From idea to I do.

Idea management at Idee VenW

Master's Thesis

Infram B.V.

J.S. van der Mark

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From idea to I do. Idea management at Idee VenW

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Preface

At the end of 2008, I constructed “co-creation” as a possible graduation topic. To express the thought of synergy and the open innovation principles, a graduation paper dedicated towards this topic would be a perfect finale for my university life. The case of Idee VenW had at first sight promising elements to connect my theoretical framework to practice. However, the reality of Idee VenW brought me to a totally different topic; namely the idea management process.

The result of the research is mentioned for the University of Twente, Infram, Idee VenW, Ministerie van Verkeer en Waterstaat and Rijkswaterstaat. First, the research is the final assignment for my master Business Administration and will mark the end of my university life. Second, the research can contribute to the business of Infram in identifying the underlying principles of the, in Infram terms, vague concept of ideas. For a civil engineering consultancy company the buzzwords in this research were hard to understand, but it was well worth explaining. Third, the research has specific managerial implication to its review process of Idee VenW. I hope the involved project team will consider the recommendations I had endeavoured to arrive at. At last, a special role is awarded for Ministerie van Verkeer en Waterstaat en Rijkswaterstaat, as they have to develop and implement the accepted proposals by Idee VenW.

Thanks to this thesis my university life ends and I embark on beginning a professional career. Therefore, this thesis was as well published with the help of my supervisors of the University of Twente, namely prof. dr. ir. O.A.M. Fisscher and dr. D.L.M. Faems. Besides that, I would like to thank all my friends and colleagues who supported me during that process. My friends supported me in enough ‘graduation evasive activities’ and Infram who offered me the chance to exploit my graduation project and the supervision by Jeroen Weck. Special thanks to Pia and Wouter, who revised this thesis into fluent and flowing structured report. And at last, thanks to my family, they are the best supporters you can have. ‘Omdat je eenmaal niet meer kan doen dan je best.’

Utrecht, 25th of September 2009
Judith van der Mark

Management Summary

Idea management process considers submitted ideas, stated in this research as unsolicited proposals, and selects the most promising ones for further development in the innovation process. Idee VenW, practice in this research and the idea management system of the Dutch Ministry of Transport, Public Works and Water Management, receives unsolicited proposals from industrial and non-industrial petitioners and select the high quality proposals. This process focuses on the selection of proposals and directs them to the parts of the Dutch Ministry of Transport, Public Works and Water Management organization for further development and implementation. A review process of 'Idea to I do'.

Background and research objective

In the year of 2008, Idee VenW accepted four proposals from a total of 369 proposals received. The submitted proposals within the review process of Idee VenW are central in this research and main subject in discussion.

The practice of Idee VenW provides a process with decision-making milestones and requirements for unsolicited proposals. Idee VenW's main activity is to discuss, judge and select submitted unsolicited proposals. Idee VenW has the ambition is to improve the acceptance rate. The focus of this research is on the review process of Idee VenW itself. Therefore, the research objective is 'to explore an idea management process and its influencing factors'. The goal is to decrease the possible errors of proposal processing and assessment to result an optimised review process.

To conduct this explorative research, a theoretical overview and an empirical research is used to amplify the subject of idea management. The template used for this research is depicted in figure 1.

