brainstorm!" button below the list.





## Quicken Health Expense Tracker

Date of Service: 08/15/2008      Provider: Dr. Frank Auleta  
 Patient: Caroline      In Network

My Responsibility <b>\$40.30</b>	I Paid <b>\$0.00</b>	I Owe Dr. Frank Auleta <b>\$40.30</b>
-------------------------------------	-------------------------	--

[Pay Now](#)

Service	Amt. Billed	Amt. Allowed	Insurance Paid	My Responsibility
Ultrasound of pregnancy	400.00	77.59	69.83	7.76
Collect esophagus cell sample	428.18	325.42	292.89	32.54
<b>Collect esophagus cell sample</b>			<b>\$362.72</b>	<b>\$40.30</b>

**Description:** Insert a tube into the nose or mouth and down the throat to obtain fluid and cell samples.



### brainstorm

Ideas   Challenges   Pipelines   People

**Add an idea**

Move your idea from concept to reality by creating a hub to grow and manage your idea.

[Add an Idea](#)

**Discover ideas**

Brainstorm shows the ideas most relevant to you based on your interests and passions.

[Discover Ideas](#)

**Discover Ideas** x close

**Most Active**   Highest Rated   Recently Added   By Interests

Explore the ideas generating the most activity in Brainstorm:

This Week   This Month   All Time

- "Right for Me" Tax Refund Gift Cards ★★★★★ 4 4
- iCatchup - iPad application to review daily work ★★★★★ 4 2

# New Releases



Pay-As-You-Go  
Workers' Compensation



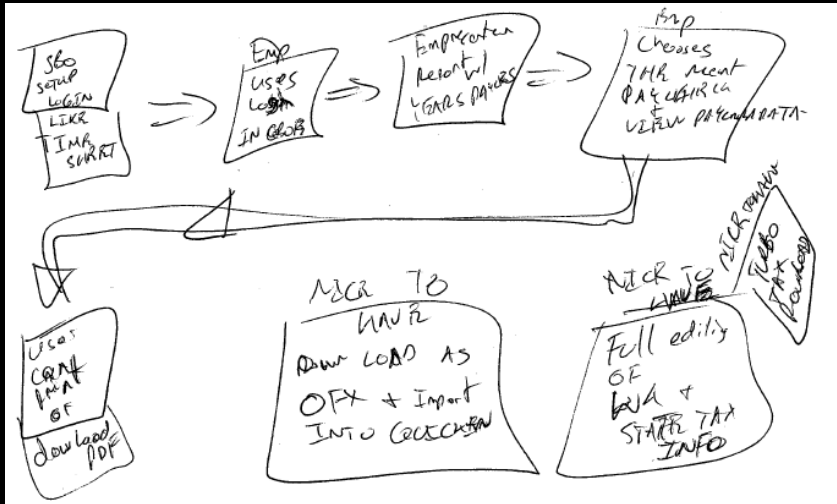
Health Debit Card



401(k) Retirement Plans

# Example: From Simple Idea to Brainstorm

## ViewMyPaycheck



Turn your ideas into reality. Change the world. [+ Add an Idea](#)

Add a new idea

Punchline - A short description of your idea that should fit inside this box. \*

Viewmypasscheck.com

Description - Flesh out your idea. What problem does it solve? Why is this problem important? \*

**B I U S** [Rich text editor toolbar]

We should allow small business owners to let employees access their payroll and tax data online

Current Status \*

Which business area will this idea help? \*

Send me email alerts when there is activity on this idea

# Visibility Drives Connections & Collaboration

The screenshot shows the Brainstorm app interface. At the top, the user is logged in as Roy Rosin. The main navigation bar includes 'Ideas', 'Challenges', 'Pipelines', and 'People'. A search bar is located on the right. The main content area displays an idea for 'ViewMyPaycheck.com' with a 'beta' tag and a description: 'Enabling SBO to allow employee to view their paycheck and tax data online'. Below the description are 'All ViewMyPaycheck Links' and 'External Links' including 'www.viewmypaycheck.com', 'IntuitLabs Page', and 'Take a Tour' instructions. On the right, a 'Snapshot' panel shows the idea's status as 'Released - learning in market', business area as 'Small Business: Manage Your Business', and ratings of 5 stars. At the bottom of the Snapshot panel, the 'Share' and 'Follow' buttons are circled in red, with a red arrow pointing to the 'Share' button.

