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Figure 1: The Idea Template (www.nos.co)

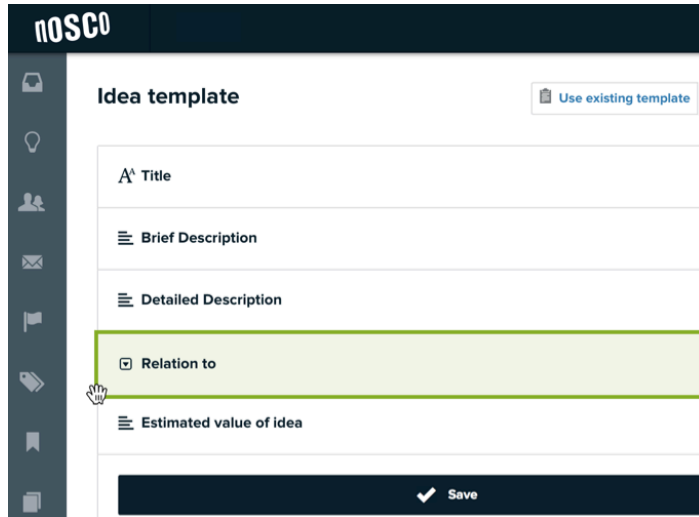
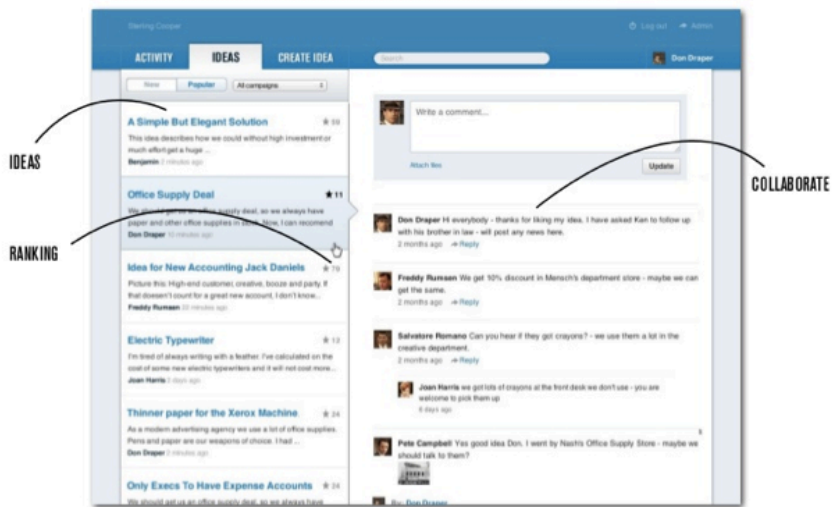
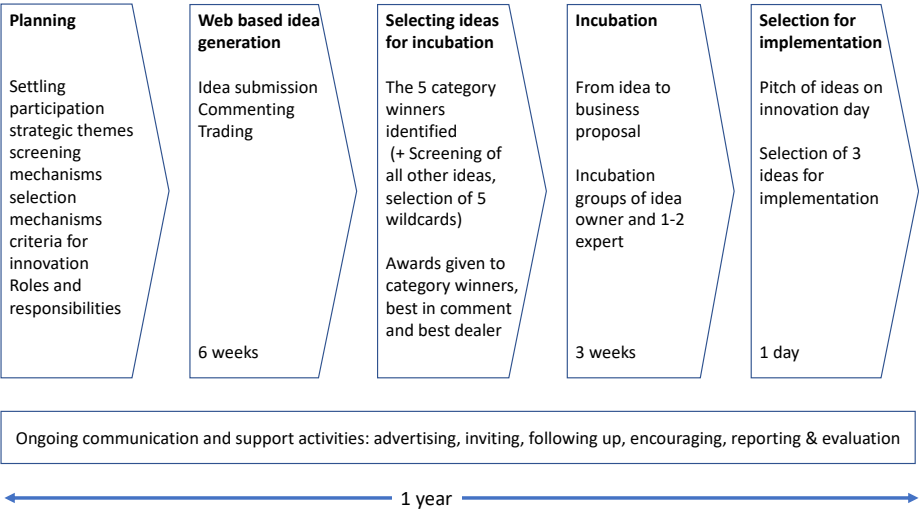