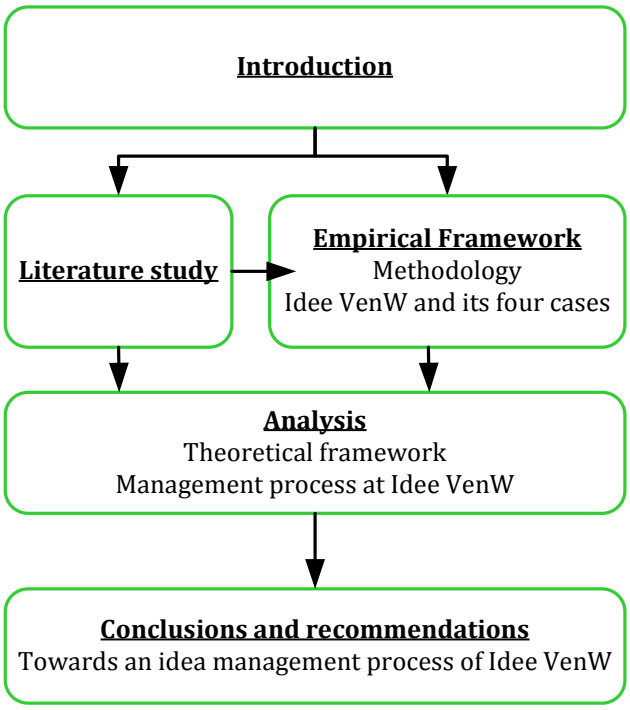

Figure 1: Research model

Theoretical framework

The management of an Idee VenW encounters challenges during the selection process of unsolicited proposals. Challenges are defined as the matter, action or manifestation that stimulates reaction and action of the involved management of Idee VenW. The theoretical framework provides an overview of these challenges. A few examples are pro-active top management, expand the capture area and to provide feedback to the petitioners. The review process is also influenced by success factors. The definition for success factors used in this research is as contributory elements or circumstances that cooperate to a success process. Within the theoretical framework, seven success factors are identified, namely involved top management, communication and interaction, strategic alignment, feedback to petitioners, divide ideas in categories, "must meet" criteria and cross functional team.

Methodology

The theoretical overview, originating from business literature, is used to direct the empirical research of an idea management system in a governmental context. Four selected unsolicited proposals of Idee VenW are main subjects to describe the practice at Idee VenW. A template of Yin (2003) case study analysis is used in this research. The case study is completed with participant observations, document analysis and semi-structured interviews.

Analysis based on the theory of pattern matching and process tracing, highlights the differences between the four selected proposals which leads to suggestions on improving the process. The empirical practice of Idee VenW is described by the theoretical framework, resulting in a model for idea management of the governmental context specific to the Ministry of Transport.

Results

Idee VenW and the four described proposals provide and illustrate a structured process with standard process stages for decision-making. The theoretical challenges were observed and identified at the practice of Idee VenW, and there were also additional challenges. These challenges were added to the model for idea management of the governmental context specific to the Ministry of Transport.

The review process of Idee VenW itself was different for each of the four selected cases. The review process of Idee VenW is heavily influenced by the differences in background, subject and type of petitioners, for example the differences resulted in adaptations of the steps within the standardised process, hard negotiations with petitioners and after acceptation difficulty with the allocation of resources. In the case of small non-industrial petitioners the top management of the Ministry was not directly involved in the decision-making process. When the top management was involved the proposals accelerated quickly through the review process of Idee VenW. For three out of four discussed proposals the feedback from Idee VenW was clear for its petitioners.

Conclusions and recommendations

To conclude, the standard review process of Idee VenW works, the submitted proposals receive a discussion and feedback at the end of the process of Idee VenW. Improvements for the review process of Idee VenW can be indicated and are summarised in the following five main statements.

First conclusion is that the rejection of a proposal does not only depend on the degree of quality but also on the degree of development. Idee VenW could improve it process by acknowledging the different stages of development an idea goes through among the unsolicited proposals, and adapt is process according the involvement a development stage.

Second, the lack of involvement of top management does not have direct influence on the review process of Idee VenW. On the other hand, Idee VenW can realise strategy alignment and a better connection with the help of top management. Difficulties are observed with the implementation of accepted proposals. Related to a recommendation towards Idee VenW, the use of a 'knipkaart' could result in more commitment of the organization for developing accepted proposals. By providing Idee VenW with a development budget (knipkaart), it can improve the chance to implementation which in its turn can create commitment from the top management. Another tool could be to present the subject of strategic themes at the website to give potential petitioners a direction of the subject of proposals to ensure a better connection with the ministries corporate goals and targets.

A third conclusion is that proposals from different petitioners results in an unintentional adaptation of the standard process of Idee VenW. The mission of Idee VenW is to discuss each proposal on the standard review way, in practice this is not the case. A recommended solution is to classifying proposals in the beginning of the process to make decisions for adapted processes explicit.

