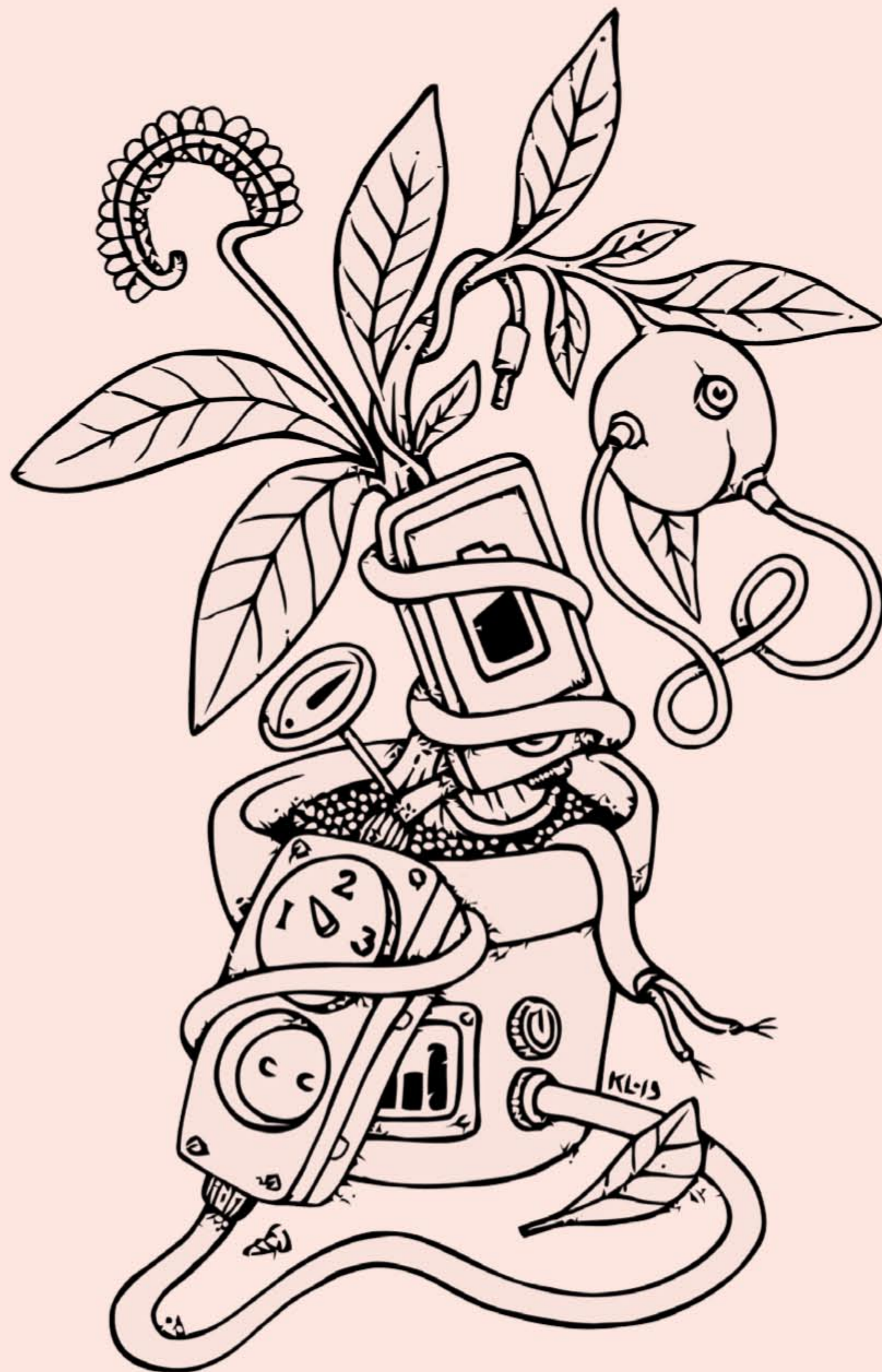# How Can Idea Campaigns Generate Ideas to Trigger Innovation?

A Case Study at E.ON

KAJSA BRANGE & ELIN LINDQVIST | LUND UNIVERSITY | 2013

Preface

We want to start by thanking E.ON Sverige and Business Innovation for suggesting the topic for this thesis and for the opportunity to conduct our thesis in collaboration with E.ON in Malmö, during the spring of 2013. In particular, we would like to thank the head of Business Innovation, Johan Mörnstam, and our supervisor, Lisa Berggren, who made this thesis possible in the first place with all the work she carried out in advance. Thank you for your involvement, collaboration and trust; it has been a true pleasure working with you.

To all employees at the different subsidiaries of E.ON, we would like to thank you for a warm reception, and a special thanks to all the employees who participated in interviews and discussions in our effort to develop an idea campaign at E.ON. We would also like to thank all of the employees who participated in the idea campaign by submitting an idea and or for responding to our surveys. Among the employees there are a few individuals that we would like to express our special thankfulness to. To Pia Wall for your commitment and cooperation in organising the workshops, to Jörgen Lindström for assisting us with the communication during the campaign and to Laila Klintesten for all your help with the surveys.

Furthermore, we would like to thank the experts in the research field who guided us in the literature search, and the representatives at the pre-study companies for taking the time to participate in our study. We are grateful for all the information you shared with us.

A special thank you to Andreas Larsson for your inspiring lectures during our studies in China, which made us interested in the subject and for your continued inspiration throughout this thesis. Last, but not least, we would like to thank our tutors at Lund University who certainly have helped us to improve our thesis. Thank you Stein Kleppestø for constantly challenging us in our work and giving us valuable comments. With your tricky questions, you have helped us to stay on the right course and to always think one step further. Thank you Susanna Bill for inspiring and supporting us during the course of this thesis and for all your contributions with great insights on the subject.

As this thesis marks the end of our university studies, which have truly been enlightening and challenging, but above all a fun time, we would like to end by sending our sincerest thanks to our family and friends, who have been of great importance to us on our journey.

Lund, May 2013

Kajsa Brange & Elin Lindqvist

Abstract

Title: How Can Idea Campaigns Generate Ideas to Trigger Innovation? – A Case Study at E.ON

Authors: Kajsa Brange – Master of Science in Industrial Engineering and Management with Technology Management

Elin Lindqvist – Master of Science in Business Administration with Technology Management

Tutors: Susanna Bill – PhD Student, Department of Design Sciences, Faculty of Engineering, Lund University

Stein Kleppestø – PhD Assistant professor, Department of Business Administration, School of Economics and Management, Lund University

Lisa Berggren – Project Manager/Business Developer, Business Innovation, E.ON Sverige AB

Issue of study: The starting point for innovation is ideas, which can be seen as fuel to the innovation process as it supplies the innovation funnel with new or improved concepts that finally may spark innovation. There is a vast literature on the success of a few radical ideation methods and the use of creativity tools, while few have dealt with the use and effects of ideation approaches in practice. The idea for this master's thesis initially came from E.ON, a large utility company, which expressed a need to address the problem of internal ideation and how to take advantage of employees' ideas to trigger innovation. Tapping into the creativity of employees and collecting their ideas is, in fact, a general desire of companies. However, managing ideation is a common challenge for large organisations. This is because ideation is often done autonomously in smaller organisations, whereas in large organisations a more structured approach towards idea management is needed in order to attain employees' ideas.

Purpose: The purpose of this thesis is to increase the understanding of how large organisations in general, and E.ON in particular, can conduct an idea campaign successfully in the front end of innovation

Methodology: Based on the purpose of this study, a qualitative case study with a deductive approach was chosen for this thesis. The data collection mainly includes responses gathered from surveys and interviews with representatives at pre-study companies, as well as with E.ON employees.

Conclusions: Six key factors for managing ideation, namely *communication, collaboration, incentives, innovation climate, management support,* and *idea management,* have been identified during the course of this master's thesis. These factors have been studied in literature and then been validated as important in a pre-study including six large Swedish companies, as well as in a case study conducted at E.ON. All of the key factors are considered to be important for managing ideation successfully in large organisations.

Based on the identified key factors, an *Idea Campaign Framework* for how to conduct an idea campaign successfully was developed in this thesis. The framework as a whole includes three phases of ideation: *ideation planning*, *ideation execution* and *ideation follow up*. The main focus in this thesis has been on the execution phase, which was developed to help large organisations to conduct an idea campaign successfully. The execution phase illustrates how key factors should be addressed in order to trigger certain features, which in turn would lead to desired effects of a successful idea campaign.

The *Idea Campaign Framework* has been empirically tested at E.ON in Malmö, through the launch of an idea competition called 'Bright Ideas'. The idea competition was launched during two weeks in the spring of 2013 and resulted in 160 ideas. The empirical evidence from the test at the case company conclude that the elements in the *Idea Campaign Framework* are important to consider in attaining employees' ideas in large organisations. To conclude, the framework may be used as a guide for how to conduct an idea campaign successfully in order to attain employees' ideas and feed the innovation funnel.

Key words: Front End Innovation, Ideas, Ideation, Idea Campaigns, Case Study, E.ON

Acronyms

BI   Business Innovation

T&I   Technology & Innovation

FFE   Fuzzy Front End

FEI   Front End Innovation

NCD   New Concept Development

NPPD   New Product and Process Development

EDI   Employee Driven Innovation

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1 Introduction

This first chapter aims to provide the reader of this report with a brief background to the chosen research field, as well as to this specific master's thesis and chosen case company. Furthermore, the issue that is being studied is explained and the purpose and related research questions are presented. Finally, some delimitations of the study are stated and the outline of the report is described.

1.1 Background to Research Field

With globalisation and increased competition, innovation is crucial for firms in order to maintain a competitive advantage. Most of the successful innovations are a result of opportunities found in certain situations, some of which take place outside the company, while some occur within the company (Drucker, 1985). The starting point for innovation is ideas, which can be seen as fuel to the innovation process as it supplies the innovation funnel with new or improved concepts that finally may spark innovation (Boeddrich, 2004).

"Given the high attrition rate of new product ideas and concepts coupled with the difficulty in getting blockbuster ideas, a strategically-driven idea generation system is essential in order to feed the funnel with high value opportunities"
(Cooper & Edgett, 2007, p. 25)

The citation emphasises the importance of managing ideation, i.e. generation of ideas, in a strategic way. However, it is mainly in recent decades that companies have focused on ideation. There is a vast literature on the success of a few radical ideation methods, such as IBM's innovation jams (Bjelland & Wood, 2008; Gibson, 2008) and the use of creativity tools (Linsey et al., 2011), whereas few have dealt with the use and effects of ideation approaches in practice (Björk et al., 2010). Studying creation processes of ideas, and getting a deeper insight into the triggers behind ideation, is needed to fully understand the effects and potential challenges a company may face regarding innovation.

1.1.1 Background to Master's Thesis

The idea for this master's thesis initially came from E.ON, a large utility company, which expressed a need to address the problem of internal ideation and how to take advantage of employees' ideas to trigger innovation. Several reasons for the need to improve ideation were mentioned, including the desire of coming up with ideas for creating sustainable solutions to support the environment and also respond to customers' needs. A willingness to lead the coming energy transition was another

reason mentioned, as the transition is expected to require new innovations. This ambition is also linked to the company's target of finding ideas to new business concepts, which may come to differentiate the company's offers. (Berggren, 2013)

Tapping into the creativity of employees and collecting their ideas is, in fact, a general desire of companies (Smith et al., 2008). However, managing ideation is a common challenge for large organisations. This is because ideation is often done autonomously in smaller organisations, whereas in large organisations a more structured approach towards idea management is needed in order to attain employees' ideas (Baumgartner, 2008).

To study ideation, on behalf of E.ON, is seen as an interesting assignment for a master's thesis as it enables studying both the E.ON case specifically, but also ideation more generally. Since the general results may also be interesting to other large organisations, examining ideation through the E.ON case is considered an appropriate study for a thesis.

1.1.2 Background to Case Company E.ON

The international E.ON Group is one of the world's largest privately held energy companies with about 30 million customers and nearly 75,000 employees. The company has its headquarters in Düsseldorf, Germany, and has facilities across Europe, Russia and North America. The Group includes some 50 sub-Groups and subsidiaries. E.ON Nordic produces and supplies energy and energy-related services to approximately one million customers on the Nordic market. In 2011, E.ON Nordic had almost 4,000 employees that generated sales of about SEK 41 billion. (E.ON, 2013)

E.ON recently restructured the organisation to support the overall innovation network. This included creating the new departments of Technology & Innovation (T&I) at a global level and Business Innovation (BI) at a regional level in Sweden. Despite that innovation is high on the agenda at E.ON, both on Group level and on a regional level, ideation remains challenging. At present, E.ON in Sweden (from now on referred to as E.ON) does not have an idea management system. Nevertheless, E.ON believes that it is important to improve the process of attaining the employees' ideas. (Berggren, 2013)

1.2 Issue of Study

E.ON argued for the importance of carrying out a practical study on ideation, in order to enable testing and evaluating an actual ideation method. In addition, E.ON expressed a special interest in a study on idea campaigns, which is one method for managing ideation. This desire from E.ON came to be the basis for the choice to focus this study on the practical matters of managing an idea campaign.

Existing literature especially discusses the role of an IT-based tool for idea management (Bullinger & Moeslein, 2010; Hutter et al., 2011; Adamczyk et al., 2012) and how an idea management system can be designed successfully (Cooper & Edgett, 2007; Karlsson, 2010). However, only a few studies try to conceptualise idea campaigns by studying the underpinning factors and activities, for instance Van Dijk & Van Den Ende (2002) and Iversen et al. (2009). Therefore this study aims to frame idea campaigns by focusing on the desired effects of ideation and how these can be triggered by certain activities. This approach requires studying ideation in general, which is a subject that covers an extensive range of literature on areas such as innovation and creativity, as well as studying ideation in a particular case in order to get a deeper understanding of the studied subject through the collection of empirical evidence.

The objective of this study is thus to cover a gap in existing idea management literature of the design and analysis of ideation approaches in practice. By developing a framework for idea campaigns and testing it empirically at a case company, the aim is to make a contribution to existing theory. As managing ideation in large organisations is challenging, this thesis may also benefit other firms than E.ON in improving their ideation work by helping them to conduct an idea campaign successfully. To clarify for the reader, large organisations in this thesis refer to larger enterprises with at least one thousand employees or more. Furthermore, a successful idea campaign refers to a campaign that results in many good ideas.

1.3 Purpose

The purpose of this thesis is to increase the understanding of how large organisations in general and E.ON in particular, can conduct an idea campaign successfully in the front end of innovation.

1.3.1 Research Questions

In order to fulfil the purpose of this thesis, two research questions are stated:
* What are success factors for managing ideation in large organisations?
* How can large organisations conduct an idea campaign in order to attain employees' ideas?

The first question aims to result in an academic contribution, and will mainly be answered by studying existing literature. The second question, on the other hand, aims to give an academic, as well as a practical, contribution and will mainly be answered by conducting a pre-study and a case study.

1.4 Delimitations

* An idea campaign will be executed at E.ON, where the physical marketing will be limited to the Malmö offices.

- Screening, evaluation and selection of ideas, which may be generated in the idea campaign, falls outside the scope of this thesis.

1.5 Outline of Report

Chapter 1. Introduction
This first chapter aims to provide the reader of this report with a brief background to the chosen research field, as well as to this specific master's thesis and chosen case company. Furthermore, the issue that is being studied is explained and the purpose and related research questions are presented. Finally, some delimitations of the study are stated and the outline of the report is described.

Chapter 2. Methodology
This chapter initially gives a short description of the challenges in this thesis, followed by an explanation of some methodological approaches used. Furthermore, the work process for this thesis is described in more detail and, finally, the credibility in the study is discussed in terms of validity, reliability and generalizability.

Chapter 3. Theoretical Framework
In this chapter the theoretical framework for managing and analysing ideation is presented. This framework is based on literature studies and will later be used in the development of a specific framework for idea campaigns.

Chapter 4. Pre-Study: Ideation in Large Organisations
In this chapter, the results from the pre-study are presented. A comparison between six large Swedish companies' ideation activities is conducted, as well as an analysis of the results.

Chapter 5. Case-Study: Conducting an Idea Campaign at E.ON
In this chapter the empirical gatherings from the case study are presented and explained in four sections. The first two sections give an introduction to the case company, followed by an explanation of the Idea Campaign Framework developed in this thesis. The actual test of the framework at the case company is then described in the third section, and finally, the results from the evaluation of the idea campaign are presented.

Chapter 6. Analysis
In this chapter the survey results, from an evaluation of the idea campaign at the case company, are analysed based on the theoretical framework for this thesis. The objective of linking all of the results to findings in theory is to find out to what extent the Idea Campaign Framework succeeded in achieving the desired effects.

Chapter 7. Conclusions and Final Remarks

In this final chapter the research questions, which were stated in the introductory chapter, are answered. Furthermore, recommendations to the case company, as a result of lessons learned, are given and, finally, a discussion of the results and suggestions of areas for future research are considered.

2 Methodology

This chapter initially gives a short description of the challenges in this thesis, followed by an explanation of some methodological approaches used. Furthermore, the work process for this thesis is described in more detail and, finally, the credibility in the study is discussed in terms of validity, reliability and generalizability.

2.1 Challenges in this Master's Thesis

In conducting this thesis, there are mainly three challenges to face, first, a fuzziness in the issue of study, second, a limited time frame for executing the thesis and, third, a great influence from the case company. These challenges are further discussed in the following sections.

2.1.1 Fuzziness in Issue of Study

The issue of study for this master's thesis, in terms of ideas and ideation, is characterised as being rather abstract, therefore leading to some difficulties and challenges with regard to methodology. The first challenge is to get an overview of research trends in the areas of ideas and ideation. Early on, the complexity in defining the concepts to be studied arose. An idea, as something very abstract, was found to be difficult to clearly define and also difficult to measure. Furthermore ideation is a social phenomenon, which further increases the complexity in measuring the effects of ideation activities. Ideation, and the study of it, is dependent on the individuals involved in the ideation process as well as the on environment and situation that those individuals are in. This may complicate the ability to draw general conclusions from only studying the measured effects in selected groups of individuals. However, by studying ideation both in theory and in practice, although on a small scale, this study is believed to contribute to an enhanced understanding of this abstract and social phenomenon.

2.1.2 Limited Time Frame

The short time frame for this thesis is a challenge in itself. In dialogue with E.ON it was decided that it would be beneficial to do something practical and actually conduct an idea campaign despite the short time frame. However, this will inevitable result in that some activities will be forced and rushed, and that some trade-offs regarding scope will be necessary. For example, it would have been desirable to follow the generated ideas until they die or survive on the market, so as to measure the effects of the idea campaign, but that is not possible due to the limited time. With more time assigned for this study, screening, evaluation and selection of the ideas generated, would also be included. These activities now falls outside of the

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scope of this thesis. This is unfortunate, since it can also be argued that evaluation and implementation of the ideas are what is really difficult and problematic for organisations, and not the ideation in itself (Bjelland & Wood, 2008). The methodological implications are that this thesis will not be able to assess the quality of the ideas, but only the number of ideas generated in the idea campaign. However, only one number is not very interesting if it cannot be compared to other numbers, which means that using number of ideas as the measuring point for evaluating the idea campaign is also limiting. Instead, this study will focus on measuring the effects of the idea campaign, by evaluating how employees perceived it, and then if the desired effects were achieved, the campaign will be considered successful.

2.1.3 Highly Influenced by Case Company

Because the authors of this thesis, prior to contact with the case company, conducted no, or very little, research in the area, they were influenced by the opinions of the case company and its views on ideas and ideation. The company's belief on what is essential to study and which method that should be used, thus shaped the opinions influencing this thesis. As suggested by E.ON, ideas and ideation should be studied by conducting an idea campaign for a couple of weeks, which also became the starting point for choosing the issue of study for this thesis.

2.2 Methodological Approaches used in this Thesis

In methodology literature, many variables that describe various methodology approaches for research studies are discussed. In this section some of these variables, used in this thesis, are addressed and will serve as guiding principles throughout the thesis.

2.2.1 Deductive Method Starting in Theory

The research approach for this thesis is primarily deductive since it will be based on existing theory within a certain research field aiming to contribute to this existing literature. According to Holme and Solvang (1997), the most common method for developing theories is hypothetical-deductive, in which the researcher on the basis of existing theory deduces a hypothesis that is to be tested empirically (Holme & Solvang, 1997; Bryman & Bell, 2003). The hypothesis derived from theory can then either be confirmed or rejected. This allows the researcher to revise existing theory and develop new knowledge that can be used by others (Holme & Solvang, 1997).

In the work process of studying ideation and developing a framework for idea campaigns, the process of deduction (shown in Figure 2.1), as presented by Bryman and Bell (2003), is used as inspiration.

Figure 2.1 The process of deduction (Bryman & Bell, 2003, p. 11)

This study starts with a literature review of existing *theory*, in order to develop a theoretical framework for managing ideation. This framework will then work as a basis for developing a specific framework for idea campaigns, which in some way can be seen as a *hypothesis* of how to conduct an idea campaign successfully. The idea campaign framework will then be tested empirically at the case company, and *data collection* will be performed primarily using surveys. The *findings* from the evaluation and analysis will then be used to discuss the framework's applicability and contribution to existing literature, as well as potential areas for improvement, which could be linked to the process of *confirming or rejecting the hypothesis*, and the final *revision of theory*.

The deductive process goes from being general in theoretical views to specific observation, which is different from the inductive, where specific observations are performed for the purpose of finding patterns for hypothesis build-up (Bryman & Bell, 2003).

A consequence of primarily using a deductive approach is that theory will have a very strong position, because it is the basis for the entire study, and will therefore be critical to the outcome of the thesis. It is therefore important to adopt a critical approach to the literature sources, used to build a theoretical framework, which is further discussed in the introduction to *Chapter 3*.

2.2.2 Explorative and Problem Solving Study

In order to fulfil the purpose of this thesis and be able to answer the research questions it is necessary to, firstly, gain deeper knowledge about ideation and secondly, find a solution for how to conduct an idea campaign successfully. Thus, the design of this study can be seen as a combination of *exploratory* and *problem solving*. It is exploratory as it aims to contribute to a deeper understanding of ideation and to find success factors for conducting ideation activities in large organisations (Höst et. al, 2006). This study is also problem solving, as it aims to find a solution for conducting an idea campaign successfully (ibid).

2.2.3 Actors Approach in Interaction with Case Company

With no, or very little, research performed by the authors of this thesis within the research field prior to the start of this study, only limited information is available to start with. Therefore the study has to start at the bottom and allow for exploration of the area of ideation, in order to find information and achieve a deeper

understanding of the subject. This will mainly be accomplished by studying existing theory in literature and conducting interviews with selected pre-study companies with experience of idea management and ideation.

Furthermore, in order to solve the problem of how to conduct an idea campaign successfully, the study will be conducted in interaction with the case company for developing and testing an idea campaign framework. This means that a framework will be developed while studying it at the same time. According to Arbnor and Bjerke (1997), this approach can be linked to an actors approach. The actors approach is characterised by the researcher's development of an understanding in interaction with the actors (ibid). Since the purpose of this thesis is to improve the understanding of a social phenomenon, ideation in large organisations, as opposed to contribute to an objective reality, an actors approach is considered suitable.

Moreover, an action research method as presented by Höst et al. (2006) will be used. It is a qualitative and flexible method that consists of three steps: firstly, observing a situation to identify a problem to be solved, secondly, developing and implementing a solution to the problem and, thirdly, evaluating the solution (ibid). The aim of action research is always two-folded, both to increase the scientific knowledge and to solve a problem (Gummesson, 1985), and it is therefore considered an appropriate method for this thesis, as it aims to contribute with knowledge about ideation as well as to find a solution for generating ideas through an idea campaign. In this case, E.ON had already done the first step of action research and identified the problem to be solved as ideation, i.e. how to attain employees' ideas. The problem had already been raised to the management board, and the study had received approval for implementation before the thesis started. The focus will therefore be on developing a solution, which is also predetermined by the case company to be some kind of idea campaign, and then test and evaluate the chosen solution for attaining employees' ideas.

2.2.4 Data Collection

There are two different methods for conducting data collection, quantitative and qualitative methods, which are suitable in different research situations. Quantitative data is data that can be counted, classified and processed through statistical calculations, e.g. numbers produced by measuring (Höst et al., 2006; Punsch, 2005). Quantitative methods are suitable for more structured and precise research studies, with a need for objectivity. Qualitative data, on the other hand, is data in the form of words and descriptions rich on details and nuances, which is mostly produced by watching, asking questions and examining (Höst et al., 2006; Punsch, 2005). Qualitative methods are more subjective than quantitative methods, and suitable for research situations that aim to obtain a more complete understanding of a phenomenon that is weakly defined or subjective and thus impossible to measure directly (Wallén, 1996). Because the purpose of this thesis is to gain a deeper

understanding of ideation and idea campaigns, areas that are rather abstract and difficult to define and measure, a qualitative method is primarily used for collecting data.

Moreover, there are two main types of data to be collected: primary and secondary data. The focus in this thesis will be on the collection and use of primary data, which is information collected by the researcher for a specific project (Arbnor & Bjerke, 1997). Primary data will be collected through interviews, direct observations and surveys.

2.3 The Work Process for this Study

In this section, the choice of methods for this thesis will be discussed in a chronological explanation of the work process, which is divided into six steps. These steps, with corresponding element in the process of deduction, are shown in Figure 2.2 and further explained next.
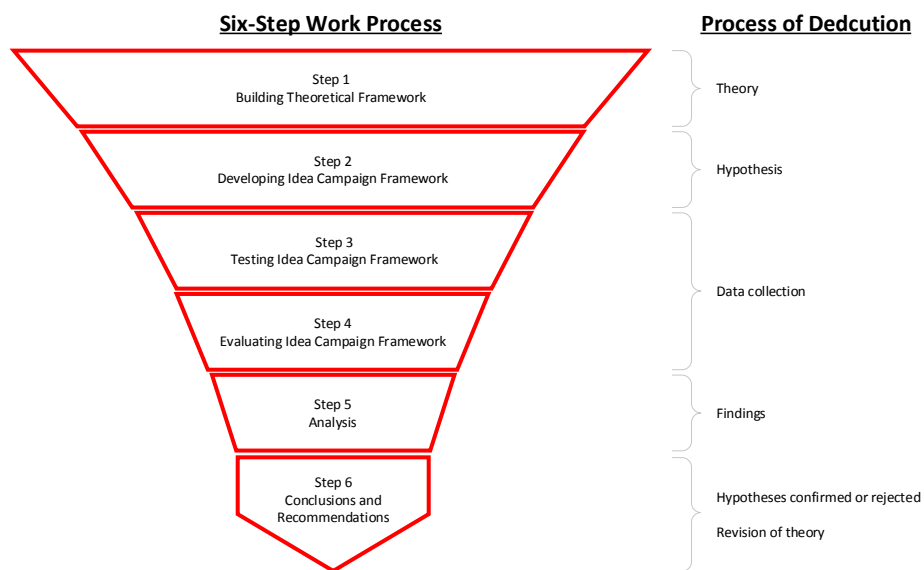
Figure 2.2 Six-step work process and its corresponding elements in the process of deduction

2.3.1 Step 1. Building Theoretical Framework

In the first step of the work process, a literature review was conducted in two steps divided by a thorough empirical pre-study. In parallel with the first literature review, a few interviews with experts in the research field were also conducted. The process of building a theoretical framework is illustrated in Figure 2.3.
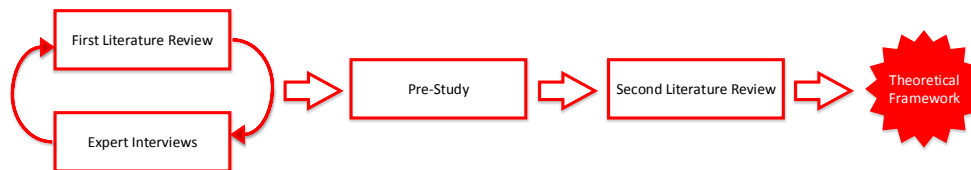
Figure 2.3 Building theoretical framework

First Literature Review

This thesis took its start in a two-step literature review in order to develop a theoretical framework for managing ideation. A few expert interviews contributed with insights and recommendations of key words to be used in the search for relevant literature. To extend the search for further relevant material different synonyms and combinations of these keywords were used.

Several sources were used in the search for literature references. *LUBsearch,* Lund University library database was used as a primary source, but other search databases such as *Google Scholar* were also used. Mainly scientific publications, such as academic journals, were considered in the literature review. Since scientific publications are often reviewed by second sources, these can be considered more reliable than other publications that for instance are freely published on the Web. In addition to academic journals, books were also used to gain more knowledge on the subjects to be studied.

After the completion of the first literature review, the authors of this thesis had gained a general understanding of the issue of study and gathered insights into several key factors for managing ideation successfully. The knowledge gained from the first literature review was also used to develop an interview guide (see Appendix A) for conducting interviews in a pre-study.

Expert Interviews

Because ideation and idea campaigns were relatively unknown subjects for the authors of this thesis, the output from the initial expert interviews were used to gain a better understanding of how to conduct a relevant literature review. Three initial expert interviews, with selected researchers within the research field of innovation and idea management, were conducted in order to gain basic knowledge on the issue of study. All three of the respondents are currently doing research within the field of innovation or idea management at a large Swedish university[1], and two of them have industry experience from working with idea management on a corporate

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[1] Lund University Faculty of Engineering (LTH), Royal Institute of Technology (KTH) or Chalmers University of Technology (Chalmers)

level in large Swedish firms. The interviews were of an explorative and open nature and performed either in person or over telephone. Each interview was approximately one hour long.

In using the format for open interviews, the output from the interview depends on the areas that the respondent is most likely to talk about (Höst et al., 2011). However, according to Yin (1994), an open interview enables the researcher to ask for facts of certain issues, as well as for the respondent's opinion on the subject, and use this as a base for further inquiry. This interview format was therefore suitable for the initial phase of the thesis, which aimed to provide insights into the issue of study, as well as suggest and initiate access to further literature sources. However, the choice of only a few individuals for these initial interviews may cause the study to be unintentionally guided in a direction, which has not been chosen consciously. The consequences can be serious if not being aware of this risk. It is also possible that a different selection of respondents would have led to a different set of recommended literature. However, the initial interviews were necessary to create a basic understanding of the research field, and the authors of this thesis have acted with caution to avoid being led into an undesirable direction of the study area.

Pre-Study

After the first literature review, it was decided to conduct a pre-study among six selected large organisations in Sweden in order to concretise and validate the key factors identified in the first literature review. Besides validating identified key factors, the pre-study interviews aimed to gather complementary input for additional factors and a second literature review. Furthermore, interviewing representatives from companies with experience in idea management and ideation, contributed to an increased understanding of how large organisations are working with these topics. The number of companies covered in the pre-study is limited to six companies, which was considered enough to provide a good understanding of ideation activities.

The selected organisations for the pre-study interviews represent large Swedish firms with different levels of experience in idea management. Representatives from each company were selected, based on title (e.g. innovation manager) or personal recommendations. The interviews were conducted as semi-structured telephone interviews using a developed interview guide, which can be seen in Appendix A. A semi-structured interview typically refers to a context in which the interviewer has a set of questions to support the interview, but the interviewer can vary the order of the questions as well as the formulation according to the different interview situations (Höst et al., 2011; Bryman & Bell, 2003). The interviewer can also ask further questions in response to what is seen as significant answers (Bryman & Bell, 2003).

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After the completion of the pre-study, the key factors identified in the first literature review for conducting an idea campaign successfully, were confirmed as important and an additional factor was also identified. In C*hapter 4* Pre-Study: Ideation in Large Organisations the results from the pre-study are further explained.

Second Literature Review

After new input from the pre-study, a second literature review was conducted in order to follow up and complement with theories aligned with the new findings. The purpose of the second literature review was thus primarily to collect information regarding the additional key factor, which was not treated in the first literature review but highlighted as important in the pre-study and therefore relevant for further study.

Building Theoretical Framework

Finally, the literature reviews with input from the expert interviews as well as from the pre-study interviews, were used to build a theoretical framework for designing and analysing ideation. This theoretical framework was then used in the second step of the work process, in developing a framework for idea campaigns specifically.

