



Business Performance Improvement Resource

Why spend time
re-inventing the wheel
when you can learn from the
experience of others?

BPIR Best Practice Report
Volume 10, Issue 4

Ideas Management System



[@BPIRcom](https://twitter.com/BPIRcom)



Business Performance Improvement Resource
supporting your quest for excellence



The TRADE Best Practice Benchmarking Methodology
(the latest version is available at BPIR.com)
www.coer.org.nz/apply/trade-best-practice-benchmarking



Organisation-Wide
Innovation Award

The International Best Practice Competition and Organisation-Wide Innovation Award
(hundreds of best practice award videos and case studies are available at BPIR.com)
www.bestpracticecompetition.com



The Global Benchmarking Award
(dozens of benchmarking award videos and case studies are available at BPIR.com)
www.globalbenchmarkingaward.com

Welcome to BPIR.com's Best Practice Report series

BPIR.com's best practice reports are designed to provide you with information about best practices relating to a specific business topic. Each of our reports provides a succinct review of the topic, expert opinion, best practice case studies, latest research, benchmarks, and self-assessment resources. Various materials—such as e-books, reports, and infographics—are provided as downloadable links.

There are many benefits to becoming a member of BPIR.com – not least of which is receiving future issues of our best practice reports in your inbox and exclusive access to our best practice database of reports, videos, articles, and expert analysis. This treasure trove of information, hands-on experience, and learning will take your business to the next level.

If you are a non-member, you will find some of the links in this report do not work. To join BPIR.com simply [click here](#) or to find out more about membership, email membership@bpir.com or visit www.bpir.com – and be sure to follow us on Twitter at [@BPIRcom](https://twitter.com/BPIRcom).

Topics for best practice reports are suggested by our members through our member-only Research Request Service. Since 2002, BPIR.com has produced more than 80 of these reports, all of which are listed below.

Best Practice Reports

- [Action Planning](#)
- [Activity Based Management](#)
- [Awareness & Prevention of Diabetes](#)
- [Benchmarking](#)
- [Business Continuity Planning](#)
- [Business Excellence](#)
- [Business Outsourcing](#)
- [Call Centre Representatives](#)
- [Change Management](#)
- [Collaborative Tools and Methodologies](#)
- [Compensation Schemes](#)
- [Corporate Culture](#)
- [Corporate Governance](#)
- [Corporate Performance Management](#)
- [Customer Complaint Resolution 2](#)
- [Customer Complaints Resolution](#)
- [Customer Knowledge Management](#)
- [Customer Loyalty](#)
- [Customer Loyalty 2](#)
- [Customer Market Segmentation](#)
- [Customer Order Management](#)
- [Customer Profitability Management](#)
- [Customer Satisfaction Management](#)
- [Customer Satisfaction Surveys](#)
- [Customer Service Excellence](#)
- [Customer Service Training](#)
- [Customer Support and Service](#)
- [Design Thinking](#)
- [Design Thinking 2](#)
- [Diversity Planning](#)
- [Drones](#)
- [Emotional Intelligence](#)
- [Employee Communication](#)
- [Employee Development](#)
- [Employee Happiness](#)
- [Employee Interviewing](#)
- [Employee Motivation](#)
- [Employee Motivation 2](#)
- [Employee Onboarding](#)
- [Employee Suggestion Schemes](#)
- [Employee Suggestion Schemes](#)
- [Employee Recognition](#)
- [Enterprise Risk Management](#)
- [Ethical Business Practices](#)
- [Excellence in Local Government](#)
- [Flexible Work Arrangements](#)
- [Flexible Work Arrangements](#)
- [Green Supply Chain Management](#)
- [Healthcare Excellence](#)
- [Information Communication Technology](#)
- [Innovation](#)
- [IT Outsourcing](#)
- [Knowledge Creation](#)
- [New Product Development Tools](#)
- [Occupational Safety](#)
- [On the Job Training](#)
- [Organisational Ethics](#)
- [Paramedic Training](#)
- [Performance Management](#)
- [Procurement](#)
- [Product Lifecycle Management](#)
- [Product Lifecycle Management 2](#)
- [Project Management](#)
- [Quality Education](#)
- [Recruitment and Selection](#)
- [Relationship Management](#)
- [Six Sigma](#)
- [Smart Services](#)
- [Social Media](#)
- [Strategic Planning](#)
- [Strategy Deployment Metrics](#)
- [Succession Planning](#)
- [Succession Planning 2](#)
- [Supply Chain Management](#)
- [Sustainable Development](#)
- [Target Marketing](#)
- [Total Quality Management](#)
- [Training for the Arts and Culture Sector](#)
- [Work and Life Balance](#)
- [Workplace Conflict Resolution](#)
- [Workplace Wellness](#)

Volume 10, Issue 4: Ideas Management System

The Definition

Ideas management is a structured process of generating, capturing, organising, evaluating, and selecting ideas to improve your organisation. An ideas management system is the mechanism that enables organisations to perform all of this (and more) in an interconnected way. These days, most organisations use software to make the job easier. Since there are many different types of e-based ideas management systems available, it is important to choose one that meets your organisation's needs. More sophisticated systems will monitor and prompt you when new ideas are submitted; promote collaboration; enable peer evaluation; be totally accessible from PCs, smartphones, and tablets; and, provide trends and metrics to recognise key contributors and measure outcomes.