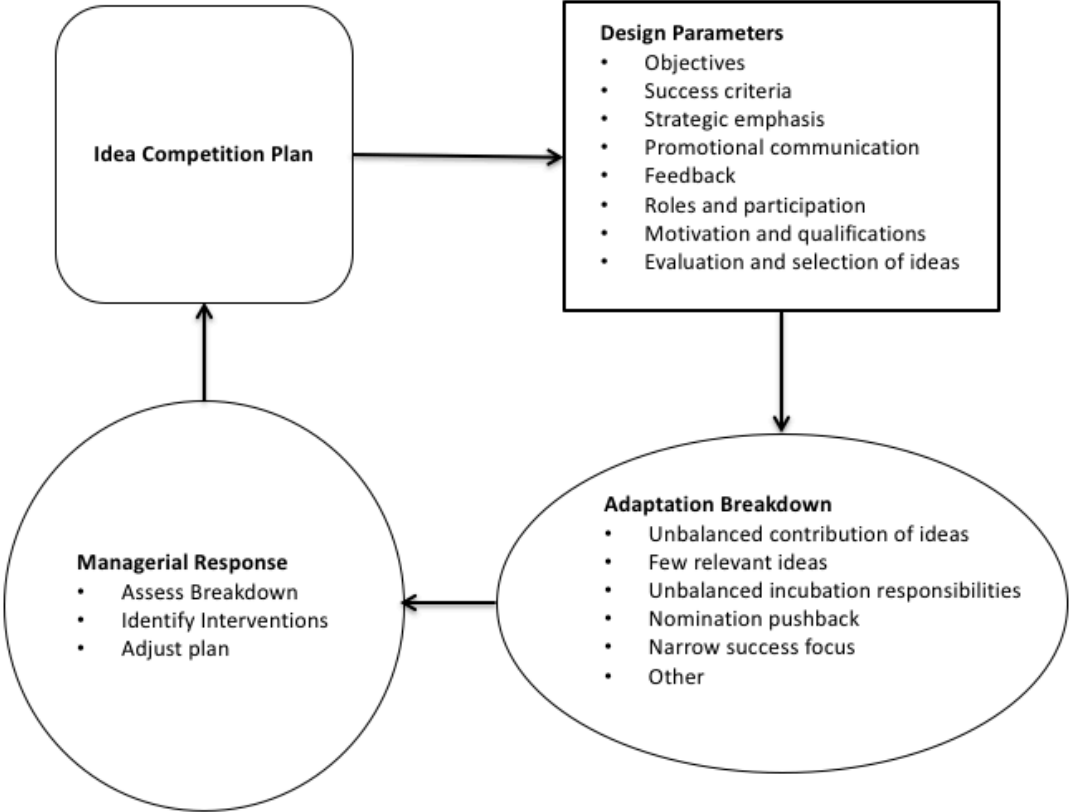
Figure 2: Idea Overview (www.nos.co)



**Figure 3: The First Version of *IdeaExchange***



**Figure 4:** Adaptation of IT-Enabled Idea Competitions as Managing Breakdowns



## **TABLES**

**Table 1:** Characteristics of IT-enabled Idea Competitions

<i>Characteristic</i>	<i>Description</i>	<i>References</i>
Objectives	Strategic innovation, innovation culture, innovation awareness, image building, knowledge management, employee motivation.	Schepers et al.(1999), Sergeeva (2014), Ekvall (1995), Gamling et al.(2007), Rohrbeck & Schwarz (2013), Townsend (2009), Erickson et al. (2012).
Success Criteria	Ideas submitted, ideas implemented, economic gains.	Zhu et al. (2014), van Dijk & van den Ende (2002).
Strategic Emphasis	Management support, strategic focus, dedicated resources.	Gamling et al. (2007), Lasrado (2012), Fairbank et al. (2003).
Promotional communication	Communicating throughout the program, creating transparency of process, criteria and ongoing status.	Lauto et al. (2013), Varshney (2012), Fairbank & Williams (2001).
Feedback	Peer feedback, qualifying ideas, incubation.	Zhu et al. (2014), Fairbank & Williams (2001), Fairbank et al. (2003), Elerud-Tryde & Hooge (2014), Schepers et al. (1999).
Roles and participation	Reach, roles, and contributions.	Santoss & Spann (2011), Neyer et al. (2009), Fairbank & Williams (2001), Fairbank et al. (2003), Van Dijk & van den Ende (2002), Lauto et al. (2013), Leach et al. (2006).
Motivation and qualifications	Skills, identity, time, rewards, feedback, importance, understanding, role models, user friendly systems.	Carrier (1998), Gamling et al. (2007), Simula & Vuori (2012), Varshey (2012), Santoss & Spann (2011), Lauto et al. (2013), Bjelland & Wood (2008), Fairbank et al. (2003), Arif et al., (2010), Villaroel & Reis (2010), Bergendahl & Magnusson (2014).
Evaluation and selection	Selection mechanisms, evaluation criteria, rewards, lobby work, developing ideas, strategic alignment.	Bjelland & Wood (2008), Soukhoroukova et al. (2012), Santoss & Spann (2011), Lasrado, (2012), Varshney (2012).