# Rapid Iterations with Customers

NEWS AND ANNOUNCEMENTS

10/01/09  
Using the latest KonaNov build, Lalit successfully created a paycheck and uploaded the paystub, then viewed it in the VMP UI. (It took seconds)

9/17/08  
successfully added a record to quickbase via the webservice, and TimeEntry can now calculate overtime based on Fed/State rules

9/15/08  
Cleaned up Brainstorm site to make it easier to find stuff.

9/10/08  
QB Kona code to upload paystubs to the webservice is done

9/9/08  
Added one click sign-in for demo logins ([TAKE A TOUR](#))

8/10/08  
Officially launched on Intuit Labs ([LINK](#))

8/4/08  
Uploaded our first customer's data to the site

6/24/08  
merged w/ the Employee Portal team ...Brian, Deepa, Jean-Luc and Ranjit have been working on a similar project and have made exciting strides in areas we haven't yet. Including a web service to move paycheck data from QuickBooks Desktop to a webservice.

▶ Show 1 comments    Comment on this section

brainstorm  
where ideas grow

ViewMyPaycheck.com

beta

ViewMyPaycheck

to allow employee to view their paycheck

TAKE A TOUR

first customer's data to the site

Employee Portal team ...Brian, Deepa, Jean-Luc and Ranjit have been working on a similar project and have made exciting strides in areas we haven't yet. Including a web service to move paycheck data from QuickBooks Desktop to a webservice.

Latest Activity

- David J. Leary edited note NEWS AND ANNOUNCEMENTS on this idea Thu 10/01/09
- Lalit Shahani added a help wanted classified 'Need a Visual Designer with Flex skills. Contact Lalit Shahani or Laurie Wood.' to this idea Wed 10/01/08
- Seth Sakamoto commented on this idea 09/19 10:24am
- Tim Hobson commented on NEWS AND ANNOUNCEMENTS on this idea 09/18 10:40am
- David J. Leary added document Admin HomePage UI redesign to this idea 09/16 07:15am

Documents

- ViewMyPayCheck.COM 310kb
- Back of napkin notes 70kb
- Lesley's idea PPT 166kb
- Lesley's updated deck 1.15mb
- Logo, final: 07/18/08 3kb
- Site Screen: 07/18/08 105kb
- feedback from David Lish 42kb
- 7\_23\_08 source code for security 3.14mb
- Paycheck Layout 209kb
- EE HomePage UI redesign 2.59mb
- Admin HomePage UI redesign 2.61mb

# Launched In-market in 3 Months

Client-Ready Payroll Reports My Payroll Service ? Learning Resources ▾

Payroll

Switch to After-the-

ViewMyPaycheck.com

Would you like to send your paystubs to ViewMyPaycheck.com now, so the paychecks you just created become available for your employees?

(If you click No, you can always send later by using the Related Activities menu in the Payroll Center)

Do not display this message in the future

Yes No

Account

employees using s

to your payroll sc

Start Scheduled

2009 +

Th	Fr	Sa
3	4	5
10	11	12
17	18	19
24	25	26
31		

Pay Scheduled Liabilities

QuickBooks can help you organize and pay your payroll tax and non-tax liability scheduled payments. [Show me an example](#)

Click Related Payment Activities and then Edit Payment Due Dates/Methods to scheduled payments.



# TurboTax Refund Card

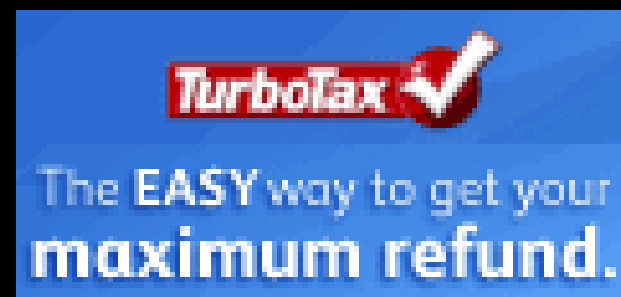


# The Customer Benefit for TurboTax

2007



2008



# Live Community Evidence: Under-served TT Customers

## **bank accounts**

I don't have a bank account, can I use someones else's?