The Stage

Most organisations are well aware of the potential of a good idea to become an innovative product, service or process. Yet, despite immense management support and investment, many organisations still fail to sustain an innovation culture. Renowned companies like Polaroid and Nokia have experienced major reductions in their market share and gone close to bankruptcy because of an inability to re-invent themselves. The root of the problem is the lack of a sustainable innovation strategy.

Research has shown that the most effective source of innovation is an organisation's own employees. Organisations have to realise how important it is to capture ideas, collaborate on them, and decide which ones are the best to develop and implement. There are many methods, tools, and approaches available for this, but the most common and achievable way is to use an ideas management system in the form of a software application or platform.

Since there is a great deal of ideas management software available, organisations would do well to choose something appropriate to their business and innovation strategy. The three basic ideas management system levels are entry-level, mid-market-level, and enterprise-level platforms. Entry-level platforms are cheap and useful for smaller companies who want to churn out lots of ideas; however, the software might not have sufficient features to support the full ideas management process. Enterprise-level software is usually best suited to larger companies but is expensive. The software is loaded with features for ideas generation, monitoring, collaboration (anywhere), peer evaluation, metrics, and analytics to discover trends and identify the best ideators and collaborators to optimise the innovation process over time. Enterprise-level suites have many variations to cater to various organisational strategies. These are explained in this report.

In This Report...

1. What is an ideas management system?
2. Which organisations have been recognised for excellence for their ideas management system?
3. How have organisations reached high levels of success by having an ideas management system?
4. What research has been undertaken into ideas management systems?
5. What tools and methods are used to achieve high levels of success in ideas management systems?
6. How can an ideas management system be measured?
7. What do business leaders say about ideas management systems?

Author: Dr Alan Samuel, BPIR.com Limited

Editor: Dr Robin Mann, Centre for Organisational Excellence Research

Editor: Michael Adams, [Thingwall Communications \(Canada\)](#).

1. What is an ideas management system?

1.1 What Is Ideas Management?

Source: [Inloox](#), United States and Germany (date of information: 2016)

Link: [Idea Management: How to Generate New Ideas and Innovations](#)

Application/Key learning points: Employees are the main source of new productive ideas. It is essential to learn the importance of ideas management in any organisation, and to discover new and better ways of generating ideas that will help you innovate and improve.

1.2 The Basic Concept of an Ideas Management System

Source: Various, Europe (dates of information: 2014 & 2015)

Link (video): [IdeasMine - Idea Management System](#)

Link (video): [INNO - Idea Management App](#)

Application/Key learning points: These two short videos will help you quickly understand the basic concept behind ideas management systems. The main gist of the videos is the importance of harnessing the creative thoughts of employees, and enabling collaboration of some sort to make those ideas happen.

1.3 Advanced Innovation and Ideas Management System

Source: [Exago](#), Spain (date of information: 2014)

Download (PDF): [Case Study: Endesa Exago](#)

Application/Key learning points: The Exago innovation platform uses a “Wisdom of the Crowds” concept, according to which collective decision making is seen as better than individual efforts. This concept was applied in Endesa, the largest utilities company in Spain, which has some 71,000 employees worldwide. In 2012 alone, 2,000 ideas were submitted with a 12 per cent approval rate. Delve into the mechanics of how the company managed to empower its employees to solve problems and develop groundbreaking ideas.

1.4 A Successful Ideas Management Campaign: Volkswagen

Source: [Crowdworx](#), Germany (date of information: 2014)

Download (PDF): [Case Study: Volkswagen](#)

Application/Key learning points: This is a simple four-page case study that demonstrates what a successful ideas management campaign looks like. The Volkswagen organisation used the Crowdworx ideas management system to attract employee ideas, particularly from its marketing sections. About 500 suggestions were made, of which 40 were selected for immediate implementation. This shows the financial value and stakeholder satisfaction to be derived from successful ideas management system implementations.

1.5 Open Innovation and Crowdsourcing

Source: [Leeds University Business School](#), United Kingdom (date of information: 2015)

Link (video): [Open Innovation and Crowdsourcing](#)

Application/Key learning points: Organisations can no longer rely on their own expertise and skills to sustain long-term innovation. They need to harness ideas and creativity from other entities. This five-minute video shares the basic concepts surrounding open innovation and crowdsourcing, and provides examples; in addition, there is a simple model for crowdsourcing. The importance of managing intellectual property rights is also highlighted.