2.3.2   Step 2. Developing Idea Campaign Framework

In the second step of the work process, a framework for idea campaigns was developed based on the theoretical framework created in the first step. In the framework, the identified key factors were addressed to trigger certain features in order to achieve the desired effects of a successful idea campaign. With more extensive research this framework could possibly be developed as a hypothesis on how to conduct an idea campaign successfully, but in this case the framework cannot be fully tested as a hypothesis due to the limited time frame. For that reason, the empirical test at one case in this thesis can simply be seen as an indication on how the framework may function. A more detailed explanation of the development of the idea campaign is found in *Chapter 5*, *Section 5.2* Developing an Idea Campaign Framework.

2.3.3   Step 3. Testing Idea Campaign Framework

In the third step of the work process, the developed Idea Campaign Framework was tested at the case company, by running an actual idea campaign. Prior to the test, interviews with employees at the case company were conducted in order to get a better understanding of the conditions at the case company for testing an idea campaign. Furthermore, observations of one example of how ideation currently is done at the case company were made by attending an ideation activity at one of the subsidiaries. These interviews and observations made it possible to design an idea campaign suitable for the case company.

Interviews with Employees at the Case Company

Interviews are one of the most important sources of case study information and the primary used method within qualitative research (Yin, 1994). Semi-structured interviews were conducted with employees at the case company in order to gain insights into the company's experience in ideation activities and the expectations of an idea campaign. These insights then enabled a better understanding of the necessary prerequisites for testing the developed framework of idea campaigns.

Eight interviews were conducted in total, of which seven were in person and one over telephone, with representatives from five of the company's largest subsidiaries on the Swedish market. The interviewees were selected from a list, made up by the supervisor of this thesis, of recommended individuals to contact with experience of ideation or similar. Many of the interviewees are business developers and may therefore represent a view of innovation and ideation that differs from the majority of the employees, who do not normally come across ideation in their work assignments. Therefore, it is important to not use the data collection from the interviews as evidence of the innovation situation at the case company. The authors of this thesis are aware of that eight interviews are not enough to fully understand the situation at the case company. Nevertheless, the interviews give examples of what have been done in the past with regard to ideation activities and what some of the employees expect from an idea campaign.

Observations of an Ideation Activity

Since the authors of this thesis spent a major part of their research at the premises of the case company, there were opportunities for data collection through direct observations in the daily work. However, more specific, formalised direct observations were conducted throughout the study as well. One such observation was made through participating in an idea workshop arranged by one of the subsidiaries located in Malmö. During this workshop, data collection was done through logbook notes while participating. Participant-observation is an observation form, in which the researcher is not merely a passive observer, but will actually participate in the events being studied (Yin, 1994). The observing participant is integrated in the observed group, and the group is well aware of that the observer is there (Höst et al., 2011). However, since only one such workshop was arranged during the time frame of this thesis, this observation cannot be used to draw any general conclusions, but to show one example of an ideation initiative on a local level.

Testing Idea Campaign Framework

Finally, using the developed framework for idea campaigns from Step 2 and the insights about the case company, revealed from the data collection through interviews and observations, an idea campaign was developed. This idea campaign was adjusted to suit the conditions and needs of the case company, and was launched during a two-week period in order to test the Idea Campaign Framework.

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2.3.4   Step 4. Evaluating Idea Campaign Framework

The fourth step of the work process for this thesis considers the evaluation of the idea campaign. By prioritising a practical test of the Idea Campaign Framework, within the time period for this thesis, it was possible to evaluate the idea campaign in its real context. Data collection for the evaluation was primarily conducted through an online survey distributed to both participants and non-participants of the idea campaign. A few complementary observations and interviews were also conducted with the purpose of validating the survey questions.

Evaluation Survey

The main reason for using an online survey, as the primary evaluation method, was to gather opinions from a large group of people in a short period of time. Due to the limited time frame for evaluation and analysis of the idea campaign, a survey was preferable to interviews. Interviews would not have reached out to as many respondents and would also have been much more time consuming. Furthermore, a survey was considered a preferable method to use because it provides conditions for collecting comparable data.

The survey was distributed in three forms, in order to reach out to both participants and non-participants in the idea campaign. One was distributed to idea submitters, another to all of the workshop participants and a third to a random selection of employees. The three surveys were of similar format, made up as a questionnaire with mainly fixed issues and mostly with predefined answers (see Appendix G). In order to increase the quality of the survey, a survey expert at the case company was consulted, which enabled using an online-based program for creating and distributing surveys.

The survey, aiming to measure the perceived effects of the idea campaign, is crucial for this study since it is not possible to evaluate the Idea Campaign Framework from an idea perspective, i.e. by looking at the number and/or quality of generated ideas. This results in a high dependence on the outcome of the survey. The survey has therefore been carefully developed in order to take such difficulties into account. One challenge of conducting a survey is to receive a high response rate. This was managed by encouraging people to fill in the survey and by offering the chance of winning a reward, as well as using email reminders.

Another difficulty of conducting a survey for this kind of evaluation is to ensure that the right questions are being asked. This is especially difficult in this study since the area of ideation, and in particular the effects of an idea campaign, can be difficult to measure due to its social character and dependency on individuals and situations. Furthermore, the survey only allowed a certain number of questions in order to limit the response time to about 2-3 minutes. The survey was therefore limited to examine only a few aspects of each key factor. It would have been desirable to

explore more aspects, but it was not feasible and should instead be seen as a possible area for future studies. However, it should be noted that this limitation may affect the conclusions to be drawn from the evaluation of the survey.

Nevertheless, in order to ensure the relevance of the questions and to increase the validity of the results, the survey questions were carefully chosen, tested and refined in an iterative process involving experts, supervisors and test respondents. Besides some general questions regarding age and subsidiary affiliation, as well as the overall perception of the idea campaign, the questions in the survey were mainly linked to the various key factors in the framework to enable an analysis of these.

Observations

By using an action research method, the researcher can influence a situation and observe as well as evaluate it at the same time, thus able to closely monitor and document an activity that aims to solve a problem while improving it at the same time (Höst et al., 2011). For this reason, the authors of this thesis took an active part in the ideation activities during the course of the idea campaign and observed the activities to be evaluated. More specifically, data was collected through unstructured observations during three workshops, arranged as part of the idea campaign. In these observations the authors of this thesis were participating in the events, without taking actual part in the ideation activities. According to Gummesson (1985), the researcher's participation in the process also gives an opportunity to go deeper into the process.

Complementary Interviews

As a complement to the surveys and the observations of workshops, a few employees, both idea submitters and workshop participants, were asked to talk about their perception of the idea campaign in an open interview. The purpose of these complementary interviews was to ensure that the survey managed to measure what it intended to measure. In this way, a deeper understanding of the answers was gained as well as it again verified that the questions were adequate.

2.3.5 Step 5. Analysis

The results from the survey were then analysed with regard to the different key factors in order to assess to what degree the test of the Idea Campaign Framework managed to address the factors through chosen activities. Since the majority of the survey questions were linked to the various key factors in the framework, the questions and corresponding answers could therefore be clustered around the key factors and analysed accordingly. Finally the result of the framework, applied to the case, was compared to the desired effects of an idea campaign. This led to a discussion about whether the authors of this thesis succeeded in conducting an idea campaign successfully.

2.3.6   Step 6. Conclusions & Recommendations

In the sixth step of the work process, the findings from the analysis were used to answer the research question stated in the introductory chapter. Furthermore, recommendations to the case company, as a result of lessons learned from the practical test of the Idea Campaign Framework were formed.

2.4 Credibility in this Study

The credibility of a study can be divided into three different areas: validity, reliability and generalizability. Validity implies that the selected research method measures what it is intended to measure (Höst et al., 2011). According to Höst et al. (2011) validity concerns the connection between what the researcher is measuring and the studied object. Reliability refers to the trustworthiness in data collection and analysis regarding random variation (ibid). Moreover, reliability can be described as the consistency of measuring a concept, in other words whether the results will be identical if the study is repeated or whether they are affected by random assumptions (Bryman & Bell, 2003). Generalizability implies that the conclusions of a study are general and applicable under broader terms.

2.4.1   Validity

Reaching a high validity has been a challenge in this study due to the abstract and social nature of the chosen subject. Since ideas and ideation activities are difficult to measure, it is difficult to assure that the study measures what it is intended to measure. There is also a risk that the authors' subjectivity influences too much, which would then result in that they measure what is in their minds.

However, to decrease systematic errors due to subjectivity, the evaluation of the idea campaign tried to focus on assessing clearly defined activities. Furthermore, when creating the evaluation survey an external expert as well as an expert on survey forms at the case company were consulted. The survey was also tested on some employees and refined prior to distribution. In this way, it was assured that the questions made it possible to measure what the study intended to measure. As previously discussed, it is not possible to measure neither the number of ideas nor the quality of the ideas, within the time period of this thesis. Instead the conclusions were drawn indirectly by evaluating the effects of the idea campaign and assuming that if the desired effects are achieved, it also means that the number of ideas is satisfactory.

The aim is also to reach a high degree of validity in the early phases of the work process, by carefully preparing interview guides with questions that were relevant. As more knowledge within the research field was gained, the questions were updated and adapted, to increase the quality of the data collected.

Furthermore, the progress of the work process, was continuously reviewed in order to assure that the theoretical framework and the empirical data collection were in line with the purpose and research questions. By doing this, the risk of working in the wrong direction was reduced. Regular status meetings with tutors, as well as guidance from experts, have also helped to ensure validity.

According to Jacobsen (2002) validity can also be improved by comparing data to other theory or empirical results, or by critically analysing the sources. The theoretical framework for managing ideation, was therefore validated through pre-study interviews. Similarly, the findings from the interviews were validated through a second literature review.

2.4.2 Reliability

Reaching a high degree of reliability can be more complex in a qualitative study, since data collection through semi-structured interviews and unstructured observations is more complicated (Jacobsen, 2002). There is a risk that bounded perception and bias can lead to a focus on certain parts rather than the whole picture (ibid). Since the authors of this thesis were, to a large extent, involved in the processes during the case study and interacted with employees at the case company, it was important to take actions in order to reduce the risk of bias. Therefore, all of the interviews were conducted with both authors present and also recorded, in order to reduce the risk of misunderstandings. When necessary, additional data was requested after the completion of the interview, to follow up any uncertainties. Before paraphrasing the pre-study interviews for this report, the recordings and notes were reviewed, summarised in writing and sent out to the interviewees for verification and approval of content. This assured an accurate perception of the interview responses, resulting in increased quality of the collected data and improved reliability.

Furthermore, opponents and tutors have reviewed the data collection and analysis in order to identify any weaknesses in the work that needed to be strengthened. Moreover, a thorough explanation of the work process is included in the methodology chapter. By explaining how the study was carried out, the reader can make an assessment of the process and feel comfortable knowing that the results can be trusted.

A weakness in the reliability of this study could be the choice of interviewees. When using interviews to collect data, the selection of respondents was based on recommendations, rather than random selection. In the pre-study, only one representative from each company (with one exception) was interviewed, thus the result only reflects his or her perception of idea management at that company. However, this representative was chosen since he or she was known as being able to provide an overall picture of the ideation activities. In the interviews with employees

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at the case company, individuals from selected subsidiaries were interviewed regarding the same topic in order to increase the reliability. However, these individuals have similar positions and responsibilities, such as roles related to business development. Opinions from other employees, not working specifically with management of ideas, were not equally emphasised. Inevitably, this results in a focus on parts rather than the whole picture, which may lower the reliability.

When performing the evaluation of the idea campaign, a survey in three forms was distributed to idea submitters, workshop participants and to a random selection of employees. The aim with a random selection was to reach out to individuals with different positions and views on innovation and ideation, in order to gain different perspectives on the evaluation and thus strengthen the reliability. In order to receive a high response rate of the survey, the questions were refined in an iterative process to make it easier to fill in. The survey was also promoted to employees who were encouraged to respond by offering the chance of winning a prize in a lottery.

Moreover, the methodological choice as to do something practical and actually conduct an idea campaign, is considered improving the reliability of the research. Also, the pre-study analysis gave an extra input and improved the reliability of the developed Idea Campaign Framework.

2.4.3 Generalizability

In research, compared to consulting or investigations, the result should be generalizable to some degree (Wallén, 1996). However, generalizability in this thesis is a challenge to obtain since the framework for idea campaigns is only tested on one case during two weeks. Despite the fact that the situation, in which the framework was tested, is unique, there is no or little reason to believe that the test environment is radically different from other environments within similar type of large organisations.

Furthermore, the fact that the developed framework for idea campaigns is based on the findings of a pre-study, which includes six large Swedish firms, increases the potential of the developed framework to be generalizable for large organisations. Other organisations, with similar conditions and needs as the case company, might therefore find the framework useful. Finally, the descriptions of the test, investigated context and methodological choices will improve the objectivity of the study and thus increase the generalizability.

3 Theoretical Framework

In this chapter the theoretical framework for managing and analysing ideation is presented. This framework is based on literature studies and will later be used in the development of a specific framework for idea campaigns.

The outline of this chapter, as is shown in Figure 3.1, focuses on four main parts. The framework begins with explaining innovation at a broad level to then go deeper into the front end of innovation where ideas are generated and gathered, which is illustrated as the outer circle in Figure 3.1. To fully understand the notion of ideas and where they come from this is discussed next, followed by a section on the creation of ideas, all of which represent the second outer tier in the figure. The process behind ideas leads to the third tier, which is about idea generation, also called ideation. Furthermore, key factors for successfully completing ideation are outlined, which derive from a literature study as well as from a pre-study. To be able to test the key factors for ideation, the theoretical framework will bring to light some of the most common ideation methods and then compare the approaches in terms of differences and similarities. Of these ideation methods, one is described more in detail, as requested by the case company. The fourth and final tier, namely the inner circle of Figure 3.1, is about idea campaigns. As this thesis aims to test idea campaigns, focus is set on previous attempts to frame this concept.
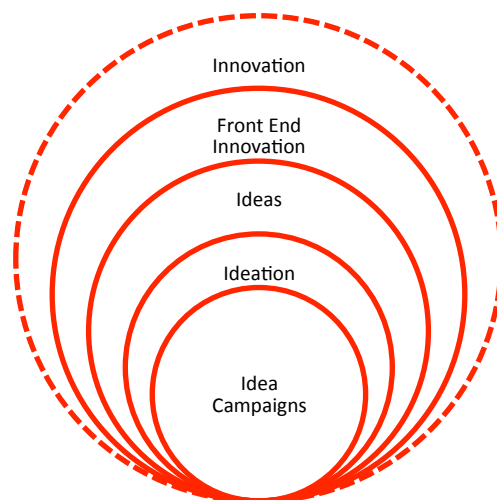
Figure 3.1 Outline of the theoretical framework for analysing ideation

Before embarking on the theoretical framework, it is worth mentioning that the term idea campaign is diverse. This means that it is covered by a vast number of search words within academia, and interests scholars from many different disciplines, an issue that is described more in detail in *Section 3.4 Idea Campaigns*. The wide interest in innovation challenges also complicates defining the concept on the sole basis of the search word 'idea campaign'. Instead, the authors of this thesis have widened the definition to also include other common elements in the literature about ideation activities and attaining ideas on demand, such as innovation competitions. In fact, finding an overview of research trends in the areas of ideas and ideation was one of the first challenges in this thesis. The starting point for a literature search was finding credible sources and then expanding these by using their references to continue the review. However, there are some weaknesses in this approach, which could be noted. For instance, the approach means that the result is largely dependent on the first sources. It is therefore very important that this is a reliable and relevant source. In this case, expert interviews largely acted as a stepping-stone in the search for literature. Therefore, a critical approach in the search for literature has been adopted in this thesis. As far as possible references that were recommended by several sources and or had a relevant number of citations were used. Since some of the literature is fairly new, it may in some cases also explain the limited number of citations.

In addition to finding relevant literature, it should be noted that some of the literature about idea campaigns is not based on empirical data or published in an academic journal, for instance when it comes to describing the work process. For that reason, the authors of this thesis aim to build their own framework for idea campaigns and empirically test it by conducting an idea campaign accordingly.

3.1 Front End Innovation

3.1.1 Defining Innovation

To begin with, innovation is a term that has been used widely in different contexts and hence there is no generic definition (Flynn et al., 2003). More generally accepted in the literature is that innovation is critical for company success as market conditions change over time (Chesbrough, 2003).

The definition that is used in this thesis is a description by Thompson (1965), where innovation means *"generation, acceptance and implementation of new ideas, processes, products or services"* (p.2). This quotation implies that innovation can be a noun as well as a process. Innovation can also be seen as a value chain, which includes the three phases: idea generation, conversion and finally diffusion, to better manage a company's innovation effort (Birkinshaw & Hansen, 2007).

Innovation can be categorised in terms of the amount of novelty, namely the degree of change that the innovation brings forth (Flynn et al., 2003). This refers to the common typology within innovation literature in terms of radical versus incremental innovation. The difference lies in whether the innovation clearly changes the existing practice and imposes a high risk or not (Ettlie et al. 1984; Dahlander & Magnusson, 2005). Schumpeter (1934), who coined the term creative destruction to describe the radical changes that a new innovation may bring on the market, argues that radical innovation creates breakthrough changes, while incremental innovation leads to continuous advancement in the change.

In recent years, innovation has been subject for a paradigm shift, as innovation has gone from closed to open innovation. Whereby the latter is about including external parties into the innovation process, the former only involves internal sources (Chesbrough, 2003). For the purpose of this study, in terms of studying ideation within large organisations, innovation from now on refers to closed innovation. Innovation in an intra-firm context is according to Amabile et al. (1996b) defined as *"the successful implementation of creative ideas within an organization"* (p.1155). This refers to the creativity of individuals, but it is also about generating ideas (Amabile et al., 1996b), a process that takes place at the very front end of the innovation process.

3.1.2 Fuzzy Front End of the Innovation Process

The starting point for the concept Fuzzy Front End (FFE) is a study made by Reinertsen & Smith (1992), where the result was that half of the usual development cycle disappears before the development project is even initiated. This finding led to a surge of literature trying to reduce the fuzziness by restructuring the front end of innovation (Koen et al., 2001). The reason behind this sudden interest is that some authors consider it to be the weakest area of the innovation process (Kim & Wilemon, 2002; Herstatt & Verworn, 2001). Front End Innovation (FEI), a similar term used by Koen et al. (2001) to unravel FFE and therefore also the definition used from here on, is about managing the first steps of the innovation process effectively, which refers to idea generation, to finally succeed in the later stages. The importance of FEI is explained by its high impact on the overall success and cost for finalising the product (Koen et al., 2001). Moreover, the phase is characterised by a low and often uncertain amount of information, while the project manager has a high influence and the costs for changes are relatively low (Herstatt & Verwom, 2001).

The traditional and commonly used model for implementing innovation, the Stage-Gate™ process founded by Cooper, fails to bring light on pre-activities and processes such as how ideas are generated and what the key factors behind ideation are (Koen et al., 2001). Instead, there are a vast number of methods for structuring FEI (Herstatt & Verworn, 2001; Koen et al., 2001; Kim & Wilemon, 2002; Reid & de

Bretani, 2004), and overall it is about organising activities from the birth of the idea to the point where further development is needed (Herstatt & Verworn, 2001).

Front End Innovation

FEI is defined as all of the activities that take place before the more systematic New Product and Process Development (NPPD) also called the Stage-Gate™ process. In comparison to the well-structured NPPD, another difference of FEI is an unpredicted commercialisation date and that the funding varies (Koen et al., 2001). More specifically, FEI is where the fuzziness of the idea's quality is the greatest, which often hinders it from moving on to the proceeding development phases (Kim & Wilemon, 2002).

One attempt to generalise the front-end activities is done in the New Product Development model (NPD). In Figure 3.2 the FEI constitutes the inner part of the model, which is powered by the senior management and the corporate culture acting as the engine in the middle, whereas the outer area include the influencing factors that have an impact on the decision-making. The influencing factors on the outside are organisational capabilities, business strategy, the external environment and enabling science (Koen et al., 2001).
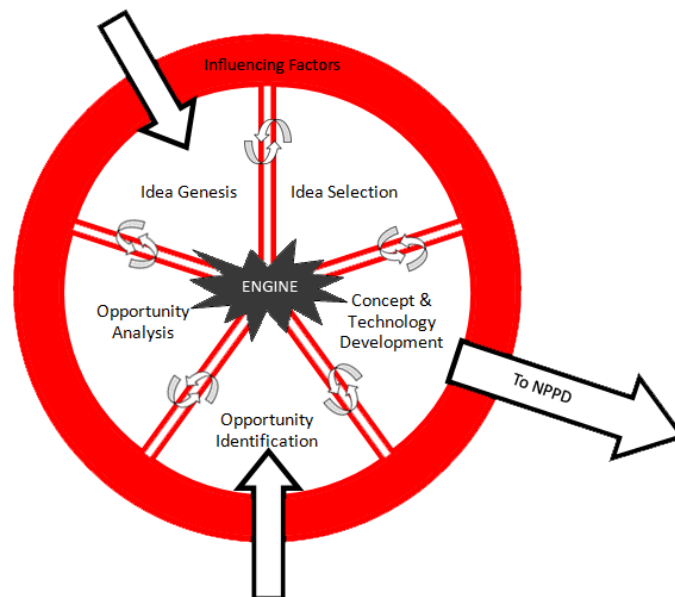
Figure 3.2 New Concept Development (NCD) (Source: Koen et al., 2001, p.47)

The FEI that is named New Concept Development (NCD) by Koen et al., (2001) includes the five elements: (1) opportunity selection, (2) opportunity analysis, (3) idea genesis (4) idea selection and (5) concept & technology development. The first element is about identifying the opportunity that may be of value for the company to get further engaged in. Following selection of opportunity, the opportunity is

analysed from different perspectives to assess the potential of the chosen opportunity. Once the opportunity is defined appropriately, processes for generating ideas are initiated. This may include formal processes such as brainstorming sessions or suggestion systems, where ideas are generated, evaluated and built upon. The result of the idea genesis is ideas with a more defined concept. The ideas then go through more evaluations until finally a selection is done. The final element is about developing the concept to the extent that a business case is created and market analyses are done to assess the potential in terms of customers, competitors and investment needs. As can be seen in Figure 3.2, the FEI process is non-sequential and iterative due to activities between the elements (ibid). As a response to the critique of the Stage-Gate™ process, Cooper and Edgett (2007) have added a new stage to the model, called Strategic Discovery. This addition highlights the importance of having a strategically driven idea generation system, as it is a crucial part of the overall innovation process.

3.2 Ideas

3.2.1 Defining an Idea

There is no single definition of an idea and there exist many types of ideas. All innovations originate from an idea, which is generated out of new perceptions or associated with already existing findings (Van de Ven, 1986). Regardless of the age of the source, it is confirmed that the basis for creating an idea is knowledge (Howells, 2002).

To be able to develop the idea into an innovation, the idea must be communicated in a way that makes the knowledge explicit to others (Björk & Magnusson, 2009). However, an idea is still only the fuzzy notion of a solution to a problem and constitutes merely a first draft that needs to be further developed before evaluating its feasibility (Boeddrich, 2004). Examples of different types of ideas include everything from incremental improvements to disruptive and radical products or business models (Karlsson, 2010).

For the purpose of this study, an idea is defined as a possible solution to a single challenge.

3.2.2 Where do Ideas Come From?

Due to the wider definition of ideas, which not only includes products and services but also business models, the sources of ideas in the front end of innovation have expanded (Cooper & Edgett, 2007). Ideas in organisations steam from a variety of sources, both internal and external, but in different extents (Björk & Magnusson, 2009). According to a CEO study of IBM (2006), the main sources of ideas are in first hand employees, in second hand business partners and in third hand customers. The result confirmed that a broad selection of sources is proven successful for

generating breakthrough ideas. While increasing the use of external sources has resulted in more ideas from business partners and customers, involving all of the employees for ideation instead of only limiting it to R&D, explained why the majority of ideas originated from employees. The phenomenon has been named employee driven innovation (EDI) and refers to novel ideas, generated by one or many employees, which are later implemented. The definition implies that innovations can originate from any department and any employee, regardless of his or her role or function (Smith et al., 2008). However, many organisations fail to exploit the ideas of employees (Baumgartner, 2008). The tendency to overlook the ideation potential of employees compared to other sources is conceptualised as 'hidden creativity', which suggests that many ideas in organisations remain untapped. To find the hidden creativity and fully exploit the innovative capability of employees, managers need to include all employees in the definition of innovation capital. Such a perception is usually embedded in the work processes, which through interaction with others may trigger innovation (Smith et al., 2008).

Since innovation traditionally was restricted to the R&D departments, it may be difficult for some organisations to fully understand the scope of which to involve employees in ideation (Björk et al., 2010). Karlsson (2010) argues that everyone should be invited to collaborative idea management activities, as it will have a positive effect on the result. Similarly, widening the scope and tapping into the creativity of the entire workforce for attaining ideas supports the nature of ideation today, as it requires a broad expertise (Cooper & Edgett, 2007). Moreover, creativity is a general feature of individuals, despite their function in an organisation (Amabile, 1998), which further supports the findings of employee driven innovation.

3.2.3 Creation of Ideas

The creation of ideas is a result of individuals' creativity (Flynn et al., 2003). Amabile (1998) identifies three components of creativity: creative thinking skills, expertise and motivation. These components are interrelated, as can be seen in Figure 3.3, which implies that extending one of the factors may impact the others, to finally leverage the creative output. First, with creative thinking skills, Amabile (1998) means to what extent individuals approach problems in an imaginative and flexible way. Secondly, expertise refers to the technical and intellectual knowledge that individuals have attained on their own, as well as the given working space in which individuals are allowed to practice this expertise. The third factor, motivation can be defined as either intrinsic or extrinsic motivation (ibid).

Extrinsic motivation refers to all motivational factors that lie outside an individual, such as direct or indirect monetary rewards for achieving a particular outcome or avoidance of a harmful consequence. In contrast, intrinsic motivation is about inner motivational factors, such as awakening an ambition and an interest to perform a task, by for instance recognising creative work of individuals. While extrinsic motives

encourage individuals to do something based on the expectation of achieving a reward, intrinsic motives encourage engagement based on the challenge per se or the enjoyment of the activity itself (Amabile, 1998).

Studies on the effects of extrinsic rewards on intrinsic motivation, in fact show that tangible rewards tend to undermine intrinsic motivation for stimulating tasks. This effect is called crowding-out, while an external contribution that has a positive effect on intrinsic motivation is called crowding-in. The crowding effect also implies that motivation is endogenous regarding organisational procedures (Osterloh & Frey, 2000). Motivation is therefore also related to the transferring of knowledge within organisations. Moreover, the organisational practices that stimulate intrinsic motivation, which has a positive effect on the diffusion of tacit (intangible) knowledge, are participation and personal relationships (ibid). In line with supporting knowledge transfers, positive feedback or so-called verbal rewards may also enhance the effect of intrinsic motivation in terms of preferences (Deci & Ryan, 1999).

Intrinsic motivation is seen as the third driver, after the biological drives and extrinsic motivation. Pink (2010) translates intrinsic motivation to the three drivers - *autonomy* which is about enjoying life, *mastery* which is the wish for improving skills at meaningful tasks and *purpose* which is the aspiration of doing something that goes beyond ourselves. Although, rewards and punishments are effective for motivating people to perform formalised routine tasks, which need little imagination, more creative tasks require the triggering of intrinsic drivers (Pink, 2010). Correspondingly, the motivation type for achieving creativity according to Amabile's model (1998), which is shown in Figure 3.3, is intrinsic motivation.
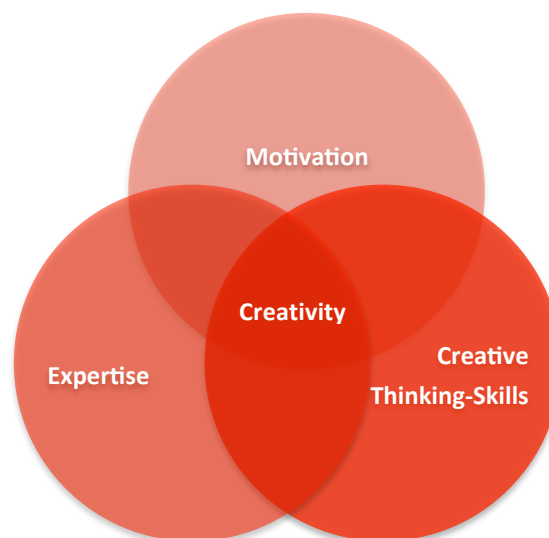

Figure 3.3 The three components of creativity (Source: Amabile, 1998, p.78)

According to Amabile (1998) there is a similarity between the two first factors, expertise and creative thinking skills, in that they are regarded as *"an individual's raw materials"* (p.79). This means that they are the resources, which individuals need to use for accomplishing a task. Motivation, on the other hand, is the driving force behind what individuals typically do. Without motivation, expertise and creative thinking skills may not be fully exploited. In fact out of all three factors, motivation is the most effective way, managers can stimulate individuals' creativity. This notion is further defined as the principle of creativity, which stresses that individuals' creativity will be fully supported by using intrinsic motives instead of external drives (Amabile, 1998). The managerial implication is that a supportive organisational environment can increase creative thinking, expertise and motivation, factors that may lead to a creative output of ideas and finally innovation (Flynn et al., 2003).

3.3 Ideation

3.3.1 Defining Ideation

Ideas can be seen as the basis for developing and finally implementing innovations (Van de Ven, 1986; Björk et al., 2010), where idea generation, or also referred to as ideation, at the very front end of the innovation funnel, plays an important role. Thus ideation, which feeds the funnel with a continuous flow of ideas, is needed in order to innovate beneficially (Boeddrich, 2004). In literature, ideation is usually discussed from three perspectives. The first perspective deals with the quantity of ideas generated and assumes that more ideas create better ideas. In contrast, the second perspective focuses on the quality of ideas, and more precisely on the average quality of ideas. From the third perspective, emphasis is put on the creation process of ideas, which disregards the following evaluation and selection of ideas (Girotra et al., 2010). This also includes understanding the triggers behind ideation and what influences the quality of the ideas (Björk & Magnusson, 2009).

To fulfil the purpose of this thesis, the third perspective will be used to understand key factors of ideation and the perceived effects of performing idea campaigns by empirically testing this approach.

3.3.2 Organising Ideation

The organisation of ideation is about managing a balance of creative opportunities and a well-structured funnel (Boeddrich, 2004). According to Drucker (1985) the source of innovative opportunities can be traced back to (1) unexpected occurrences, (2) incompatibilities, (3) process needs, (4) market changes as well as changes in (5) demographics, (6) perception and (7) new knowledge. The ideas can also be seen as either reactive or proactive. While a reactive idea is generated to restore an issue, a proactive idea is generated to bring forth development in line with the strategy (Flynn et al., 2003).

However, under which circumstances ideas are more likely to arise is subject for discussion. On one hand, ideation can be formalised and on the other hand ideation is autonomous, which enables the use of informal networks (Dahlander & Magnusson, 2005). While formalisation provides guidelines for ideation, which direct the focus to current issues, the ideas generated may also gain the support of management (Björk & Magnusson, 2009). Cooper and Edgett (2007) argue that a formal and systematic approach for generating and gathering ideas is necessary due to the importance of ideas for creating innovation. However, too much guidelines can also inhibit the informal ideation that occurs on an everyday basis through meetings and other social interactions. Another negative effect of formalised ideation is the risk of overlooking marginal opportunities like radical ideas, a risk that is further increased by formalising evaluation of ideas. Nevertheless, which of the circumstances that is most successful is difficult to say (Björk & Magnusson, 2009). The key is therefore to balance the two extremes at the fuzzy front end, in a way that includes them both (Boeddrich, 2004) and is suitable for the organisation (Björk & Magnusson, 2009). The same goes for the choice of searching wide or narrow for ideas, as ideation can be supported by both autonomy and boundaries (Björk et al., 2010).