 princessemielle ⌚ 01/19/08 04:18 PM 💬 3 answers 🔍 118 views

## **what if you don't have a bank account?**

 whisperingwolf79 ⌚ 01/24/08 02:45 PM 💬 1 answer 🔍 344 views

👁️ 2 watching

## **i dont have a bank account what do i do**

 mike158 ⌚ 02/01/08 03:52 PM 💬 8 answers 🔍 389 views

👁️ 4 watching

## **can i use someone elses bank account?**

can i use someone elses bank accont to have my refund go direct deposit

 bribri540 ⌚ 01/19/08 07:15 PM 💬 1 answer 🔍 90 views

# For unbanked customers

**wait 6 – 8  
weeks for  
refund check**

**+  
check cashing  
fees**



# Refund Paid via Check

**wait 6 – 8  
weeks for  
refund check**

**+  
check cashing  
fees**

# Refund Paid via Debit Card

**wait 1 – 1 ½  
weeks for  
refund**

**+  
ZERO fees**

Federal Refund  
**\$2,087**

CA Refund  
**\$2,000**



## How Do You Want Your Federal Refund?

You have a federal refund of **\$2,087**.

- Direct deposit to my bank account** (Recommended for a faster refund)
  - Fastest, easiest way to get your refund
  - See the deposit in your account 8 - 14 days from the date the IRS accepts your return
  - It's free!
  
- Mail me a check**
  - Get your refund in 3-4 weeks from the date the IRS accepts your return

[What if I don't have a bank account?](#)

Federal Refund  
**\$2,087**

CA Refund  
**\$2,000**



Home

Personal Info

Federal Taxes

Federal Review

State Taxes

Print & File



Tools

File a Return

Print/Save for Your Records

Audit Support

Check E-File Status

Selection

**Federal**

State

Payment

Review

Filed

## How Do You Want Your Federal Refund?

You have a federal refund of **\$2,087**.

- Direct deposit to my bank account** (Recommended for a faster refund)
  - Fastest, easiest way to get your refund
  - See the deposit in your account 8 - 14 days from the date the IRS accepts your return
  - It's free!
  
- Mail me a check**
  - Get your refund in 3-4 weeks from the date the IRS accepts your return

[What if I don't have a bank account?](#)

Federal Refund  
**\$2,044**

CA Refund  
**\$437**

Home

Personal Info

Federal Taxes

State Taxes

Wrap-Up

Print & File

Flags

Tools

File a Return

Print/Save for Your Records

Audit Support

Check E-File Status

Selection

**Federal**

State

Payment

Review


Filed

## How Do You Want Your Federal Refund?

You have a federal refund of **\$2,044**.

### Direct Deposit (Recommended for a faster refund)

- See the deposit in your account 8 - 14 days from the date the IRS accepts your return

- To my bank account [What if I don't have a bank account?](#)
- To a new TurboTax Refund Card [Learn More](#) 
- To an existing reloadable prepaid card [Learn More](#)


**Note:** The IRS begins processing returns on **Jan. 15**. [What does this mean?](#)

---

### Mail me a check

-Get your refund in 3 - 4 weeks from the date the IRS accepts your return

---

 Coming soon for 2009 - Buy U.S. Savings Bonds with your federal refund. [Learn More](#)




## How Do You Want Your Federal Refund?

You have a federal refund of **\$2,044**.

### Direct Deposit (Recommended for a faster refund)

- See the deposit in your account 8 - 14 days from the date the IRS accepts your return

- To my bank account [What if I don't have a bank account?](#)
- To a new TurboTax Refund Card [Learn More](#) 
- To an existing reloadable prepaid card [Learn More](#)

**Note:** The IRS begins processing returns on **Jan. 15**. [What does this mean?](#)


### Mail me a check

-Get your refund in 3 - 4 weeks from the date the IRS accepts your return

**\$** Coming soon for 2009 - Buy U.S. Savings Bonds with your federal refund. [Learn More](#)



# Data is pre-populated from TurboTax

We do it for you!

TurboTax   
Free Edition

TurboTax Help | Save & Sign Out

Federal Refund **\$9,216** CA Tax Due **\$1,277**

Home Personal Info Federal Taxes State Taxes Wrap-Up Print & File  


File a Return Print/Save for Your Records Audit Support Check E-File Status

Selection **Federal** State Payment Review Filed

### Sign Up for a TurboTax Refund Card

Please confirm your information. Your card will be sent to the address below.