Fourth, the review process result depends on highly on the experts involved in the review process of Idee VenW. Recommendations towards the dependence on type of experts can be formulated. The work of the experts within the review process can be appreciated by allocating more strategic position of the review process within the innovation strategy of the Ministry of Transport and allocating more capacity to the project team.
The final conclusion is that the communication between the petitioners and the project board of Idee VenW implies in deficiency of information by the experts of Idee VenW. At the managerial context of Idee VenW the help of a shared archive is recommend to give an overview for everybody within the Ministry of VenW who are involved in the review process.

The limitations imply another four topics for further research.
First limitation concerns the origin of business literature used in the theoretical model of idea management process. To do further research with for example public management literature an all-round overview of the governmental context can be given.
Second, due to the scope a qualitative research method is chosen to explore a first overview of a governmental idea management process and its influencing factors. Further research with a quantitative method and an increased number of submitted and discussed proposals provides more elaboration about the causal relations between influencing factors and process.
Third limitation is the passive involvement of top management at Idee VenW that gives the project team empowerment to discuss and select proposals. Further research can have as content the question that arises if the use of top management, prescribed by theory, is needed for a success process review.
Fourth, the conclusion to improve the communication by the shared archive has its limitations towards directions for communication with petitioners. The communication between Idee VenW and petitioners is a topic for further research.
Fifth, the cross-functionality of the project team is limited to the expertise and function of the members of Idee VenW. Further research towards other habits and specification, such as background, hierarchy and character can explore the use people in a project team of an idea management process.
At last, due to the scope to improve the review process, understanding of the petitioner and the network was not a topic in the research. For further research, innovation policy can provide answers about the position of the government and their slogan ‘the market, unless…’ towards its environment. Nowadays, the slogan is important to the strategic direction of the Ministry of VenW. A better interaction with the environment of the Ministry of Transport increases the chance of submission of quality proposals.

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1. Exploration Research Framework

The Dutch Ministry of Transport, Public Works and Water Management (hereafter referred to as Ministry of Transport) is a government body focused on transport, public works and water management. The Ministry of Transport allows online submission of unsolicited proposals. Proposals are related to the creation of newness or improvement to products, services or processes. The submission of proposals is organized in a portal named Idee VenW. This portal is open to any organization, institution or citizen that has a worthy proposal in the domain of the Ministry of Transport. Said portal can be accessed by the following link:
http://www.verkeerenwaterstaat.nl/onderwerpen/organisatievenw/over%5Fvenw/idee%5Fvenw/.

Proposals submitted to Idee VenW are of an unsolicited character. Unsolicited proposals are defined as propositions that are not related to a specific request from the government (Regieraad/PSIBouw, 2006). A proposal is not a direct offer for activities where a market approach is started, for example by a request to tender.

1.1 Problem Statement

In 2006, a sheer number of unsolicited proposals submitted to the Ministry of Transport. In those days there was no serious professional discussion by the civil servants (Janssen, 2007 November). A direct request from the construction industry to be able to submit unsolicited proposals was a reason to set up an organization dedicated to reviewing unsolicited proposals specific to the Ministry of Transport (Regieraad/PSIBouw, 2006). The Ministry of Transport acknowledged the need to have a structured way of discussing unsolicited proposals and therefore established the portal of Idee VenW (Janssen, 2007 November). The main objective of Idee VenW was to encourage unsolicited proposals and further utilize the creativity of the environment outside the government and gather original and innovative input from citizens, industries and institutions (Janssen, 2007 November). Idee VenW is recognized to be an open-minded organization that is open to receive unsolicited proposals which will be treated by a professional team with enough knowledge and insight on Transport, Public Works and Water Management to ensure every proposal is judged to recognize its maximum potential merit for the Ministry of Transport (Janssen, 2007 November).
The choice was made to open the portal up to every petitioner and not to limit the focus on just unsolicited proposals from the construction industry. This has resulted in a diversity of petitioners and proposals.

The portal of Idee VenW has been operational for two years, and allows for the following official process to be performed:

1. After submission of the proposal, a first line back office team will shift the serious proposals from complaints and frequently receive proposals for the first selection.

2. The remaining selection of proposal will be reviewed at the monthly project team meeting, which is composed of the project board and various experts from Ministry of Transport
3. When selected the petitioner will be invited for a first meeting where focus will be on clarification of the proposal details;
4. At last, a second meeting will be arranged which will tackle the social merit and application of the proposal within the Ministry of VenW.

