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Exploring Employee motivation in Collaborative Ideation Communities

Zheng Ma

University of Southern Denmark
Marketing and Management Department
zema@sam.sdu.dk

Jennie Björk

KTH - Royal Institute of Technology

jenniebj@kth.se

Mette Præst Knudsen

University of Southern Denmark
Department of Marketing & Management
mpk@sam.sdu.dk

Mats Magnusson

KTH Royal Institute of Technology

matsmag@kth.se

Magnus Karlsson

KTH Royal Institute of Technology

magnus.p.karlsson@itm.kth.se

Abstract

A trend the last decade is that more and firms try to involve a larger share of their employees in different types of idea creation and idea development activities. It is a challenge for firms to manage ideation, especially employees' engagement, yet the literature provides limited understanding. This paper explores employee motivation in collaborative ideation communities with the investigation of two main factors: employee expectation and hierarchy distance. A case study with totally 46 interviews was conducted. The result indicated that the main employee expectation is

?collectiveness? with the meaning of ?employees? expectations and behaviors related to diverse types of interaction with others, which is mainly from employees? perspective?. Secondly, this paper demonstrates the important role of management, and hierarchies? interaction moderating expectation diversity and perception distance between management and employees.

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- Insights from Employee Expectation and Hierarchy Distance

ABSTRACT

A trend the last decade is that more and firms try to involve a larger share of their employees in different types of idea creation and idea development activities. It is a challenge for firms to manage ideation, especially employees' engagement, yet the literature provides limited understanding. This paper explores employee motivation in collaborative ideation communities with the investigation of two main factors: employee expectation and hierarchy distance. A case study with totally 46 interviews was conducted. The result indicated that the main employee expectation is "collectiveness" with the meaning of "employees' expectations and behaviors related to diverse types of interaction with others, which is mainly from employees' perspective". Secondly, this paper demonstrates the important role of management, and hierarchies' interaction moderating expectation diversity and perception distance between management and employees.

Keywords:

Ideation, motivation, employee expectation, hierarchy

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1. INTRODUCTION

Creativity has been argued to be a key ingredient in innovation and as such should be essential to most firms. One essential part of creative activities is the generation of new ideas that may develop into new products, services or processes. Within the overall field of idea generation and development (Ames & Runco, 2005), ideation management has gained increasing importance and popularity. Ideation is not only an internal source of innovation (Crossan & Apaydin, 2010), but simultaneously provides a potential unifying framework to capture and share the ideas while bringing individual employees' creativity and innovation together. There are a number of earlier papers addressing various aspects of ideation management, such as the design of ideation systems (Sandstrom & Bjork, 2010), as well as individual and group creativity (e.g. Satzinger, Garfield, & Nagasundaram, 1999).

The common purpose of ideation is gathering, integrating, and developing ideas for firms' innovation capabilities, and a key challenge for firms is therefore how to organize the ideation processes. One of the "5 Myths of Innovation" presented by Birkinshaw, Bouquet, & Barsoux (2011) is that "Bottom Up Innovation Is Best", indicating the importance of employees' role in the ideation. An abundant set of the literature has explored the ideation research from the employees' aspect, such as employees' motivation (e.g. Amar, 2004), communication, interaction and collaboration (e.g. Leonard & Sensiper, 1998), and networks and human capital (e.g. Björk & Magnusson, 2009). Relatively few studies have on the other hand examined the role of employee expectations (Hyde, Harris, Boaden, & Cortvriend, 2009). Selart & Johansen (2011) suggested that firms need to take employees'

thinking seriously, because “the mean number of ideas produced by employees constitutes the most important criterion for the organization’s capacity to manage its ideas”. The employees’ participation is one of the main factors influencing idea quality and quantity. We can argue that employee expectation on ideation is critical to the ideation management, not only because it directly guides employee motivation, but also since it affects employees’ performance (Hyde et al., 2009) and the ideation performance. Björk, Di Vincenzo, Magnusson, & Mascia (2011) stated that “much less emphasis has been on the organizational aspect of ideation, which arguably is of great importance for the resulting innovation outcome of firms”. The main tenant of this paper is that to motivate employees for involvement in ideation, much is needed to further our understanding of the actual outcome of ideation practices, especially in terms of employees’ expectations from the ideation participation.