**Table 2:** Breakdowns, Triggers and Responses

<i>Concept</i>	<i>Definition</i>	<i>Reference</i>
Breakdown	Breakdowns are situations where work is interrupted. Such situations provide an opportunity to reflect, learn, and make changes.	Madsen (1994), Sharples (1993), Staib Duffy (2008).
Triggers for breakdown	Changes in the work situation (e.g. new workgroup, technology, policy). System design, management and context of use (e.g. technology failures, social problems, interpersonal conflict and mismatch of expectations). Often a combination of causes.	Bjørn and Ngwenyama (2009), Sharples (1993).
Breakdown responses	Groups adapt, resist, or fail to use a given system. User groups find the best solution at hand or develop a solution. Reassessment of the situation and/or redesign. Often a need to address combination of causes.	Sharples (1993), Madsen (1994), Guindon et al., (1987), Bjørn and Ngwenyama (2009).

**Table 3:** Interviews on Internal Idea Competition

Number of interviews	26
Number of informants	20
From Headquarters	14
From regional offices	8 (4 regional offices)
Other	1 service provider (Nos.co) and 1 customer
Duration of interviews	1-1.5 h (17) 30 min (9)
Positions of informants	Competence manager Innovation director Innovation champions Department leader Project manager Project member IdeaExchange team members Marketing director (from service provider of the idea competition platform) Customer

**Table 4:** Overview of *IdeaExchange* Versions

	<i>Version 1</i>	<i>Version 2</i>	<i>Version 3</i>
Scope	Company wide	Company wide	Department based, then company wide (with department ideas)
Activity	1600 employees invited; 40-50% active	1600 employees invited; 50% active	60-70 % of all departments involved
Selection mechanisms for incubation	Idea Markets Wildcards	Idea Markets Wildcards	Employee vote Wildcards
Ideas for incubation	5 category winners 5 wildcards	5 category winners 5 wildcards	1 voted 9 wildcards
Incentives	Individual—ipad implementation of idea	Individual—ipad, implementation of idea	Collective—department dinner
Ideas implemented	3	3	4

**Table 5:** Breakdowns, Triggers and Responses in Engineering Consult’s Idea Competition

Adaptation

<i>Breakdown</i>	<i>Triggers of Breakdown</i>	<i>Breakdown of Response</i>
Unbalanced contribution of ideas	Lack of time to get to know system, gain overview and contribute. Voluntary approach not signaling importance. Varied management support across departments. Encouragement of core innovators.	Encouragement of managers in less represented departments to engage actively. Support of departmental activities in the next IdeaExchange including a tool box to educate and encourage idea contributions of employees.
Few relevant ideas	Maintaining trust by incubated category winners as promised. Overly broad idea categories resulting in unfocused and lower-potential ideas. Idea market ranking based on; insufficient understanding of the ideas, cognitive bias, social bias and gaming the system.	Additional five high-potential innovation ideas selected. For the second version more focused categories and for the third version a departmental qualification process. And more ideas selected by management and less by employees as a collective.
Unbalanced incubation responsibility	Screening of additional ideas based on the criteria of highly innovative ideas.	Including a criterion of balanced distribution when selecting ideas for incubation.
Nomination pushback	The audience interrupted the dialogues between the nomination panel and the idea presenters with utterances, questions and comments	It was welcomed and integrated as it was seen as an improvement of the nomination process.
Narrow success focus	Difficulties in using the <i>IdeaExchange</i> platform as an incubation tool beyond the winning ideas. Lack of resources to develop non-winning ideas. Lack of acknowledgment and communication of outcomes such as networking and knowledge sharing.	Encouraging non-winners to develop their ideas (ineffective). Future design (third version) with department contributions of ideas to heighten organizational ownership and responsibility of ideas (partly successful)