IDEA MANAGEMENT FOR THE CUSTOMERS BENEFIT

INNOVATION PIONEERS TANK MEETING 1, 2016

This briefing paper includes key takeaways from the first tank meeting 2016 hosted by Innventia in Stockholm. Pia Wågberg from Innventia lead the tank meeting which included a workshop with the aim to understand the importance of idea management and identify what some key factors are to build a successful ideation culture.

PURPOSE

The purpose of the tank meeting was to explore how to engage large numbers of people in a creative idea process, without making it too complex. The aim for the participants was to receive insights on how to engage their co-workers in their idea generation efforts. This was achieved through the experiences of our network, research and a joint workshop.

METHOD

Before: Prior to the tank meeting event, a survey was sent to the iP network.

During: The tank meeting contained a workshop, discussions and presentations. In the workshop the participants used a web platform and an app to record and vote on their findings.

After: The main takeaways are summarized in this report. The app will be accessible throughout April for more ideas and comments. If your organization has an idea management system and are interested in decision-making support and AI, please contact Innovation Pioneers for further details.

MAIN TAKEAWAYS

DO

- foster an open culture
- encourage leaders to make challenges relevant and important (shared passion, vision and values)
- make resource availability to pursue test and develop ideas
- create an idea management strategy that is in line with the organizational strategy
- support decision teams with resources and capabilities to make decisions

DON´T

- obscure the ideation process
- rely on idea management systems to create or select ideas- use it as a tool
- hold idea sessions without a clear framework
- only reward individuals, acknowledge team efforts
- consider failure as a negative, it is part of the process

DESCRIPTION

Before the meeting, members of the network were asked to answer a survey and share how they collect-, choose-, develop- and implement ideas. The survey showed that 93 % of the respondents work, to some extent, with idea management in their organization. The participants also described that the longer the idea has gotten in the ideation process, the greater the challenges get.

During the workshop, participants also shared challenges and success stories from their organizations and how they work with idea management. Based on these insights, the participants were divided into smaller groups to discuss one out of eight themes regarding idea management. To share knowledge, each group uploaded their best ideas into the app for the other groups to vote and comment on. The groups also summarized their discussion in the idea management template.

LEARNINGS AND RESULTS

Theme 1: How can we create attractive challenges?

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Taking the challenges to the next level by involving different people that are opened for different ideas and solutions. Having challenges that are relevant to the business strategy are crucial in order to create engagement and passion. The group also discussed the importance of having a clearly defined business method with a set framework, resources, goals, limitations and risk.

Theme 2: How can we encourage engagement?
This discussion was centered on the topic of engagement, and how organizations can encourage it in the ideation process. The group found that leadership and the culture of the organization is key to encourage engagement in the ideation process. Shared passion, vision and values are fundamental in an organization. The culture should furthermore promote courage and trust, perhaps through a reward system. Implementing collaborations were also considered to encourage the engagement in an organization.

Theme 3: How can ideation become a prioritized part of your business?
With many organizations struggling to make ideation and idea management a priority, this theme was centered on how to show the value of these practices in regard to creating value for the organization. One of the key aspects of this was found to be addressing relevant challenges to the organization. Also the importance of transparency for the ideation process, and presenting results, in what occurred during the ideation and what value was created for the organization. To accomplish this many organizations will need to develop and foster and open culture.

Theme 4: How do you manage ideation successfully in different stages?
Each stage of the ideation process offers unique challenges to organizations, which must be managed. However, some common considerations and factors exist throughout the ideation process. When generating ideas, it is important to frame idea sessions so that they are in line with the organization's strategy. After ideas are generated, one main factor for successfully managing the ideation process the existence of a team, which has the freedom and funding to make decisions in selecting ideas. The criteria for selecting ideas should also be in alignment with the overall strategy to ensure organizational fit. The selection criteria can be generated internal, or external from the crowd or open source inputs as well.

Theme 5: How should we measure engagement?
Engagement is the foundation of a functioning idea management system and this group discussed how engagement could be measured. The group came up with several ideas and measuring the buzz around the idea, either through comments or likes, was the most voted during the meeting. On the same note, in order to map and follow up on the engagement, it could be equally important to measure from where in the organization the idea, comments or likes came from. It might be that some parts of the organization has more engagement and activity in some places and it is interesting to understand why.

One question that occurred was whether it is really relevant to measure engagement since some believe that KPIs kills creativity. If not, how can companies measure engagement without killing the momentum or creativity?

Theme 6: What positive effects can you gain by using structured idea management?
The positive affects of idea management, discussed many different aspects of the idea management process. The focus of the discussion was on the importance of incorporating diversity, which can create 'hard to handle' ideas which could be greatly valuable for the organization. Additionally, the usefulness of a 'knowledge bank' for ideas, which could be referenced at a later point, was also

found to be very important. Lastly the group discussed the need of resources in the organization, and flexibility required to test, develop and implement good ideas.

Theme 7: How can we make idea management interesting for the next generation X, Y, Z?
With the next generation of employees getting ready to enter the workforce, many organizations are struggling with engaging and keeping top talent. Organizations have to understand driving forces and pre-conditions for different generations to engage them in relevant ways. This may require engaging employees in different ways or on different arenas (mobile, web, chat, collect information). The new generations are able to offer unique insights on trends, user experience, and a shift in customer insights. Through these they are able to contribute to the ideation and idea management process, but must be engaged properly. Organizations will need to understand their importance and engage them in the ideation process.

Theme 8: Some important aspects that have been forgotten?
The aim for this theme was to discuss topics that were not included in the other themes.
One main topic discussed was the importance of internal lobbying required within organizations to have ideas approved and in order to receive funding. Individuals, or teams who excel at lobbying their ideas will receive approval more often and quicker.
However, it was also discussed that perhaps the idea-generators might not excel in presenting their ideas. Therefore organizations should have clear guidelines for presentations, and offer aid in developing the visual appeal of presentations.

Statistics
By the end of the tank meeting, the app showed the statistics:
- Number of Ideas: 48
- Number of users: 76
- Number of comments: 30
- Number of likes: 124

We would like to thank all participants!
/The Innovation Pioneers Team

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