2. Which organisations have been recognised for excellence for their ideas management system?

2.1 Examples of Ideas/Innovation Management Awards

Sources & Links:

[Award for Innovative Management](#), Canada

[European Business Awards \(Innovation\)](#), Europe

[Management Innovator Award \(International\)](#), Hungary

[Golden Peacock Innovation Management Award](#), India

[IBPC's 1st Organisation-Wide Innovation Award](#), International

[NZ Innovation Awards \(Innovation Systems & Performance Improvement\)](#), New Zealand

[Thinkers50 Leading Management Ideas Awards](#), United Kingdom

[IdeaScale Innovation Management Awards](#), United States

Application/Key learning points: These are examples of ideas or innovation management awards from around the globe. You will be able to catch a glimpse of the best organisations in this space and read about what makes them exceptional. Award winners are usually excellent organisations to contact and from which to learn.

2.2 Management Innovator Award Winners

Source: [Management Innovator Award](#), Budapest (date of information: 2016)

Download (PDF): [Lab.Coop: Building a Co-Owned Company from Scratch](#)

Application/Key learning points: The aim of the Management Innovator Awards is to question old principles and paradigms for innovation, and to share case studies of companies with revolutionary management principles in order to inspire experimentation. In 2016, the top three award winners were Lab.Coop, the Central European University, and British Petroleum. Of the three award winners, Lab.Coop is a fascinating company with no employees, just partners. The notion of creativity and ideas management is not just window dressing, it is absolutely essential to the company's survival and growth. Lab.Coop's award-winning application is well worth a close read.

2.3 Crowdsourcing for Innovation in the US Federal Government

Source: [Challenge.gov](#), United States (date of information: 2017)

Link (video): [Introduction to Challenge.gov](#)

Link: [Success Stories](#)

Application/Key learning points: More than US \$250 million and other incentives have been offered as rewards and incentives on this hub. Employees from more than 100 government agencies are eligible to participate and suggest their solutions to complicated problems and issues. Some of the winners of the awards have made huge contributions to their communities, across government and in society at large.

2.4 Top Ideas Management Software

Source: [Capterra](#), Various countries (date of information: 2017)

Link: [Ranked Ideas Management Tools](#)

Application/Key learning points: Capterra is a free software-ranking service that helps organisations find the best software for their needs. Presented here are a number of well-used ideas management software packages that are ranked according to their prowess in five areas: deployment (online, mobile, PCs, tablets); brainstorming; collaboration; idea ranking; and, status tracking (monitoring).

3. How have organisations reached high levels of success by having an ideas management system?

3.1 Zentrum Ideenmanagement International Award: Swiss Post

Source: [Qmarkets](#), Switzerland (date of information: 2016)

Download (PDF): [Swiss Post Case Study Q Markets](#)

Application/Key learning points: Swiss Post worked with Qmarkets to enable idea submissions from its employees, and reward them for successful contributions. In addition, Qmarkets introduced further capabilities, specifically, an upgrade of employee collaboration and the introduction of a company-wide innovation process. The Q-max future-ready solution was the option Swiss Post used. The solution generated very high participation rates within the company, and allowed collaboration across languages with ease. Since 2012, there have been more than 15,000 collected ideas with a value of US \$9.5 million. Discover how Swiss Post consistently delivers value and harnesses the power of ideas across the board: it is a great company with which to benchmark.

3.2 IdeaScale Innovation Management Awards: Engagement Strategy Winner

Source: [Civic Innovation YYC \(Calgary\)](#), Canada (date of information: 2016)

Link (PDF): [2016 Innovation Award Winner: City of Calgary](#)

Application/Key learning points: Take a look at this highly engaging project where every resident of a city is invited to take part in its transformation. It is an excellent example of crowdsourcing from the community. The website is a must-see because there are numerous opportunities to get connected and test ideas.

3.3 IdeaScale Innovation Management Awards: Best Moderation Strategy Winner

Source: [Oak Ridge National Laboratory](#), United States (date of information: 2016)

Link (PDF): [2016 Innovation Award Winner: Oak Ridge National Laboratories](#)

Application/Key learning points: Learn how Oak Ridge National Laboratories launched more than 10 innovation activities and events. They used a standard framework to evaluate ideas, and then selected several different, scalable technologies for implementation. The study can be downloaded by providing your details through the link provided.

3.4 How to Manage for Collective Creativity

Source: [TED.com](#), United States (date of information: 2014)

Link (video): [How to Manage for Collective Creativity](#)

Application/Key learning points: This 17-minute video features Linda Hill who is a Harvard Business School faculty member and a frequent speaker about organisational innovation. She shares from her deep experience and studies of the world's most creative companies. Listen to the approaches and strategies that innovation managers should follow in order to ensure maximum participation in idea and suggestion campaigns; give every idea a fair chance; and, ensure a high conversion of ideas into action.