Competition in many industries has become more knowledge- and technology intensive as firms strive to increase their global innovation (Mudambi, Mudambi, & Navarra, 2007).

Therefore, this paper aims to explore employee motivation in collaborative ideation communities. More specifically, factors motivating employee’s contribution will be addressed with the research question: What factors motivate employees to contribute to a collaborative innovation community in terms of outcome, expectations, and motivational factors?

The remainder of this paper is organized as follows: we first review the characteristics of ideation management, with a particular emphasis on motivation. Next, we describe our research approach. In order to explore employee participation to ideation, ideation outcome, and expectation divergence between different hierarchies will be investigated. Moreover, perception distance and hierarchies’ interaction in relation to

ideation will also be discussed. “Collectiveness” is proposed to describe the social expectations on ideation. We propose a framework by highlighting the implications of our findings for both research and practices, with an indication of the limitations of this study and suggestions for future research.

2. THEORETICAL EXPOSITION

2.1 Motivation and Leadership in Ideation

Motivation is defined as the degree to which a person wants and chooses to engage in specified behaviors (Mitchell, 1982). People with more motivation will aspire to greater achievement and be more successful in their efforts than people with less motivation (Bandura, 1996). Deci and Ryan (2008) pointed out that employees’ intended behaviors with either autonomous and controlled motivation may result in different quality outcomes. A few studies, such as Amabile (1998), Meyer, Becker, & Vandenberghe (2004), and Høyrup (2010) also presented discussions on motivation from either a creativity or an innovation perspective, e.g. in terms of employee commitment, cooperation, autonomy, and empowerment.

According to the expectancy theory of motivation, people act on the basis of the expected consequences of their behavior (Vroom, 1964). There will be no long-term motivation among employees, if the work system does not have outcomes that motivate (Amar, 2004). A few studies have shown the reward design with the employees’ expectation. The employees’ expectations is dynamic, including wages, job security, work/life benefits, working conditions, recognition, training/learning opportunities, e.g. Karp, Sirias, & Arnold (1999) and Amar (2004). Amar (2004) also pointed out that successful motivation design should come from how these outcomes

and their administration meet their expectations, and managers should not project their own sense of job outcomes. The mismatch in expectations critically influences employees' involvement (Kandathil & Varman, 2007).

Leadership plays a key role in idea management, and transformational leadership has a connection to employees' individual contributions to the success of idea management (Ahmed, 1999; Cadwallader et al., 2010; Pundt & Schyns, 2005). Guided by theories on motivation, effective management can develop an appropriate culture to keep their employees excited about their work (Amar, 2004; Flynn et al., 2003). For instance, empowerment combined with leadership support and commitment, give people freedom to take responsibility for innovation (Ahmed, 1998). Tierney & Farmer (2004) found that the action of middle management also influences work place creativity, e.g. supervisors holding higher expectations for employee creativity were perceived by employees as behaving more supportively regarding creativity. Amabile (1998) pointed out that managers can match people with jobs that play to their expertise and their skills in creative thinking, and ignite intrinsic motivation, however, the study by Service & Boockholdt (1998) showed that managers' perceptions do not always match those of their subordinates. Averett (2001) argued that organizations may take the risk of wasting time and money to resolve internal problems if they do not focus on employee commitment, understanding, and capabilities at the beginning of a strategic change. He suggested that managers develop specific incentive systems based on the understanding of employees' mind and behaviors.

2.2 Social Context to Ideation

Much research has argued that ideas are essentially properties and products of relationships rather than individual possessions, and knowledge of individuals is a result of their being part of a social context, interacting with other individuals in this specific context (e.g. Spender, 1996; Vandenbosch et al., 2006). This is reflected in the present trend of ideation, where research is moving towards a view of ideation as a collaborative practice (Björk et al., 2011). A few studies have focused on the social context of ideation. For instance, some research focused on the group idea generation (e.g. Nijstad & Stroebe, 2006; Paulus & Yang, 2000), social networks (e.g. Björk, Boccadelli, & Magnusson, 2010), and organizational creativity and innovation (e.g. Woodman, Sawyer, & Griffin, 1993). All these contributions highlight the importance of social interaction, communication, collaboration and relationship for idea management.