First Name	<input type="text" value="Joe"/>
Last Name	<input type="text" value="Taxpayer"/>
Social Security Number	<input type="text" value="555-12-3434"/>
Birth Date (mm/dd/yyyy)	<input type="text" value="09"/> <input type="text" value="09"/> <input type="text" value="1977"/>
Address	<input type="text" value="11955 Tivoli Park Row"/>
Address Line 2	<input type="text" value="Unit 2"/>
City	<input type="text" value="San Diego"/>
State	<input type="text" value="CA"/>
Zip	<input type="text" value="92128"/>
Phone	<input type="text" value="(858) 717-7926"/>
Cell Phone	<input type="text"/>
Email	<input type="text" value="ryan_steckler@intuit.com"/>



brought to you by Green Dot

File a Return

Print/Save for Your Records

Audit Support

Check E-File Status

Selection

**Federal**

State

Payment

Review

Filed

## Congratulations! You're Signed Up for the TurboTax Refund Card

Your refund is confirmed for direct deposit to the TurboTax Refund Card. Now you can continue to e-file your returns.



You should receive your card in the mail within 7 - 10 days from today.



When it arrives, activate your card. Remember, if you requested, you will get a message when your refund is deposited on the card.



Once the IRS accepts your return, your refund should be deposited in 8-14 days.



brought to you by Green Dot

### Your TurboTax Refund Card Information

You can take these numbers down now if you'd like, but we'll automatically enter them for later, when you need them while e-filing. This information is for direct deposit of your refund. Complete details about your card will arrive in the mail.

Name of Bank:	Columbus Bank and Trust Company
ABA/Routing Number:	061120000
Account Number:	203438992505

**You have not e-filed yet.** Keep going.

# TurboTax Refund Card



**Financial...** making & saving  
money, grow & profit

## Customer Benefits:

- Easiest and fastest way for unbanked customers to get maximum refund

## Intuit Benefits:

- 70% of cardholders were new to TurboTax
- \$4 Million in revenue in TY09

Surprise - Customers with bank accounts chose refund cards too...leading to a new business in

Con **Delivering THE Customer Benefit**

## ● Business Model Innovation

Changes the underlying economics of a business to remove the barriers to greater growth and profit.

To achieve business model innovation:

- Map out the end-to-end business model.
- Take a new look at your assets - what is underused?
- Go beyond defining your business model as providing end user benefits.
- Seek to serve multiple me's, if possible within an interdependent system.
- Remember that a disruptive cost structure can be more powerful than functionality.

## ● Commercial Innovation

Develops new ways to reach and create awareness among customers and partners, while building brands that people know and trust.

Delivers substantial revenue growth...

- By overcoming a barrier to consumer trial or usage.
- Without a material change in the software or service.
- Without relying on price reduction.
- Typically using two or more touch points (for example, package, Web, public relations or advertising).

## ● Technology Innovation

Creates new or enhanced products, services, or experiences based on a deep understanding and use of technology.

Requires a deep awareness, understanding, and application of the five technology innovation priorities:

- User Contribution - lets thousands of customers create solutions better than we can alone
- Collaboration - connects customers, suppliers, and partners.
- Data as an Asset - puts our data to work for us.
- Mobility - uses mobile devices and Web services to solve problems we couldn't solve before.
- New Interaction Technologies - goes beyond the keyboard to solve new problems and create great experiences.

# How Intuit Defines Open Innovation

**Open Innovation** is **collaborating**  
with third parties

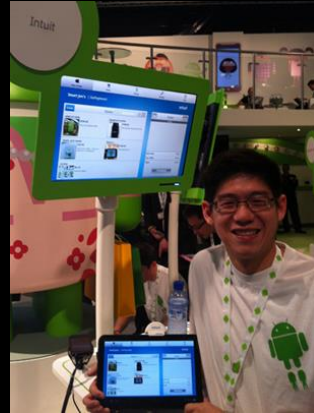
*(e.g. individuals, customers, suppliers, universities, start-ups, big companies)*