3.3.3 Key Factors for Managing Ideation

In this section, six key factors for managing ideation are outlined. These factors were identified in the literature study and in the pre-study and are as follow: (1) communication, (2) collaboration, (3) incentives, (4) innovation climate, (5) management support and (6) idea management. These key factors form the basis of the theoretical framework in this thesis, which is later used for developing a framework for designing and analysing idea campaigns specifically.

3.3.3.1 *Communication*

Communication is important for creating and sustaining trust, which is relevant for building loyalty and motivating employees to perform their tasks. The correlation between communication and work motivation, besides loyalty, has managerial implications (Mayfield & Mayfield, 2002) and can therefore be used to support ideation activities such as idea campaigns. Another study on the communication among managers showed that work motivation was positively related to the quality of communication (Orpen, 1997). This means that communication influences work motivation and that the quality is of importance for the outcome.

Communication, in the form of marketing an event well before launch is of particular importance when it comes to draw the attention of individuals and to create an awareness of ideation activities among employees. This calls for promotion initiatives such as, e-mails, posters and announcements at staff meetings (Baumgartner, 2008). In fact, promotion includes using all available marketing channels (Cooper & Edgett, 2007). Management can here play an important role in promoting the ideation activity and motivating the employees to participate

(Bullinger & Moeslein, 2011). Managers can also encourage communication among employees, which stimulates openness towards the creative activities and also information sharing that further supports creativity (Amabile, 1998). One way to support the marketing of an ideation event, and also to sustain the corporate image, is to turn it into a competition (Bullinger & Moeslein, 2011), which is further explained in *Section 3.3.3.3 Incentives*.

The purpose of initiating marketing processes is to communicate the value of the event and to awake an interest (Grifoni et al., 2012). For instance, a study on the use of idea campaigns showed that it was of particular importance to give a clear background of the challenge that is subject for ideation (Iversen et al., 2009). Similarly, in providing guidance and directions of what defines an idea and how an idea is to be evaluated, the quality of ideas submitted is improved (Cooper & Edgett, 2007).

To communicate and market an activity successfully, it is useful to develop a marketing plan. A marketing plan includes defining goals and describing the current situation as well as identifying the needs of the organisation and the available budget and resources that will be allocated to the listed actions. In planning the marketing, the actions are organised and can more easily be supervised (Kotler, 2005) throughout the ideation activity.

Another way of communicating is by 'word of mouth', which is informal communication that takes place when users share their experiences or information about a certain event with others. In online marketing, this is known as viral marketing, as users invite others and spread the visual message virtually (Grifoni et al., 2012).

Although, information technology offers efficient ways to manage idea sharing and new channels to market ideation activities, it is still not enough to increase the number of ideas submitted in some cases. In idea management processes, there are more factors thank online that influence the outcome, which is why communication has two roles, both motivating for ideation and enabling employees to share ideas by establishing facilitating activities (Vrgovic et al., 2013). To create satisfaction and also to motivate participation in the future, the communication needs to include some form of feedback to idea submitters. In this way, feedback is about informing the idea owner of the status of the submitted idea, throughout the idea campaign as well as when the idea move on to the next step in the innovation process (Cooper & Edgett, 2007). The role of feedback is also to enhance the submitted idea if other users are allowed to comment on the idea (Karlsson, 2010).

Communication is a driving factor behind motivation to encourage participation and the sharing of ideas during an ideation activity. Furthermore, communication in the

form of promotion is key for drawing the attention of employees, which in turn creates an awareness that may trigger their motivation to participate in the ideation activity (Baumgartner, 2008).

3.3.3.2   *Collaboration*

Collaboration includes interaction, communication and cooperation between individuals to develop ideas (Baumgartner, 2008). The role of collaboration in innovation can be derived from the positive relation between social interaction and creativity (Amabile, 1996a; Perry-Smith & Shalley, 2003). This reconnects to Amabile's creativity model (1998), as was presented in *Section 3.2.3*, in which collaboration and information sharing are triggered by all three elements of creativity. Expertise is supported as sharing ideas results in more knowledge, while encountering different perspectives when searching for a solution to a problem stimulates creative thinking. Providing that collaboration and information sharing is performed under good terms, it may also increase the perceived satisfaction of the work and in this way function as an intrinsic motivator, which in turn favours creativity (ibid).

Similarly, social networks are proven to stimulate idea generation (Björk & Magnusson, 2009). Thus group settings increase ideation, as sharing ideas stimulate the ability to further develop the ideas (Paulus & Yang, 2000).

However, there are also studies suggesting that ideation by individuals is more efficient than ideation in groups (Alford & Mason, 1975). This associates to the so called productivity loss found in studies on Osborn's brainstorming technique for generating ideas in group, which suggested that the number of ideas generated together was less than when generating the ideas individually. Possible explanations for what may hinder the productivity of ideation in groups are fear of feedback from other group members and the limited ability to speak in a group at a certain time, when many wants to be heard (Linsey et al., 2011). Lack of trust between the group members may also influence the group performance. The latter result is indirectly related to factors such as the motivation level of the group, where motivation in high-trust groups translates to joint efforts to perform better, while motivation in groups with low trust turns into individual efforts to perform well (Dirks, 1999). Due to this paradox, two common group structures can be discussed in terms of quantity and quality of the ideas generated (Girotra et al., 2010). On one hand, ideas can be generated in teams by sharing ideas and experiences on the same information simultaneously. On the other hand, in a hybrid context, the ideation is split into two phases where the group members first work independently to think spontaneously, to later share their ideas to enable interaction and building on each other's ideas. Studies show that the hybrid form of group work tend to result in a higher quantity of ideas as well as a higher quality of the ideas generated than in teams only working in a group context (Girotra et al., 2010; Linsey et al., 2011).

In addition to group structure, the group composition of people in terms of a homogenous or heterogeneous background may influence the ideation (Smith et al., 2008). Using cross-functional teams, which emphasis on collaboration across units as well as functions, is perceived to activate innovation capabilities (Karlsson, 2010; Flynn et al., 2003). The heterogeneity not only stimulates creativity, but also facilitates decision-making in teams, which is particularly needed in the front end of innovation (Smith et al., 2008). The importance of interaction and cooperation in heterogeneous groups, where social relationships facilitate individual creativity, also emphasise the level of external ties. From a social network perspective, a high number of ties outside the formal group are associated to added creativity (Perry-Smith & Shalley, 2003). Consequently, the quality of the ideas generated is influenced by the connectedness of the individuals in a network, as relations outside the social context within an organisation may provide profound knowledge, which may lead to creative insights (Kijkuit & Van Den Ende, 2007). This highlights the positive effect of social networks on ideation. Thus the more connections outside the network, the more knowledge and insights there are to trigger innovation, and hence the better the quality of the generated ideas (Björk & Magnusson, 2009). This explains the trend of community-based ideation contests, which aims to build a community for the participants, whereby collaboration is one of the key ingredients to spark innovation (Bullinger & Moeslein, 2010). Whether in a community or in a group, the function of collaborative ideation also depends on the established level of trust as it indirectly influences the fruitfulness of the outcome, as well as the effort, through motivation (Dirks, 1999).

In line with Smith et al. (2008), collaboration is seen as one of the main drivers behind employee driven innovation as it leads to more creativity. This is further confirmed by Amabile (1998), who argues that collaboration and sharing of information support creativity through the stimulation of expertise and creative thinking skills but also through motivation.

3.3.3.3 *Incentives*

One of the key challenges of arranging idea generation sessions is getting the employees to participate. Participation in turn depends on motivation, which needs to be triggered in order to result in a particular behaviour. The triggering of motives is usually facilitated by incentives, which as discussed in *Section 3.2.3* can be either extrinsic or intrinsic. As organisers of an ideation activity are able to stimulate incentives, objectives such as compensation or social motives in terms of community feedback, reputation or peer reviews, may be relevant when designing an incentive structure (Leimeister et al., 2009). Additionally, intrinsic motives are important to consider in making innovation a natural part of the daily activities in the long term (Bergendahl & Magnusson, 2011).

An ideation approach that includes an incentive structure, usually with some form of reward, is innovation contests (Bullinger & Moeslein, 2010), which also may go

under names such as design competitions (Lampel et al., 2012) or tournaments for ideas (Morgan & Wang, 2010). The general feature of these notions is a competition for generating ideas, to later spark innovation. Although the concept has changed over time, in terms of limitations due to the shift from closed to more open innovation and the expansion of Internet, leading to a boost of innovation contests, it is not new (Adamczyk et al., 2012; Lampel et al., 2012). In fact, the use of competitions for stimulating innovation can historically be traced back to the 18th century (Lampel et al., 2012). Early examples of such competitions include the development of margarine as a substitute to butter in 1869 or the famous aviation competition to fly across the Atlantic in 1927. According to a study that aims to structure literature on innovation contests, firms arrange the majority of innovation contests, but they can also be organised by individuals, public organisations or non-profit organisations (Adamczyk et al., 2012).

The basis for innovation contests is competition. Besides the use of competition in sports and arts, it is also a key principle in the free market economy and is considered a factor underpinning development and hence innovation (Bullinger & Moeslein, 2010). Similarly, studies show that incentives such as rewards as well as recognition and feedback can have a positive effect on employee creativity. However, it is also worth noting that the effect of competition on innovation can be negative if the participants are faced with adverse feedback and/or constant worries about the rewards (Amabile & Gryskiewicz, 1987). Likewise, while competition is seen as an enabler of innovation, it can also be perceived as an inhibitor of cooperation. This duality can be discussed on the basis of whether competition and collaboration are two conflicting entities or two harmonising entities (Bergendahl & Magnusson, 2011). On one hand, a high innovativeness in innovation contests is a result of participants with either a high cooperative orientation or a low cooperative orientation according to Bullinger and Moeslein (2010). This means that competition and collaboration are only compatible if they are used in groups with the right level of cooperative orientation. On the other hand, allowing a more open form of competition, one where competitors share their opinions and knowledge, may trigger creativity and lead to new insights about the problem to be solved. One example of this paradox, which challenges the traditional view, is the recent phenomenon of community-based competitions, where participants compete as well as collaborate. Hutter et al. (2011) argue that the trade-off between competition and cooperation can be overcome. The notion of co-opetition was coined as a result of these community-based contests, in which collaboration and competition co-exist without hindering creativity (Hutter et al., 2011). However, whether these open forms of competitions are also applicable for intra-firm ideation can be discussed as it may create an attitude that is self-protective and distrustful, which obstructs creativity (Amabile, 1996a). In a study on the collaborative and competitive mechanisms in ideation at three multinational firms, the results showed that collaboration and competition could be combined, particularly as cooperation is

important for the daily activities within firms. Furthermore, to overcome the trade-off, managers are advised to separate the two entities in time and space, when using them both as key drivers for innovation. To manage this properly, calls for clear communication and the use of intrinsic incentives to activate motivation (Bergendahl & Magnusson, 2011).

From the discussion above, incentives are seen as one of the main driving forces for innovation, as it may trigger motivation that in turn may result in participation. The notion is based on the view that competition and collaboration both have a positive effect on innovation and can co-exist. In addition, intrinsic motives are seen as the most effective for motivating individuals to participate in ideation activities.

3.3.3.4   *Innovation Climate*

Since studies show that a supportive organisational climate is positively related to individuals' behaviour, climate can be seen as a driving factor behind innovation (Scott & Bruce, 1994; Ekvall, 1990). These findings include the entire innovation process, from generating ideas through evaluations and further development of ideas to implementing innovations (Ekvall, 1990). With climate, Ekvall (1990) refers to behaviours, attitudes and emotions that characterises an organisation. These organisational characteristics are in turn determined by a number of factors such as, leadership style as well as visions and strategies (ibid). This means that an innovative behaviour needs to be supported at all levels in an organisation. For example, ideation activities that are in line with the corporate strategy may legitimise participation of the individuals, as it is supported by the organisation.

Since individuals' behaviours are influenced by their organisational expectations regarding most preferable behaviour and the possible result of such behaviour, a high tolerance to experiments and failures support innovative behaviour (Scott & Bruce, 1994). Furthermore, developing an organisation that facilitates participation and empowerment can increase the creativity and motivation, which finally may spark innovation. Openness, within the organisation, towards innovation indicates that the efforts of individuals are valued, which promotes independent pursuits of ideas. In addition to openness, norms that support idea sharing, teamwork and activities that engage individuals in creative thinking on a daily basis are important for creating an innovative climate (Flynn et al., 2003). However, it can also be noted that individuals not only need to hear about the expectations of an innovative behaviour, they also need to experience it in order to create understanding (Gibson, 2008).

To conclude, the organisational climate underpins innovation in all stages. This means that a supportive innovation climate may draw the attention of individuals and trigger their motivation to participate in ideation activities, to later facilitate the organisation's ability to manage the generated ideas.

3.3.3.5   Management Support

The positive relation between management and the individual's innovative behaviour is confirmed by numerous studies (Amabile, 1996a; Ekvall, 1990; Smith et al., 2008; Baumgartner, 2008). The organisation's climate, which to a large extent is determined by management, can be seen as the link between managerial behaviour and the performance of employees in that leadership behaviour motivates the individuals through a supportive climate (Ekvall, 1990). When initiating ideation activities within the firm, it is therefore important to also engage management, as it shows commitment of the overall organisation, which raises expectations of the employees. Thus, the overall objective is to enable the innovative mind-set to sipper down from top management to finally stimulate ideation at all levels of the organisation (Gibson, 2008).

As for the type of management, studies show that a supportive style is needed when generating ideas in the front end of innovation (Oldham & Cummings, 1996; Tierney et al., 1999). With supportive, Oldham and Cummings (1996) mean that the leaders show concern for their employees, in addition to encourage them to pursue their own initiatives and providing positive and insightful feedback as a response to the generated ideas. Furthermore, the managers are characterised as being visionary and enthusiastic about change (Flynn et al., 2003). In this way, management support can potentially influence the employees' intrinsic motivation (Tierney et al., 1999). In addition, other positive effects on employee creativity that managers may induce are setting goals properly, appreciating individual influence on projects and showing openness towards new ideas (Smith et al., 2008).

The organisational support is about which opportunities the organisation encompasses and which support functions there are available for further exploration of the ideas generated (Van Dijk & Van Den Ende, 2002). The existing supplies give an indication of the organisational support for ideation, which may be used by employees to form expectations of the openness towards ideas.

As has been outlined, management support is an important innovation enabler, as management encourages the employees to not only participate in ideation activities but also to be creative when generating ideas.

3.3.3.6   Idea Management

Idea management is an organised process for collecting ideas from employees and then evaluating and selecting the ideas submitted, to later feed the innovation funnel with ideas of high potential (Baumgartner, 2008; Järrehult, 2011). Without a process for gathering the ideas and realising them, the ideas are valueless (Boeddrich, 2004). The organisation, as the recipient of the generated ideas, must therefore have a strategy for taking care of the ideas. More specifically, this includes a commitment of resources to collect ideas, evaluate them, and respond to them.

The idea management process may include methods and tools to provide central guidelines on how to evaluate the ideas or how to perform an ideation activity. Most commonly, an IT-based idea management system is incorporated to sustain these tools (Karlsson, 2010). The role of IT for enrolling ideation activities internally, as well as externally is important to address. Several studies highlight the importance of having an idea management system in place for conducting, for example, idea campaigns (Cooper & Edgett, 2007; Karlsson, 2010; Bullinger & Moeslein 2010; Hutter et al., 2011; Adamczyk et al., 2012). The basis of an idea management system is to create a platform where employees, as well as experts and coaches, can share their ideas and give each other feedback. This enables the users to develop already existing ideas and the managers to capture the ideas with greatest potential, in order to develop these further. In addition to idea submission and commenting, the idea management system also facilitates with administration, evaluation and follow-up of the submitted ideas (Karlsson, 2010).

In sum, idea management can be seen as a facilitator to the whole ideation activity. The role of an idea management process is to capture the employees' ideas, which may include a number of tools and methods. The availability of these approaches may influence the employees' notion of idea responsiveness within the organisation. On a final note, idea management in this thesis refers to a structure for how ideas are handled and received by the organisation following the ideation.

3.3.4 Methods for Ideation

As a complete comparison of ideation techniques is beyond the scope of this thesis, focus is on a few common ideation methods in this section to give an insight into different common approaches and their key features. The comparison is summarised in Table 3.1.

Suggestion System
A suggestion system is a traditional method for gathering employees' ideas as a way to manage creativity and stimulate continuous improvement (Ekvall, 1990). The principal behind a suggestion system is the use of a box into which employees can drop their ideas (Baumgartner, 2008). To facilitate the administration and management of a suggestion system, launching it online is preferred (Cooper & Edgett, 2007). However, a suggestion system tends to stagnate as it often fails to implement any of the ideas. This is due to a number of reasons, such as an overflow of ideas since the scope is very wide, a duplication of ideas or a lack of relevance of many of the ideas. Another consequence from the wide scope is that most suggestion systems tend to focus on incremental types of ideas rather than more radical ones (Björk & Magnusson, 2009).

Innovation Jam
IBM developed an innovation jam in 2001, where jam stands for a 'massively parallel conference' online (Bjelland & Wood, 2008). The notion behind the approach was to engage employees across the organisation in discussions on important matters, which not only were about generating a sense of participation but also to generate ideas. The key characteristics of innovation jams are a focused, across-the-organisation reaching, online discussion about current challenges. The result of an innovation jam is crowd-discussing threads about specific topics, which may generate innovative ideas (Euchner, 2011).

Brainstorming
Brainstorming is a well-known technique for generating ideas in groups that was developed by Alex Osborn in the 1950s (Eppler et al., 2011; de Sousa et al., 2012). The term is associated with creative processes and it is quite a simple method for achieving creative thinking. The purpose of brainstorming is to gather a group of people to generate a 'storm of ideas'. Being together and interacting in a collaborative context, enables building upon ideas as well as getting new insights from others' experiences (Michanek & Breiler, 2007). To allow the participants to be creative and to generate all kinds of ideas, high and low, there are a few brainstorming rules that may be used, which are listed in Table A.2 (Appendix E) (Ideo, 2013).

Idea Campaign
Using idea campaigns for ideation is an approach for creating ideas on demand in order to solve a particular need. In addition to a defined scope, for instance to solve an innovation challenge, an idea campaign is a specific time limited event. The innovation challenge of an idea campaign aims to motivate creative thinking and facilitate collaborative idea flows among employees. The creation of many ideas, targeting one specific problem, may lead to a few relevant solutions (Baumgartner, 2008).

Comparison Between Ideation Methods
In comparing these four ideation methods, suggestion system, innovation jam, brainstorming and idea campaign, as can be seen in Table 3.1, there are a few differences to be noted. First, the timeline for the different ideation methods differs. While brainstorming, innovation jams and idea campaigns all are limited by time, the suggestion system is an on-going process. Innovation jam is the only method characterised as an online event. In contrast, the traditional brainstorming takes place offline, while both suggestion systems and idea campaigns can be a mix of both online and offline features. In terms of the task specificity, this is low for suggestion systems as they are often open to all types of tasks. For the same reason, the type of ideas generated with the use of suggestion systems tend to be incremental. In contrast, innovation jams, idea campaigns and brainstorming have more defined tasks and may therefore generate both incremental and radical ideas.

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As for the participation form, in a suggestion system, idea submissions are done individually without any interaction with others. Instead, working in teams is a key characteristic for brainstorming activities as well as it can be incorporated in an innovation jam or in an idea campaign through collaborative features such as discussion forums or workshops.

Table 3.1 Comparison of four ideation methods

Criteria/Method	Suggestion System	Innovation Jam	Brainstorming	Idea Campaign
Timeline	On-going	72 hours[2]	2-8 hours	2-8 weeks
Media	Mixed	Online	Offline	Mixed
Task Specificity (Low/High)	Low	High	High	High
Target group (Specified/Unspecified)	Unspecified	Specified/ Unspecified	Specified	Specified
Participation form (Individual, Team, Both)	Individual	Both	Team	Both
Type of ideas (Incremental, Radical)	Incremental	Incremental/ Radical	Incremental/ Radical	Incremental/ Radical

3.4 Idea Campaigns

As was mentioned in the introduction to this chapter, it is worth noting that the concept idea campaign goes under many different names. The earliest approach of trying to engage the public in innovation was through innovation contests. In recent years, time-limited competitions are used in a wide extent, only under new conditions such as being based on IT, but with the same objective of targeting a group of people with expertise and creativity to solve an innovation challenge (Adamczyk et al., 2012). In a study trying to get an overview of the use of innovation contests, Adamczyk et al. (2012) found 20 different search terms, which included elements of competition and ideation/innovation or design. They also found that the phenomenon attracts a wide range of scholars, from economics and management to sustainability and innovation. Since researchers have studied the subject from different perspectives, a collection of terms for describing the concept exists. For

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[2] According to the IBM format (Bjelland & Wood, 2008).

instance, design elements have been added over the years to increase the understanding of creativity, which has given rise to new terms, such as design tournament and idea jams (ibid).

For this study, the authors of this thesis have chosen to use the term 'idea campaign' for the phenomenon as the case company uses this phrase. However, to fully understand idea campaigns, the literature also include theories about similar concepts, all of which are tools used in the front end of innovation to generate and manage ideas. Furthermore, as was previously defined in *Section 3.3.4*, the purpose of idea campaigns is to create ideas on demand. The demand is to solve a specific need during a restricted time period. The selection of an innovative challenge may motivate to collaborative ideation as well as stimulate to creative thinking. The result of an idea campaign is a number of relevant ideas to solve a pre-defined challenge. To know how to design an idea campaign requires an understanding of which components that may influence the idea campaign process as well as getting to know the process itself.

3.4.1   Conceptualising Idea Campaigns

An idea campaign can be designed in five steps according to Baumgartner (2008). First, an innovation challenge, which is based on a present business issue, is chosen. Baumgartner mentions a few criteria for selecting an appropriate innovation challenge, where one is that the issue should be broad and relevant in order to engage a lot of people, but not too broad as it may weaken the idea campaign. Another important criterion to consider is that the innovation challenge should be clear and in line with the company strategy. Following the selection of an innovation challenge, the idea campaign is promoted in a way that may motivate employees to participate by submitting an idea that could solve the targeted challenge, which is the second step of conducting an idea campaign. In the third step, employees develop ideas in a collaborative environment during a fixed time frame. Following idea submissions, ideas are selected and evaluated in the fourth step. Finally, the selected ideas are implemented in the organisation (ibid). It can be noted that this attempt to frame idea campaigns is based on Baumgartner's experiences, which are not systematically processed, a reason why the authors of this thesis only see it as a brief input for developing an idea campaign.

Another attempt to frame the idea management within an idea campaign is the Idea Management Concept (Iversen et al., 2009), which is an iterative model for describing the phenomenon as an innovation process. The source for this concept is a white paper, where the empirical test includes two idea campaigns in a small consultancy firm of about 100 employees. At the centre of the model, which can be seen in Figure 3.4, are elements named triggers, roles, incentives and tools appropriate for conducting an idea campaign. Also important is an innovative climate and a supporting management, committing to the idea campaign, which are

factors that surround the inner parts of the model. Moreover, the model includes four iterative phases: (1) inspire and involve, (2) generate and capture, (3) develop and enrich and finally (4) evaluate and select, the fourth which continues on to implementation. The phases include different activities depending on the desired solution, i.e. if it is solving a problem, finding a continuous improvement or a ground-breaking innovation (Iversen et al., 2009).
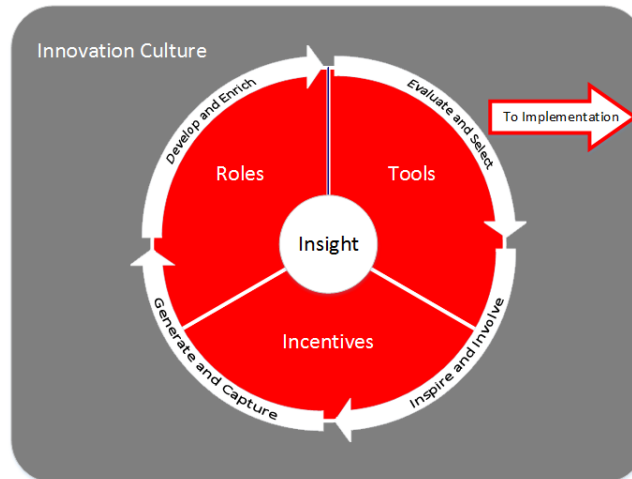

Figure 3.4 Idea Management Concept (Source: Iversen et al., 2009, p. 3)

Managing employees' ideas can also be explained by the Creativity and Transformation model, as presented by Van Dijk & Van Den Ende (2002), which at the broadest level focuses on cultural factors and structural factors within an organisation. The model is applied to a suggestion system, which comprises the three phases: (1) Idea extraction, (2) Idea landing and (3) Idea follow-up. The organisational context, which is divided into the two components culture and structure, has an impact on the outcome of each phase and the functioning of the overall suggestion system. The outcome in turn, depends on the triggering of factors inherent to each phase, which can be seen in Figure 3.5. In the first phase, which is mainly influenced by the cultural setting in terms of encouraging communication of ideas among the employees, factors such as alignment and possibility of reflection may be triggered. In the second phase, where the outcome is organisational support, both structural and cultural determinants (see Figure 3.5) influence the result, i.e. whether there is a positive attitude towards the idea and whether there is a functioning idea management method overall. In the final phase, activities to follow up the submitted ideas and transform them into projects to proceed in the innovation process, require structures for managing ideas and regulating the process (Van Dijk & Van Den Ende, 2002). It can be noted that the model only cover organisational conditions and was developed for suggestion systems.
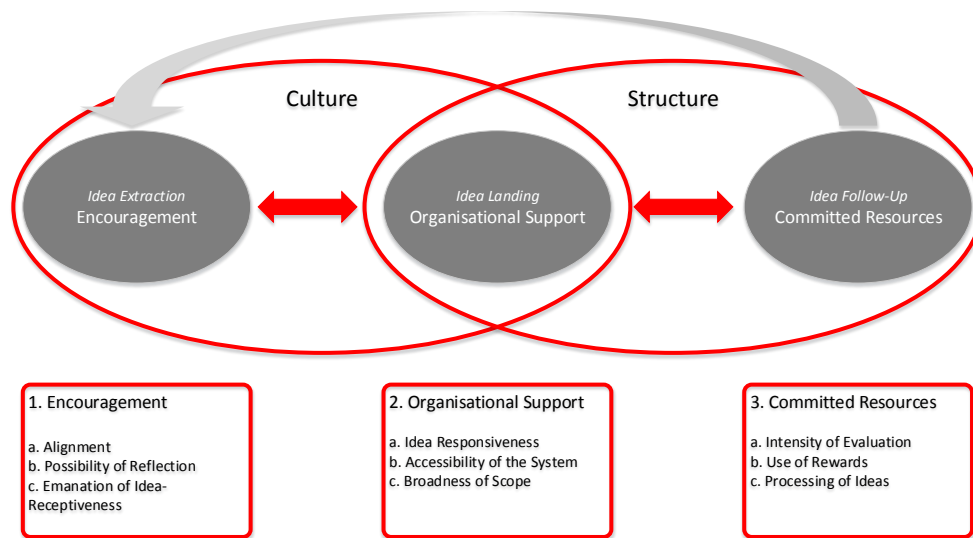
Figure 3.5 The Creativity-Transformation Model (Source: Van Dijk & Van Den Ende, 2002, p. 390)

3.5 Summary of Theoretical Framework

To summarise the theoretical framework, based on literature reviews, an effective innovation process is important for generating new as well as improved products. The front end of the innovation process, which is characterised by a high degree of fuzziness, is particularly of importance since it influences the overall success of the innovation. In the forefront, idea generation is crucial for feeding the innovation funnel with ideas that may spark innovation. There are several sources for attaining ideas, although most ideas within organisations come from its employees. Similarly, there are many ideation methods, some of which are more structured and open than others. Since the purpose of this thesis is to study idea campaigns, the focus is on this method.

An idea campaign is for this thesis defined as an ideation effort around a specific predetermined innovation challenge during a limited time period. The purpose of an idea campaign is to create ideas on demand, which requires being able to draw the attention of employees to create awareness as well as motivate employees to participate and to be creative. It also requires managing and following-up the ideas. Thus the difficulty is not only generating ideas, but also managing the ideation and to figure out how to implement the ideas successfully. Moreover key factors, which capture the effects necessary for succeeding with managing ideation, have been identified and these are shown in Table 3.2.

Table 3.2 Key factors

Key Factors
• Communication • Collaboration • Incentives • Innovation Climate • Managment Support • Idea Management

In existing literature, there have been a few attempts to frame ideation activities of which some were presented in this chapter. The first study mentioned is based on non-structured experiences and was not published in an academic journal, while the second is a white paper, but with empirical facts gathered from one case. The third and final attempt considered in this chapter was developed for a suggestion system and therefore misses some activities that are important features of idea campaigns. Furthermore, the model in the third study focuses on certain organisational conditions, which do not include all of the identified key factors.

Since the previous attempts to frame ideation activities are not adequate to fulfil the purpose of this study, the authors of this thesis intend to develop their own framework for idea campaigns. In sum, the key factors and insights from previous attempts to frame idea campaigns, form the basis for developing an idea campaign framework, as will be explained in *Chapter 5*.

4 Pre-Study: Ideation in Large Organisations

In this chapter, the results from the pre-study are presented. A comparison between six large Swedish companies' ideation activities is conducted, as well as an analysis of the results.

A pre-study was conducted among six Swedish multi-national companies[3] in order to explore the area of ideation and ideation activities. The companies are all large sized organisations with a total number of employees within the range of 20 000 to 140 000. The companies represent different industries, from consumer goods, food processing and retail, to telecommunications and automotive vehicles. The purpose of the pre-study is to validate the key factors revealed in the first literature review, by investigating how the companies relate to them in their work with ideation, as well as to investigate whether there are any additional key factors.

4.1 Ideation Activities at Pre-Study Companies

In terms of the existing ideation activities at the six companies, there are a few similarities. Four of the six companies arrange some kind of workshops for generating ideas among employees. These workshops are often done in a smaller scale, although company D mentioned that they have had ideation activities for as many as 3000 employees at the same time. Nevertheless, the purpose of workshops is to target a certain challenge in a collaborative context, which is often practised in cross-functional teams. It is also evident that there is a high tendency to use idea campaigns, as a way to temporary generate ideas on a specific topic, as four out of the six companies have conducted some form of idea campaigns. The two companies that did not use idea campaigns, company E and F, use innovation jams instead, which is an online ideation form similar to idea campaigns but that only takes place for a short period of time, as was noted in Table 3.1. Other examples of ideation activities used by the pre-study companies are: dragon's den[4], ideation weeks or exhibitions as well as idea banks and a training program for educating the employees of the importance to innovate.

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[3] Volvo Group Trucks Technology, Volvo Cars, Tetra Pak, SCA, IKEA and Ericsson
[4] Dragon's den is a concept where entrepreneurs are pitching ideas to investors to get funds (Dragon's den, 2013).

4.2 Pre-Study Companies' Approach to Key Factors

In this section, the results from the pre-study, which are presented in more detail in Appendix B, are discussed on the basis of identified key factors. A compilation of the results is given in Table 4.1.

Collaboration

Collaborative features in the ideation activities include workshops with cross-functional teams, where participants are allowed to share ideas and insights from different departments in order to inspire and challenge others to think in new ways as well as to build on ideas. A similar function is achieved through the use of idea management systems, which emphasise the creation of virtual teams that allows for commenting and also building on ideas. As many as five of the six companies studied use an idea management system to manage ideation on the web, either through temporary innovation jams or as online forums. The use of Yammer[5] as a way to stimulate discussions online is comparable to an idea management system, although it is rather limited in functions, such as ranking criteria and the ability to monitor the ideation process, and can therefore only be seen as a temporary IT-based solution. Although collaboration is mostly achieved online through communities when arranging an idea campaign at a large scale, IT-based tools should not overshadow the value of the ideation process according to company E. Therefore several of the companies use their idea management system on a decentralised level, which allows anyone to initiate an idea challenge on a topic of interest. Besides idea management systems, collaboration also influenced the setup of the patent reward system at company C, as the reward is no longer set per patent but the same amount is given per person, which now motivates groups to apply for patents.