In 2008, Idee VenW received a total of 369 unsolicited proposals via the portal. After Idee VenW applied the proposal review process outlined above, four unsolicited proposals got accepted in 2008. Two proposals were accepted after the first meeting and two accepted after the second meeting. Acceptation after the first meeting is not the standard process where Idee VenW strived for; the intent is to schedule a first and second meeting. An overview of the accepted en rejected proposals is depicted in figure 2.

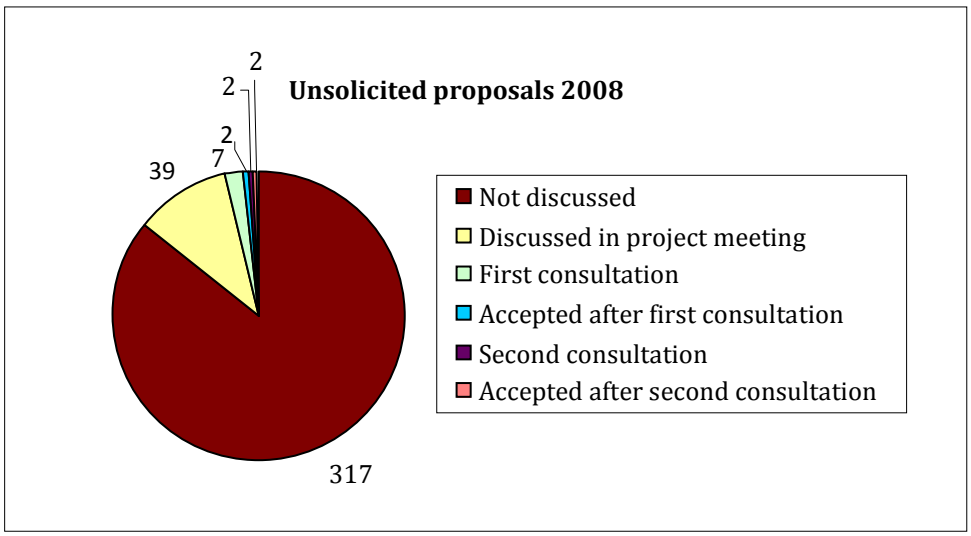

Figure 2: Actual statistics of unsolicited proposals received by Idee VenW in 2008

There are very high expectations from the project members involved with Idee VenW and the environment regarding the churn rate of reviewing and accepting submitted proposals (Van de Bunt, 2008 May; Janssen, 2007 November). In reality, results are quite disappointing considering that of the 369 submitted proposals, only 52 progressed to the first process review step and 4 of the proposals have been deemed as accepted by Idee VenW.

There is definitely a demand for high quality unsolicited proposals. In the realms of pursuing Idee VenW's goal, the former Project Team Director of Idee VenW stated that: "Quality of received proposals is of a disappointing quality, so each year we only collect a few good unsolicited proposals. How can we improve this idea generating process?" This statement clearly implies that Idee VenW is eager to process unsolicited proposals if only they were of good quality. Therefore using the same line of thought from Idee VenW, we arrive at the research guideline by the authorized organization of the research which is as:

How can the rate of accepted unsolicited proposals be increased?

1.2 Research Objective

With this research guideline in mind, there are two possible directions that can be taken to increase the collection of high quality unsolicited proposals.

First option would be to explore the unsolicited proposals that have not been submitted to the Idee VenW portal. When Idee VenW started, the construction industry claimed to have had possession of unsolicited proposals. There is a possibility that not all of those proposals were submitted to Idee VenW in the year 2008. Getting hold of these high quality proposals would lead to possible increase in the rate of accepted unsolicited proposals. This option would focus on the methods used to encourage the submission of high quality proposals. The focus on the request for high quality proposals has not been chosen as research topic. Reasoning is to avoid redundancy with the evaluation of Van de Bunt (2008). Van de Bunt (2008) focused on the identification of petitioners. Besides that, Idee VenW does not prioritize the enlargement of the rate of submitted proposals or enlargement of the rate of high quality proposals.