on **innovative** technology,  
assets and ideas to solve **BU needs**



# Collaboration on New Technologies

Mobile World Congress:  
**On Android XOOM at pre-launch**



**Driving innovation from partnerships enables Intuit to be a leader in a rapidly evolving ecosystem.**

# SnapTax

NPS  
87



# Open Innovation Results

## 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 Abbie to create offering

Mobile App

Designed for Mobile

Finance

Process

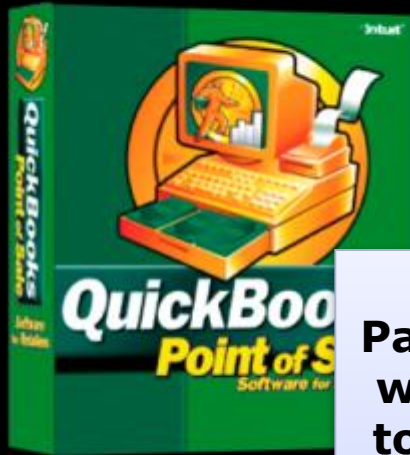
Offering

Delivery

*Innovate broadly and with partners*

# Open Innovation Results

## 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 Results

## 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.**



**Volume based pricing**

**Partnered with Mophie and Roam to create offering**

**Free card reader**

**Finance**

**Process**

**Offering**

**Delivery**

*Innovate broadly and with partners*

# Open Innovation Results

## 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.

academia to improve our ability to predict customer behavior based upon user activities

Product feature

Finance

Process

Offering

Delivery

*Innovate broadly and with partners*

# Academic Collaboration



# Announcing Today

3<sup>rd</sup>

## Entrepreneur Day 2011 Imagine the possibilities

If you have a new product, service or technology that could profoundly improve people's financial lives, be a part of Intuit's third annual **Entrepreneur Day** on **October 6, 2011**, at our **Mountain View, CA** campus. [Apply Now!](#)

Entrepreneur Day is an opportunity to bring bright, like-minded people and businesses to Intuit and look for ways to grow together through open innovation and partnerships. If chosen, you'll be among a select group of entrepreneurs and startups with the chance to meet senior Intuit leaders and pitch your ideas.

The payoff for those selected to work with us: Access to our leading brands, large customer base, award-winning product lines, developer ecosystem and extensive marketing and distribution channels.

We're especially interested in mobile solutions and technologies. If that's your area of expertise, don't miss this great opportunity to get in front of an industry leader. Sparks could fly!

**October 6, 2011**

**Intuit**

**Mountain View, CA**

[www.IntuitCollaboratory.com](http://www.IntuitCollaboratory.com)

Intuit - Confidential

intuit



# Annual Supplier Summit





# Experiment Systems

**Mission:** Provide tools that make it fast and easy for innovators to develop their ideas and validate them with customers

**Experiment systems make it fast and easy for innovators to launch experiments and learn from them using real data and real customers.**

## Intuit LABS

FY12 Goal:

Promote Intuit LABS as the incubation brand for experiments  
Promote IntuitLABS.com as Intuit's innovation channel

## Sandboxes

FY12 Goal:

Prove the concept and then package and launch Sandboxes *as one type* of experimentation environment for use by innovators across Intuit

## Self-service Experimentation

FY12 Goal:

Begin to enable innovators to have access to self-service resources for experiments

# Learn Fast and Early

Minimize time through the early stages of idea generation to testing

Objective

Time  
(Months)