Incentives

Only two of the companies studied have used monetary rewards as incentives for ideation. However, the interviewees at those two companies both argue that intrinsic incentives are more effective, which corresponds to the same understanding as the other four companies. Instead, recognition appears to be the most effective incentive according to representatives at five of the six companies. With recognition means appreciation given by colleagues as well as by managers, which refers to articles on the intranet, award ceremonies or going out for lunch as well as meetings with the management board. In addition to recognition, as an intrinsic motivator, to see the idea become realised is also an effective incentive to motivate participation in an idea campaign, as it was used on four of the six companies. At three of the companies studied, the idea submitter is also given the

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[5] Yammer is a social network platform for enterprises (Yammer, 2013).

chance to take an active part of the idea realisation as a reward, which according to the company representatives triggers some employees to participate.

Innovation Climate

The innovation climate at all of the companies studied is described as high according to the interviewees. Yet, the indicators of why their company in particular has a well innovative climate differ. At company A and E, the climate is described as very innovative due to the openness to think in new ways and at company A, a high degree of risk taking is also supported according to the representative. In contrast, both company B and F consider that the innovativeness is high since it is embedded in routines and processes. While representatives at company C and D mention that the innovation climate at their companies include all of the employees in the innovation efforts.

Management Support

All of the six companies find management support, in some way, to be crucial for the success of an idea campaign. The role of management in the ideation process is, nonetheless, different depending on the company interviewed. At company B, the management influence the direction of the ideation by formulating strategies for ideation, while at company F they set the innovation challenge. Similarly, company A mentions that it is important to show that the initiative behind an idea campaign comes from the management board. At five of the six companies, the support of managers is shown in the promotion of idea campaigns. Another important effect of management involvement in the idea campaign, according to companies A and C, is that it legitimates the innovation effort of employees, as well as it reassures the employees that the ideas will be managed since the top level is interested in the outcome. As management is also an important contributor for the success of an idea campaign, managers need to portray a positive attitude and promote the fun side of participating as well as using the top-down language to urge employees to participate according to companies D, E and F.

Idea Management

The use of idea management, which refers to a structure for how ideas are handled and received by the organisation following the ideation, differs among the companies interviewed. For company B, the representative argues that clear goals for the ideation activity and accountability for the ideas submitted are of importance for successfully completing an idea campaign. For large organisations, where ideation activities include all of the employees, an IT system facilitates the idea management, as it would otherwise require a lot of administrative resources to create a sense of idea receptiveness. According to the results of the pre-study, there is a tendency to start using an online idea management system over time. This correlation is confirmed when comparing the time for when the ideation activities started to when an online idea management system was first used. All of the companies started without an IT-based idea management system, but currently five

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of the six companies have implemented a system for managing ideas, all of which have worked with ideation activities for several years. The youngest company (A), in terms of years working actively with ideation, still handles ideas manually but is now discussing the implementation of an idea management system. In fact, company D argues that no company will manage the ideation process without an idea management system in the long run. This is because the participants want to see the results of the ideation in terms of ideas being realised, at the same time as feedback is more easily enabled via the commenting function. To be able to handle ideation manually, company A has assigned one person to do the job, who also makes sure that submitted ideas get some form of feedback on the outcome. However, when company A did an all-reaching idea campaign in 2009, which resulted in more than 4500 ideas, feedback was not administrative possible due to the high number of ideas submitted, which made some employees disappointed. All in all, it is important to have some kind of process for how ideas are managed during an idea campaign, a condition that all companies at first sight fulfilled, although it may proved difficult to fully incorporate in reality.

Communication

All of the six companies highlighted communication during the idea campaign to create awareness and/or an understanding of the ideation process, especially what happens after the ideation, as an important success factor. The essence of clear information about the process is to pinpoint the goals of the idea campaign, but also to create an understanding of the steps of the innovation process that follows the ideation phase. This is often one of the main challenges that companies encounter during an idea campaign, since the initiators fail to plan the end of the innovation process or fail to evaluate the overall idea campaign. While two companies put emphasis on creating inspiration material, others put more emphasis on communicating the ideation process. Another part of communication is promoting the idea campaign to create an awareness of the innovation effort itself, but also to encourage the employees to participate via managers, who want innovation to be part of everyone's everyday work.

Table 4.1 Compilation of the results from interviews with pre-study companies A-F

	Ideation activities	Collaboration	Incentives	Innovation climate	Management support	Idea management	Other key factors
Company A	Workshops and idea campaigns.	Yammer is used to comment and refine others ideas, also workshops.	Monetary rewards, recognition and active part of idea realisation.	High and supports risk taking and new ways to think, but lacks a formalised innovation process.	Crucial that the initiative is from top management to assure employees that ideas are received and will be handled accordingly.	Manually handles submitted ideas.	Communication is key to show the support of management and to understand the ideation process.
Company B	Workshops and idea campaigns.	Idea management system allows commenting and building on ideas in forums, also workshops.	Monetary rewards, recognition and idea realisation.	High as innovation is embedded in routines and processes.	Formulating strategies for directing ideation.	Clear goal and accountability - a structured ideation. IT-based idea management system, a central tool used on a local level.	Communicate what happens after ideation.
Company C	Idea campaigns/ idea competitions, ideation weeks with group brainstorming, idea jams and idea bank.	Idea management system that enables commenting and building on ideas, group brainstorming and patent reward system.	Recognition and appreciation arranged as ceremonies at innovation days.	High as innovation involves all employees and the focus on ideation has a long history.	Management engages in activities to support ideation by promoting the initiative and legitimising the effort to submit ideas.	Idea receptiveness within the overall organisation and an IT-based idea management system.	Internal communication.

	Ideation activities	Collaboration	Incentives	Innovation climate	Management support	Idea management	Other key factors
Company D	Workshops, idea campaigns and training program.	Idea management system allows commenting and building on ideas in forums, also workshops.	Appreciation of different kinds, one of which is direct feedback on the submitted idea.	High as innovation involves all employees.	Management's support and commitment is important. Management must endorse, push and promote ideation activities.	IT-based idea management system that quickly feeds the innovation funnel with ideas.	Promotion is key to raise awareness that innovation is part of the everyday work.
Company E	Innovation jams and dragon's den.	Idea management system allows commenting and building on ideas in forums.	Active part of idea realisation.	Open to ideation.	Highlight the fun and use top-down language to encourage participation. Line managers need to promote the initiative.	IT-based idea management system.	Inspiration material and marketing. Also a clear process of what happens after submissions. Time to be creative.
Company F	Workshops, innovation jams and innovation exhibitions.	Virtual online teams that allows commenting and building on ideas and workshops with cross-functional teams.	Recognition and active part of idea realisation.	Technical and incremental innovation is deep-rooted in routines and processes.	Management sets innovation challenge and conveys a positive attitude. management support is explicitly communicated.	IT-based idea management system that enables feedback.	Information to create openness and to inspire.

4.3 Summary of Pre-Study Results

The results from the pre-study verified that the key factors identified in existing literature are of importance for the design of an idea campaign. Particularly two factors were highlighted as important, idea management and management support. For instance, many of the interviewees argued that managing the ideas is more difficult than generating ideas, which is in line with theories on idea management. Management's support of an idea campaign also seemed to have an effect on employee participation, which several of the interviewees pinpointed as important in order to legitimise the innovation effort of the employees and also to render a certainty that the ideas will be taken care of by the organisation. In addition to the key factors identified in the first literature review, the findings from the pre-study also show that communication is an important factor to consider when arranging an ideation activity. This additional factor was therefore included in the second literature review.

5 Case-Study: Conducting an Idea Campaign at E.ON

In this chapter the empirical gatherings from the case study are presented and explained in four sections. The first two sections give an introduction to the case company, followed by an explanation of the Idea Campaign Framework developed in this thesis. The actual test of the framework at the case company is then described in the third section, and finally, the results from the evaluation of the idea campaign are presented.

This section gives a brief introduction to ideation at the case company. The material is based on a compilation of eight interviews that were conducted with E.ON employees from the five largest subsidiaries on the Swedish market. Despite not being enough to fully understand the situation at the case company, the data collected through the interviews is used to provide the reader of this thesis with an insight into the conditions for testing an idea campaign at the case company.

Firstly, the innovation climate at E.ON, as described by the interviewees, is briefly discussed. Thereafter the case company's previous experience of ideation is described, based on the expressions of the eight interviewees. Finally, an explanation of the interviewees' expectations of an idea campaign is given.

5.1 Introduction to Ideation at Case Company

Innovation Climate at E.ON

According to the interviewees, the innovation climate at E.ON differs depending on subsidiary and department. The differences are considered to, partly, have to do with history, but mainly with the characteristics of assignments and the fact that E.ON operates on a regulated market, which in turn affects the incentives for innovation. For instance, the grid sector is very politically driven by net tariffs, which according to the interviews could mean less incentive for being innovative in addition to the high risks, which consequently influences the innovation climate. From the interviews, it is also evident that there are different views on the innovation climate at E.ON. Some people argue that the innovation climate is open, while others describe the innovation climate as careful.

Previous Experience of Ideation

At Group level, E.ON has an online improvement system, to which employees can send in suggestions for improvements. However, the general perception of this system, as explained by the interviewees, is that many employees use it for complaining and that there is no support for solutions that need to be developed. In addition, the current system is not considered suitable for managing ideas. Overall,

idea management is expressed as insufficient at many of the subsidiaries and the difficulty of implementing ideas in later stages is also highlighted.

Despite the lack of sufficient idea management and formalised routines for ideation, there exist some ideation activities on a local level at the different subsidiaries. One such ideation activity, mentioned by the majority of the interviewees, is generating ideas together in arranged workshops. Another ideation activity, or rather ideation initiative of one subsidiary, is the use of so called 'change agents', who work with stimulating creativity in the organisation to promote idea generation.

Expectations of an Idea Campaign
Regardless of subsidiary, there seems to be a general feeling among the employees that nothing happens to generated ideas, which in turn is seen as a common obstacle for sharing ideas. For that reason, all of the interviewees emphasise the importance of incorporating idea realisation in the outcome of the idea campaign, although it is costly. The interviewees strongly believe that participants in the idea campaign will expect to see a follow-up on ideas and that some of the ideas actually results in something tangible.

In addition to idea realisation, appreciation and recognition are also described as two important incentives for motivating the employees to participate and generate ideas. Competitive elements are also highlighted as fun and thought of as one way to stimulate employees to participate. As mentioned by one interviewee, monetary rewards are in some cases what may matter in the end.

Another important success factor for an idea campaign, as mentioned by the majority of the interviewees, is management support. Management is said to play an important role as they, to a large extent, set the rules for the employees' work. According to the interviewees, it is crucial that the idea campaign is communicated as an initiative from management, and that managers encourage employees to spend time on generating ideas during the idea campaign.

Moreover, the interviewees agree that it is of great importance that the idea campaign has clear goals so that employees understand what it is all about and the importance of participating. The interviewees also emphasise the importance of marketing the idea campaign in a new and different way in order to create more attention.

5.2 Developing an Idea Campaign Framework

In this section a framework for conducting an idea campaign is explained. The framework is developed by the authors of this thesis, based on findings in literature and a pre-study. This section begins with briefly describing three phases for conducting an idea campaign, followed by outlines that explain each phase more in

detail. Focus is on the second phase, in which the idea campaign is executed, since this phase is also the phase being tested in the E.ON case.

5.2.1 Three Phases of Ideation

Similar to the creativity-transformation model developed by Van Dijk and Van Den Ende (2002), the authors of this thesis have identified three phases that conceptualise an idea campaign. These phases are: *Ideation Planning*, *Ideation Execution* and *Ideation Follow-up*, as shown in Figure 5.1.
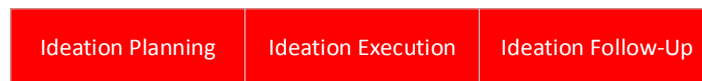
Ideation Planning	Ideation Execution	Ideation Follow-Up

Figure 5.1 Three phases of ideation

5.2.1.1 Ideation Planning

To begin with, it is important to establish the overall concept of the idea campaign is with management to assure management support prior to the initiation of the campaign (Gibson, 2008).

In the planning phase, the basic elements regarding the idea campaign, as listed in Table 5.1, are decided upon. That includes naming the campaign and agreeing on which type of idea campaign to initiate, for instance if it should include competitive elements or not. Before turning it into a competition, it is worth noting that competition may hinder collaboration (Bergendahl & Magnusson, 2011), which suggest that actions for supporting collaborative ideation to sustain creativity should be considered in case a competition is initiated (Hutter et al., 2011).

Following the selection of type, the innovation challenge needs to be set, which is in line with the first step of Baumgartner's (2008) five-step process that was presented in the theoretical framework of this thesis. The pre-study companies showed a tendency to involve management in the choice of innovation challenge to assure alignment with the overall company strategy and to show management commitment when communicating the idea campaign to employees. According to literature, the innovation challenge should be extensive and relevant, but not too broad as it may dilute the idea campaign (Baumgartner, 2008). In addition, the innovation challenge should be clear and aligned with the company strategy. After deciding upon name, type and innovation challenge, the size and target group as well as the time frame of the idea campaign need to be planned. In line with literature, it is important to include all of the employees in the ideation for tapping into the hidden creativity of the organisation (Smith et al., 2008).

In the planning phase, it is also important to make sure that there is a plan and a clear goal for the whole idea campaign, which also include planning for the implementation of ideas in the follow-up phase. According to the pre-study, this

action is often overlooked but, nevertheless, perceived as crucial for creating a commitment among the organisers, as it may influence the willingness of employees to participate. Finally, the first phase also includes planning for activities that is to address the key factors in the subsequent phases.

Table 5.1 The ideation planning phase

Ideation Planning	Ideation Execution	Ideation Follow-Up
• Decide upon: - Name and type of idea campaign - Innovation challenge - Size & involvement - Time frame • Plan for activities in subsequent phases		

5.2.1.2   Ideation Execution

The second phase, the execution phase, starts when the communication of the idea campaign begins, and ends on the last day of idea submissions when ideation follow-up instead begins. The execution phase is where the key factors for ideation primarily are addressed in order to conduct an idea campaign successfully.

Desired Effects and Features

When developing a framework for the execution phase, some assumptions were made regarding the desired effects of a successful idea campaign. In line with existing idea generation literature (Girotra et al., 2010 p.592), the authors of this thesis assume that more ideas will lead to better ideas, and thus many ideas are a desired effect. Secondly, it was assumed that in order to get the outcome of many ideas, it is desired to have many employees participating in the idea campaign. Thirdly, in order to raise the number of participants, it was assumed that an awareness of the idea campaign among employees is required. The three desired effects of an idea campaign thus are to create: *awareness*, *participation* and *ideas*, as shown in Table 5.2.

Table 5.2 The ideation execution phase

Ideation Planning	Ideation Execution	Ideation Follow-Up

• Decide upon:
  - Name and type of idea campaign
  - Innovation challenge
  - Size & involvement
  - Time frame
• Plan for activities in subsequent phases
	• Create:
	  - Awareness
	  - Participation
	  - Ideas	

The objective of the execution phase is therefore to achieve these desired effects. This calls for activities that address the identified key factors for ideation, as these factors trigger certain features, which in turn is assumed to result in the desired effects. The three features triggering the desired effects are: (1) *attention* that results in awareness, (2) *motivation* that results in participation and (3) *creativity* that results in ideas. Activities in the execution phase therefore need to be designed in order to, firstly, get the employees' attention and create an awareness of the idea campaign among employees. Once the employees are aware of the idea campaign, it is necessary to involve the employees to participate in the ideation process, which is achieved by motivating the employees to participate. When participation is reached, an element of creativity can be advantageous to increase the outcome, many good ideas, of the idea campaign.

Key Factors

The theoretical framework of this thesis, as presented in *Chapter 3*, includes a number of key factors, namely: communication, collaboration and incentives as well as innovation climate, management support and idea management, which all are identified as important for ideation. These key factors are added to the Idea Campaign Framework developed in this thesis. This approach can be compared to Van Dijk and Van Den Ende's (2002) attempt to link cultural and structural factors to a suggestion system. Although some differences between the Van Dijk and Van Den Ende's creativity-transformation model (2002) and the framework developed in this thesis, there are also similarities. For instance, the 'use of rewards' in the model refers to the key factor 'incentives' in the framework, whereas 'processing of ideas' and 'idea responsiveness' is similar to the perception of the key factor 'idea management'. Furthermore the model focuses on 'organisational support', which can be comparable to the factor of 'management support' in the framework. Another key factor, 'communication', in the framework, can instead be comparable to the second step in Baumgartner's (2008) five-step process of an idea campaign. The same goes for 'collaboration' as, according to Baumgartner (ibid), ideas are to

be generated in a collaborative environment under a limited time frame. Both the fourth and fifth step of Baumgartner's (ibid) process, with regard to selecting and evaluating ideas to later implement them, is similar to the meaning of 'idea management' in the framework.

Moreover, the cultural and structural nature of innovation climate, which influences the overall organisation (Ekvall, 1990) and is a result of long-term innovation efforts, suggest that the key factor 'innovation climate' cannot actively be triggered by activities during an idea campaign. Instead, innovation climate surrounds all of the activities in every phase, an approach that is also motivated by Van Dijk and Van Den Ende's model (2002).

Each of the key factors, listed in Table 5.3, if satisfactory addressed, will trigger the desired features, which in turn will lead to the desired effects for a successful idea campaign.

Table 5.3 Key factors used in the Idea Campaign Framework

Key Factors
• Communication
• Collaboration
• Incentives
• Innovation Climate
• Managment Support
• Idea Management

A brief outline of the key factors, and how they are related to features and desired effects, is given next and summarised in Table 5.4.

Communication
Communicating an ideation activity, using different communication channels, will get the employees' attention and thus create an awareness of the activity among the employees, which is a prerequisite for participation. Communication is also used to support the addressing of other key factors.

Collaboration
Offering employees the chance to collaborate on ideation will increase the motivation to participate in ideation activities. Furthermore, collaboration promotes creativity and will thus lead to more and better ideas.

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Incentives
Using incentives based on intrinsic motivation will motivate employees to participate in ideation activities and generate ideas.

Innovation Climate
The innovation climate underpins the overall performance of the other factors, as it is embedded in norms and processes and therefore indirectly influences the idea campaign.

Management Support
Management support is important when arranging ideation activities in order to motivate employees to participate. In encouraging the employees to allocate time for ideation, management support is given, which may lead to increased participation.

Idea Management
A well-functioning idea management, resulting in trust of idea receptiveness and responsiveness, will motivate employees to participate in ideation activities.

Table 5.4 Key factors, features and desired effects

Key Factors	Features	Desired Effects
Communication	Attention	Create an *awareness* of the idea campaign.
Collaboration	Motivation	Create *participation* in the idea campaign.
	Creativity	Create many good *ideas*.
Incentives	Motivation	Create *participation* in the idea campaign.
Management Support	Motivation	Create *participation* in the idea campaign.
Idea Management	Motivation	Create *participation* in the idea campaign.

5.2.1.3 Ideation Follow-up

In Table 5.5 the activities included in the third and final phase, ideation follow-up, are listed. The first activity is to screen the submitted ideas and then evaluate the ideas to finally select the ideas of high potential. Once the ideas of high potential are selected, the idea submitters should be given some kind of feedback if possible, as highlighted by the pre-study companies, even though it is time-consuming. This is further supported by literature, and can be compared to verbal incentives, which may motivate the participants to participate again (Deci & Ryan, 1999). Other benefits of providing feedback are that it may help to develop the ideas further

(Cooper & Edgett, 2007) as well as it, according to pre-study companies, can create learning in the organisation.

The ideation follow-up phase also includes awarding the selected ideas with the incentives that were chosen in the planning phase. If the idea campaign is conducted as a competition this means awarding the winners. Since resources were committed in the planning phase to push the selected ideas forward in the innovation process, the final activity in this phase is to proceed with the selected ideas and communicate the result of the selection to the organisation, but also informing about the progress of the ideas.

Table 5.5 The ideation follow-up phase

Ideation Planning	Ideation Execution	Ideation Follow-Up

• Decide upon:
  - Name and type of idea campaign
  - Innovation challenge
  - Size & involvement
  - Time frame
• Plan for activities in subsequent phases
	• Create:
	  - Awareness
	  - Participation
	  - Ideas
		• Screen ideas
		• Evaluate ideas
		• Select ideas
		• Provide feedback
		• Award selected ideas
		• Proceed with selected ideas

5.2.1.4   Summary of Ideation Phases

The three phases of ideation, which together make up for an idea campaign are summarised in Table 5.6. However, it is only the planning phase and the execution phase that is to be tested empirically throughout this thesis

Table 5.6 Summary of ideation phases

Ideation Planning	Ideation Execution	Ideation Follow-Up

• Decide upon:
  - Name and type of idea campaign
  - Innovation challenge
  - Size & involvement
  - Time frame
• Plan for activities in subsequent phases
	• Create:
	  - Awareness
	  - Participation
	  - Ideas
		• Screen ideas
		• Evaluate ideas
		• Select ideas
		• Provide feedback
		• Award selected ideas
		• Proceed with selected ideas

5.2.2   The Idea Campaign Framework

Since it is primarily the execution of the idea campaign that is subject for analysis in this thesis, the execution phase forms the basis of the developed Idea Campaign Framework for idea campaigns. This phase is therefore presented more in detail.

The principle behind the framework for conducting an idea campaign successfully is addressing the identified key factors for achieving the desired effects. As previously mentioned, this requires triggering the right features that in turn may create a certain effect, which is illustrated with arrows in Figure 5.2.

The figure is an illustration of the Idea Campaign Framework for idea campaigns, including key factors to be addressed, features to be triggered and desired effects to be achieved.

The framework is developed in order to help large companies in their work with conducting an idea campaign successfully. The framework should be interpreted in a way that, if you design an idea campaign, based on the key factors (communication, collaboration, incentives, management support, idea management and, indirectly, innovation climate), you will achieve the three desired effects (awareness, participation and ideas), which corresponds to a successful idea campaign.
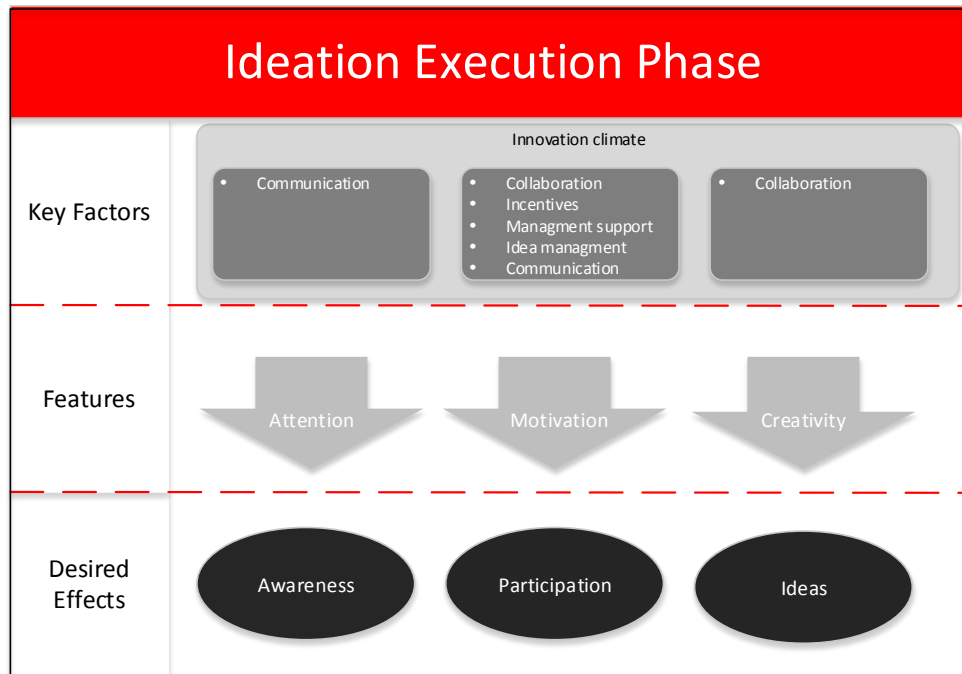

Figure 5.2 Idea Campaign Framework for ideation execution phase

5.3 Testing the Idea Campaign Framework at E.ON

In this section the test of the developed Idea Campaign Framework at E.ON is explained. Prior to the launch of the idea campaign, the supervisor at the case company had prepared decision material that was provided to the management board, whose approval was essential before the start of this thesis.

Due to this study being initiated by a case company, it is important to realise that the format of the idea campaign had to comply with company requirements and the given conditions for conducting an idea campaign. This implies that some decisions regarding the design of the campaign had to be made in consultation with the case company.

In order to get a better understanding of the conditions at the case company for testing an idea campaign, interviews with employees at E.ON were conducted. Furthermore, the authors of this thesis were invited to attend an ideation activity at one subsidiary to observe an example of how ideation is done on a local level. These interviews and observations made it possible to collect data to be used in the design of an idea campaign suitable for the case company. In the following sections, the design and test of the actual idea campaign is explained for the two first phases of ideation: the planning and the execution phase. The third phase, ideation follow-up, is not included in the test since this phase is outside of the scope for this thesis.

5.3.1   Ideation Planning Phase

As the decision for conducting an idea campaign was already taken by the management board prior to this thesis started, establishing the concept with top management was not needed. Instead the starting point was about planning the idea campaign, regarding name, size and type of campaign. Moreover, planning included activities such as selecting an innovation challenge, deciding on both whom to involve and the time frame for the campaign. At this stage, the plan also included activities to assure that implementing the key factors in the following phases was considered.

Name and Type
The name of the idea campaign was set to be 'Bright Ideas'. One reason for choosing this name was that another company within the E.ON Group, however outside of Sweden, had previously used the name for a similar activity. The name should not include the word 'campaign', since it may create an uncertainty about what the concept actually means. Instead, the name should include 'ideas', to signal to employees that the whole initiative is about ideas.

Furthermore, in dialog with the supervisor at the case company it was decided that the idea campaign should be communicated as an idea competition. Despite, competition being criticised for inhibiting collaboration in theory, and that some of

the interviewees at the pre-study companies were negative towards idea competitions, the idea campaign was chosen to be designed as a competition. However, the agreement to turn it into a competition included one condition, the winners was not going to get any monetary rewards. The initiative behind the decision of planning an idea competition came from insights gathered from interviews with E.ON employees. From these interviews, it was revealed that a contest would potentially create more attention among the employees, which was considered important since the company had never before conducted an idea campaign. As mentioned by some of the interviewees at E.ON, competitive elements would further make it more fun to participate in the idea campaign. Another reason for choosing a competition was that the company had already decided to appoint a jury to select the most promising ideas to proceed with, an initiative which thus anticipated a contest. If designed in a way were competition and collaboration can co-exist, the idea campaign may focus on collaboration and intrinsic incentives.

Innovation Challenge
When deciding upon an innovation challenge, e.g. a theme for the idea competition, the importance of selecting a challenge that would be in line with the company strategy was emphasised. For this reason, management at the Business Innovation department approved the suggested innovation challenge before it was set. This is in line with the opinions of interviewed E.ON employees and representatives from pre-study companies, in that there needs to be a clear goal of the idea campaign and that the initiative should come from the management in order to receive attention. When formulating the innovation challenge it was important to make it wide-ranging enough to apply to a large group of employees, within different subsidiaries and departments, but not too wide to lose clarity. Consequently, the innovation challenge and the question to be answered in the idea competition, was about finding ideas on new sustainable products and services.

Size and Involvement
In order to reach the goal of receiving many good ideas, as many employees as possible from different subsidiaries and departments should be involved in the idea competition. In consultation with the supervisor at the case company, an agreement was made to make the idea competition visible on the intranet for all the employees at E.ON in Sweden, a total of about 4,000 employees, but to make a targeted marketing to middle managers in selected subsidiaries and limit the physical marketing to the three offices in Malmö.

Time Frame
Because of the short time frame for this thesis, the idea competition was decided to run for two weeks. This time frame could be considered to be on the short side and can be compared with 3-8 weeks at the majority of the pre-study companies.

However, it was considered enough time to test the Idea Campaign Framework, although not in full scale.

Plan for Implementing Key Factors in Subsequent Phases
As another part of the planning phase, the activities in the subsequent phases have to be prepared and planned for, in order to ensure that the key factors would be addressed. Normally, this means establishing the concept with the management board to ensure management support in the execution phase. However, as previously explained the supervisor at the case company already did this prior to the start of the thesis. Furthermore, since the follow-up phase is outside of the scope for this thesis, the supervisor at the case company was also responsible for planning the activities in that phase, such as the screening, evaluation and selection of ideas, as well as how to proceed with selected ideas. Instead the focus was on preparing a communication plan on how to create an awareness of the idea competition and decided upon incentives to be used in order to motivate employees to participate. Furthermore, activities to promote collaboration were planned. But, how these specific activities were planned and executed will be explained in the following section.

5.3.2   Ideation Execution Phase

The execution phase, lasting from the first day of communicating the idea competition to the last day of permitted idea submission, works as the major phase regarding testing the Idea Campaign Framework. The execution phase was therefore designed with activities that correspond to each of the key factors in the framework, to allow for an evaluation of how the framework managed addressing these factors. In other words, activities to each key factor respectively were suggested in order to trigger the desirable features of attention, motivation and creativity, which in turn would achieve the desired effects of creating awareness, participation and ideas.

Create Awareness
To create an awareness of the idea competition 'Bright Ideas' among the employees, attention was triggered by communication. However, besides getting the employees' attention and creating an awareness of the idea campaign, the communication indirectly also aimed to trigger participation. This was done by communicating the possibility of collaborative ideation, but also by informing of the incentives. Moreover, communicating that management stands behind the initiative besides informing about the idea management process, i.e. how the ideas will be taken care of by the organisation, may also create awareness.

Communication
The interviewees at E.ON highlighted the need for a clear communication, in order to conduct an idea campaign successfully. The importance of communicating in different ways to create attention was also emphasised. Inspired by the pre-study

companies, where many of the interviewees also highlighted the importance of using many different communication channels in order to get the employees' attention, the idea competition at E.ON was communicated in several different ways.

- *Posters & flyers ('table talkers')*

Posters with the title of 'Do you have any bright ideas?' were set up at all the offices in Malmö the week before the start of the idea competition, in order to create attention. Except for an innovative and illustrative picture, the posters included information about the idea competition, the actual dates and a referral to the intranet where more information could be found. Flyers, or 'table talkers' in a 3D prism form, with information about the innovation challenge and times for the competition as well as for the inspiration lecture and workshops, were also set up at open office spaces, such as in cafeterias and lunchrooms.

- *Stand-ups* (an innovative substitute for roll-ups)

As an attempt to communicate the idea campaign in a more innovative way, stand-up figures were chosen as an innovative substitute for roll-ups and placed by the entrances to the different offices in Malmö. These figures were made out of cardboard, and showed illustrative widgets to capture the interest of passing employees.

- *Beach flags*

On days when special events were held in conjunction with the idea competition, such as inspiration lecture and workshops, two beach flags were placed at the main entrance of the head office in Malmö in order to create extra attention around the idea competition.

- *Emails to middle managers*

Management support was shown at an early stage of the idea competition in the communication. In an email, from the head of Business Innovation to all of the middle managers, at targeted subsidiaries located in Malmö, managers were invited to inform their employees about the competition and to encourage them to allocate time to participate. This initiative was a response to the employees' expectations, as expressed by the interviewees at E.ON, of communicating the idea campaign as an initiative from the management.

- *Intranet & TV monitor*

On the intranet, the idea competition was assigned its own webpage, easily reached from a banner on the home page. This page contained all information about the competition, with focus on describing the purpose of the initiative and explaining the management commitment. On the page, there was also a FAQ (Frequently Asked Questions) section aiming to answer some of the employees' questions about

the idea competition. Overall, the intranet was used as the primary communication channel for the purpose of communicating information regarding the idea management process and especially what happens to the ideas after the competition is over.