The second option is to focus on the proposals received, and the process of Idee VenW for reviewing and evaluation. Considering the internal process there is in want of clarification of the review process of Idee VenW. To carefully study this process it may allow further understanding as to why rejected unsolicited proposals were rejected and will open possibility to review the validity of the rejection. An optimized review process may eliminate any doubt as to whether unsolicited proposals were correctly rejected or accepted, and confirm its reliability to the construction industry.

The output of Idee VenW's review process is illustrated in figure 2. The left part of the figure shows the number of submitted unsolicited proposals which are then classified as either: rejected due to low quality, rejected but possibly of high quality, and accepted. Related to the focus year 2008, the total rejected amount is 356 proposals, the rejected amount with possible quality is 9 proposals and there were 4 accepted proposals. The right part of figure 2 contains the unsubmitted unsolicited proposals. For the purpose of this research, focus will be on the left part to address the improvement of Idee VenW's review process as this may lead to a direct increase in the amount of accepted unsolicited proposals.

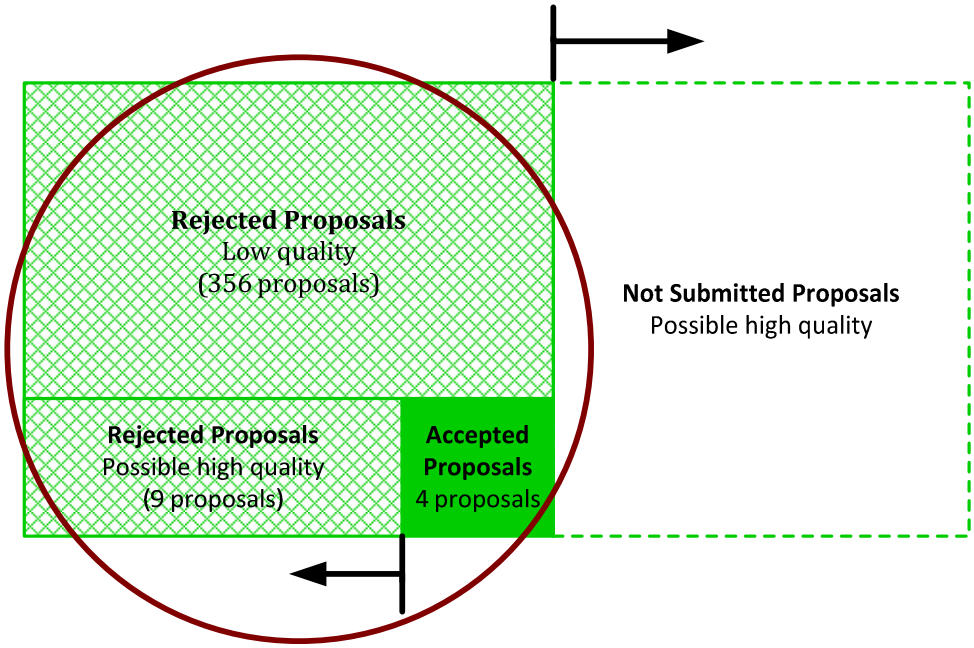

Figure 3: Research focus

To summarize: this research assumes a large proportion of the submitted proposals are of low quality. 13 of the 369 proposals received invitations for a meeting and four proposals were progressed and accepted as high quality. This means there are 356 proposals where quality was not discussed with the petitioner and the process of Idee VenW was condensed. To recommend improvements towards the total review process of Idee VenW this research will focus on 13 invited proposals for empirical research.

A theoretical model of the review process, with indication of influencing factors, will result to meaningful recommendations to Idee VenW.

Therefore, the primary objective of this research will be

Explore an idea management process and its influencing factors
1. Explore the main challenges of the review process
2. Explore the success factors of the review process

With help of management theory, it is possible to create an optimal review process with influencing factors. The influencing factors are divided into challenges and success factors. Challenges are the matter, action or manifestation that stimulates reaction and action. Success factors are contributory elements or circumstances that cooperate to a success process.