3.5 Golden Peacock Innovation Management Award Winner

Source: [WNS](#), India (date of information: 2017)

Link: [WNS Wins the Golden Peacock Innovation Management Award](#)

Application/Key learning points: WNS has a passion for service and innovation. It uses in-house programmes called Brainwave and Fusion in a single system to manage ideas and share them across the organisation. This ensures a steady flow of ideas that go through a selection process, get refined by staff, implemented, and are then measured for outcomes. This becomes a best practice for sharing across the organisation.

3.6 European Business Awards (Innovation) Winner

Source: [European Business Awards \(Innovation\)](#), Europe (date of information: 2017)

Link: [Spotlight on Tangle Teezer](#)

Application/Key learning points: Innovation is at the heart of everything that is done at Tangle Teezer, a company in the United Kingdom that designs and manufactures hairbrushes. Of the twenty hairbrushes Tangle Teezer sells every minute, seventeen are exported to more than 60 countries around the world. This article will tell you about the vision and struggles of the company's founder, and explains how Tangle Teezer looks inwards for all its innovation. It outlines the work ethic and mindset of one of the world's most innovative companies, whose products have penetrated many cultures and countries.

3.7 Award for Innovative Management – Silver Award

Source: [Award for Innovative Management](#), Canada (date of information: 2017)

Download (PDF): [The GCTools Canada](#)

Application/Key learning points: GCTools is an e-platform connecting 160,000 Canadian civil servants in an ecosystem to innovate, experiment, and share best practices. It consists of five tools:

- GCpedia, a wiki-based collaborative workspace and knowledge sharing platform;
- GCconnex, a professional networking platform similar to LinkedIn or Twitter;
- GCcollab, a public-facing platform to enable open collaboration between experts, partners and citizens from anywhere;
- GCintranet, a central repository for information and communications; and
- GCdirectory, an employee directory service.

What stands out is the focus on peer-to-peer support services and the user-centric design, which really encourages workers to collaborate, engage, and create.

3.8 Innovation Excellence Award (Ideas Management) Winner

Source: [Enterprise Singapore](#), Singapore (date of information: 2016)

Link (PDF): [SCDF Innovation Excellence Award](#)

Application/Key learning points: This is a summary report on business excellence by the Singapore Civil Defence Force. It includes breakthrough innovations attributed to several initiatives by the organisation, including its ideas management system. The organisation's ideas management system comes in different forms, including the Staff Suggestion Scheme and the Pi-Cube which stands for "Problem, Ideas, Improvement, and Innovation". The Pi-Cube is a centralised ideas management portal that gives the organisation the platform to solicit, collate, and evaluate ideas. The report expresses in unequivocal terms how these initiatives have helped the organisation in its innovation process and eventually in accelerating its improvement. It also stresses the importance of rewards and recognition to maintain motivations and high participation.

3.9 AFKARI: Dubai Electricity Water Authority's Ideas Management System

Source: [BPIR.com](#), New Zealand (date of information: 2017)

Link (Video): [International Best Practice Competition](#)

Application/Key learning points: This is an interesting presentation on AKFARI, the Dubai Electricity Water Authority's (DEWA) ideas management system. Using the Hype Innovation Platform, AFKARI enables employees to vote and comment on other employees' ideas, and to collaborate and share best practices. The system enables DEWA to capture employee-driven ideas, and provides a central repository to manage innovation and ensure continuous improvement and development. AKFARI is part of DEWA's innovation ecosystem, which starts with opportunity generation, then moves to evaluation and selection, adoption and implementation, and finally rewarding. In addition, DEWA has provided a special innovation fund for new, innovative ideas. AKFARI 1.0 was introduced in 2015 as a replacement to TAWASOL, which was a legacy ideas system with many limitations. The AKFARI system serves more than 9,300 employees.

4. What research has been undertaken into ideas management systems?

4.1 Creating a Core Innovation Capability

Source: [HYPE Innovation](#), United States (date of information: 2017)

Download (PDF): [Airbus HYPE Innovation Case Study](#)

Application/Key learning points: HYPE Innovation is a global leader in ideas and innovation management. The company presented in this 36-page case study is Airbus, a huge aerospace company with more than 130,000 employees worldwide. The case study shows how the five-year plan cascades from a small part of the organisation to the organisation as a whole, using HYPE's scalable enterprise platform. Two innovation managers take you through their journey and explain how they inspired, trained, supported, and resourced this massive project. You can find the strategic plan on page 5.

4.2 Implementing Creative Ideas in Organisations

Source: [Washington University in St. Louis](#), United States (date of information: 2012)

Link (PDF): [Putting Creativity to Work: The Implementation of Creative Ideas in Organisations](#)

Application/Key learning points: The study used data from 216 employees at a global agricultural processing organisation to investigate how to improve the idea implementation rate. According to the study, organisations can increase their idea implementation rate through the “instrumentalism of implementation”, which means the employee perception that their ideas will bring about the required or favoured change or contribution. This can be understood as the level of confidence that employees have in their own ideas once they are implemented. In addition, organisations in which there are strong ties between employees are more likely to generate more ideas. Organisations that develop their employees' networking abilities are also more likely to generate more ideas.