“The average individual can think up twice as many ideas when working with a group than when working alone” (Osborn, 1957) This statement is based on the assumption that idea generation is best performed in groups and interaction with other people stimulates their creativity (Paulus & Dzindolet, 1993). Quite a few studies have had an emphasis on the quantity of ideas, also underlining that quantity and quality of ideas are strongly correlated (Stroebe & Diehl, 1994). However, some research showed that people produce fewer ideas and ideas of lower quality when they work in a group, as compared to when they work alone (Mullen, Johnson, & Salas, 1991). Although groups may generate fewer ideas, group members are more satisfied with their performance than individuals, (Nijstad, Stroebe, & Lodewijkx, 1999).

Theories of “social network” and “communities of practice” (CoPs) assist the understanding of social influence on ideation. Kijkuit & van den Ende (2007) pointed out that infrequent social relations outside people’s own social circle can bring unique information and new creative insights. And the networks of employees surrounding an idea affect the quality of that idea and its chances of adoption (p863). CoPs are places which provide a sound basis for organizational learning and encourage knowledge creation and acquisition, help in finding and sharing best practices, and serve as engines for the development of social capital (Correia, Paulos, Sarmento, & Neto, 2009; Hildreth & Kimble, 2003).

The ideation activity is usually outside employees’ normal responsibility, although some firms still put it into the “recommended” job regulation. Motivation and expectation of participation in idea management can be informed by theory on motivation in open source software communities, as these communities are outside the hierarchical control of the firms, and there are no contractual agreements between the firm and the contributing community members (Dahlander & Magnusson, 2005). In the theory of OSS communities, social motivation takes an important role (Feller & Fitzgerald, 2002). The expectation of OSS communities’ participation is summed up by Dahlander & Magnusson (2005) as: increasing self-esteem, demonstrating expertise, earning respect and status, and responding to norms of mutual aid. Moreover, Yuan & Woodman (2010) argued that scholars still lack a good understanding of what consequences are important for innovative behavior and how the expectations regarding these consequences affect employee innovation in the workplace.

3. METHODOLOGY

A qualitative approach was chosen to understand the employees' activities on the ideation within the rich organizational contexts, and the sensitive nature of the data needed (Yin, 1984). The case sites were selected based on a combination of accessibility (to staff involved) and representativeness (Sabherwal, Hirschheim, & Goles, 2001). To fulfill the proposed objectives of this research, a Swedish telecom company, working explicitly with ideation activities was accordingly identified as a potential interesting case study. The firm has used an information technology (IT)-based system for capturing, handling and evaluating innovation ideas over a number of years with an extensive participation and outcome. This study adopts a R&D unit which has three subsidiaries in Sweden, China and Spain, and about 1600 people in total, around 800 in Sweden, 400 in Spain and 400 in China. This unit has successfully implemented the collaborative ideation IT-tool in all R&D teams since started in 2010.

Semi-structured, face-to-face interviews were the primary source of data, and were conducted with representatives from China, and Sweden, holding different roles and at different hierarchical levels. The interviewees targeted and selected for this research ranged from the core strategy team, over management to employees. At the employee level, it is vital to note that there are several types of employees who hold different job functions, and perform various ideation activities, such as idea submission, idea development with grants, commenting on others' ideas, and individuals who did not engage in any ideation activity. It is equally critical to take into account those organizational members, who were not involved in the ideation activities, as well as those that were involved. Therefore, a number of people who had

contributed to the collaborative ideation IT-tool or not were randomly selected (shown in Table 1). In total, 46 interviews were conducted for the research. The majority of the interviews lasted between 60 and 90 minutes. Most of the interviews were conducted according to an interview guide that was based on the key themes that this study aimed to explore. Requests for follow-up interviews were also made at the end of several interviews.