In addition to the webpage on the intranet, the event called for some more actions on the web to raise the awareness of the idea competition. This resulted in a total of three articles being posted on the Group news page, and one blog post from the Swedish executive on his executive blog, activities that were initiated by the communication department at the case company. TV monitors placed in the office buildings were also used to spread the word about the idea competition.

- *Inspiration lecture*

The initiative behind an inspiration lecture, to boost the promotion of the idea competition on the day of launch, was an attempt to meet the employees' expectations, as expressed by the interviewees, of finding new and interesting ways of marketing. The lecture was open for all of the employees to attend with no required registration. The lecture involved three speakers, which started off with the head of Business Innovation, who gave a short introduction to the Business Innovation department and its strategy. Secondly, the supervisor for this thesis, also the project manager for the innovation initiative, talked about the purpose of the idea competition. The third speaker was a guest lecturer who held an inspiring and captivating speech about creative principles with the purpose of encouraging the audience to take part in ideation activities. In total the inspiration lecture attracted some 60 employees.

Create Participation

In order to create participation in the idea competition, the employees' motivation was triggered by several key factors, including collaboration, incentives and management support as well as idea management.

Collaboration

Due to the absence of an IT-based idea management system at E.ON, collaboration activities could not be performed using virtual teams or online communities. Instead collaboration was focused, and limited, to workshops arranged in order to encourage participation in the idea competition. Workshops were a commonly used method at the pre-study companies, to target a certain challenge in a collaborative, cross-functional context, with the advantage of enabling personal interaction between people. Moreover, workshops were highlighted by the interviewees at E.ON as a fun activity, which many employees at different subsidiaries had previous experience of.

- *Workshops*

During the idea campaign three workshops were arranged to offer employees an opportunity to generate ideas in collaboration with colleagues in cross-functional teams. The purpose of these workshops was to trigger individuals that are motivated by the chance to collaborate with others, but also to reach increased creativity. The interviews with employees at E.ON revealed a demand for better collaboration within the organisation's various departments and functions to improve innovation work, and therefore the workshops were designed to invite participants with different backgrounds.

Each workshop was two hours long, with between 5-10 participants respectively from different subsidiaries within E.ON. In arranging the workshops, an E.ON employee, helped by planning and working as a moderator during the workshops. The reason for consulting this employee, was because the person had previous experience and expertise in ideation activities which the authors of this thesis experienced during an observation of an ideation activity.

The workshop included two initial exercises, one 'energizer' and one creativity exercise, with the purpose of preventing common productivity hinders regarding ideation in group, such as fear of feedback and lack of trust. Giving an introduction to some creative principles, similar to the brainstorming rules presented in Table A.2, Appendix E, the participants were told not to say no to someone else's idea, to overcome the fear of feedback. The initial exercises also allowed for open minds and helped creating trust within the groups. Furthermore, the brainstorming sessions were held in smaller groups to enable everyone to speak. The workshops were based on a hybrid context (Girotra et al.), which allowed the workshop participants to first think freely and then interact to build on each other's ideas. In order to inspire and encourage a constant flow of ideas, the moderator provided the workshop groups with images and statements, which functioned as fuel to the discussions. In this way, the participants shared their ideas and challenged each other to think in new ways. During the workshops some observations of the employees expressing their experience of the activity were made. Among the words being said, there were many that indicate that collaboration was perceived to trigger creativity, as the participants built on each other's ideas and were inspired by interacting with people of different perspectives. However, it is also worth mentioning that there were a few individuals who seemed to be bothered by the pressure of being creative in a group context. After the initial brainstorming, all ideas generated were clustered and prioritised. Each group then got some time to work on describing the most prioritised ideas in more detail on a canvas (shown in Figure A.1, Appendix E) and finally to give a brief oral presentation on selected ideas for submission to the idea competition.

Incentives

According to the Idea Campaign Framework, monetary rewards are not preferred as incentives for participation in idea campaigns. Instead intrinsic incentives, such as recognition and idea realisation, which were also highlighted as motivational factors by the interviewees at E.ON, are desirable. However, since the idea campaign was designed as a competition, the case company decided to use rewards to provide encouragement and reward participation in the competition.

- *Recognition*

The winning ideas and their idea submitters were offered recognition by management in order to create incentives to participate in the idea competition.

- *Idea realisation*

As another incentive the case company, in terms of the Business Innovation department, has committed to realise (i.e. turn ideas into business cases) the most promising ideas within the next couple of months. In this realisation process the idea submitters will, to the extent possible, be offered to take an active part in seeing their ideas being realised.

- *Monetary reward*

Despite not being a preferred incentive, the case company decided to reward participation with iPad minis. However, by not giving the rewards to the winners of the competition, but to a random selection among the participants, the aim was to encourage employees to submit ideas. This was supposed to signal that all ideas are valuable, not only the best ideas, and thus encourage all individuals, even those with ideas not being selected for implementation at this moment. Nevertheless, recognition and idea realisation is expected to work as stronger incentives.

In order to be able to have a collaborative focus, despite the idea campaign being designed as a competition, it was important to create an incentive structure that made no difference between ideas generated by a single individual and ideas generated by a group of individuals. The competition was therefore designed to give everyone the same chances to be recognised, get their idea realised and win an iPad mini, independently of the number of individuals behind one idea. That means, regardless if you participated in the contest by submitting an idea for yourself or with others, you had the same chances to be recognised, get your idea realised and win a reward. The odds to win were also equal for all the participants, regardless of the number of ideas they submitted.

Management Support

First and foremost, it is important to establish the idea campaign initiative with the top management, in order to enable management support, which was done by the supervisor of this thesis prior to the launch of the competition. Besides approval

from top management, the key factor of management support has mainly been emphasised through communication efforts. This includes efforts to show that management stands behind the initiative and by asking middle managers to encourage employees to advocate time to participate in the competition. Communication channels used by management were emails to middle managers and an inspiration lecture, at which the head of Business Innovation as well as the project manager for the innovation initiative were present.

Furthermore, another way of showing that the idea competition supported by the top management, which created a great amount of attention internally, was through a blog post on the executive blog. The Swedish executive posted an article about the idea competition on his wall. The title was 'We need more bright ideas!' and he explained some background information to why E.ON needs to work with ideation and innovation. He further invited the employees to submit ideas in the competition, and ended his article with 'I look forward to take advantage of all the fantastic, innovative and transnational ideas with great business potential!' To encourage collaboration in the ideation process throughout the idea competition, the executive blog also included a statement in which the executive encouraged employees to get together and come up with ideas together, and/or participate in arranged workshops.

Idea Management
As explained in the Idea Campaign Framework, it is important to be able to communicate a clear process for how the ideas will be received and responded to, in order to motivate employees to take time to participate in an ideation activity. This is in line with the employees at E.ON and their expectations of an idea campaign. A common obstacle for reaching employee participation is said to be a feeling that nothing will happen to the submitted ideas. As expressed by the interviewees at E.ON, the employees ask for information about what will happen to the ideas after submission. In other words, they want to be sure that the ideas will be taken care of and implemented.

In order to convey the idea management commitment, the process of managing the ideas was communicated through information on the idea competition website, through emails to middle managers as well as in the presentation of the idea competition at the inspiration lecture. Furthermore, to improve the management of ideas and facilitate the manual screening and evaluation of ideas, an idea submission form was developed (as shown in Appendix D) with a number of questions and fields that was to be completed when submitting an idea via the Intranet.

Create Ideas
Finally, to achieve the effect of many good ideas, creativity needs to be triggered. To find the hidden creativity and fully exploit the innovative capability of employees, it

is important to facilitate interaction with others, as this may trigger innovation. Collaboration, as previously explained in more detail, was gained through arranged workshops. Furthermore, inviting a guest lecturer at the inspiration lecture talking about creative principles was also an attempt to increase the creativity level of the employees. Finally, management support also intended to indirectly trigger creativity, as motivation is the most effective way managers can stimulate individuals' creativity.

The test of the Idea Campaign Framework at the case company resulted in 160 ideas, generated by 21 workshop participants and 82 idea submitters on the intranet.

5.3.3 Summary of the Test of the Idea Campaign Framework

In Table 5.7, the key factors and corresponding activities, which were addressed in order to trigger the features aiming to achieve the desired effects, are summarised.

Table 5.7 Summary of key factors, features, activities and desired effects

Key Factors	Features	Activities	Desired Effects
Communication	Attention	Use many communication channels such as: • Posters & flyers • Stand-ups • Beach flags • Emails to middle managers • Intranet & TV monitors • Inspiration lecture.	Create an *awareness* of the idea campaign.
Collaboration	Motivation Creativity	Arrange ideation workshops in cross-functional teams.	Create *participation* in the idea campaign. Create many good *ideas*.
Incentives	Motivation	Intrinsic incentives: • Recognition • Idea realisation. Extrinsic incentives: • Monetary rewards (iPad minis).	Create *participation* in the idea campaign.
Management Support	Motivation	Communicate management commitment and management support through channels such as emails to middle managers, intranet (executive blog) and inspiration lecture.	Create *participation* in the idea campaign.
Idea Management	Motivation	Communicate a clear process for how the submitted ideas will be taken care of, i.e. how the screening, evaluation and selection of ideas will be conducted.	Create *participation* in the idea campaign.

5.4 Evaluating the Idea Campaign Framework

In order to evaluate the Idea Campaign Framework, a survey was used. In this section, the outline of the survey is described, followed by a presentation of the results of the survey.

5.4.1   Outline of the Evaluation Survey

The aim of the survey was to measure the effects of the activities addressing the key factors in Idea Campaign Framework. More precisely, the survey questions were formed to measure a few aspects of each key factor.

The survey was distributed online in three different forms: one to all of the workshop participants (W), another to idea submitters (I) and a third to a random selection of employees (R). The survey questions and statements that are subject to analysis of key factors are presented in Table 5.8, while a complete presentation of the three survey forms can be found in Appendix G.

Table 5.8 Survey questions and statements in regard to key factors

Key Factor	Survey Questions/Statements
Communication	Questions • From where did you get information about the idea competition "Bright Ideas"? (W, I, R) • Did you attend the inspiration lecture? Motivate your answer. (W, I, R) • What information did you miss? (W, I, R) Statement • I thought the information about the idea competition was enough. (W, I, R)
Collaboration	Questions • What is the main reason that you participated in a workshop? (W) • What is the main reason that you did not participate in a workshop? (I, R) Statement • I considered myself to be more creative when generating ideas in collaboration with others. (W)
Incentives	Questions • What is the main reason that you participated in the idea competition by submitting an idea? (I) • What is the main reason that you did not participate in the idea competition by submitting an idea? (R) Statements • I participated in order to see my idea become realised. (W, I) • I participated in order to get recognition for my idea. (W, I) • I participated in order to win an iPad mini. (W, I)
Management Support	Statement • I was encouraged by my manager to participate in the idea competition. (W, I, R)
Idea Management	Statements • I have a clear picture of what will happen with submitted ideas. (W, I, R) • For me, it is important to receive feedback on my idea. (W, I)

Besides assessing the key factors, some more general questions were also included in the survey in order to measure the employees' overall perception of the idea competition. These additional questions and statements are presented in Table 5.9.

Table 5.9 Additional questions and statements

Questions
- How have you perceived the idea competition "Bright Ideas" so far? (W, I)
- What is your perception of E.ON's idea competition "Bright ideas"? (R)
- How likely is it that you would recommend the idea competition to a colleague? (W, I, R)
- Do you have any other comments? (W, I, R)

Statement
- I hope that idea competitions will be a recurring event at E.ON. (W, I, R)

5.4.2 Results of the Evaluation Survey

The response rates of the three different survey forms are presented in Table 5.10. As can be seen, the response rate was overall high, where the highest response rates are reached in surveys targeting workshop participants and idea submitters. The random selection comprise of 206 employees in total, who were randomly selected on the basis of subsidiary affiliation. The subsidiaries chosen for the random selection were the five largest subsidiaries on the Swedish market, all of which correspond to targeted workplaces for promotion of the idea competition. The purpose with a random selection was to also obtain answers from employees that did not participate in the idea competition. In total, 128 of the 131 respondents from the random selection did not submit ideas, whereas 111 of 131 did not participate (or intended to participate) in a workshop. For the random selection, the response rate is also considered satisfied.

Table 5.10 Response rates for the three survey forms

Survey	Target Group	Number of Respondents (Total number surveyed)	Response Rate (%)
W	All workshop participants	19 (21)	90 %
I	Idea submitters[6]	40 (50)	80 %
R	Random selection	135 (206)	66 %

The results from the surveys are presented in a way that each question and statement is outlined respectively under related key factor. The questions and

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[6] In total 82 employees submitted an idea on the intranet, out of which 50 were included in the survey to idea submitters.

answers were originally given in Swedish, but have been translated into English for this report. In cases where references are made to diagrams, these can all be found in Appendix F.

5.4.2.1   Communication
From where did you get information about the idea competition "Bright Ideas"?
The most effective communication channel was the intranet, from where a large portion of the respondents, equivalent to 44 percent, got information about the idea competition. The second and third most effective communication channel were flyers with 16 percent and posters with 14 percent of the respondents, which even when added together does not make up for the effect of the intranet. Other ways of promoting the idea competition, such as getting information from a colleague, which correspond to eight percent, or from managers (six percent), were to a lesser extent used as communication channels. In total, three percent of the respondents answered that they did not receive any information about the idea competition and consequently awareness was not created. Among the open-ended responses, there was also a comment regarding the FAQ, which according to the respondent needs to be more extensive. In Diagram 1, Appendix F, the result of this question is shown more specifically.

Did you attend the inspiration lecture? Motivate your answer. (W, I, R)
In total about 60 employees attended the inspiration lecture, of which 24 were included in the survey responses. The most common reasons for why employees did not attend the inspiration lecture were either lack of time or worked at a different location.

I thought the information about the idea competition was enough. (W, I, R)
The results show that the majority of respondents thought that the information about the idea competition was enough. Of the respondents, it was mainly workshop participants who strongly agreed on that the information received was sufficient (74 percent), which is also similar to idea submitters with 55 percent that strongly agreed and only three percent disagreed. For the random selection, there were more respondents who tended to agree than disagree to the statement of thinking that the information was enough, although as many as 24 percent of the respondents were neutral, and six percent disagreed. In Diagram 2, Appendix F, the result of this question is shown more specifically.

What information did you miss? (W, I, R)
In terms of which information that the respondents were missing, the results mainly indicate deficiencies in the communication of idea management.

5.4.2.2   Collaboration

What is the main reason that you participated in a workshop? (W)

The main reason for why employees participated in a workshop was to collaborate with others, which corresponded to 42 percent of the respondents. In comparison with other incentives, such as recognition, iPad mini or idea realisation, were not as strong motives for participating. The second most motivational incentive was realisation of ideas with 16 percent, whereas recognition and winning an iPad mini followed with 11 percent respectively. Thus, collaboration was considered a motivational factor for participating in the idea competition. In Diagram 3, Appendix F, the result of this question is shown more specifically.

What is the main reason that you did not participate in a workshop? (I, R)

The main reason for not participating in a workshop, among idea submitters and the random selection, was that the employees did not have the time to participate. The second most common reason among the random selection was that they were not aware of the workshops (21 percent), whereas idea submitters had other reasons (21 percent). Some of the other reasons mentioned were related to geographic distance between the work location and the location for workshops or to not having ideas to contribute with. Among the idea submitters, 15 percent did not know about the workshops, while 16 percent of the random selection mentioned other reasons for why they did not participate in a workshop. In Diagram 4, Appendix F, the result of this question is shown more specifically.

I considered myself to be more creative when generating ideas in collaboration with others. (W)

According to the answers of the survey, all of the workshop participants agreed to that they considered themselves to be more creative in collaboration with others. Of the respondents, 74 percent strongly agreed to this statement, whereas the rest of the respondents agreed.

5.4.2.3   Incentives

What is the main reason that you participated in the idea competition by submitting an idea? (I)

This question was asked to get the respondents to prioritise among the used incentives, thus getting an indication of what was the strongest incentive. When comparing the effectiveness of monetary versus non-monetary rewards for triggering employees' motivation to participate, the results showed that non-monetary rewards were most effective. As many as, 83 percent of the respondents were motivated by the incentive of realising the submitted idea, while only 8 percent participated in order to get the chance to win an iPad mini. None of the respondents participated in hope of getting recognition from management, while 10 percent of the respondents mentioned other reasons for participating. Some other reasons for participating that were mentioned are because it was a fun break from the everyday routines that may lead to something good, that the innovation

challenge was motivating or that the employees had an idea to share and in that way support the innovative initiative. In Diagram 8, Appendix F, the result of this question is shown more specifically.

What is the main reason that you did not participate in the idea competition by submitting an idea? (R)
This question was asked to reveal the non-participants' reasons for not submitting an idea, in order to get an indication of any missing incentives. The most common reason for not submitting an idea was lack of time (48 percent). Another 11 percent of the respondents answered that they did not know about the possibility of submitting ideas. It is worth noting that no one considered the main reason to be a complicated idea submission form. A large group of respondents, equivalent to 28 percent, indicated other reasons, where the most common answer was that they did not have an idea. Other common reasons mentioned were that their existing ideas were not in line with the specific innovation challenge, or that they already submitted ideas in their current work situation as part of their regular work tasks. Furthermore, two answers that stood out were "unclear feedback" and "I find it easier to be creative in a group setting". In Diagram 9, Appendix F, the result of this question is shown more specifically.

In order to further evaluate the incentive structure of the idea competition, all participants (workshop participants and idea submitters) were asked to answer whether they would agree or disagree to three different statements regarding incentives.

I participated in order to see my idea become realised. (W, I)
90 percent of the idea submitters responded that they participated in order to see their idea become realised, and of these 60 percent said that they strongly agreed to the statement. Among the workshop participants, 53 percent responded that they agreed (42 percent) or strongly agreed (11 percent). Only five percent of the idea submitters, but 21 percent of the workshop participants disagreed with the statement. In Diagram 5, Appendix F, the result of this question is shown more specifically.

I participated in order to get recognition for my idea. (W, I)
When asking idea submitters and workshop participants to answer the statement on whether they participated to get recognition for their idea, the responses were very scattered. 50 percent of the idea submitters agreed or strongly agreed, while the percentage of those who disagreed or strongly disagreed was 15. The rest of the respondents, corresponding to 32 percent, were neutral to the statement. However, among workshop participants there was only a minor difference between the answers, as 37 percent agreed, while 32 percent were neutral and 32 percent

disagreed, or strongly disagreed, to the statement. In Diagram 6, Appendix F, the result of this question is shown more specifically.

I participated in order to win an iPad mini. (W, I)
In order to get an indication of the functionality of monetary awards as incentives for participation, respondents were asked to consider a statement regarding participation linked to the possibility of winning an iPad mini. A larger proportion of idea submitters (48 percent), than workshop participants (37 percent), agreed with the statement. In fact, none of the workshop participants answered that they strongly agreed. Among the workshop participants, the majority (53 percent) disagreed with the statement, while among idea submitters 18 percent of respondents disagreed. In Diagram 7, Appendix F, the result of this question is shown more specifically.

5.4.2.4   Management Support
I was encouraged by my manager to participate in the idea competition.
(W, I, R)
In order to assess one aspect of management support, a statement regarding the encouragement from managers was included in the survey. The results show a remarkable difference between the answers given by workshop participants and those given by idea submitters and random selection respondents. The result indicates that workshop participants were more encouraged by their managers to participate in the idea competition, with as many as 63 percent that agreed with the statement, of which 47 percent strongly agreed. However, among idea submitters 58 percent disagreed to the statement, and even more, 65 percent of the random selection disagreed. In Diagram 10, Appendix F, the result of this question is shown more specifically.

5.4.2.5   Idea Management
I have a clear picture of what will happen with submitted ideas. (W, I, R)
The majority of respondents have a clear picture of what will happen with submitted ideas in the idea competition. However, there were some varieties among the respondents in terms of how clear of a picture it was. While 90 percent of the workshop participants either strongly agreed or agreed to that they know what will happen to ideas, 68 percent of the idea submitters and only 43 percent of the random selection agreed to this statement. Instead, 21 percent of the random selection respondents disagreed with the statement, signalling that they did not have a clear picture of what will happen to the submitted ideas. Among idea submitters, 13 percent did not have a clear picture of what would happen to the ideas, while this was the case for only 10 percent of the workshop participants. In Diagram 11, Appendix F, the result of this question is shown more specifically.

Some of the open-ended answers that were submitted included suggestions of improvements, stated as follows:

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"I would have liked to get a copy of my submitted ideas. It was somewhat difficult to know which fields to complete."

"It would have been good, if possible, to attach an image or a file in the submission form in order to visualise the idea."

"It was a little bit difficult to find the idea competition submission form."

"Submission on the intranet had its limitations as it was not possible to add images or links etc."

"It would have been good if one could show how the ideas will be managed - from idea to industrialisation."

For me, it is important to receive feedback on my idea. (W, I)
Among all of the respondents who submitted an idea, either through the intranet or by attending a workshop, 82 percent expressed that it is important to receive feedback on their idea. Only five percent of the respondents disagreed to this, stating that getting feedback on their idea is not considered important. In Diagram 12, Appendix F, the result of this question is shown more specifically.

5.4.2.6 Other Results
How have you perceived the idea competition "Bright Ideas" so far? (W, I)
All in all, 82 percent of the respondents, which were either idea submitters or workshop participants, answered how they had perceived the idea competition. According to the result, most respondents perceived the idea competition as a good initiative. However, some improvements were also suggested, which mainly refers to improving the idea management. Some of the comments submitted in the survey are as follows:

"I thought it was a good agenda for the workshop – it was an inspirational and creative climate with both wild and a little bit more realistic ideas. Good approach to add images and statements for inspiration along the way."

"Good. Workshops are a good tool in order to get participants to understand the force of the group's influence on ideation. Nice and fun at the same time :-)"

"To take advantage of employees' competence is a good feature of a new culture."

"It is mostly positive, but for future participation how this is followed up and how it then becomes an integrated part of the organisation and management is crucial."
"Nice initiative. However, I have missed some information on how the ideas will be followed up and implemented and by whom."

What is your perception of E.ON's idea competition "Bright ideas"? (R)

To also get some feedback from non-participants, the random selection was also asked to answer how they perceived the idea competition. The response rate of this question was 65 percent and the majority of responses were positive. However, the comments included suggestions of improvement and reasons for why the respondent did not participate in the idea competition. In terms of improvements of the idea competition, a few respondents requested a longer time for the competition in order to have more time to participate. Another improvement suggested by some of the respondents was to have stronger incentives such as incentive programs where employees are given a monetary share of the company's gain from savings or profit, as a result of an idea. Several comments also requested a follow up of the idea competition, to show the results of the initiative. In addition, encouragement from management could have been better according to a few respondents.

A common reason for why the respondents did not participate was lack of time and therefore they requested more time off everyday tasks to enable working with business development and generate ideas. A few of the respondents also wished for a situation in which ideation would be a part of everyday work so that this kind of initiatives would not be needed. However, there is also a risk of disregarding existing product development processes while conducting idea campaigns, as stated by one respondent, which may make some employees feel like they are not doing their job properly. A varied selection of comments is given next, to give a better understanding of some of the respondents' perceptions.

"A very good initiative, which should be a part of the 'culture' and yearly performance assessments, as well as be presented in a good way → good example of what kind of behaviour E.ON appreciate."

"I think the idea is good, but the problem at E.ON is not the amount of ideas, but what happens with the ideas."

"To make an idea competition work, time for ideation is needed and that the management is encouraging it."

"Brilliant, one is encouraged to collaborate with others and to think in new ways, which is a great value for the company."

"I believe in the concept! But everyone is just so busy with keeping the head above the water with their own ordinary tasks that it is probably necessary for managers to encourage participation and give attention to this kind of competitions."

How likely is it that you would recommend the idea competition to a colleague? (W, I, R)

This question has a slightly different form than the others, with a different scale, because it will also be included in a larger survey of NPS (Net Promoter Score) value conducted by E.ON. All respondents were asked to indicate on a scale of 0-10 how likely it is that they would recommend the idea competition to a colleague, 0 representing 'not at all likely' and 10 'very most likely'. The respondents were also encouraged to explain why they chose a specific value when responding to the statement. For each survey type, an average NPS score was calculated, which is presented in Table 5.11.

Table 5.11 Average Net Promoter Score (NPS)

Type of Survey	Average Score
Workshop participants	9.5
Idea submitters	9.6
Random selection	6.6

According to the surveys, most respondents would recommend the idea competition to a colleague. Some of the comments submitted to this question are presented next, allocated per survey type.

Comments by workshop participants (Response rate: 32 %)

Most of the comments made by workshop participants reveal a positive attitude of collaboration as a key driver of ideation. However, the result also indicates some areas of improvements in terms of a more clear idea management.

"The inspiration lecture and workshop was interesting, thoughtful and fun, and hopefully also value creating."

"Well organised! Good opportunity to meet other employees, with other ideas, within the company. Together we are stronger."

"It is not the element of competition that is most important, but the ability to develop and collaborate with others"

"One can get to know others and their ideas, and thus come up with new ideas"

"Good initiative to discuss 'over borders'."

"Even if you do not have an idea in mind, the group dynamics result in that you come up with one."

"I lack the overview of the process to further elaborate on the ideas. Many good ideas were generated and it is important to have a well thought-out approach to managing ideas, whether they are implemented or not. Otherwise, people lose interest in contributing with ideas in the future."

Comments by idea submitters (Response rate: 46 %)
Among the idea submitters, the comments were mainly positive. However, there were some areas of improvements mentioned.

"I do not want too many to participate, since I want to see my own idea become realised."

"The more ideas the better although the competition of rewards increases."

"Fun and different."

"I believe in highlighting employees and ideas. We are more than rules and bureaucracy, just need to unleash and encourage the power within the company."

"I will recommend the idea competition, if I receive positive feedback on my idea."

"Good ideas do no good in the drawer."

"Ideas are important within E.ON and it is important that there is finally a forum for ideas."

"This is a good "carrot" to actually start thinking more creatively. However, the creativity should be raised more from a management perspective and be treated with continuity."

"It is a great opportunity to develop new skills and this kind of initiative is also needed at E.ON. The first time, it may not give as much, but innovation and creativity is something that should sit in the walls and not only be focused on during one campaign."

"The inspiration lecture could have been more inspiring. However, the guest lecturer part was very rewarding and entertaining."

Comments by random selection (Response rate: 25 %)
Despite not participating themselves in the idea competition, many of the respondents would recommend the idea competitions to others.

"An excellent initiative that deserves attention."

"Active participation to find future business opportunities is good for all of us."

"The idea competition is a great way to bring out innovative ideas. There are certainly many good ideas among employees who would not come forward otherwise."

"To generate ideas for improvements should be part of our duties."

"There are many good ideas that unfortunately have ended up in a desk drawer for not knowing which way to approach them. Now there is an idea competition which makes it easy to submit ideas."

"Good ideas will not show up on command. It is important to encourage employees to share their ideas when they pop up."

"E.ON must change through good ideas. "

"It is important that we capture all the ideas that exist in the organisation. Then it does not matter if they come through a competition or not. But for those not generating ideas naturally, for various reasons, the idea competition is good."

"It is important with everyone's participation. To inspire and encourage good ideas is important."

There are also some reasons for not recommending the competition, which are revealed from the following comments:

"I'm guessing that all colleagues received the same information and hence the opportunity to participate if interested. Therefore I do not feel that I need to recommend the competition."

"I am of the opinion that if you have to announce an idea competition then something is wrong. I believe that if a company provides its employees with the right conditions and a balanced workload, engagement in ideation and creativity will come naturally."

Other reasons for not recommending the idea competition are considered to be lack of information and not knowing any colleague with an idea to recommend the competition to. Nevertheless, the answers given show that they would have recommended the idea competition to a colleague if only they knew that this colleague had a good idea.

I hope that idea competitions will be a recurring event at E.ON. (W, I, R)
A majority (78 percent) of the total number of respondents hope that idea competitions will be a recurring event at E.ON. Out of these, as many as, 59 percent strongly agreed to the statement. In a breakdown of the results per survey it revealed that the agreement is greatest among participants in the idea competition. A full 95 percent of the idea submitters agreed to the statement, out of which 80 percent strongly agreed. This is also true for workshop participants, where 89 percent of the respondents agreed and 68 percent strongly agreed. The corresponding figures for non-participants are also high, 71 percent agreed of which 51 percent strongly agreed to this statement. In Diagram 13 and 14, Appendix F, the result of this question is shown more specifically.

Do you have any other comments? (W, I, R)
By asking for other comments about the competition, the respondents were free to comment on all types of aspects about the idea competition in case they were not content with the other questions asked or had more to say. In total, only about 19 percent of the total number of respondents answered this question. Among the answers, several of the respondents indicated that they were eager to follow the process on what will happen with the ideas next. However, some suggestions of improvements were also given regarding idea management. Some comments from each respondent group, worth highlighting, are as follows:

Comments by workshop participants (Response rate: 42%)
"I think one should consider how we will manage IP-rights. What I know of, there is no clear process regarding this."

"A positive concept that I would like to do again. I will use the concept myself in the future I hope."

"It was really good to find a forum around new ideas – and the best part was that I got the opportunity to do it with colleagues from other subsidiaries and departments. Not with the ones that I otherwise nag with everyday ;-)"

Comments by idea submitters (Response rate: 24%)
"Go out with more detailed information, especially about gifts."

"Now it is important that there are enough resources within E.ON to enable idea realisation."

"We have to do this regularly in order to make it a natural part of our new 'DNA'. "

"I gladly see this as a recurrent event."

Comments by random selection (Response rate: 14%)

"Even if I am not one of the idea submitters, I hope to receive regular information and to be able to follow what will happen throughout the course of the competition."

"Try to find ways to encourage everyone to submit ideas on a regular basis as part of our work tasks."

"I believe that we should have a culture that always encourages creativity. Harsh central control kills creativity."

"Competition with 'carrots' is good and gets people to struggle a little extra. 'Carrots' and motivation is Alpha and Omega if a company is to succeed."

5.5 Summary of Case-Study Results

The result of the evaluation shows that the majority of the respondents were aware of the idea competition, since they had read about the initiative on the intranet. An interesting result is that the main reason for participating in a workshop was the chance to collaborate with others, during which most participants considered themselves to be more creative. The most efficient incentive proved to be non-monetary rewards, more precisely idea realisation. Few of the respondents were encouraged by their managers to participate in the idea competition, while most of the respondents had a clear picture of what would happen to the submitted ideas. The suggestions of improvements mostly referred to the areas of idea management and management support.

6 Analysis

In this chapter the survey results, from an evaluation of the idea campaign at the case company, are analysed based on the theoretical framework for this thesis. The objective of linking all of the results to findings in theory is to find out to what extent the Idea Campaign Framework succeeded in achieving the desired effects.

Before starting on an analysis, it is worth mentioning that the surveys used for evaluating the idea competition at E.ON, only measured certain aspects of each he key factor respectively. As an example, when measuring the key factor of management support, the survey was formed to measure the aspect of encouraging employees to participate in the idea competition. However, there are many other aspects to measure for the same key factor, such as being a role model or promoting ideation in the employees' regular work tasks. Nevertheless, all of those aspects were not possible to examine due to the limited time frame, thus a need to focus on a few selected aspects. The same applies to the other key factors. This means that the following analysis focuses on just a few aspects of each key factor, which is not enough to draw any extensive conclusions from. However, measuring a few aspects of each factor, will give an indication of the perceived effects of the idea competition and whether the arranged activities successfully addressed the key factors.

The basis for analysing the Idea Campaign Framework is assessing whether the key factors and corresponding activities succeeded in achieving the desired effects, in terms of awareness, participation and creativity. By achievement the authors of this thesis mean to what extent the key factors were addressed successfully in order to trigger the desired effects.

The outline of the analysis follows the different key factors, which are all analysed separately. It should be noted that the key factor, innovation climate, has not been measured by the survey and therefore no conclusions can be drawn regarding this factor. However, some of the open-ended questions where respondents were allowed to give an input on the overall idea competition did give indications on the innovation climate, which is why it is mentioned briefly in the analysis. Another reason for including the innovation climate is because it influences the functioning of the other factors.