4.3 A Literature Review of Ideas Management

Source: [Technical University of Denmark](#), Denmark (date of information: 2012)

Download (PDF): [A Literature Review of Ideas Management](#)

Application/Key learning points: Although this paper is a little old, it provides a good overview of ideas management literature. The nine-page review examines weaknesses and gaps in more than 20 papers on the subject (all from before 2012). The findings show that scientific knowledge of the subject is often included in innovation management, software or IT literature. Another key finding is how ideas are viewed in the ideas management process: how and what does an employee do when an idea is generated informally? Should employees refine it themselves or even put it into the system? Or does the system help them to refine and mould it? These issues are presented in the paper.

4.4 The Role of Idea Management Systems for Innovation in Large Organisations

Source: [Dept. of Management, Aarhus University](#), Denmark (date of information: 2015)

Link (PDF): [The Role of Idea Management Systems for Innovation in Large Organisations: 3 Essays](#)

Application/Key learning points: These research essays investigate the potential opportunities for innovation from within organisational boundaries rather than from external sources. This topic is discussed in conjunction with the wide use of ideas management systems to cultivate home-grown ideas. The three essays forming the thesis examine, from different angles, how the use of ideas management systems in large organisations shapes and supports the process of search, generation, development, and selection of employee ideas.

4.5 Grassroots Innovation and Innovation Democracy

Source: [STEPS centre](#), United Kingdom (date of information: 2016)

Link (PDF): [Grassroots Innovation and Innovation Democracy](#)

Application/Key learning points: If you are looking for societal innovation or the sourcing of community ideas in grassroots settings, this is the paper for you. It explores how grassroots activities can contribute to finding novel solutions for problems in society. It is important for there to be a democratic process that allows all sorts of ideas to flow without prejudice or bias. This needs to be balanced with available resources to evaluate and manage ideas for successful implementation down the line.

4.6 How Ideas Management Feed the Innovation Process

Source: [Public Sector Innovation Network](#), Australia (date of information: 2017)

Link: [Ideas Management Systems](#)

Application/Key learning points: This Australian government website provides a rich selection of literature to explain the various important concepts relating to ideas management systems. These include a thorough discussion of how an ideas management system is able to help in the innovation process. It examines what is involved in an ideas management system, what its focuses are, and the common problems encountered by organisations in the implementation process. Some of the best information relates to concrete example of organisations that have adopted and institutionalised an ideas management system. These include the Australia's Department of Agriculture, Australia's Department of Industry, the United States' Center for Disease Control and Prevention, and the United States' Transportation Security Administration.

4.7 German Centre for Ideas Management: Special Prize

Source: [Diebold Nixdorf](#), United States (date of information: 2016)

Link: [Best Ideas for Sustaining Business Processes](#)

Application/Key learning points: In 2016, Wincor Nixdorf was awarded a special prize by Germany's Zentrum für Ideenmanagement (Centre for Idea Management) for being the company with the best ideas relating to the sustainability of its business processes. The award is decided by an independent international jury to organisations with outstanding services and achievements in the field of ideas management. This report shows how Wincor Nixdorf Sustainability uses its ideas management system in the organisation, and how it has helped improve the organisation's operations as a whole. On pages 54 and 70, the company highlights the volume of ideas it received from its employees and the estimated savings or value it has gained as a result.

*“Capital isn't so important in business.
Experience isn't so important. You can get both these things.
What is important is ideas. If you have ideas, you have the
main asset you need, and there isn't any limit to what
you can do with your business and your life.”
—Harvey Firestone, founder of Firestone Tyres*

5. What tools and methods are used to achieve high levels of success in ideas management systems?

5.1 Crowdicity Social Innovation Platform

Source: [Crowdicity](#), United Kingdom (date of information: 2017)

Link: [Crowdicity Customer Stories](#)

Application/Key learning points: This is a great tool to consider for team-based or social innovation in most any setting. Crowdicity, a consultancy from the United Kingdom, has provided this social innovation platform for many leading organisations, including such as Procter & Gamble, TED, Deloitte, the World Wildlife Fund, and OXFAM-UN. It is a promising software designed for internal co-innovation (with employees), open innovation (with customers, suppliers, and partners), market research, change management, and human resources. The source website is informative and offers a free demonstration.

5.2 Spigit Ideation Software and Case Studies

Source: [Spigit](#), United States (date of information: 2017)

Download (PDF): [Spigit Crowdsourced Innovation Report](#)

Link: [Spigit Case Studies](#)

Application/Key learning points: The 41-page *Spigit Crowdsourced Innovation Report* is a must-read. It contains survey data from Spigit software users, and contains information on engagement rates and how ROI for innovation is measured. There are several case studies of users such as Citibank, Pfizer, and Polaris – where employee contribution has led to new and unique product designs. Most of these are large organisations across multiple geographical locations that come together on the virtual platform to generate ideas and innovate.