Insert Table 1 about here

4. RESULTS AND ANALYSIS

4.1 Employee expectation on ideation

Reward is an important element in the employees' expectation which represents personal achievement and company support (e.g. funding and time) for idea development and implementation. Besides formal rewards, there are various informal prizes in different units.

Employees are concerned about the value of their ideas, such as whether is a good idea, any flaw in the idea proposal, or can be further developed into product or business. Employees expect others, especially experts to review their ideas, and contribute to their ideas. Some employees search support/information from their managers regarding resources, such as time or expert contact. *“As employees, we don't know colleagues working in other departments...managers usually know more people...even I get the reward with funding and a week to develop my ideas, I still need to find resources by myself...I sometimes ask for help from my manager”* (from an employee).

Some employees have engaged, because of fun and challenge. All employees expect to make contribution to the company, which may be a demonstration to be part of the

company. It is particularly important to the units away from headquarter. *“Some colleagues are more zealous than the domestic to prove their value, because they assume that they have different identities in the company”* (from a project manager).

- ***Employees’ Collectiveness on Ideation***

“Collaboration” is “working with someone to produce something” in the Oxford dictionary. Communities of practice is defined as ‘groups of people informally bound together by shared expertise and passion for a joint enterprise’ by Wenger and Snyder (2000). Indubitably, “collaboration” or “communities of practice” is included in the employees’ expectation. However, the result shows that the expectation on social relation to the ideation is either as strong as “collaboration” or weak as “communities of practice”. For example, “get attention from managers or colleagues” and “contribution to the company” is social self-respect in communities that the interaction between idea owners and others are weak. This paper proposes “collectiveness” to describe the social expectation on ideation with the definition of “employees’ expectations and behaviors related to diverse types of interaction with others, which is mainly from employees’ perspective. The “collectiveness” presents a social strong/weak, direct /indirect, formal /informal, or virtual /collocated relationship on ideation. Strong or weak

“Collectiveness” may explain employees’ demotivation of “lack of relating” or “lack of sharing” with others. For instance, Lack of feedback or difficult to develop ideas into product leads employees feel not “relating” to the company via their ideation activities. Lack of attention from managers or colleagues makes employees find difficult to relate to their physical communities though ideation activities.

4.2 Ideation Outcomes at employee Level

It is possible to distinguish two types of ideation outcomes: *tangible outcomes*, e.g. number of ideas (idea submission and idea implementation), and number of participants (idea owners, contributors who leave comments, managers, and interaction relationship); and *intangible outcomes*. According to Oxford Dictionary, the definition of “outcome” is “the way a thing turns out; a consequence”.

Employees are the main force for the idea source and idea submission. The ideation outcome is important to employees and heavily influences the employee engagement and motivation. There are four main types of ideation outcomes for employees. 1) Idea storage: Employees’ ideas mainly come from tasks, some employees tried to develop and implement their ideas on their own. “*If I had some ideas before, I sometimes wrote them down, tried to develop them in the future. However, usually I left them in my head*” (from an employee). Quite a few employees pointed out the function of collaborative ideation IT-tool - idea storage, and they can have a record for their ideas. 2) Professional comments/feedback: once an idea has been submitted to the Ideation system, box managers or assigned experts will review the idea, and leave comments. The professional comments/feedback helps employees to solve problems, and provide relevant information or knowledge. Before the collaborative ideation IT-tool was applied, many employees met difficulties to get professional knowledge or to find right persons, in particular for many ideas requiring cross-functional knowledge. 3) Individual performance review: “*my manager discussed with me regarding my ideation activity targets this year, and I need to submit two ideas*” (from one employee). “*There were suddenly a huge number of idea submissions from China’s side at the end of the year*” (one idea box manager). Not all employees have this requirement of idea submission, and several employees have requirements regarding idea submissions, mainly because of their interests in the

ideation activities. 4) Rewards and idea realization opportunities: some employees can get funding and time to further develop their ideas if the committee (box managers) rewards their ideas. So far, the number of rewarded employees still constitutes a small percentage in all.

- ***Gap between employee expectation and outcome***

There is significant gap between employees' expectation and outcome from ideation activities shown in Table 2. Employee's participation is the main driver for the ideation continuity, because majority of ideas and interaction from employees. The gap shows that employees' expectation is not fulfilled currently, which demotivate employees' involvement to the ideation activities.

