

American Chemical Society



Fostering Innovation in a Publishing Production Environment

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WHO WE ARE



ACS Global Production Operations (GPO)

- >100 in-house production staff and IT support
 - Production focused, metrics driven with respect to quantity and quality
 - Efficiency is everyone's responsibility
 - Emerging and innovative global aspect
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Challenges to promoting innovation in a production environment



- Full production is the focus during periods of high receipt
 - Working to manage volume throughput and meet customer expectations may preclude “free-think”/creativity at work
 - Work environment is by nature solitary
 - Office designed to promote concentration and minimize outside distractions
 - Majority of staff participate in remote work several days a week
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Encouraging Innovation in the Workplace

Innovation Incubator Group

- Volunteer employee group that meets once a month over lunch to formulate and brainstorm new ideas
 - Staff are invited to bring their ideas to gather support and offer advice and assistance to others
 - Staff can choose when to move an idea to the next level by submitting the idea to the “Innovation Funnel”
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Workshops and Events

- Encourages and motivates collaboration and energizes staff
 - Events can be short or long, typically 2-3 hour held during the workday
 - Past workshop/event
 - 2018 Science Fair Poster Session highlighting implemented innovative ideas
 - 2019 Invited Speaker, Mark Hensen, author of “Ordinary Superpowers”
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 ACS Publications
MOST TRUSTED. MOST CITED. MOST READ.

Innovation Week

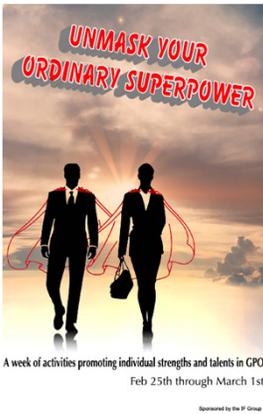
A week of themed activities to foster collaboration and encourage innovation and engagement in the department

2018



A week of activities promoting collaboration and creativity in GPO

2019



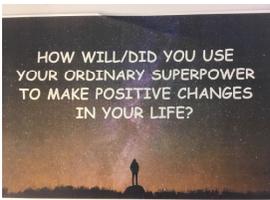
A week of activities promoting individual strengths and talents in GPO
Feb 25th through March 1st

Sponsored by the P Group

 ACS Publications
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Innovation Week

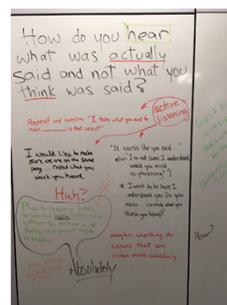
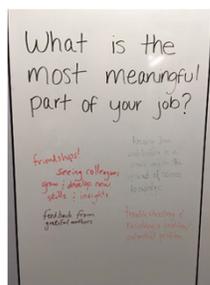
- Activities were designed to
 - Facilitate participation during the work day
 - Uncover and recognize diverse talents
 - Drive home the importance of collaboration to innovation
- Activities included lego build, group scrabble board, trivia contest, create a logo contest, photo opportunities, etc.





Promoting Participation

- Easy for staff to submit ideas at any time through the software they use daily.
- Department whiteboard to engage staff, brainstorm, encourage thinking outside the box.
- Prizes and gifts for participating in events. Snacks. Open invitations.



A Closer Look at the GPO Innovation Funnel Process

Submitting an Idea

- Online tool allows easy capture of ideas or kernels of thought
- Employee Innovation Group (EIG) Committee of staff catalogues and triages ideas
- Submitters choose their level of involvement

Innovation Funnel Idea Submission

Please briefly describe your idea using the categories below (note: not all fields need to be filled in if you don't have all the information yet).

Subject: _____

Briefly summarize your idea (in a few sentences)

Problem or need you want to address

Your proposed solution or enhancement

Potential benefits (to staff, customers, ACS, etc.)

Possible resources needed (staff time, direct costs, etc.) and any potential constraints or barriers anticipated (IT, etc.)

Ideas in the Innovation Funnel

- All ideas are catalogued online and open to all staff to see
- Consistent update, re-evaluation, and follow-up of each idea until implementation or archive
- Formal proposal before Innovation Steering Committee



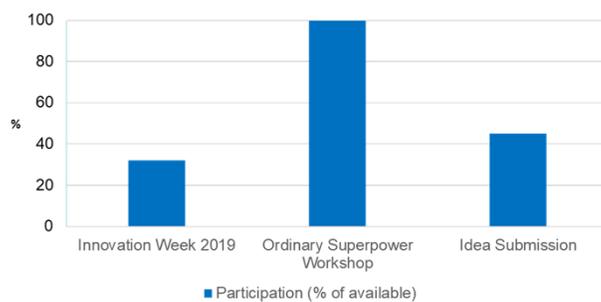
Innovation Steering Committee

- “Ready” ideas are presented to the Innovation Steering Committee which consists of the department management team.
 - The person who owns the idea presents his/her proposal to the committee.
 - The Committee discusses the idea and decides if the idea can be further developed.
 - Has this idea already been tried?
 - Does the expected return value make sense for the resource expense?
 - Would it be of interdepartmental interest?
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Results

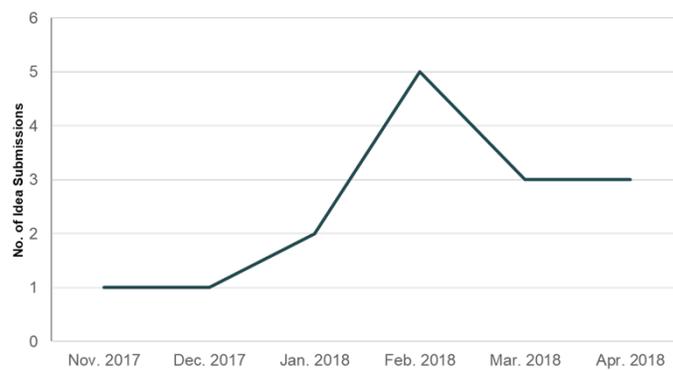
Participation

- Success of innovation events measured by participation numbers and feedback from staff



Increase in ideas submission

- After each event there is an increase in the amount of ideas submitted.
Example: Achievement through Collaboration Innovation Week



Meeting the Challenge



Implemented Ideas

- Efficiencies
 - Software changes
 - Shortcuts
 - Workflow
 - Information/Collaboration Exchange Avenues
 - Knowledge Exchange (KX)
 - Brown-Bag Lunch series
 - Recap Notes
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Thank You
Questions