6.1 Communication

To measure communication, as a way to draw the attention of employees and create an awareness of the idea competition, the main focus was on finding out which communication channels were the most effective. In addition to

communication channels, the survey aimed to measure whether the respondents perceived the information, given under the course of the idea competition, to be sufficient. The two aspects of communication channels and information sufficiency are however only a small portion of what can be measured in regard to creating attention and in turn awareness.

The most effective channel for creating attention and awareness proved to be the use of intranet, as it worked as information source for 44 percent of the respondents. The intranet functioned as a channel for promoting the competition as well as motivating the employees to participate. However, the intranet could not enable employees to share their ideas among each other, which is one of the two roles of communication according to theory (Vrgovic et al., 2013). Following the intranet, place-marketing efforts that targeted the Malmö offices were the second most effective communication channel, corresponding to 30 percent of the respondents. Information given from other colleagues, indicating the effect of Word Of Mouth (Grifoni et al., 2012), only corresponded to 8 percent, although the average Net Promoter Score was as high as 8.6 out of 10 possible. Encouragement from colleagues was higher than from managers, which coincides with findings in regard to lack of management support.

At first sight, awareness can be seen as being successfully created among the respondents, as only three percent of the respondents answered that they did not receive any information regarding the competition. However, comments concerning information that was missing about idea management say differently. This indicates that the idea competition failed to communicate the whole process of managing ideas in a successful way. The finding is further confirmed when looking at reasons for not submitting an idea, where as many as 11 percent answered that they did not know about the possibility of submitting ideas, indicating lack of awareness. The same corresponds to 21 percent for why employees did not participate in a workshop.

In sum, the analysis of the key factor communication showed that the intranet was the most effective communication channel, followed by promotions such as flyers and posters. On an aggregated level, only a few did not receive any information regarding the idea competition. However, the answers to questions on why employees did not participate in a workshop or submitted an idea indicate that the information loss included more people in reality. In the same way, the majority of respondents considered the information to be enough, although many of the open-ended answers included comments on missing information, mostly on idea management. For that reason, communication only partly led to the desired effect of awareness.

6.2 Collaboration

To what extent the implementation of collaboration in the idea competition succeeded refers to the use of workshops and the participants' perceptions of this activity. Two aspects of collaboration were measured by the survey. Firstly, if collaboration functioned as an intrinsic motivator for encouraging participation in workshops and secondly, whether group interaction in a collaborative way stimulated creativity.

The result of the survey, confirms that collaboration was important for motivating participation, as that was the main incentive for coming to a workshop. Similar to one of the pre-study companies, with a patent system that encourage group applications, the incentive structure for the idea competition at E.ON was based on a collaborative principle. Ideas to proceed with were to be selected, regardless of the group size of idea submitters, in order to make sure that everyone would have the same chance of receiving a reward. In this way, although being a competition, the key factor of collaboration was successfully triggered during the workshops. One of the participants even stated in the survey that competition was not of greatest importance for recommending the idea competition to a colleague, but being able to develop ideas and collaborate with others.

In line with theory on ideal group work for creating many good ideas, the workshops were performed in a hybrid context that allowed the participants to first think freely and independently to later share their ideas and interact with the others for building on ideas (Girotra et al., 2010; Linsey et al., 2011). In the workshops, many of the participants expressed that collaboration was perceived to trigger their creativity, as they built on each other's ideas and were inspired by interacting with people of different perspectives. This observation can be explained by Amabile's three components of creativity (1998), in that different perspectives on a problem induce creative thinking skills. In addition, the survey revealed that collaboration motivated most participants for attending a workshop. In this case, motivation and creative thinking skills were triggered for most of the workshop participants, which according to theory lead to creativity. However, it can be noted that there were also a few individuals who seemed bothered by the pressure of being creative with others, which may be related to fear of feedback or lack of trust, and the productivity loss associated with group brainstorming (Linsey et al., 2011; Dirks, 1999).

As the workshop participants represented different functions and business units, cross-functional teams were created Karlsson, 2010; Flynn et al., 2003), which according to the literature as well as the pre-study stimulates sharing expertise (Amabile, 1998). According to the comments given in the survey, several of the workshop participants appreciated the discussions 'across borders' and that they were able to meet employees from other subsidiaries, which resulted in different insights. This is further confirmed by the fact that all of the participants found

themselves to be more creative in collaboration with others. One respondent even mentioned that regardless if you had an idea before, you came up with an idea due to the group dynamics in the workshop. Nonetheless, the workshops necessitated being in the same location, which hindered some employees from participating. This was one of many reasons mentioned to why respondents did not attend a workshop. One of the reasons mentioned for why a respondent did not submit an idea on the intranet was because he or she found it easier to be creative in a group setting, which further coincides with collaboration for stimulating creativity.

In sum, collaboration can be considered as a factor that motivates employees to participate in ideation activities. In addition to motivation, collaborative ideation is positively correlated to creativity in that most of the participants considered themselves to be more creative when collaborating with others. Based on these findings, collaboration succeeded in triggering the features of motivation and creativity, which in turn resulted in that the desired effects of participation and many ideas were achieved in terms of collaboration. However, the number of participants was relatively low, only 21 employees participated in the arranged workshops, which may be due to lack of time. This indicates that attaining collaboration across the organisation remains a challenge.

6.3 Incentives

The extent to which the chosen incentives successfully motivated employees to participate in the idea competition is one of the aspects that the survey tested. Furthermore, to get an indication of the effectiveness of the incentives for motivating participation, the survey included this aspect as well.

The main incentive for submitting an idea proved to be idea realisation, which coincides with theories that intrinsic incentives are the most effective for creating motivation to participate (Amabile 1998; Pink, 2010). On an aggregated level, none of the idea submitters were motivated by recognition. This contrast to the pre-study where recognition appeared to be the most frequently used incentive at the interviewed companies (see Table 4.1 in Chapter 4). In comparing the incentives separately, it appears as recognition motivated more idea submitters than the monetary-reward of winning an iPad mini, while for the workshop participants it was equal between these two incentives.

In terms of idea realisation, the idea submitters appear to be more motivated by the possibility of seeing their idea become realised than the workshop participants. This is probably due to workshop participants being primarily motivated by the opportunity to collaborate with others. Also, the monetary reward seemed to play a more important role in motivating idea submitters, than workshop participants.

The trend thus seemed to be that idea realisation was the most effective incentive, followed by recognition, and finally winning an iPad mini. The incentives used were overall perceived as well-functioning motivators. The competition that arose due to the chosen contest form of an idea campaign was also evident in some of the open-ended answers. For instance, in one statement a respondent stated that he or she did not want too many participating in order to increase the chances of winning. This statement coincides with the risk of turning the search for ideas into a competition, where competition may counteract collaboration (Bergendahl & Magnusson, 2011). But even more respondents were positive to the choice of turning it into a competition, as the competitive element in itself motivated participation and awoke an interest of the idea campaign.

To conclude, incentives were of importance to motivate employee participation in the idea competition. The most effective incentive was intrinsic motives, specifically idea realisation. For the other incentives, recognition was not as effective as expected, while monetary rewards were more effective than expected. In the analysis of incentives, it is however important to adopt a critical approach, as there is a risk that respondents do not answer entirely honest, when asked if they are motivated by an extrinsic reward. As only a few of the respondents chose to answer 'other incentives' as motivators, the used incentive structure can be considered sufficient according to the measurement. However, the survey failed to address missing incentives and hence more questions would be needed to fully understand which incentive structure to be used for an idea competition. As with the other key factors, only a few aspects of incentives have been measured, and it is therefore difficult to find deficiencies in the incentive structure, other than lack of time.

6.4 Innovation Climate

Since the innovation climate was not measured explicitly, conclusions on this factor are not drawn based on the survey. However, some questions were asked regarding the employees' general comments about the idea competition and whether they hoped that this initiative would become a recurrent event at E.ON. These questions may therefore be used to give an indication of the supportiveness of the organisational climate, which according to theory is positively related to individuals' behaviour (Scott & Bruce, 1994; Ekvall, 1990).

As the majority of respondents answered that they hope that idea competitions will be a recurrent event at E.ON, the indication is that most respondents are positive towards the concept. In comparing the results of participants to non-participants, a difference was noted with regards to participants who experienced the idea competition by submitting an idea, to a larger extent wanted the event to reoccur than non-participants.

The fact that most of the respondents hope that idea competitions would become a recurrent event is also reflected in the other comments that were given, as most comments appraised the initiative. However, a few comments questioned whether idea competitions were the right means, as ideation should be part of everyone's daily tasks and in such case the initiative would not be needed.

6.5 Management Support

For measuring management support in the idea competition, the focus was on the extent to which managers actively encouraged their employees to participate and thus motivated them to take time off from their everyday tasks to generate ideas. As was noted in the introduction of this chapter, the result of the survey can only give an indication of how managers motivated the employees on the basis of one aspect, namely the degree to which managers encouraged employees to participate. In reality, management influences more aspects of employees' motivation, which were not considered in this thesis.

Overall, the result showed that most respondents were not encouraged by their manager to participate in the idea competition. However, the experience of management support differs greatly between the different target groups. Among the workshop participants, the most common answer to the statement "I was encouraged by my manager to participate in the idea competition" was "strongly agree", suggesting that they have been encouraged to participate in the competition by their managers. Among idea submitters and randomly selected respondents, the most frequent answer was quite the opposite "strongly disagree", which indicate that they have not felt that they have been encouraged by their managers to participate. This observation is interesting because it indicates that the employees who were encouraged by their managers to a greater extent participated in the organised activities. One possible reason for this difference may be that many of the workshop participants had roles connected to business or product development, where managers may have considered a workshop regarding ideation as part of their everyday tasks and therefore encouraged the employees to participate.

The attempt to involve top management in the idea competition by a blog entry on the intranet written by the CEO, was one way of communicating management support of the idea competition, however it was not enough to urge employees to participate. Furthermore, the result from the surveys showed that middle managers failed to encourage the majority of the survey respondents to participate in the idea competition. This applies to the random selection of employees as well as the idea submitters, who strongly disagreed to being encouraged by their managers to participate. The reason for this, as mentioned in the pre-study, can be that middle management tends to focus on short-term goals and lack the time to engage in initiatives like an idea campaign. In contrast, many of the workshop participants clearly stated that their managers had encouraged them to participate, which might

be a reason for why they attended. To sum up, the majority of respondents were not encouraged by their managers, which indicate that management support was poorly addressed in the idea compettion. The effect of motivating employees to participate through management, which is important for successfully completing an idea competition (Amabile, 1996a; Ekvall, 1990; Smith et al., 2008; Baumgartner, 2008), was therefore, in this case, only slightly achieved.

6.6 Idea Management

As the test of the Idea Campaign Framework addressed the activities in the planning and execution phase only, idea management in the follow-up phase is not subject for analysis. Thus, the measured aspect of idea management was about the clarity in the communication of what would happen with submitted ideas after the competition. Although providing feedback was not a part of the test, the survey still measured to what degree the participants in the idea competition found feedback to be of importance.

The results show that the majority of respondents find the message, of what would happen to the ideas, clearly communicated. This is particularly clear among workshop participants, which may indicate that communication through personal encounters has had an impact. Another possible reason for explaining why mainly the respondents from the random selection did not have a clear picture of the ideation process may be because they did not participate in the idea competition, and therefore did not read on the intranet about how the competition was organised. Among the open-ended comments, most had to do with changing technical features of the intranet submission form, while a few were about communicating the idea management process in a better way.

Feedback turned out to be of great importance according to the majority of participants, which also confirms results from literature (Cooper & Edgett, 2007; Karlsson, 2010) and the pre-study, although it is tough to handle without an idea management system. One of the respondents claim that he or she will recommend the idea competition to a colleague if feedback on his or her submitted idea is provided, a statement which also emphasise the importance of providing some form of feedback to idea submitters.

Altogether, the idea competition at E.ON succeeded in operationalizing idea management, as ideas were collected from employees during the course of the competition and that most of the respondents had a clear picture of what would happen with submitted ideas after the competition. However, the survey answers also included suggestions of improvements, which indicate that idea management in this case can be adjusted and refined. A suggestion mentioned by one respondent would be to include information regarding IP-rights. Based on these findings, it can be concluded that idea management only partly succeeded in motivating employees

to participate. Although yet not given, as the evaluation of generated ideas lies outside of the scope for this thesis, feedback appears to be an important feature since most of the participants stated that they would like to receive some form of feedback on their idea.

7 Conclusions and Final Remarks

In this final chapter the research questions, which were stated in the introductory chapter, are answered. Furthermore, recommendations to the case company, as a result of lessons learned, are given and, finally, a discussion of the results and suggestions of areas for future research are considered.

7.1 Answering Research Questions

The purpose of this thesis has been to increase the understanding of how organisations in general, and E.ON in particular, can conduct an idea campaign successfully in the front end of innovation. In order to achieve the purpose, two research questions were stated prior to the study. In this section, the answers to these research questions are discussed.

What are success factors for managing ideation in large organisations?
Six key factors for managing ideation, namely *communication, collaboration*, *incentives, innovation climate*, *management support*, and *idea management,* have been identified during the course of this master's thesis. These factors have been studied in literature and then been validated as important in a pre-study including six large Swedish companies, as well as in a case study conducted at E.ON. All of the key factors are considered to be important for managing ideation successfully in large organisations, and can be applied to various ideation initiatives, such as idea campaigns, idea competitions and other ideation activities.

How can large organisations conduct an idea campaign in order to attain employees' ideas?
Based on the identified key factors, an *Idea Campaign Framework* for how to conduct an idea campaign successfully was developed in this thesis. The framework as a whole includes three phases of ideation: *ideation planning*, *ideation execution* and *ideation follow up*. However, the main focus in this thesis has been on the execution phase, which is shown in Figure 7.1. This framework was developed to help large organisations to conduct an idea campaign in a successful way, by illustrating how key factors should be addressed in order to trigger certain features that in turn would lead to desired effects.
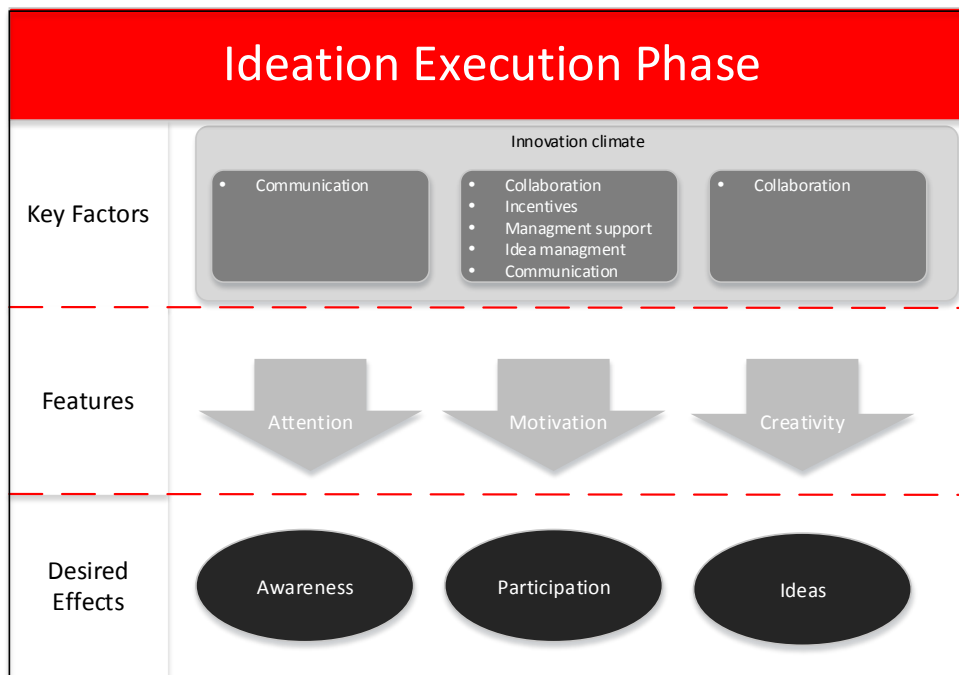
Figure 7.1 Idea Campaign Framework for ideation execution phase

The Idea Campaign Framework has been empirically tested in a case study conducted at E.ON in Malmö, through the launch of an idea competition called 'Bright Ideas'. The idea competition was carried out during two weeks in the spring of 2013 and resulted in 160 ideas. The empirical evidence from the test at the case company conclude that the elements in the Idea Campaign Framework are important to consider in attaining employees' ideas in large organisations. Having said that, the framework may be used as a guide for how to conduct an idea campaign successfully in order to attain employees' ideas and feed the innovation funnel.

7.2 Recommendations to Case Company

In testing the Idea Campaign Framework at E.ON, by launching an idea competition during two weeks, all of the key factors were not addressed sufficiently in order to fully achieve the desired effects of an idea campaign. For that reason, it is worth mentioning some lessons learned, which can be treated as recommendations to the case company. These recommendations may be valuable to E.ON if deciding to continue working with ideation initiatives and especially idea campaigns. Although directed to E.ON, these recommendations may also benefit other organisations in their efforts to conduct an idea campaign or similar ideation activity.

Do not underestimate the intranet as a communication channel
In retrospect, it would have been advantageous to use the intranet more frequently during the course of the idea competition since it turned out to be the most effective communication channel in terms of creating awareness among the employees. E.ON is therefore recommended to view the intranet as a 'living' platform for sending out the message and discussing the importance of participating in ideation activities. Furthermore, it is vital to make sure that the information given provides all the necessary details that the employees are asking for, especially regarding idea management.

Put more emphasis on management support
The evaluation of the idea competition at E.ON revealed a perceived lack of middle management support. To fully succeed in attaining the employees' ideas, E.ON would benefit from putting more emphasis on the support from middle management in order to encourage participation. In particular, it is important that managers legitimise advocating time to participate in ideation activities, as lack of time was the most common reason mentioned for not participating in the idea competition.

Clarify the process of idea management
Since many of the comments, given by participants as well as non-participants in the idea competition, had to do with insufficient idea management, a recommendation to improve the process of idea management is in its place. E.ON is therefore advised to clarify the structure on how to manage generated ideas and, even more important, to communicate this structure to the employees as this may affect their motivation to participate in ideation activities. Feedback also emerged as an element of interest among the employees at E.ON, and therefore it is recommended that the company make an effort to provide feedback to the idea submitters of the competition. This may also have a positive effect on future ideation activities as idea submitters, by receiving feedback on their ideas, may learn how to increase the quality of ideas for next time.

Continue using idea competitions, but as a complement to other innovation work
The majority of the employees, who answered the survey, showed a positive attitude towards the idea competition by expressing that they hoped it would become a recurring activity. E.ON is therefore recommended to continue the work with idea campaigns of this kind, which involves employees in generating ideas. However, an idea campaign should only be seen as a complement to the existing innovation work and E.ON needs to be aware of this, as creating an innovation climate demands a continuous behaviour.

7.3 Discussion of Results

In the concluding part of this thesis, we want to start by discussing the applicability of this study and then discuss the results further. As mentioned in the methodology chapter, ideation and the study of it, is dependent on the individuals involved in the ideation process as well as the environment and the situation that those individuals are in. This may complicate the ability to draw general conclusions from only studying the measured effects in selected groups of individuals. Therefore, it would have been desirable to test our framework for idea campaigns in more than one context, in order to increase the reliability in the research and investigate the generalizability further. However, due to the limited timeframe for conducting this study, it was only possible to conduct one idea campaign at one case company. However, despite the test environment being unique there is no reason to believe that it would be radically different from another organisation of similar kind.

If we were to perform an idea competition in exactly the same way again, in a similar environment and using the same framework, it is in our opinion likely that the effects would have been the same or similar. The theoretical contributions from this study are therefore considered to be beneficial for the case company, as well as for other large organisations who want to conduct an idea campaign in order to attain employees' ideas.

Although we chose to launch this idea campaign as an idea competition, the basics of the framework are still based on ideation in general and not specifically on idea competitions. Thus, the results and conclusions are also applicable to other types of ideation activities and hence our framework may be useful for organisations interested in conducting other types of ideation activities.

Although, we are content with the results of this thesis, it is difficult to determine if 160 ideas is successful. In relation to the number of employees at E.ON, which accounts for about 4000 employees, less than 2 percent of the employees participated. This discussion highlights the difficulty in measuring the result of an idea campaign based on number of ideas or number of participants. We can therefore conclude that it is difficult to measure the outcome of ideation, due to the abstract nature of the subject. However, measuring the employees' perceptions as was done in this thesis, although it had its limitations, gave an indication of the success of the idea campaign.

Furthermore, we are aware of that our conclusions regarding the key factors' level of success in achieving the desired effects in some cases are not fully supported due to lack of extensive data. It should therefore be noted that the conclusions that have been drawn are based on a limited number of respondents, which made it difficult for us to be sure whether the empirical evidence found was enough. However, the study confirms that all of the factors in our framework are important for conducting

an idea campaign successfully. The case study particularly confirms the importance of management support where the challenge is engaging the middle management, as they are the ones that need to encourage the employees to generate ideas. We are also confident that collaboration was successfully addressed and managed to motivate the employees to participate as well as to be creative and generate ideas. Finally, idea management is perceived to be important in order to motivate employees to share their ideas and then collect these to feed the innovation funnel. The findings prove that incentives and communication are also of importance for conducting an idea campaign successfully. However, our study only identified a few key factors that are relevant for ideation. In reality, it is likely that there are more factors that influence ideation and idea management, a weakness that we are aware of but hope will be complemented with further studies on the subject.

The desired effects were not all fully achieved in the idea competition at E.ON, which indicates that there are areas of improvements regarding some of the activities performed within the framework. These are minor changes to specific elements of the framework, which were lifted as recommendations to the case company, and hence not considered to require any changes to the framework as a whole. Moreover, the result of this thesis show that our framework function, but as it is only based on one case it is not possible to draw any extensive general conclusions about its applicability. Instead, more tests would enable an evaluation of our framework's generalizability. Despite some weaknesses in the scope of the thesis, our hope is that this study contributes to an increased understanding of ideation and idea campaigns, for E.ON as well as for other large organisations.

7.4 Suggestions for Future Research

Due to the limited time frame of this thesis, some of the activities were inevitably forced, resulting in that the evaluation of the Idea Campaign Framework was constrained. It would have been desirable to extend the evaluation by also examining other aspects of the key factors than the chosen ones and to investigate the phases of planning and follow-up in more detail. Therefore there are some suggestions for future research in regard to testing the developed framework for idea campaigns on more occasions and preferably also in other large organisations.

The evaluation of the Idea Campaign Framework relies heavily on the result and analysis of a survey, which was somewhat limited in terms of what was possible to measure. When creating the evaluation survey, it would have been advantageous to ask more questions to assess the key factors from more aspects. In addition, it would have been of value for the results to conduct more interviews with participants as well as non-participants of the idea competition, in order to complement the results given from the survey. Thus by examining the key factors from more perspectives, more aspects would have been added, which would provide a more comprehensive picture in the discussion of the framework.

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Furthermore, it is of interest to further study the phases of planning and especially follow-up to enable focusing on the Idea Campaign Framework as a whole, rather than just the execution phase as was done in this case. As revealed in the pre-study of this thesis, it is often not ideation that is difficult for companies, but instead how to manage and implement the ideas generated. It can therefore be argued that a study focusing especially on the follow-up phase of ideation is relevant and may be of great value for many large organisations faced with this challenge.

Finally, to reduce the risk of random errors and increase the reliability of this study, it would be advantageous to study the Idea Campaign Framework in more contexts. This is to reduce the consequences of the result being dependent on the individuals and situations in which the test is performed. For this purpose, a suggestion for future research is to implement similar idea campaigns or idea competitions at E.ON, to further evaluate the Idea Campaign Framework. Above all, a suggestion for future research is to implement similar idea campaigns at other large organisations to verify the functionality of the developed framework and thereby obtain a more nuanced evaluation of its generalizability.

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Bill, S., [Interview], 2013-02-13, PhD-candidate, Department of Design Sciences, Faculty of Engineering, Lund, Sweden

Case-study interviews at E.ON

Berggren, L. (2013), [Interview], 2013-03-06

Interviews with eight employees
Market Intelligence Analyst, [Interview], 2013-02-20
Product Developer, [Interview], 2013-02-22
Business Developer, [Interview], 2013-03-12
Product Developer, [Interview], 2013-03-12
Business Developer, [Telephone interview], 2013-03-15
Business Development Manager, [Interview], 2013-03-15
Business Developer, [Interview], 2013-03-15
Market Developer, [Interview], 2013-04-04

Pre-study interviews

Company A, Project Manager, [Telephone interview], 2013-03-07
Company A, Project Leader Good Ideas Handling, [Telephone interview], 2013-03-07
Company B, Director, New Business Development & Innovation, [Telephone interview], 2013-02-18, follow up via e-mail, 2013-03-15
Company C, Innovation Manager Collaboration, [Telephone interview], 2013-03-06
Company D, Former Idea Management Manager, [Telephone interview], 2013-03-11
Company E, Global Innovation Manager, [Telephone interview], 2013-03-20
Company F, Director Corporate Innovation Office, [Telephone interview], 2013-03-06

Observations

Workshop 1 (2013), Workshop [in person], 2013-02-19
Workshop 2 (2013), Workshop [in person], 2013-04-18
Workshop 3 (2013), Workshop [in person], 2013-04-19
Workshop 4 (2013), Workshop [in person], 2013-04-23

Appendix

Appendix A – Interview Guide Pre-Study
Appendix B – Compilation of Pre-Study Interviews
Appendix C – Interview Guide Case-Study
Appendix D – Idea Submission Form on Intranet
Appendix E – Workshops
Appendix F – Survey Results
Appendix G – Survey Forms

Appendix A – Interview Guide Pre-study
Innovationsklimat & bakgrund till idégenerering
1. Berätta kort om er bakgrund inom innovationsarbete.
2. Hur skulle ni, i korta drag, beskriva innovationsklimatet på ert företag?
3. Hur länge har ert företag arbetat aktivt med idégenerering och idéhantering? Vad är syftet med detta arbete?
4. För vilka typer av utmaningar arrangerar ni idégenereringsaktiviteter?
5. Söker ni efter idéer öppet och brett eller inom ett givet definierat område?

Samarbete
6. Hur sker idégenereringen; individuellt/i grupp/båda?
7. Till vilka individer och avdelningar riktas främst idégenereringsaktiviteter?
8. Hur involveras medarbetare från olika avdelningar att delta gemensamt?
9. Vilka tillvägagångssätt använder ni för att stimulera samarbete vid idégenerering?
10. Utifrån era erfarenheter från idégenerering i grupp, vilka var effekterna av samarbetet?
11. Vilka ser du som de största utmaningarna med att uppnå samarbete?

Incitament
12. Vilka incitament använder ni för att uppmuntra till deltagande vid idégenereringsaktiviteter och varför?
13. Har några incitament varit mer effektiva än andra?
14. Vilka är de största utmaningarna för att uppnå deltagande?
15. Har ni något exempel på hur konkurrens används för att stimulera idégenerering?
16. Vad är er erfarenhet av idékampanjer/idétävlingar?
17. Hur länge pågick kampanjen/tävlingen?

Ledarskap
18. Vilken roll anser ni att ledarskapet har i idégenereringsaktiviteter?
19. Hur påverkar ledarskapet de anställdas motivation att delta och prestera i idégenereringsaktiviteter?
20. Hur arbetar ni för att ge återkoppling på de idéer som genereras av medarbetarna.

Idéhantering
21. Hur viktigt är det att det finns tillgängliga resurser, t.ex. ett idéhanteringssystem för att kunna genomföra idégenereringsaktiviteter?
22. Hur arbetar ni för att säkerställa att idégenereringsaktiviteterna går i linje med företagets strategi?
23. Hur sker insamlingen av idéer?
24. I vilken form och hur detaljerat beskriver medarbetaren sin idé vid inlämning? Använder ni någon mall för idéinlämningen?
25. Hur hanteras de insamlade idéerna?
26. Hur utvärderas idéerna? Vilka kriterier används och vem utför utvärderingen?

Avslutning

27. Sammanfattningsvis, vilka typer av idégenereringsaktiviteter anordnar ni?
28. Vad brukar deltagandet respektive hit-raten vara för en idégenereringsaktivitet? Hur har det sett ut över tid?
29. Hur fångar man intresset hos medarbetarna? Vad gör ni för att medarbetarna ska släppa sina vardagliga arbetsuppgifter och ta sig tid och delta?
30. Hur marknadsför ni särskilda idégenereringsaktiviteter? Har några kommunikationskanaler visat sig vara mer effektiva än andra?
31. Vad är, enligt er, en viktig framgångsfaktor bakom idégenerering?

Appendix B – Compilation of Pre-Study Interviews

When conducting the pre-study, the focus was to understand ideation and identify how the different companies relate to the key factors. Furthermore, the study aimed to investigate any additional aspects that are important for successful ideation. In this section, findings from the pre-study interviews with each firm are presented.

Company A

Innovation is a cornerstone at company A. An innovative founder has laid the basis for a climate, in which it is allowed to make mistakes and where employees are constantly allowed to think in new ways. However, company A does not have an explicit innovation process.

Ideation has always been a central activity within company A. Every employee is expected to generate ideas in their everyday work. For product development projects, there is a special phase dedicated to idea generation. The starting point for ideas is mainly the need of the customer and hence inspiration often comes from observations of customers' everyday lives. As stated by interviewee 1, the "people's lives are the greatest source of inspiration for new ideas".

Besides ideation in everyday work and in product development projects, ideation is also performed in many other ways at company A. Workshops are commonly used on a local level, often specifically targeting a question or challenge that a particular department or business area faces. There are also global initiatives on ideation, which often concern cost savings or finding easier ways to do things.

In 2009, company A arranged an idea campaign for over 3000 employees. The campaign lasted for eight weeks and involved the employees based in the city where the headquarters is located (store, central warehouse, product development and headquarters etc.). Every second week a different theme, an area of special interest for the company, was announced and all employees were encouraged to generate ideas on that theme. Over 4500 ideas were generated during the time period of the campaign; however, only 20 % of the employees were represented among the idea submitters. After the campaign, company A decided to proceed with some 30 ideas. Yet, employees who contributed with an idea, independent of the dignity of the idea, were rewarded financially. The most promising ideas got an extra performance-based reward.

Contradictory, interviewee 2 points out that financial reward really should not be needed, but that ideation should be embedded in the employees' work. Nevertheless, for the campaign in 2009, company A decided to use monetary rewards to try to recover the employees' motivation and drive to share ideas. This was done due to a situation of decreasing employee engagement in ideation, a

result of rapid growth. Becoming a larger and profounder company, had inevitably, to some extent, inhibited the motivation to share ideas.

Instead of monetary incentive systems company A, today, aims to focus more on intrinsic motivation and recognition of idea submitters. Some examples are recognition in the internal newspaper, on the intranet or in a speech. As another example, company A recently decided to invite idea submitters to a workshop in which the idea submitter gets the opportunity to refine his or her idea further and be part of the idea realisation.

According to interviewee 1, management commitment is crucial when it comes to ideation: *"Leadership is important for people to be encouraged to come up with ideas".* The importance of management support is also highlighted by interviewee 2: *"It is important that the ideation initiative comes from the very top management in order to communicate to employees that management is listening to their ideas and will make sure that the ideas will be taken care of."*

Within company A, communication is seen as key to successful ideation. According to interviewee 2, it is of utmost importance that the employees receive the message that management support ideation and will actively look at the ideas and apply the ones that are relevant. Communication from management should include clear deadlines for submitting ideas and information about who is responsible for the ideation activity, and who is going to evaluate the ideas and when. How the ideas will be taken care of also needs to be clearly communicated.

As another approach to ideation, company A recently started to use *Yammer*, an enterprise social network on the web. With this online tool every employee can submit ideas or request ideas as answers to a specific question or challenge. Employees are encouraged to comment on each other's ideas and refine and enrich them. However, Yammer is considered to have a limited use. According, to interviewee 2, Yammer is not a long-term platform for managing employees' ideas.