Insert Table 2 about here

4.2 Factors to employee motivation

This paper finds out that the main gap between employees' expectation and outcome is due to the expectation divergence and perception distance between different hierarchies which mainly influence employee motivation:

- ***Expectation Divergence on Ideation***

Previous research has examined expectation theory from different aspects, such as employee expectation (e.g. Amar, 2004), manager expectation (e.g. Tierney & Farmer, 2004), and firm expectation (e.g. Verhees, Meulenberg, & Pennings, 2010). Some studies have investigated expectation gap between hierarchies in organizations (e.g. Othman, Abdul-Ghani, & Arshad, 2001), but there is still limited understanding of expectation or expectation gap to ideation. This paper identifies that the expectation divergence on the ideation exists between the organization hierarchies which can be claimed as expectation gaps between company, management and employees (shown in Table 3).

Insert Table 3 about here

a) Company expectation on ideation

Idea collection is the main expectation to the company, and *“the collaborative ideation IT-tool somehow, encourages employees to keep searching task problem or improvement solution, and create ideas”* (from an employee). Before the implementation of the collaborative ideation tool, many employees didn’t know how to deal with their ideas, or didn’t have confidence to be creative, especially who didn’t involve in the core R&D. Employees didn’t have channel to develop their ideas. *“Good ideas always come from collaboration”* (from one innovation initiator). The company tries to create an open innovation environment via ideation. With the “pull-based, bottom up” strategy, there is no central control and intermediate managers decide whether adopt the collaborative ideation IT-tool or not. Therefore, *“It is more critical to motivate managers to engage, compared employees”* (from one innovation initiator).

2) Management expectation on ideation

Management is concerned about both quality and quantity of ideas. In management’s understanding, employees have the abilities to be creative, and willing to spontaneously participate the ideation activities. High quality ideas require more efforts, such as thinking and proposal writing. Some employees have no confidence to submit good ideas due to their task function. *“As a tester, I don’t involve in the core R&D. I have not enough knowledge for ideas”* (from one test engineer).

Intermediate management claims that they do not have abundant information or knowledge on innovation or ideation. Although *“innovation team has regular meetings with managers, and we are here, willing to support”* (from one innovation

expert), many managers are not clear what they can do in practice and detail, and don't know how to collaborate with the innovation team: "*the innovation team should be more visible*" (from one manager). Some managers argued that ideation is not their first priority due to the heavy regular working load.

- ***Perception Distance on Ideation***

Ideation has different meanings for firm, management, and employees. Different hierarchies have different perceptions on ideation, and other hierarchies (shown in Table 4) which can be claim as one main reason for the expectation differences

Insert Table 4 about here

- ***Hierarchies' Interaction***

According to Ibarra & Andrews (1993), interaction patterns affect perceptions. Perceptions are shaped by relevant others' opinions (Rice, 1993), and derived from the social context. People develop attitudes through their social relationships (Salancik & Pfeffer, 1978). This paper tries to investigate interactions within the innovation team, intermediate management, and employees to elucidate the perception differences on ideation. The main ideation related interactions are shown in Figure 1.

Insert Figure 1 about here

5. DISCUSSION

5.1 Employee Ideation Collectiveness Framework

This paper not only presents similar findings as previous ideation research, and also points out that a successful ideation practice requires a mutual effectuation, and "collectiveness" is an essential factor that integrates various aspects and functions

together (shown in Figure 2). The findings are summarized in the following propositions:

Insert Figure 2 about here

Propositions 1: The main employee expectation in terms of ideation outcome is “collectiveness”, which influences employee motivation and behaviors on ideation.

Collectiveness is also the main gap between hierarchies, such as expectation divergence and perception distance. Collectiveness presents distinguishingly in virtual and physical ideation environments. Ideation collectiveness can be social capital (e.g. Björk et al., 2011), community of practice (e.g. Dahlander & Magnusson, 2005), collaboration and social network (e.g. Björk et al., 2010; Nijstad & Stroebe, 2006; Paulus & Yang, 2000), and performs differently at ideations stages, including pre-submission stage, interaction via ideation platform, idea development and implementation stages.