5.3 Secrets to a Successful Innovation Program

Source: [Impact Innovation Group](#), Australia & United States (date of information: 2015)

Download (PDF): [The Secrets to a Successful Innovation Program](#)

Application/Key learning points: British Telecom (BT) has run more than 60 ideas campaigns and implemented more than 200 ideas using software developed by [Brightidea](#). BT highlights the value of its ideas programme, saying that for every \$1 invested in its innovation programme, it has returned more than \$75 to the business. This is just one example how a well-known, successful organisation uses an ideas management system. This excellent report will demonstrate how value is added by using these systems across an organisation. There are also brief results from other companies that have made a similar investment.

5.4 Shell's Gamechanger: A Useful Process Tool

Source: [Shell Corporation](#), United States (date of information: 2016)

Download (PDF): [Shell Gamechanger Process](#)

Link (video): [Shell Gamechanger](#)

Application/Key learning points: Gamechanger is a Shell Corporation initiative to encourage internal (employee) and external (start-ups/potential partners) parties to submit ideas on almost any environmental theme or to tackle a specific problem. The process is clearly defined and underlines four key areas Shell uses when evaluating ideas; these ideas are also relevant in most other industries.

- Check for novelty: is your idea fundamentally different and unproven?
- Check for potential value: could your idea create substantial new value if it works?
- Check for relevance: is your idea relevant to Shell and the energy future?
- Test your plan: can the concept be proven quickly and affordably?

5.5 Innovation Platform using the Principle of the Stock Market

Source: [Exago](#), Brazil (date of information: 2014)

Download (PDF): [EDP Exago Case Study](#)

Application/Key learning points: This is a useful four-page case study of an energy company that fully uses an ideas management system following the principles of the stock market. EDP had 2,600 employees in 2011. The system generated 485 ideas of which 89 were approved, and 27 implemented soon after. This rate of implementation from this Exago innovation system is very impressive.

5.6 How to Evaluate Ideas

Source: [Innovation Management](#), Sweden (date of information: 2017)

Link: [How to Evaluate Ideas](#)

Application/Key learning points: After generating lots of ideas, many organisations make the mistake of favouring less creative and more easily implemented ones over those that are really creative but less easily implemented. This interesting article presents several methods for evaluating ideas, including tips on choosing the best evaluators. It also suggests procedures to achieve a better outcome with the ideas provided.

5.7 Methods for Innovation Management

Source: [University of Kragujevac](#), Serbia (date of information: 2014)

Link: [Methods for Innovation Management](#)

Application/Key learning points: The second part of the paper presents 10 different techniques for innovation management. These techniques are highly practical and tied-in with web-based and knowledge-based systems. The first part can be skimmed through; it presents innovation management as a process, explaining the premise and background of the research undertaken.

5.8 Best Approaches and Tools for the Complexity of Innovation

Source: [Oracle](#), Serbia (date of information: 2014)

Link (PDF): [How to Manage Innovation as a Business](#)

Application/Key learning points: If you have an ideas generation pipeline, that would be a great start. Often ideas are implemented based on the ‘gut-feel’ of a top management decision maker. Sometimes that may bring about powerful innovation; however, it is almost impossible for one person (or even a few) to look at all of the possible great suggestions and make an informed decision about them. It is more important to have a consistent method of assessing the many opportunities to improve your organisation in the best possible way. This 19-page paper will show you how to do that.

5.9 The InnovationXchange Challenge

Source: [Department of Foreign Affairs and Trade](#), Australia (date of information: 2016)

Link: [The InnovationXchange Challenge](#)

Application/Key learning points: Staff at Australia’s Department of Foreign Affairs and Trade (DFAT) often have great ideas, but these were always shared through informal networks. So the Foreign Minister decided to run an ideas challenge for staff. Collabforge was brought on to help make it happen by co-designing and building the ideas management system platform. In 2015, DFAT launched its inaugural Ideas Challenge. After collecting 392 ideas, a panel, led by the Foreign Minister, was formed to choose three winners. Some 30 per cent of the remaining ideas were also taken forward in some form by DFAT. Overall, this demonstrated a definite appetite for collaborative approaches to innovation within the department. Not only were there many great ideas, but the challenge contributed to a cultural shift. It also increased collaboration, and increased empowerment for junior staff members and a culture of greater risk taking – people were more open to change.

5.10 How to Reward Employee Great Ideas

Source: [Inc.](#), United States (date of information: 2011)

Link: [How to Reward Employee Great Ideas](#)

Application/Key learning points: A great article that offers helpful tips on when and how to start recognising and rewarding your employees for their good ideas. It cites concrete examples of how and why the creation of an innovation culture should precede a rewards and recognition system. It also highlights an elementary observation; since no two employees are alike, the rewards and recognition need to be varied enough to motivate employees and sustain ideas generation and follow-through.