Today, the major part of idea management at company A is handled manually. Anyone who has an idea, email it to an administrator who then manages the incoming ideas manually. However, the company is currently planning to implement a new idea management system, a forum on the intranet to collect ideas in a more structured manner. In the new system it should be possible to comment on each other's ideas and also to vote for ideas. The most popular ideas will be forwarded to decision makers. In this case the rewards to idea submitters will be to get the attention and knowing that you can influence. With the new system, no monetary rewards will be applied, except in outstanding cases when the idea is considered innovative, meaning ground-breaking and bond to make the company save a lot of

money, earn a lot of money or give the company a substantial advantage on its competitors.

Company B
In 2008, company B started working with ideation and since then they have tried different variations of idea campaigns to search for new business opportunities within given areas, both with and without an idea management system or tool. All of the employees are usually invited, although it is communicated with different ambitions depending on the local support. Whereas the initial purpose was to build an awareness and inspiration, the aim is now to fulfil an innovation strategy or a formulated goal. The key behind a successful idea campaign is thus to have a clear goal in addition to an accountability to make sure that the ideas are managed appropriately after ideation.

According to interviewee 3, the employees are good at coming up with ideas and they are keen to work with these themselves. Similarly, the innovation climate at company B is described as high, which is related to the corporate culture where innovation is embedded in most routines and processes. Due to the technical level of the company, innovation has always been a focus. The only difference is that innovation is increasingly including other areas as well, such as services, business models and technology leadership.

At present, company B uses an IT-based idea management tool to handle the ideation process internally. This is a central tool, which includes a meeting place for formulating a purpose, development of criteria for evaluation and a jury, but is most often used on a local level. Hence, everything around the idea campaign regarding competitive elements or collaborative elements to improve the ideas or if building prototypes is preferred is decided by the initiator, which can be any employee. The collaborative elements can be forums, which allow participants to give each other feedback in terms of comments and building on ideas but also workshops.

A feedback-loop is according to interviewee 3 important, both in the short term and long term. At an early stage, feedback is relevant in order to understand whether the submitter aimed right with his or her idea. In the long run, feedback on the ideas that are chosen as winners and which may end up being implemented, needs to be communicated back to employees in terms of success stories. In this way, a learning in the organisation is achieved, which means that submitters will have a better understanding of what the company is looking for and how winning ideas are presented, which may gradually create a higher quality of the ideas submitted.

Competitive elements usually involve a prize, which has been everything from a monetary reward to gadgets of different kinds. However, monetary rewards is no longer seen as the most effective incentive, according to interviewee 3, instead

recognition from colleagues and management via meetings, news articles or realisation of ideas is preferred. The role of management also includes formulating strategic areas for focusing ideation in the right directions.

During the idea campaign it is important to communicate the purpose and promote the activity, which at company B is done through all available channels, such as E-mail, articles and communities as well as through corporate social medias and twitter. In addition to communicate the start and the current status, communicating the decision behind selecting winners and the continuing process that follows is of importance. This is something that company B sometimes fail to achieve and it may cause an issue when none of the ideas chosen are implemented in the long term.

Another factor that may impact the success of the overall ideation activity is having some form of a structure of the process. In other words, one needs to have a clear goal that is well defined, which enables targeted creativity regarding type of ideas that the company is looking for. Another lesson learnt at company B, according to interviewee 3, is that idea campaigns should only be seen as time-limited intervention and a complementary activity to the existing innovation efforts. What makes the innovative capability increase over time is not the actual idea campaign, but that the company works continuously with innovation in line with the set targets.

Company C
Company C is actively working with innovation and innovation is pushed hard within the organisation. The company has a long history of working with ideation and idea management. The initiative was taken in 1996 to ensure that the company had a process for turning ideas into patents. Since then, over 14 000 ideas have been generated and collected. In the past, ideation activities primarily took place in the R&D department. However, today the entire company is involved in the process of ideation.

Company C has tested different approaches towards ideation. There have been competitions, among different departments, as one way to obtain ideas as well as directed idea campaigns, albeit on a small scale. Furthermore, there have been ideation weeks with a focus on idea generation activities and group brainstorming.

According to interviewee 4, collaboration is seen as a key factor in ideation, as research shows that you generate ideas of higher quality when cooperating with one or more persons. As interviewee 4 explains: *"More brains think better than one. It leads to inspiration and the ability to build on each other's ideas."* For this reason, company C decided to change the existing patent reward system to encourage collaboration. The change resulted in that the individual rewards, no longer were to

be higher when there was only one idea submitter but independent of the number of people behind the idea.

Recently, company C implemented a new idea management system and after two months over a hundred ideas had been generated using the system. The system's functionality is similar to social media, which enables idea submitters to interact and comment on each other's ideas. Anyone can post a question, a so-called challenge, in the system and anyone can submit ideas to answer this challenge. The initiator, or challenge owner, then evaluates the incoming ideas and provides feedback to those submitting ideas. However, it is difficult to assure that the owners have the time and effort to manage to take care of all the ideas in a good way, according to interviewee 4.

Besides a system for challenges, company C works with a continuous flow of incoming ideas that do not match a challenge but instead are put in an idea bank. The company is also planning for larger, centrally owned challenges, e.g. Idea Jams, in the future.

According to interviewee 4, it can be difficult to make employees contribute with ideas. Ideation is generally not an urgent, prioritised task. To encourage employees to generate ideas, one need to create motivation and create a feeling that ideation is fun and stimulating. Company C has tested different approaches to incentives structures to encourage employees to submit ideas. Some examples are innovation days, ceremonies inspired by the Oscar gala to recognise idea submitters, reward systems that provide idea submitters with points that can be exchanged for gifts and monetary awards. However, today the company does not explicitly use monetary rewards. Instead the focus is on recognition and appreciation. According to interviewee 4, it is important to provide idea submitters with a feeling of contribution and to inform them that the company will take care of their ideas and realise them. One example to show appreciation, used by company C, is to bring idea submitters out for lunch.

Interviewee 4 points out management commitment, to be of utmost importance for successful ideation management. At company C, management plays a significant role in the ideation activities, engaging in activities on both group manager level and department manager level. According to interviewee 4, the managers' role is to promote ideation activities and make it legitimate to spend time on those.

However, interviewee 4 explains: "It is not ideation that is the challenge in large companies. Instead, the challenge is to anchor ideation within the organisation and to cope with reaching the market with generated ideas. There is no shortage of ideas. The difficulty, and the challenge, is to deliver the ideas to the marketplace."

Internal communication is critical for the success of a time limited ideation activity, as put by interviewee 4: *"You make yourself heard, and five minutes later no one will remember it, so you must continue to communicate frequently."* For idea campaigns and other ideation activities company C uses many different communication channels, such as: Intranet, leaflets, e-mail, TV-monitors, events in the reception etc.

Company D
Company D has a strong focus on innovation and innovation is seen as a major value creator within the organisation. However, according to interviewee 5, the focus on innovation has decreased since the mid-1990s when the industry, in which the company operates in, became more traditional. The view of innovation then also became more traditional, with a major focus on product development. As put by interviewee 5, the front end of innovation and ideation, often became neglected or forgotten.

However, ten years ago company D realised that it could not get enough ideas and then began working actively to strengthen the innovation capability within the organisation. Today, innovation and ideation is regarded as an important and necessary part of the company's business to create value. Innovation is no longer seen as something only for R&D employees, but for all employees.

Company D has used different approaches to innovation and ideation methods. One example is the development of a new training program for all employees with the purpose of increasing focus on innovation. The aim is to make employees realise that they are actually a part of the company's innovation process. The training program is about changing a mind-set and foster creativity. It provides the employees with tools and techniques to learn how to identify problems and how to generate ideas. So far, several thousand people within company D have completed the training program.

In addition to the training program, company D frequently arranges workshops around different themes in order to engage employees in ideation activities. Ideation activities are performed in varying sizes, ranging from individual ideation to ideation with over 3000 employees involved. Certain facilitators are trained to lead the workshops. The great advantage of workshops, as described by interviewee 5, is to involve many different people that think differently. The whole idea about ideation is based on collaboration; the sharing of experiences and thoughts and building on each other's ideas. Inviting people with different backgrounds and perspectives to participate in workshops is very important in company D. According to interviewee 5, collaboration between diverse people is a start to get great things to happen. Company D has pushed collaboration far, and has run workshops in kindergarten and preschools.

Another method for ideation used by company D, however only to a small extent, is idea campaigns. The use of idea campaigns was initiated a couple of years ago. According to interviewee 5 *"idea campaigns are simply a strategic tool of management. Management should be sure to focus the creative minds on important issues; so that the employees focus their thinking on creating solutions to what is important in the long-term."* When developing an idea campaign, it is important to clearly define which area(s) to focus the ideation on.

Further, interviewee 5 describes idea campaigns as *"a way to control the creativity to where the company needs it in the short and long term."* Idea campaigns, arranged by company D, have normally lasted for three weeks. As one example the company ran "The idea of the month", with the prize of borrowing a manager's parking lot.

According to interviewee 5, promotion is the key to success when it comes to idea campaigns. The company has used posters by office entrances, information at department meetings, the intranet and physical marketing at the canteen to promote idea campaigns in the past.

To get management involved means, according to interviewee 5, everything for the success of an idea campaign. Management must endorse, push and promote idea campaigns. According to interviewee 5, it can be difficult to get management to stand completely behind an idea campaign initiative, but nevertheless it is crucial for its success. Company D has experienced some difficulties getting employees to participate in idea campaigns in the past, explained by interviewee 5 as a result of lack of management commitment. Managers need to take an active part in the idea campaign and create the conditions for employees to engage in the ideation process. They are the ones who can influence employees to drop their normal work tasks to generate ideas, hence pushing employees to devote time to participate in idea campaigns.

According to interviewee 5, a challenge of reaching higher participation in ideation activities is to make ideation a part of the employee's every day work. Management must have a clear strategy that ideation is important and communicate that generating ideas actually is part of every employee's agenda and something that they will be assessed on. Interviewee 5 would like to add ideation as a task that should be included in every contract of employment. However, to this date, management sees this as too radical and therefore it has not yet been implemented.

A problem for ideation, addressed by interviewee 5, is short-term goals and bonuses. As put by interviewee 5, "*bonus is an extremely dangerous poison for innovation if it is improperly constructed. Today's bonuses are designed to be measurable like deliverables, cost etc., but that is not the way you can treat ideation.*

You need to find new ways of measuring ideation or new ideas 'You get what you measure', so if you don´t measure you will not get any new ideas but how and what should you measure…?"

When it comes to rewarding idea submitters it is much easier but there are some pitfalls to consider. One is monetary reward. First of all it is very difficult to value new ideas; secondly it tends to change the behaviour of submitting and attitudes of submitters. Therefore, at company D, money rewards are strictly prohibited in the case of ideation. Instead, it is important to show appreciation to those who generate good ideas and hence, idea submitters are rewarded with appreciation of different kinds. One example thereof, which is proved to have a major impact on the individual, is to be mentioned in a speech, get flowers and applauses, and invited to the stage to talk about your idea. This creates a sense of having done something good. As mentioned by interviewee 5; *"you have to do things that go into people's heart, not into their wallet"*.

Furthermore, to manage employees' ideas company D uses an idea management system. It is a proprietary online system, developed and refined over time. The purpose of the system is to receive ideas, evaluate them and make sure that relevant ideas quickly will proceed in the development process or be implemented directly. Company D, highlights the importance of having short distance between idea and implementation.

According to interviewee 5, an idea management system is crucial for managing ideation and *"any company that does not have a system, is living on borrowed time, because it will sooner or later be required"*. The system provides a generic template for how to submit an idea, and all ideas are put into an idea bank, where employees can look at each other's ideas and get inspired. To show appreciation and provide feedback to idea submitters, idea management responsible at company D, invite all idea submitters to present their ideas in person. According to interviewee 5, this is very important for the employees' motivation to submit ideas. To trigger employees to submit more ideas, they need to know that the ideas are taking care of. Another advantage of meeting all idea submitters is to get an opportunity to communicate evaluation criteria and hence receive better ideas every time. Company D, prefers an approach towards quality instead of quantity, resulting in better quality on ideas, but maybe not as many ideas. However, to receive qualitative ideas, many ideas and many participants are needed. The evaluation of ideas is based on a decentralised process, in which each idea is sent automatically to relevant organisation where the idea is evaluated by trained evaluators.

Company E
Company E has worked actively with ideation and innovation since 2008, as the former CEO wanted drive innovation by pushing new technologies. The initial focus

was on innovation jams and later the dragon's den concept. In addition to these approaches, they have also worked with innovation coaches, whose role was to push forward the best ideas by supporting the idea submitters in giving them room to nourish the ideas. The innovative climate is described as open regarding ideation. The main challenge is instead about pushing the idea forward to someone else and not being able to participate in the entire innovation process.

Since the start, about 25 jams have taken place in the company group, according to interviewee 6. Over time, though, the concept has developed from trying to select the best ideas to finding a larger pool of ideas. In this way, more ideas are selected for further screening, which is done by the management board instead of a panel of experts. This means that the idea submitters are able to present their ideas to the managers in a context similar to a dragon's den. The new way of evaluating the ideas is according to interviewee 6 better "*as you can put together a good idea with people and the glow in their eyes tells you they will succeed*". Another benefit of increasing the pool of ideas and also separate the funding into two halves, depending on the outcome, is that the available funding can be spread over more projects. Other factors that have been altered over the years are: focusing more on inspiration material to engage the employees and more on specific innovation challenges, where the latter has not yet been tested.

In terms of participation, interviewee 6 confirms that there is a trend of increased participation over the years. The incentive used to motivate employees to participate is the chance to realise his or her idea. In other words, the winners get time to develop the idea further besides having fun. Interviewee 6 points out two reasons for participation, partly because it is important for the company as it gives a direction of their vision, but also since individuals get to expand their personal networks cross-functionally, which is difficult in large companies.

For the innovation jams, management has had different roles. Example as a sender of the initiative, where the manager should show his or her human side and pinpoint the fun of participating, but also to use the top-down language to encourage the employees to participate by saying that innovation is part of their daily tasks. It is also important that the line managers on all levels in the company stands behind the initiative and promotes it.

Following ideation, ideas are submitted via an idea management system, which allows participants to comment and build upon each other's ideas. For instance, feedback is given either through comments by other employees or by the appointed moderators, whose task is to make sure that everyone gets some form of response. Feedback is also given by clearly communicating which criteria's the winning ideas met. However, despite the use of an IT-tool to manage ideas, the focus is still on the value in the ideation processes. Therefore the main effort has been put on creating

inspiration material and then the discussions carry on freely in the online forums without the involvement of portfolio coordination or evaluation help. The inspiration material is described as a smorgasbord of inspiration, with everything from reading material to interactive YouTube clips, which frames the targeted business issue. Based on the results at company E, interviewee 6 is very content with the outcome. At the moment, though, they are looking at making the idea management more continuous like other large companies are doing.

It is also important to have a clear process of what happens with an idea after submission and that it is well communicated across the organisation. The need of communication is further described by this citation: *"We have noticed that the jam format in itself is very dependent on a clear and fairly heavy marketing and communication in order to reach through the noise. For that reason, it becomes rather important to have some form of guerrilla-marketing…"* The larger the company the more important substantial communication is needed. Examples of different marketing are a quiz on the area and flyers in unexpected places.

The main challenge of getting employees to participate is nevertheless to find the time emphasises interviewee 6. Therefore one important factor behind a successful ideation activity, according to interviewee 6, is to allow the employees to take the time to be creative. Then the initiators need to set up frames for the ideation in order to find fruitful ideas on the targeted area. Finally, access to knowledge sharing and that it is well communicated is of importance.

Company F
By the end of 2005, when a need to improve certain areas and values within the company was acknowledged, an explicit innovation work began. As a start, projects on the identified subjects were done, which resulted in a selection of suitable approaches, which the project management department wanted to formalise. In order to do so, a pre-study was conducted, which included a benchmarking to find new ways to organise the innovation work. When the initiative began, an assessment of the current innovation work was also done and the analysis revealed that the company is very technology heavy and incremental and working across organisational borders proved difficult.

The task for the new established project management department was therefore to manage the more cross-functional, business-model focused and radical part of innovation, in addition to increase the visibility of the innovation work. Moreover, the innovation climate is described as especially deep-rooted and natural for the technology side of the company, which is embedded in routines and norms within different departments and functions. However, the innovation work had previously neither been transparent nor that radical, as the innovation were technology heavy and more incremental.

XIII

Company F has tried different ideation approached over the past years. For example, large online jams as well as smaller workshops for cross-functional teams of about 30-40 people of which some also included external parties. In addition, the company has arranged innovation exhibitions together with technical shows, where they arranged ideation events with post-its on a wall.

Prior to the ideation days, interviewee 7 noticed that co-workers and participants, by their own choice, arranged gatherings in groups to discuss the innovation challenge based on the background information that been sent out. The collaborative features that were identified also include getting together to generate ideas jointly and send the ideas in as a team. Other ways in which company F works with encouraging collaboration is in virtual groups online and in physical groups in terms of cross-functional workshops. In addition, matching idea submitters, who has similar ideas, to continue the work but jointly and often include others to create cross-functional teams, stimulates collaboration. The benefits of collaboration, according to interviewee 7, are to encounter different perspectives on subjects and to improve each other's ideas by building on ideas.

As ideation lies deeply rooted in the company culture, the drive of the employees is strong to participate. However, to encourage participation in innovation jams, company F motivates with the support of the management board. This is explicitly communicated with official sources and distributed as the top news on the Intranet. According to interviewee 7, monetary rewards are not preferable as a driving force for innovation. Instead, the idea submitters are rewarded with recognition, both from fellow co-workers and from the management. In fact, the winning submissions get to present their idea to the management board and support is given if the idea submitter wants to continue to work with developing the idea. Once a year, the best submissions from the year is rewarded in the auditorium, which interviewee 7 compares to a banquet as people tend to dress up due to the appreciation of the event. Since there are a few ideas selected, the innovation jams can be regarded as some form of competition, although this is not communicated as a competition. This means that some tendencies of competition has been recognised according to interviewee 7, for instance that employees tend to submit a new idea instead of building on to similar ideas that already exist on the site.

Furthermore, the management support is emphasised as important for the success of the ideation jam. According to interviewee 7, this may be explained by the fact that the employees are under a great deal of pressure and that the company has high efficiency goals. The management's role is to set the innovation challenge, be positive and convey a positive attitude regarding the significance of participating in the ideation jam and that this is something everyone should partake in. Another benefit from management involvement in selecting the innovation challenge, according to interviewee 7, is that it legitimates the effort of participating in an

ideation jam. While at the same time, the innovation challenge is more aligned with the overall strategy and the ambitions of the company.

At first, company F did not have an IT-based idea management system, which instead demanded a lot of resources and was not transparent as separate idea lists were used in the different departments, in addition to one mutual ideas list for the more general company-specific issues. To increase transparency, an idea management system was implemented. This system includes many functions, which they were not able to provide before, such as giving all the submitters feedback on their ideas by others or by assigned moderators. After the submissions, the ideas are evaluated in a cross-functional process, where the focus is to find new ways to do business and or something radical. However, the evaluation tends to overlook extremely radical ideas, why in some cases these are taken care of aside from the process and brought to discussions with the management. In each unit, company F have employees responsible for innovation, whose key task is to maintain the local process and initiate ideas locally.

The main challenge, in terms of achieving participation in ideation, is according to interviewee 7, to reach out to employees with information. One lesson learnt, is that employees do not read the Intranet in the same extent as expected. That is why the innovation department now use all types of communication to raise the awareness, such as notes, Intranet, direct e-mails and promotion from management. For instance, when we sent out reminders to say that it was only a few days left via direct e-mails, we reached a peak of the number of idea submissions. Similarly, the key factors, according to interviewee 7, are information and management support to create safety and openness, but also to inspire.

Appendix C – Interview Guide Case-Study

Bakgrund

1. Berätta kort om er roll på E.ON X.

Innovationsklimatet

2. Hur skulle ni, i korta drag, beskriva innovationsklimatet på E.ON X?
3. Hur skulle ni beskriva ledningens och chefernas stöd för innovationsarbetet på E.ON X?
4. Vad anser ni är viktigt för en organisations innovationsarbete?
   a. Och hur väl tycker ni att detta stämmer överens med E.ONs innovationsarbete?
5. Ser du några fördelar och nackdelar med att vara ett stort globalt företag som E.ON vad gäller innovation och innovationsarbete?

Idégenerering

6. Hur arbetar ni med (och har arbetat med) med idégenerering och idéhantering?
   a. Vad är syftet med detta arbete?
7. Har ni använt olika sätt för att generera idéer? Vad har fungerat bra/mindre bra?
8. Var och av vem genereras de flesta idéer?

Samarbete

9. Hur sker idégenereringen; individuellt/grupp/båda?
10. Vilket utbyte har ni inom avdelningen samt mellan andra avdelningar och dotterbolag för idégenerering?
11. Vilka ser du som de största utmaningarna med att uppnå samarbete?

Incitament

12. Hur villiga är de anställda att dela med sig av idéer?
13. Vad tror du hindrar medarbetare från att dela med sig av idéer?
14. Vilka incitament använder ni för att uppmuntra anställda att komma med idéer och delta vid idégenereringsaktiviteter?
15. Hur tror du man fångar intresset hos medarbetarna och ökar deras engagemang? Vad kan man göra för att medarbetarna ska släppa sina vardagliga arbetsuppgifter och ta sig tid för idégenerering?
16. Hur arbetar ni för att stimulera kreativitet och innovation? Och vad finns det för utrymme i tid och rum att vara kreativ?
17. Hur viktigt är ledarskapet för medarbetarnas engagemang och deltagande idégenerering?

Idékampanj

18. Har ni någon erfarenhet av idétävlingar? Hur? Varför?
    a. Vad var priset?
19. Vad anser du är viktiga incitament för att få de anställda att delta i en idékampanj?
20. Vilka faktorer tror du är kritiska för framgången av en idékampanj på E.ON?

Appendix D – Idea Submission Form on Intranet

Lämna in din idé

Din/Era e-postadresser:

Ditt/Era bolag:

--Välj bolag--

Namn på idén:

Beskrivning av idén:

Hur underlättar er idé kundens vardag?

Varför ska just E.ON satsa på er idé?

Vilken marknadspotential anser ni att idén har?

Övrigt:

Skicka idé

Appendix E – Workshops

Table A.1 Workshop schedule

Tid	Aktivitet	Var/Hur	Ansvarig
09.00 – 09.10	Välkomna	Gästmatsalen	Exjobbare
	Kort presentation per person	Stående i ring	
	"Skrikövningen"	Stående i ring	Moderator
09.10 – 09.25	"Äppleövningen" Inkl. reflektion	Gästmatsalen Stående (fästa blädderblocksblad på väggarna utspridda i rummet)	Moderator
09.25 – 09.30	Kreativa principer	Gruppbord	Moderator
09.30 – 09.40	Fri idéspåning	Gruppbord alt. grupprum	Moderator
09.40 – 10.00	Idéspåning utifrån bilder	Gruppbord alt. grupprum	Moderator
10.00 – 10.20	Klustra och värdera idéer	Gruppbord alt. grupprum	Moderator
10.20 – 10.30	Beskriv de 1-3 bästa idéerna på canvas	Gruppbord alt. grupprum	Moderator
10.30 – 10.50	Varje grupp presenterar varsin idé	Gästmatsalen	Moderator
10.50 – 11.00	Avslutning (vad händer nu?)	Gästmatsalen Stående i ring	Exjobbare

Table A.2 Brainstorming rules (Source: Ideo, 2013)

1.	Defer Judgement
2.	Encourage wild ideas
3.	Build on others ideas
4.	Stay focused on the subject
5.	One conversation at a time
6.	Be visual
7.	Go for quantity

Namn på idén

E-postadresser till idégivarna

Beskrivning av idén

Lysande idéer

Varför ska just E.ON satsa på er idé?

Hur underlättar er idé kundens vardag?

Vilken marknadspotential anser ni att idén har?

Figure A.1 Canvas used for idea submission in workshops

Appendix F – Survey Results
Communication
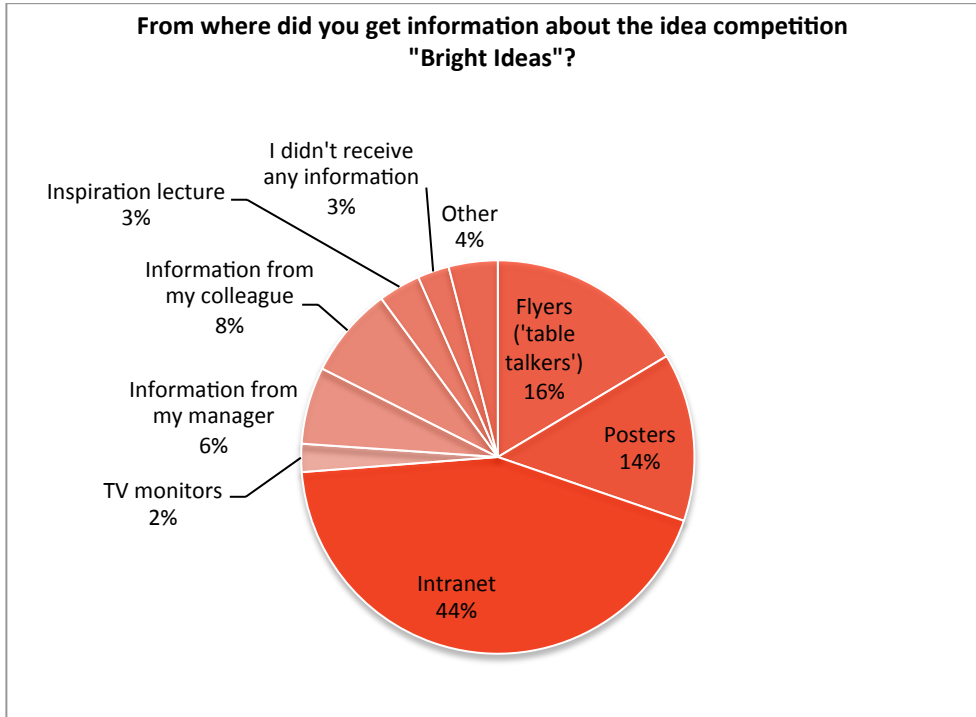
Diagram 1 From where did you get information about the idea competition 'Bright Ideas'?
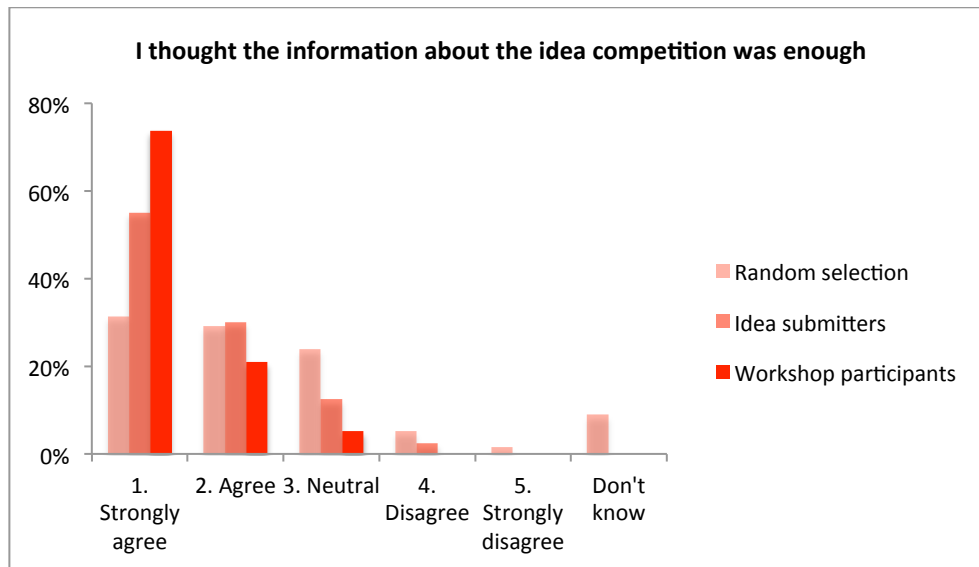
Diagram 2 I thought the information about the idea competition was enough.

Collaboration

What is the main reason that you participated in a workshop?

I was attracted by the opportunity to collaborate with others — 42%

I wanted to find out what kind of ideas others had — 11%

I had an idea that I wanted to get feedback on — 11%

I want to get recognition from my managers — 0%

I want to see my idea become realised — 16%

I want to win an iPad mini — 0%

Other — 21%
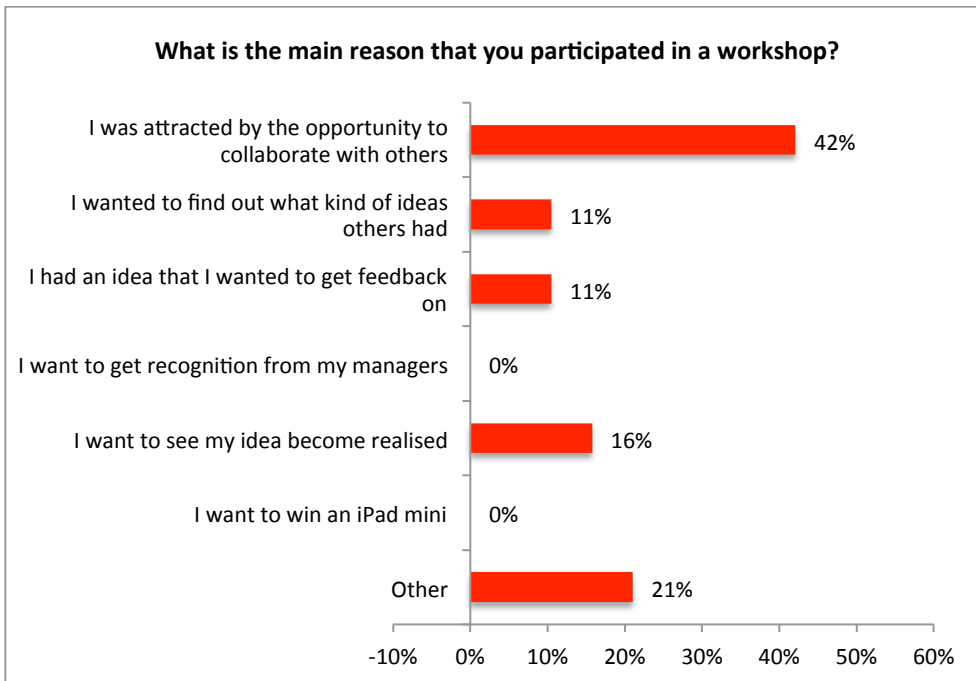
Diagram 3 What is the main reason that you participated in a workshop?

What is the main reason that you did not participate in a workshop?

I was not interested of sharing my ideas with others — 3% / 1%

My manager did not encourage me to participate — 0% / 2%

I didn't have time — 55% / 54%

I didn't see the point with participating in a workshop — 6% / 7%

I didn't know that there were any workshops — 15% / 21%

Other — 21% / 16%

Idea submitters
Random selection
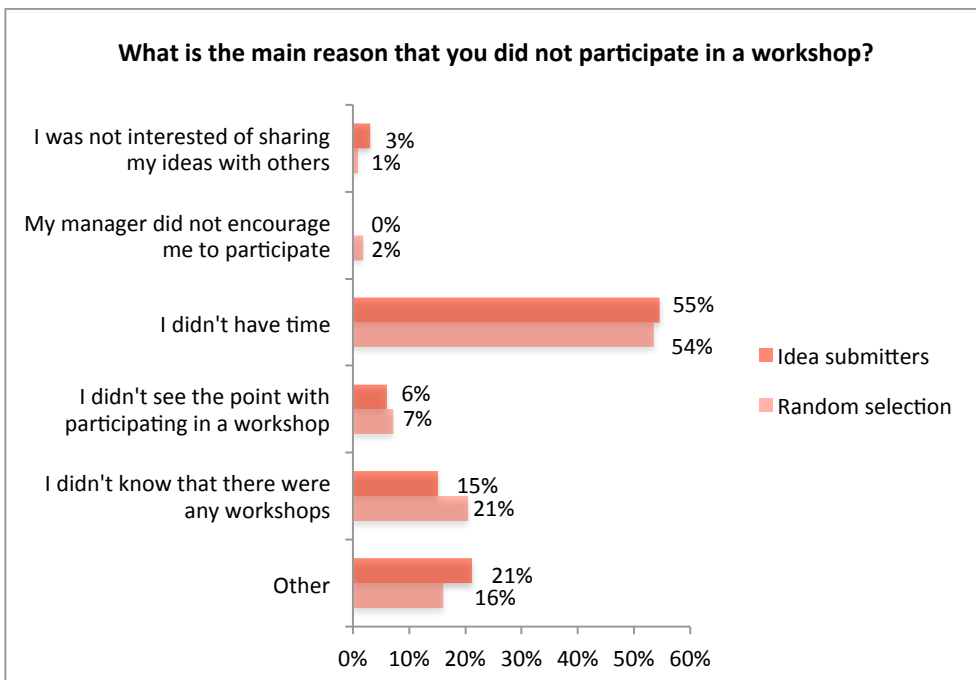
Diagram 4 What is the main reason that you did not participate in a workshop?