Propositions 2: Management takes an important role in ideation influencing employees’ motivation, activities, and ideation outcome, and hierarchies’ interaction moderating expectation diversity and perception distance between management and employees.

Motivation can be categorized as amotivation, extrinsic motivation and intrinsic motivation (Cadwallader et al., 2010), and influences employees’ attitudes and behaviors on ideation. According to Cadwallader et al. (2010): amotivation results when a person believes that he or she is unable to achieve desired outcomes either because of a lack of perceived competence, knowledge or because he or she does not value the activity or the outcomes it would yield. This paper argues that it requires management to minimize the perception distance to encourage employees with all task functions to participate ideation. Extrinsic motivation (economic reward,

reputation feedback and reciprocity) is also mainly manipulated by management or innovation teams.

Ideation cannot continuously persist in firms if firms' strategy on ideation outcome can't fulfill employees' expectation. . Perception gap between stakeholders in each organization is common, and effective hierarchies' interaction may ease the gap by mutual understanding, sense making and consensus formation highlighted by Kijkuit & van den Ende (2007). Employees may be demotivated without enough knowledge on ideation strategy, regulation and plan. Ideation outcome is mainly controlled by firms (e.g. top management or innovation team). Therefore, the importance of employees' involvement to decision making on ideation requires more attention.

6. CONCLUSIONS AND CONTRIBUTIONS

Previous research has mainly focused on the influence of motivation, collaboration, and social elements for ideation management, but limited research has explicitly investigated the employee expectation and hierarchy distance. The result indicated that the main employee expectation in terms of ideation outcome is "collectiveness". Secondly, this paper demonstrates the important role of management, and hierarchies' interaction moderating expectation diversity and perception distance between management and employees.

In addition to the theoretical implications, this paper also has managerial contributions and implications. As much previous research presents, ideation management is clearly a powerful tool, and contributes to firms' innovation (e.g. Björk et al, 2011). However, sustaining ideation efforts can be problematic and motivation strategies do not always work as expected, although most firms are fully aware of the importance of collaboration and motivation. This paper suggests several

practical guidelines from three distinctive perspectives; namely, employees' expectations in terms of collectiveness, perception diversity, and hierarchies' interaction.

Despite its significant contribution to knowledge, this investigation into ideation has some obvious limitations that are not yet overcome, and more research effort is called for. This paper is mainly based on the qualitative approach. Studies on ideation performance, such as quality and quantity of ideas exist for long time, and much research has shown the influence of social context, such as social capital or social network on the quality or quantity of ideas. In order to develop a more comprehensive framework of ideation collectiveness, the quantitative approach will enable future research to explore the relationship between ideation performance and collectiveness.

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TABLE 1

Interviewee Description

| Interviewee Category | Number of Interviewees |
|---|-------------------------------|
| Innovation experts | 4 |
| Manager | 6 |
| Manager in charge of idea boxes | 7 (3 are managers) |
| Employees who involved in ideation activities | 26 |
| Employees who haven't involved in ideation activities | 6 |
| Total | 46 |

TABLE 2

Employees' Ideation Outcomes and expectations

| Ideation outcome | Employees' Expectations |
|-------------------------|--------------------------------|
| ▪ Idea storage | ▪ Rewards |

| | |
|---|--|
| <ul style="list-style-type: none"> ▪ Professional comments/feedback ▪ Individual performance review ▪ Rewards and idea realization opportunities | <ul style="list-style-type: none"> ▪ Feedback/response on their ideas ▪ Find help/expertise ▪ Get attention from managers & colleagues ▪ Ideas can be implemented into products (do the contribution to the company) ▪ Management support ▪ Fun ▪ Challenge ▪ Career development ▪ Knowledge learning |
|---|--|