5.11 Best Practices for Ideas Evaluation

Source: [Kindlingapp](#), United States (date of information: 2017)

Link: [Best Practices for Ideas Evaluation](#)

Application/Key learning points: A successful ideas management system can receive a huge number of ideas over time. Consequently, it is very important to separate the wheat from the chaff and act upon the best ideas received. This article offers best practices on managing volume by determining evaluation criteria to filter ideas. To help organisations assess and evaluate a large volume of ideas, the article provides guidelines and typical questions for setting criteria; a sample idea evaluation matrix; an exercise from an Australian government website; and, various methods to evaluate ideas.

6. How is an ideas management system measured?

6.1 Innovation Management Self-Assessment Tool

Source: [HEInnovate](#), European Union (date of information: 2014)

Link: [HEInnovate: A Self-Assessment Tool for Innovation and Entrepreneurship](#)

Application/Key learning points: HEInnovate is an innovation measurement facilitator sponsored by the European Union in conjunction with the OECD. Although the focus is on educational institutions and their ideas management system effectiveness, their assessment tool can be used by any organisation. The tool breaks down score into seven dimensions, giving a detailed points system.

6.2 Value Creation In Fleury Group's Innovation Process

Source: [Exago](#), Brazil (date of information: 2014)

Download (PDF): [Exago Fleury](#)

Application/Key learning points: Most large organisations will use some form of commercially viable ideas management system platform to build an innovation culture. This four-page case study is a good example of a 10,000-employee organisation, based in Brazil, with a fully integrated system to measure both the output and outcomes of its ideas management system. It includes i) the number of employees joining the process as a success factor; ii) the capital gain due to the ideas management system use; iii) model sharing; iv) transparency of evaluation; v) the number of awards shared with the participants; and, vi) the monetary value associated with implemented ideas.

“You can't just ask customers what they want and then try to give that to them. By the time you get it built, they'll want something new.”

—Steve Jobs, ex-chair and co-founder of Apple, United States

6.3 Vetter Employee Suggestion Box Case Studies

Source: [Getvetter](#), Ireland (date of information: 2013 onwards)

Download (PDF): [Vetter Case Study Collection](#)

Application/Key learning points: This is a useful article that highlights the investment and time required of management and evaluators to have a flexible ideas management system that can work anywhere and anytime. Nothing will work if the back-end of analysis and evaluation is not supported well. Read how stakeholders from three different companies feel they benefit financially or administratively in the long run because of a good ideas management system.

6.4 Innovation Management Assessment Tool

Source: [European Innovation Management Academy](#), pan-European (date of information: 2017)

Link: [IMP³rove Assessment](#)

Application/Key learning points: The European Innovation Management Academy is involved in the development of the ISO standard for innovation management in Europe. Its 47-question assessment is based on five dimensions of innovation management, namely innovation strategy; innovation organisation and culture; innovation life-cycle management; innovation enabling factors; and, innovation results. Access this up-to-date self-assessment by providing your details. A sample evaluation report may also be downloaded from the website.

6.5 Measuring Open Innovation: A Toolkit for Successful Innovation Teams

Source: [Performance EY](#), Germany (date of information: 2014)

Link (PDF): [EY Performance Measuring Open Innovation](#)

Application/Key learning points: The article attempts to solve the common predicament of managers, namely how to assess, control, and measure the performance of open innovation activities. To do this, the authors discuss a general framework for an open innovation performance measurement system (part 1) and present a metrics-based management toolkit (part 2). Part 2 essentially discusses how to measure innovation in a practical way. Consider subscribing to this excellent site.

6.6 Innovation Maturity (Organisational-Wide) Self-Assessment

Source: [Landgate](#) (date of information: 2015)

Link: [Innovation Maturity Self-Assessment](#)

Application/Key learning points: This provides an overall assessment of your organisation's innovation maturity. It assesses eleven areas: leadership, strategic planning, people, culture, processes, tools and techniques, training, facilities, idea capture, idea management, and metrics. It considers those activities that should be in place to manage and encourage innovation effectively.

“Large numbers of small ideas allow an organisation to reach levels of performance that are otherwise unachievable. Without them, it is impossible to attain excellence.”