XXI
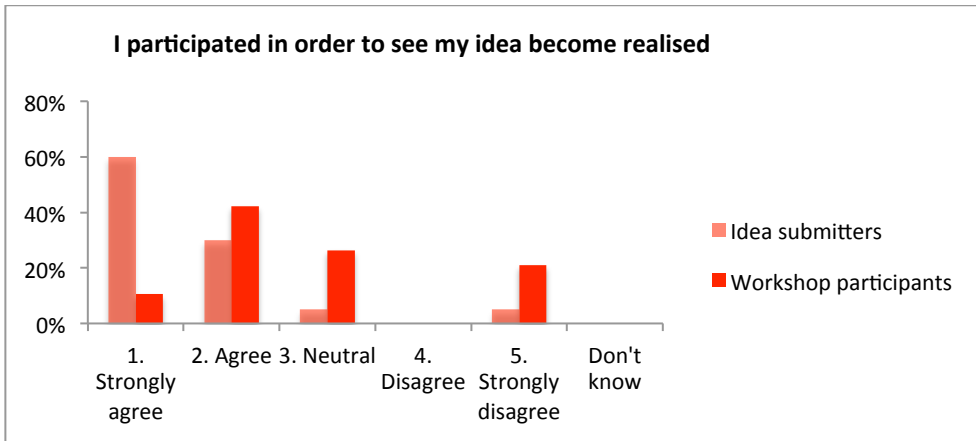
Incentives

Diagram 5 I participated in order to see my idea become realised.
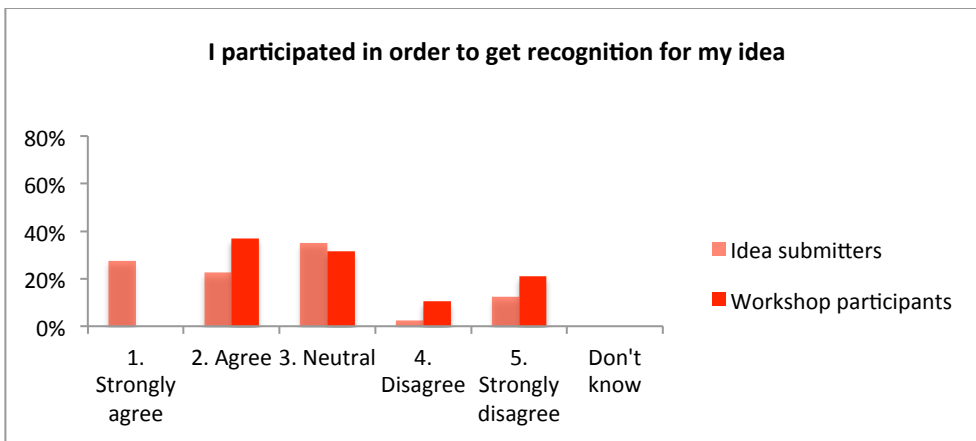
Diagram 6 I participated in order to get recognition for my idea.
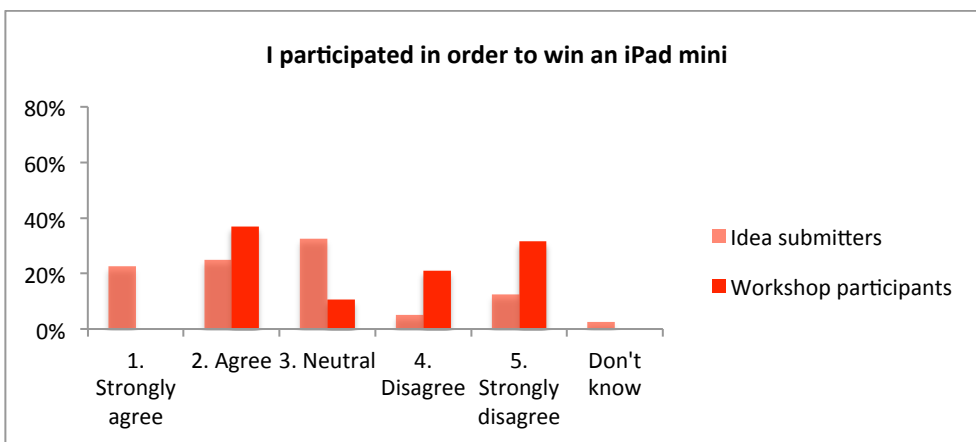
Diagram 7 I participated in order to win an iPad mini.

Incentives

What is the main reason that you participated by submitting an idea?

Category	Percentage
I participated in order to see my idea become realized	83%
I participated in order to win an iPad mini	8%
I participated in order to get recognition for my idea	0%
Other	10%
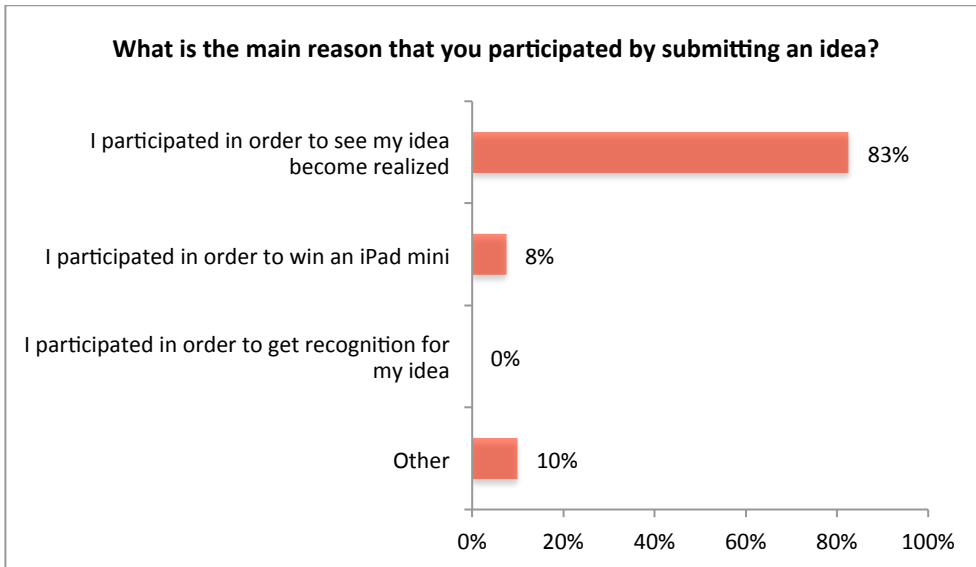
Diagram 8 What is the main reason that you participated by submitting an idea?

What is the main reason that you did not participate by submitting an idea?

Category	Percentage
I didn't have time	48%
I didn't know the possibility of submitting ideas	11%
I didn't find the idea competition interesting	6%
My manager didn't encourage me to participate	4%
I wasn't motivated to share my ideas	2%
To come up with ideas is not part of my work	2%
The idea submission form was too complicated	0%
Other	28%
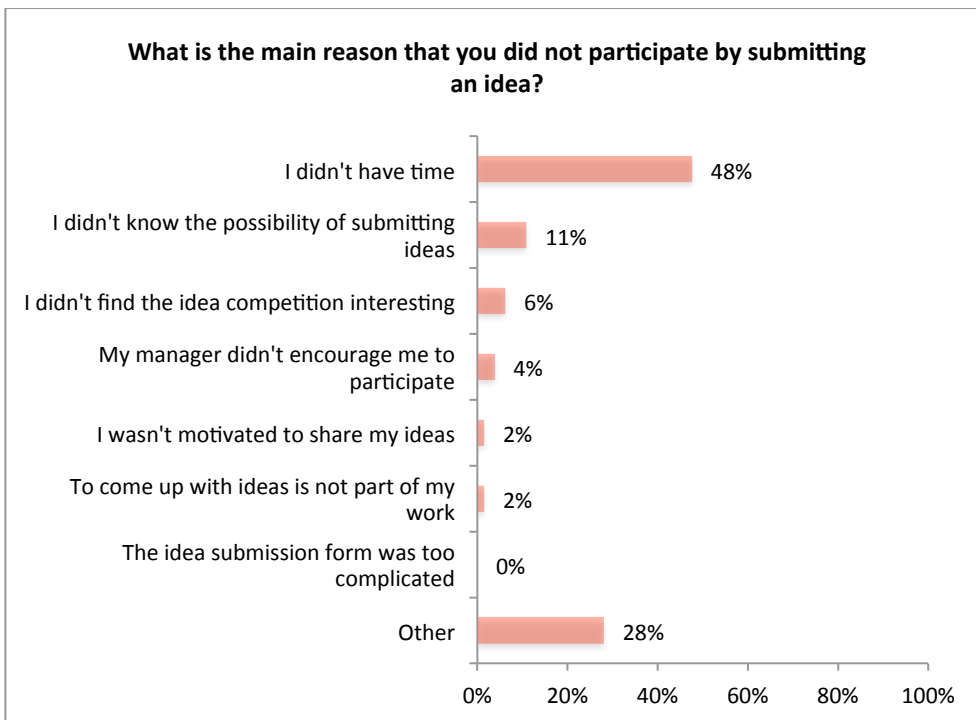
Diagram 9 What is the main reason that you did not participate by submitting an idea?

XXIII

Management Support

I was encouraged by my manager to participate in the idea competition
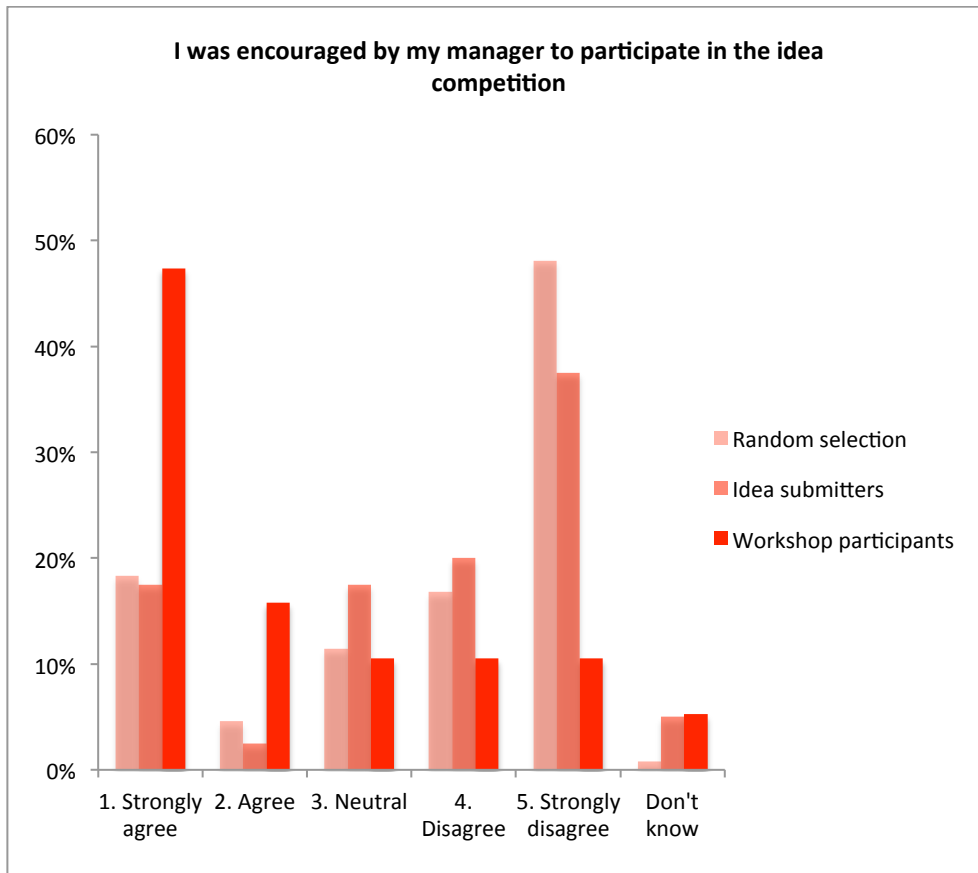
Diagram 10 I was encouraged by my managers to participate in the idea competition.

Idea Management
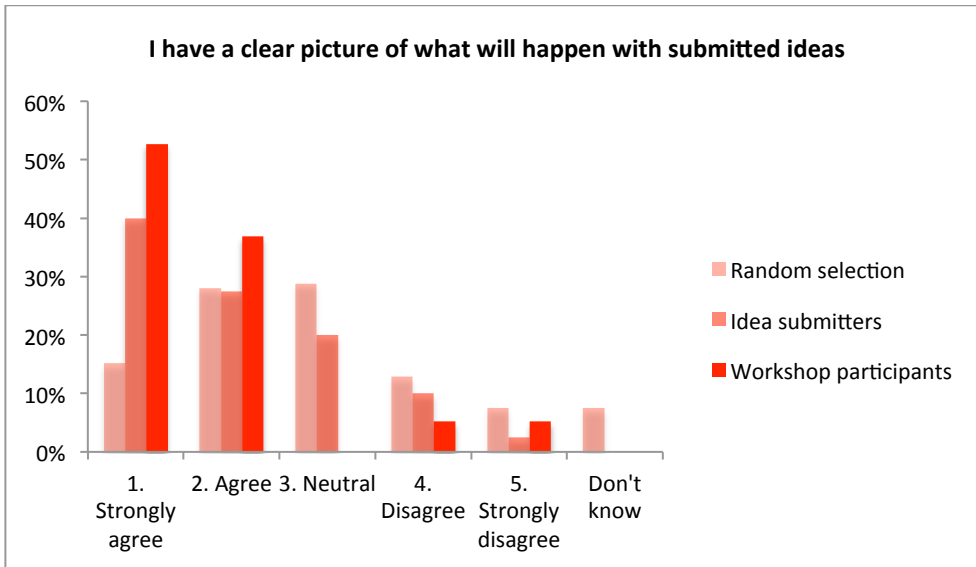
Diagram 11 I have a clear picture of what will happen with submitted ideas.
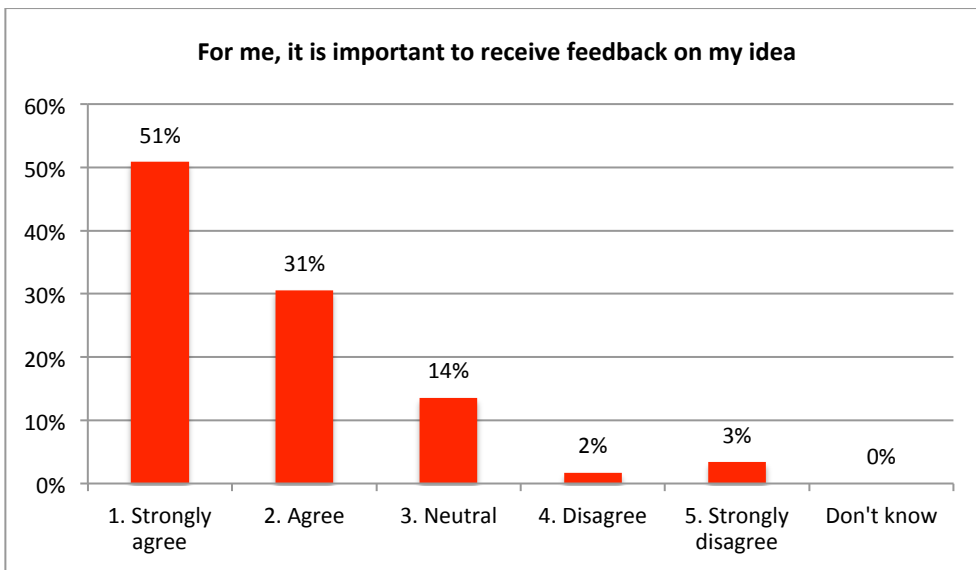
Diagram 12 For me, it is important to receive feedback on my idea.

Additional
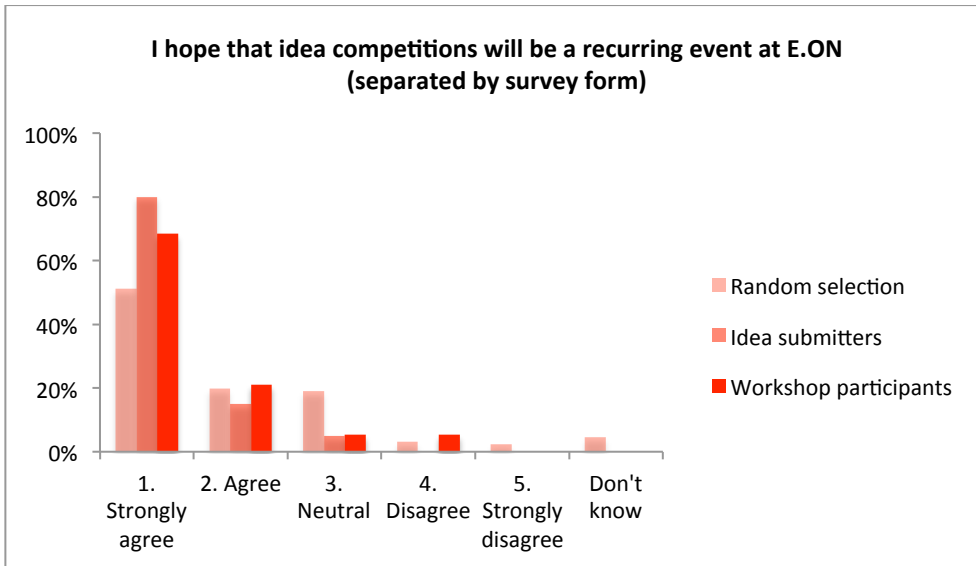
Diagram 13 I hope that idea competitions will be a recurring event at E.ON (separated by survey form)
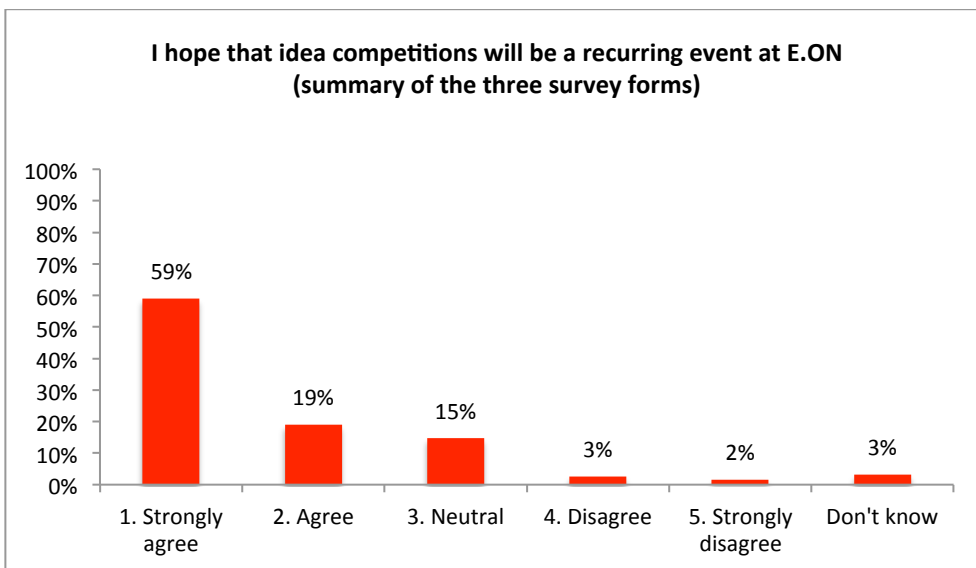
Diagram 14 I hope that idea competitions will be a recurring event at E.ON (summary of the three survey forms)

Appendix G – Survey Forms

The following pages include the three different survey forms used for evaluating the idea competition at E.ON. The order of the surveys is as follows:

1. Workshop participants
2. Idea submitters
3. Random selection

1. Ålder

☐   30 år eller yngre

☐   31 - 40 år

☐   41 - 50 år

☐   51 - 60 år

☐   61 år eller äldre

2. Vilket bolag arbetar du på?

☐   E.ON Elnät

☐   E.ON Energihandel Nordic

☐   E.ON Försäljning

☐   E.ON Gas

☐   E.ON IT

☐   E.ON Kundsupport

☐   E.ON Kärnkraft

☐   E.ON Sverige

☐   E.ON Vattenkraft

☐   E.ON Vind

☐   E.ON Värme

☐   E.ON Värmekraft

☐   Annat

3. Varifrån fick du information om idétävlingen "Lysande idéer"? (Flera svar godtas)

☐   Bordspratare i paus-/lunchrum

☐   Affischer

☐   Intranät

☐   TV-skärmar på E.ONs kontor

☐   Information från min chef

☐   Information från en kollega

☐   Inspirationsföreläsning, 16 april

☐   Jag fick ingen information om idétävlingen

☐   Annat, vänligen ange nedan:

_____

4. Jag upplevde att informationen om idétävlingen var tillräcklig.

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

5. Vilken information saknade du?

_____
_____
_____
_____
_____

6. Vilken workshop deltog du i?

☐   Jag deltog torsdagen den 18/4

☐   Jag deltog fredagen den 19/4

☐   Jag deltog tisdagen den 23/4

7. Jag har uppmuntrats av min chef att delta i idétävlingen

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

8. Jag har en tydlig bild av vad som händer med inskickade idéer

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

9. Jag hoppas att idétävlingar blir ett återkommande inslag på E.ON

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

10. Gick du på inspirationsföreläsningen i E.ON-salen tisdagen den 16/4?

☐   Ja

☐   Nej

Motivera gärna ditt svar:

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11. Hur har du hittills upplevt idétävlingen "Lysande idéer"?

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12. Vad är den främsta anledningen till att du valde att delta i en workshop?

- ☐ Jag vill vara med i utlottningen av iPad Minis
- ☐ Jag vill se min idé bli realiserad
- ☐ Jag vill få uppmärksamhet för min idé av ledningen
- ☐ Jag hade idéer som jag ville få feedback på
- ☐ Jag ville se vad andra hade för idéer
- ☐ Jag lockades av möjligheten att få samarbeta med andra
- ☐ Annat, vänligen ange nedan:

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13. Varifrån fick du information om workshops?

Flera svarsalternativ möjliga

- ☐ Bordspratare i paus-/lunchrum
- ☐ Intranät
- ☐ Information från min chef
- ☐ Information från en kollega
- ☐ På inspirationsföreläsningen den 16 april
- ☐ Annat, vänligen ange nedan:

_____

14. Jag deltog för att få se min idé bli realiserad

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

15. Jag deltog för att få uppmärksamhet för min idé

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

16. Jag deltog för att få vara med i utlottningen av iPad minis

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

17. Det är viktigt för mig att jag får feedback på min idé

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

18. Jag upplevde att jag blev mer kreativ när jag genererade idéer tillsammans med andra

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

19. Hur troligt är det att du skulle rekommendera idétävlingen till en kollega på en skala 0-10, där 0 är inte alls troligt och 10 är i allra högsta grad troligt.

0. Inte alls troligt	1.	2.	3.	4.	5.	6.	7.	8.	9.	10. I allra högsta grad troligt
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Motivera varför du gav det här värdet:

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20. Övriga kommentarer

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21. Om du vill vara med i utlottningen av 4 stycken iPad minis, var vänlig och ange din e-postadress nedan: (OBS: din e-post kommer inte att kopplas till enkätsvaren, utan endast användas i utlottningen)

_____

Tack för din medverkan!

Du är med i utlottningen av 4 stycken iPad minis* som tack för att du tog dig tid att svara på enkäten.

* Priset kan komma att förmånsbeskattas

1. Ålder

- ☐   30 år eller yngre
- ☐   31 - 40 år
- ☐   41 - 50 år
- ☐   51 - 60 år
- ☐   61 år eller äldre

2. Vilket bolag arbetar du på?

- ☐   E.ON Elnät
- ☐   E.ON Energihandel Nordic
- ☐   E.ON Försäljning
- ☐   E.ON Gas
- ☐   E.ON IT
- ☐   E.ON Kundsupport
- ☐   E.ON Kärnkraft
- ☐   E.ON Sverige
- ☐   E.ON Vattenkraft
- ☐   E.ON Vind
- ☐   E.ON Värme
- ☐   E.ON Värmekraft
- ☐   Annat

3. Varifrån fick du information om idétävlingen "Lysande idéer"? (Flera svar godtas)

- ☐   Bordspratare i paus-/lunchrum
- ☐   Affischer
- ☐   Intranät
- ☐   TV-skärmar på E.ONs kontor
- ☐   Information från min chef
- ☐   Information från en kollega
- ☐   Inspirationsföreläsning, 16 april
- ☐   Jag fick ingen information om idétävlingen
- ☐   Annat: vänligen ange nedan:

_____

4. Gick du på inspirationsföreläsningen i E.ON-salen den 16/4?

- ☐   Ja
- ☐   Nej

Motivera gärna ditt svar: _____

5. Hur väl stämmer följande påstående in på dig på en skala 1 - 5, där 1 är instämmer helt och 5 är instämmer inte alls.

	1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
Jag upplevde att informationen om idétävlingen var tillräcklig	☐	☐	☐	☐	☐	☐
Jag har en tydlig bild av vad som händer med inskickade idéer	☐	☐	☐	☐	☐	☐
Det var lätt att lämna in en idé på intranätet	☐	☐	☐	☐	☐	☐
Jag har uppmuntrats av min chef att delta i idétävlingen	☐	☐	☐	☐	☐	☐
Jag deltog för att få uppmärksamhet för min idé	☐	☐	☐	☐	☐	☐
Jag deltog för att få se min idé bli realiserad	☐	☐	☐	☐	☐	☐
Jag deltog för att få vara med i utlottningen av iPad minis	☐	☐	☐	☐	☐	☐
Det är viktigt för mig att jag får feedback på min idé	☐	☐	☐	☐	☐	☐
Jag hoppas att idétävlingar blir ett återkommande inslag på E.ON	☐	☐	☐	☐	☐	☐

Lämna gärna synpunkter och kommentarer gällande påståendena ovan:

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6. Vad är främsta anledningen till att du deltog i idétävlingen och lämnade in din idé?

☐ Jag vill vara med utlottningen av iPad Minis

☐ Jag vill se min idé bli realiserad

☐ Jag vill få uppmärksamhet för min idé av ledningen

☐ Annat, vänligen ange nedan:

_____

7. Har du även deltagit i någon workshop?

☐ Ja

☐ Nej

8. Vad var främsta anledningen till att du inte deltog i en workshop?

☐ Jag kände inte till att det fanns workshops

☐ Jag såg inte poängen med att delta i en workshop

☐ Jag hade inte tid

☐ Min chef uppmuntrade inte mig att delta

☐ Jag var inte intresserad av att dela med mig av mina idéer till andra

☐ Annat, vänligen ange nedan:

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9. Hur har du hitills upplevt idétävlingen "Lysande idéer"?

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10. Hur troligt är det att du skulle rekommendera idétävlingen till en kollega på en skala 0-10, där 0 är inte alls troligt och 10 är i allra högsta grad troligt.

0. Inte alls troligt	1.	2.	3.	4.	5.	6.	7.	8.	9.	10. I allra högsta grad troligt
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Motivera varför du gav det här värdet:

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11. Övriga kommentarer

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12. Om du vill vara med i utlottningen av 4 stycken iPad minis, var vänlig och ange din e-postadress nedan: (OBS: din e-post kommer inte att kopplas till enkätsvaren, utan endast användas i utlottningen)

_____

Tack för din medverkan!

Du är med i utlottningen av 4 stycken iPad minis* som tack för att du tog dig tid att svara på enkäten.

* Priset kan komma att förmånsbeskattas

1. Ålder

- ☐ 30 år eller yngre
- ☐ 31 - 40 år
- ☐ 41 - 50 år
- ☐ 51 - 60 år
- ☐ 61 år eller äldre

2. Vilket bolag arbetar du på?

- ☐ E.ON Elnät
- ☐ E.ON Försäljning
- ☐ E.ON Gas
- ☐ E.ON Sverige
- ☐ E.ON Värme
- ☐ Annat

3. Varifrån fick du information om idétävlingen "Lysande idéer"? (Flera svar är möjliga)

- ☐ Bordspratare i paus-/lunchrum
- ☐ Affischer
- ☐ Intranät
- ☐ TV-skärmar på E.ONs kontor
- ☐ Information från min chef
- ☐ Information från en kollega
- ☐ Inspirationsföreläsning, 16 april
- ☐ Jag fick ingen information om idétävlingen
- ☐ Annat: vänligen ange nedan:

_____

4. Jag upplevde att informationen om idétävlingen var tillräcklig.

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

5. Vilken information saknade du?

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6. Jag har en tydlig bild av vad som händer med inskickade idéer

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

7. Jag har uppmuntrats av min chef att delta i idétävlingen

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

8. Jag hoppas att idétävlingar blir ett återkommande inslag på E.ON

Ange på en skala 1-5 där 1 är instämmer helt och 5 är instämmer inte alls

1. Instämmer helt	2. Instämmer delvis	3. Neutral	4. Instämmer inte	5. Instämmer inte alls	Vet ej
☐	☐	☐	☐	☐	☐

9. Gick du på inspirationsföreläsningen i E.ON-salen den 16/4?

☐ Ja

☐ Nej

Motivera gärna ditt svar:

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10. Har du deltagit eller planerar du att delta i någon av idétävlingens workshops?

☐ Ja

☐ Nej

11. Vad är främsta anledningen till att du väljer att inte delta i någon av idétävlingens workshops?

☐ Jag kände inte till att det fanns workshops

☐ Jag såg inte poängen med att delta i en workshop

☐ Jag hade inte tid

☐ Min chef uppmuntrade inte mig att delta

☐ Jag var inte intresserad av att dela med mig av mina idéer till andra

☐ Annat, vänligen ange nedan

_____

12. Har du lämnat in en idé under idétävlingen?

☐ Ja

☐ Nej

13. Vad är främsta anledningen till att du inte har lämnat in någon idé?

☐ Jag kände inte till möjligheterna att lämna in en idé

☐ Jag hade inte tid

☐ Tävlingen intresserade mig inte

☐ Min chef uppmuntrade inte mig att delta

☐ Jag motiverades inte till att dela med mig av mina idéer

☐ Att komma med idéer är inte en del av mina arbetsuppgifter

☐ Idéformuläret var för komplicerat

☐ Annat, vänligen ange nedan

_____

14. Hur troligt är det att du skulle rekommendera idétävlingen till en kollega på en skala 0-10, där 0 är inte alls troligt och 10 är i allra högsta grad troligt.

0. Inte alls troligt	1.	2.	3.	4.	5.	6.	7.	8.	9.	10. I allra högsta grad troligt
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Motivera varför du gav det här värdet:

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15. Vad är din uppfattning om E.ONs idétävling "Lysande idéer"?

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16. Övriga kommentarer

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17. Om du vill vara med i utlottningen av 4 stycken iPad minis, var vänlig och ange din e-postadress nedan: (OBS: din e-post kommer inte att kopplas till enkätsvaren, utan endast användas i utlottningen)

_____

Tack för din medverkan!

Du är med i utlottningen av 4 stycken iPad minis* som tack för att du tog dig tid att svara på enkäten.

* Priset kan komma att förmånsbeskattas