TABLE 3

Expectation Divergence on Ideation

| Company Expectation | Management Expectation | Employees' Expectations |
|---|--|---|
| <ul style="list-style-type: none"> ▪ The innovation culture ▪ Collaboration environment ▪ Employees are creative ▪ Management is spontaneous ▪ | <ul style="list-style-type: none"> ▪ Good quality ideas ▪ Large numbers of idea submission ▪ Employees are creative ▪ Employees are spontaneous ▪ Company support ▪ No expectation | <ul style="list-style-type: none"> ▪ Rewards ▪ Feedback/response on their ideas ▪ Find help/expertise ▪ Get attention from managers & colleagues ▪ Ideas can be implemented into products (do the contribution to the company) ▪ Management support ▪ Fun ▪ Challenge ▪ Career development ▪ Knowledge learning |

Table 4

Perception Distance on Ideation

| Ideation Elements | Firm Perception | Management Perception | Employee Perception |
|--------------------------|------------------------|------------------------------|----------------------------|
|--------------------------|------------------------|------------------------------|----------------------------|

| | | | |
|--|--|--|--|
| Main purpose of collaborative ideation IT-tool | Gathering good quality ideas for business value creation | | |
| Information | Information is delivered to all employees, by different methods, e.g. meetings, emails | Have received information via email and meetings. However, some managers are not clear in detail | Most employees claim that they haven't got any information, e.g. strategy, plan |
| Engagement | The ideation activities should be supported by managers and employees | The first priority is regular daily task | Employees have no extra time on ideation activities due to their heavy daily work load. |
| Employee capability | All employees can have ideas, no matter what types of ideas | Employees can be spontaneous to submit ideas if they have ideas or they are interested in; Some managers put ideation activities into employees' IPM | Employees with low level tasks have limited information to participate ideation |
| Virtual community of practice | The innovation team knows the lack of interaction via ideation platform. They assume employees should understand | Only idea box managers review and leave comments to ideas. | Employees want to receive feedback from experts and others. They want others' contribution (e.g. suggestion, questions) to their ideas |
| Innovation strategies | There are several strategies during different periods to facilitate innovation and ideation | Some managers follow the innovation strategies. | Employees' regular work load is still the same. There is no change if managers don't support the strategies. |

FIGURE 1

Hierarchies' Interaction on Ideation

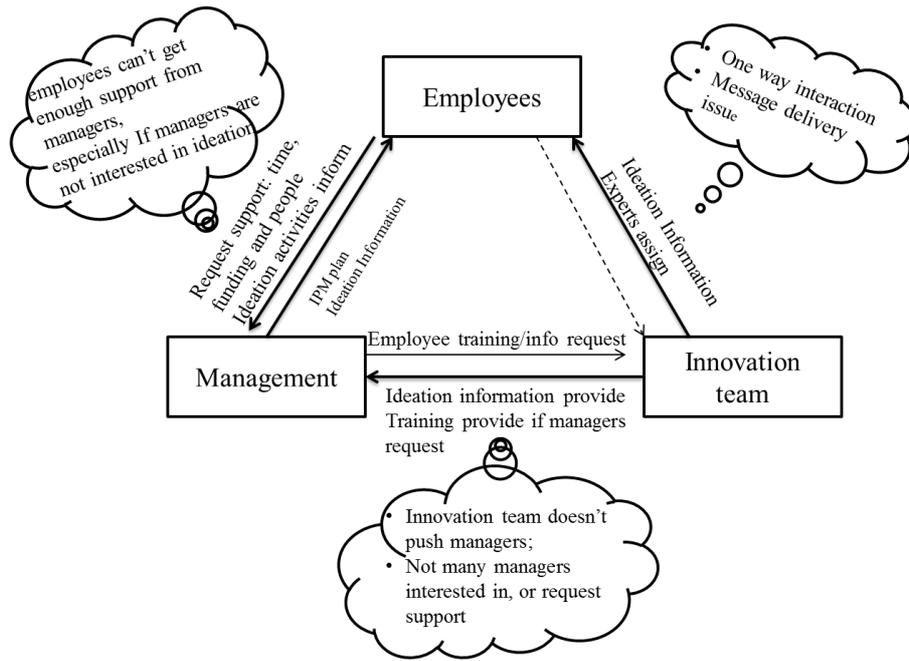


FIGURE 2

Framework of Employee Ideation Collectiveness