—Alan Robinson and Dean Schroeder, the Idea-Driven Organization

6.7 International Best Practice Competition's First Organisation-Wide Innovation Award

Source: [Centre for Organisational Excellence Research \(COER\)](#), New Zealand (date of information: 2017)

Link (video): [Organisation-Wide Innovation Award \(International Best Practice Competition\)](#)

Application/Key learning points: The award recognises organisations that excel in inculcating an innovation culture through all facets of their operation, from leadership to employees, and which covers all stakeholders to lead to innovative processes, products, and services. One of the key components of this is the ideas management system. The Organisation-Wide Innovation Award was designed by COER, the developers of the Business Performance Improvement Resource (BPIR). Within the BPIR are videos and examples of winners of this award that have exemplary ideas management systems. The criteria for the Organisation-Wide Innovation Award consist of:

1. Leadership: describe how your senior leaders foster and support an organisation-wide innovation culture.
2. Strategic Planning: describe how your strategy—vision, mission, values and objectives—supports an organisation-wide innovation culture.
3. People and Culture: describe how your people are encouraged to be innovative and how your culture encourages risk-taking and collaborative innovation efforts.
4. Training and Development: describe the training and development activities that support innovation within your organisation.
5. Processes, Tools, and Techniques: describe the processes, systems, tools, and techniques that are used to encourage idea generation, problem solving, and the capture of best practices.
6. Ideas and Best Practice Management: describe how ideas and “better practices” are managed from concept to implementation.
7. Facilities and Resources: describe how the physical working environment and use of resources supports organisation-wide innovation.
8. Stakeholder Relationships: describe how the relationships with your stakeholders—customers, suppliers and partners—support organisation-wide innovation.
9. Metrics: describe the metrics used to measure innovation within your organisation.
10. Results: describe the key results achieved in the last two years which demonstrate your success in achieving organisation-wide innovation—across processes/products and services.



**Organisation-Wide
Innovation Award**

“After years of telling corporate citizens to ‘trust the system’, many companies must relearn instead to trust their people – and encourage their people to use neglected creative.”
—Rosabeth Moss Kanter,
chair of Harvard University’s Advanced

7. What do business leaders say about ideas management systems?

“Ideas are like rabbits. You get a couple and learn how to handle them, and pretty soon you have a dozen.”

—*John Steinbeck, American author & Nobel Prize winner*

“The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function.”

—*F. Scott Fitzgerald, American author*

“The way to get good ideas is to get lots of ideas and throw the bad ones away.”

—*Linus Pauling, American chemist, biochemist, peace activist, author, and educator*

“Don’t be afraid to take a big step when one is indicated. You can’t cross a chasm in two small jumps.”

—*David Lloyd George, British statesman*

“After years of telling corporate citizens to ‘trust the system’, many companies must relearn instead to trust their people – and encourage their people to use neglected creative.”

—*Rosabeth Moss Kanter, chair of Harvard University’s Advanced Leadership Initiative, United States*

“You can’t just ask customers what they want and then try to give that to them. By the time you get it built, they’ll want something new.”

—*Steve Jobs, ex-chair and co-founder of Apple, United States*

“It is one thing to have a great idea – it is another to bring it to life. For innovation to thrive, you need an ecosystem that can transform an idea into something truly meaningful.”

—*Ben Verwaayen, ex-CEO Alcatel-Lucent, Netherlands*

“Large numbers of small ideas allow an organisation to reach levels of performance that are otherwise unachievable. Without them, it is impossible to attain excellence.”

—*Alan Robinson and Dean Schroeder, the Idea-Driven Organization*

“The operative assumption today is that someone, somewhere, has a better idea; and the operative compulsion is to find out who has that better idea, learn it and put into action – fast.”

—*Jack Welch, GE, United States*

“Capital isn’t so important in business. Experience isn’t so important. You can get both these things. What is important is ideas. If you have ideas, you have the main asset you need, and there isn’t any limit to what you can do with your business and your life.”

—*Harvey Firestone, founder of Firestone Tyres*

Conclusion

This report outlines the best practices research undertaken by BPIR.com in the area of ideas management systems. The best practices have been compiled under seven main headings. This new layout is designed to enable you to scan subjects that are of interest to you and your organisation, quickly assess their importance, and download relevant information for further study or to share with your colleagues.

Disclaimer: *Recent information has been included in this report to ensure our readers are kept up to date with the latest research; where possible, permanent links have been provided. At the time of publishing, all links are live. We apologise in advance for any broken links that might occur after publication due to matters beyond our control.*

We hope you have enjoyed this latest BPIR.com Best Practice Report.

Since 2002, BPIR.com Best Practice Reports have been at the cutting-edge of business performance improvement research. Our international team of researchers examine the latest trends and results from across the globe, and collate them into a short, easy-to-read digest. Our aim is to eliminate the jargon and give concrete examples of how the latest trends are actually working out for business leaders around the world.

Over the years, we've produced more than 80 Best Practice Reports, examining wide-ranging and diverse topics including Six Sigma, social media, manufacturing outsourcing, Lean techniques, flexible work arrangements, and product life cycle management.

There are many benefits to becoming a member of BPIR.com – not least of which is the exclusive access you get to all of our reports, videos, articles, and expert analysis. This treasure trove of information, hands-on experience, and learning will help take your business to the next level. Only a small part of this material is available to non-members. For this reason, if you are a non-member, you will find some of the links in this report do not work. To find out more about membership, email membership@bpir.com or visit www.bpir.com – and be sure to follow us on Twitter at [@BPIRcom](https://twitter.com/BPIRcom).