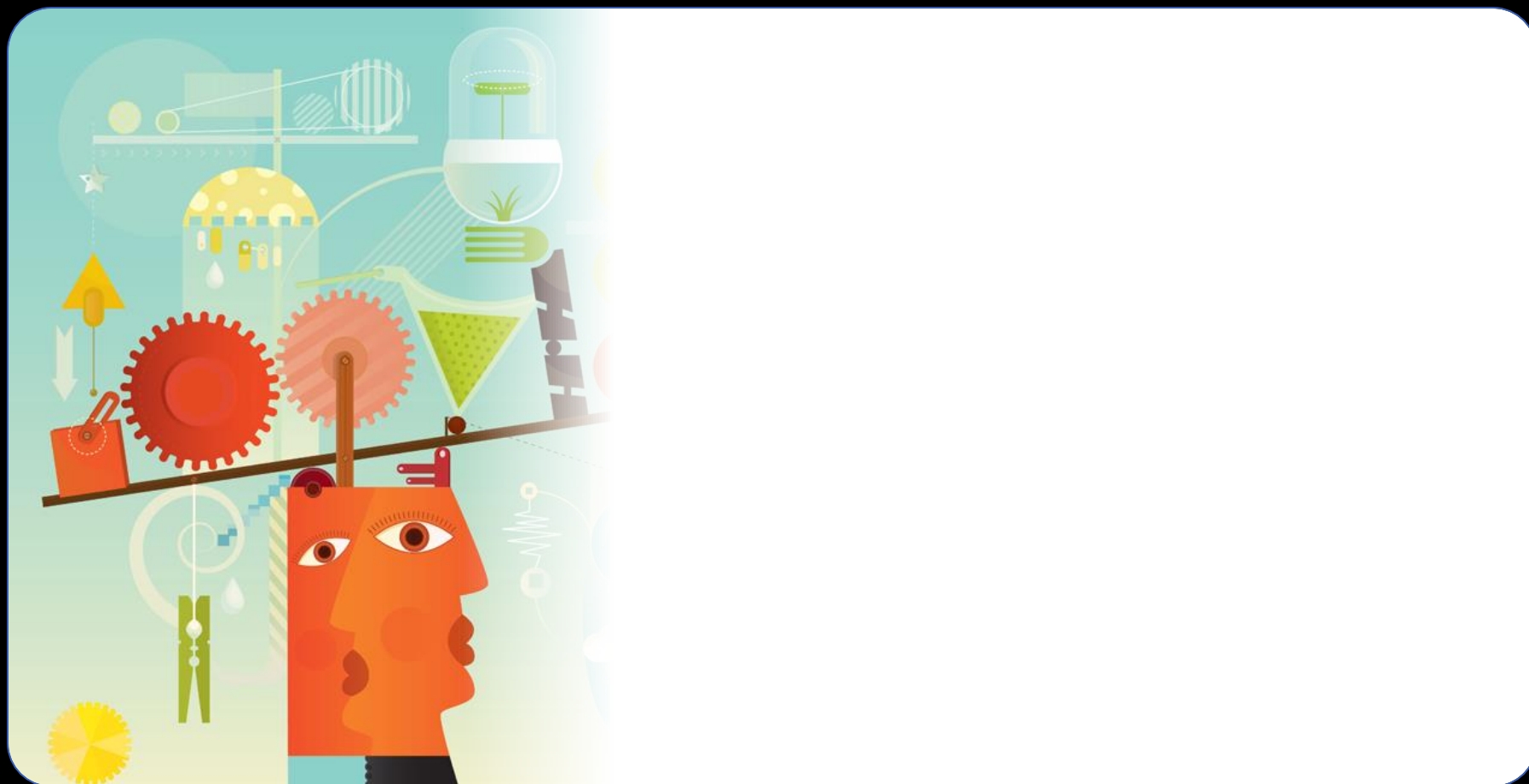
Concept to v1 < 6 months



# The Intuit Open Innovation Journey

1. How innovation is core to everything we do at Intuit, and three key elements to making it work
2. Role of Open Innovation in achieving our company mission
3. Making progress in the Open Innovation journey

# Open Innovation in Action...achieving our mission



# Enabling Collaboration & Innovation

intuit.

## Intuit Collaboratory

Connect. Communicate. Collaborate.

Home

[www.IntuitCollaboratory.com](http://www.IntuitCollaboratory.com)



## Innovators Wanted

## Solve our Challenges

If you'd like to collaborate with us, we make it easy for you. We have posted Challenges that represent problems we want to solve. And we offer prizes for winning submissions.

[Submit Your Ideas](#)

### Current Challenges

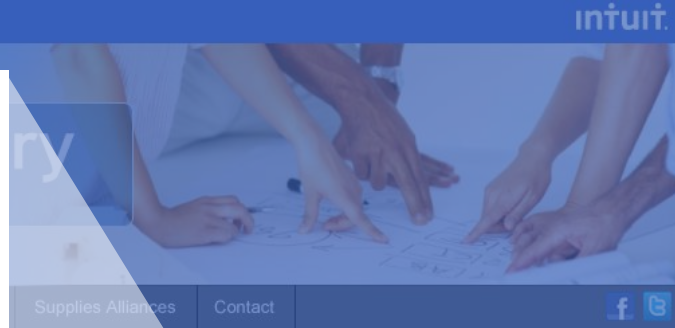
#### Use mobile device to capture and convert financial data

The Challenge: Help us to capture, convert, and import customer financial data into the appropriate fields within our tax software. This challenge begins on July 5, 2011 and ends on August 11, 2011 at ...

[More information](#)

#### Use mobile device to convert paper forms into an application

Challenge: Help us to convert the photo of a paper form into an application with a mobile device. This challenge begins on July 5, 2011 and ends on August 15, 2011 at 5pm PST. The winner of this challenge ... [More information](#)



Supplies Alliances

Contact



ing world-class software like  
ork being done outside our  
e

neur Day 2011  
the possibilities



product, service or technology  
y mprove people's financial  
tuit's third annual Entrepreneur  
er 6, 2011. at our Mountain  
Apply Now!

an opportunity to bring  
people and businesses to  
ays to grow together through  
l partnerships. If chosen,  
elect group of entrepreneurs  
e chance to meet senior  
ch your ideas.

selected to wor with us:  
g brands, large customer  
g product lines, developer  
nsive marketing and  
s.

erested in mobile solutions  
that's your area of exper-  
great opportunity to get in  
eader. Sparks could fly!

nt! [Entrepreneur Day 2011.](#)

## Innovators Wanted

## Solve our Challenges

If you'd like to collaborate with us, we make it easy for you. We have posted Challenges that represent problems we want to solve. And we offer prizes for winning submissions.

[Submit Your Ideas](#)

### Current Challenges

#### Use mobile device to capture and convert financial data

The Challenge: Help us to capture, convert, and import customer financial data into the appropriate fields within our tax software. This challenge begins on July 5, 2011 and ends on August 11, 2011 at ...

[More information](#)

#### Use mobile device to convert paper forms into an application

Challenge: Help us to convert the photo of a paper form into an application with a mobile device. This challenge begins on July 5, 2011 and ends on August 15, 2011 at 5pm PST. The winner of this challenge ... [More information](#)

### Challenge Winners

We've selected winners for both of our March challenges.

1. We had so many great entries for the **Mobile Payments with QR Codes Challenge** that we decided to recognize two winners. Eric Fitz won with his submission of a working prototype that allows mobile users to securely pay invoices (paper or digital) from their iOS device. And we awarded an honorable mention prize to Keat

# Results from Collaboratory Challenges

December challenges: in experiments with 2 companies

March challenges: in experiments with 5 companies

## iPad for Small Business



## QR Code & Bill Pay



July challenges: experiments started



# 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 c
  2. The c
  3. Popu
- In
  - P

## Bonus Challenge: Small Business Productivity

Small businesses are doing more on the go. Whether it's creating an invoice in the car, 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

# Events - Annual Entrepreneur Days (2)

## Results:

- **59 companies attended**
- **95 speed dates**
- **36 follow-up meetings**
- **2 trials, 6 IPP partners**

**NPS**  
**+64**

*"...It was great to be able to talk to Intuit founder, Scott Cook live during the social..."*

*- Entrepreneur*

*"I walked away with the feeling that the top guys were committed to listening to new ideas from small companies. Regardless of what comes of it, Intuit impressed!"*

*- Entrepreneur*

# 3 Elements To Making it Work

## MINDSET & CULTURE



## PROCESSES & TOOLS



## APPROACH



**Intuit Collaboratory**  
Connect. Communicate. Collaborate.

**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, TurboTax, 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. That's the idea we put after a decade-long...

**Entrepreneur Day 2011**  
Imagine the possibilities.

**Current Challenges**  
Use mobile device to capture and convert financial data.

**Challenge Winners**  
We're excited to announce the winners of our recent challenge.

**INNOVATION**

Intuit - Confidential

**INTUIT**

# It's a Journey

**Today**

**Institutionalize as  
part of our DNA**



**Directed  
Open innovation  
on Business Needs**

**Internal Collaboration  
& Unsolicited ideas**

# Take Aways

**Focus on  
Innovation**

**Mindset  
Tools  
Approach**

**Open  
Innovation  
Must Support  
Company's  
Mission**

**It's a Journey**

**Don't Talk  
Do!**

**Thank You & Visit:**

**[www.IntuitCollaboratory.com](http://www.IntuitCollaboratory.com)**

**Susan\_Harman@Intuit.com**