The optimal review description will be used as a tool to describe and analyze the review practice of Idee VenW and four selected proposals for the empirical study. Expected outcome of this analysis would be recommendations to improve Idee VenW's proposal review process in order to gather and administer more high quality unsolicited proposals that would ideally reach the "accepted" stage. This research focuses on the specific problems from a practical case perspective in combination with theoretical insights researched.

Improving the review process of Idee VenW can be related to the perspective of statistical research. As there are no records or logs of argumentation points that led to the acceptance or rejection of a proposal, it is difficult to determine and give metrics on the rejected proposals. Reasoning about subjectivity and prejudice during the review process arises. Considerations concerning the errors of the review process are elaborated in table 1.

	High quality	Low quality
Accepted proposal	True accepted	False accepted (Type I error)
Rejected proposal	False rejected (Type II error)	True rejected

Table 1: Error types at Idee VenW

Type I is the most significant error. A falsely accepted proposal will give prejudice to the accepted proposals. If a low quality proposal has been accepted and given funding, future losses will possibly happen in terms of project stability and expected project benefits. Such a loss will be the result of a Type I error and must be avoided to protect the integrity of Idee VenW's review process as well as government spending.

For Type II errors, this research assumes that falsely rejected proposals occur due to procedural or assessment errors within and during the process.

The existing numbers suggest that Idee VenW has mainly focused on reducing the risk of Type I errors. Such focus on minimizing Type I errors also affects the possibility Type II errors. Another assumption of this research is that in place of an improved review process, less Type I and mainly Type II errors will occur. To do research towards an optimized process which allows for correct judgment of whether a proposal is rejected or accepted is the framework of this thesis.

1.3 Starting point of Idee VenW

Within the organization of Idee VenW, a step-by-step plan exists as a tool for discussion of unsolicited proposals. Petitioner's expectations are managed as they understand the review process through website publication. This also allows the project team members to guarantee transparency of the process and serious discussion of submitted proposals. According to the statements of the review process, each submitted proposal receives prompt discussion and a fair chance.

The layout of the organization at Idee VenW is comprised of a project board and (several) experts. Total capacity of the whole organization is 1.0 FTE, where the project board consists 0.8 of the FTE and remaining 0.2 FTE spread out among all the involved experts. The project board is present throughout all the process review stages in Idee VenW whereas experts are involved only during project team meetings and possibly during a critical discussion when the proposal in discussion is related to their field of expertise in a first or second meeting. An overview of the organization of Idee VenW is depicted in figure 4.

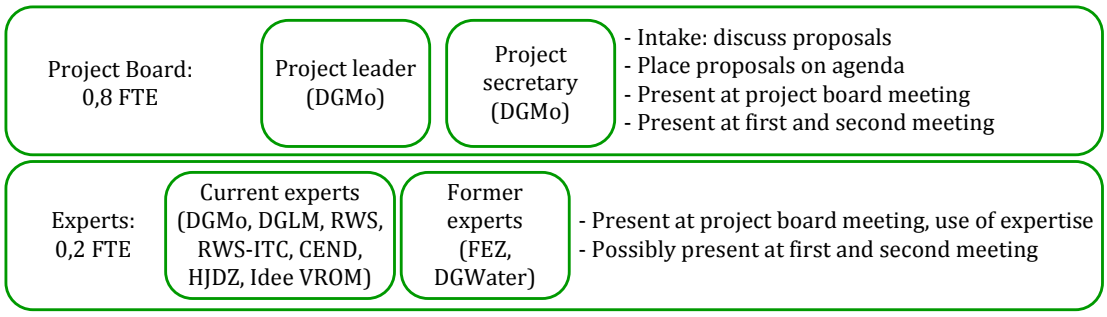

Figure 4: Organization layout Idee VenW with responsibilities

The project board can be considered in this research as the operational management of Idee VenW. Top management, such as the deputy Directorate General of Mobility or the Secretary-general of the Ministry of Transport, is not included in the process layout of Idee VenW.

The Idee VenW review process depicted in figure 5 can be considered as a sequential process with several decision gates. An extended process model is shown in Appendix G. If the submitted proposal is deemed unfit with the requirements of Idee VenW, the petitioner will receive a rejection notice from the project team. A rejection notice may contain direction to better suited portal. Neglecting and declining are not the aimed result of rejection.

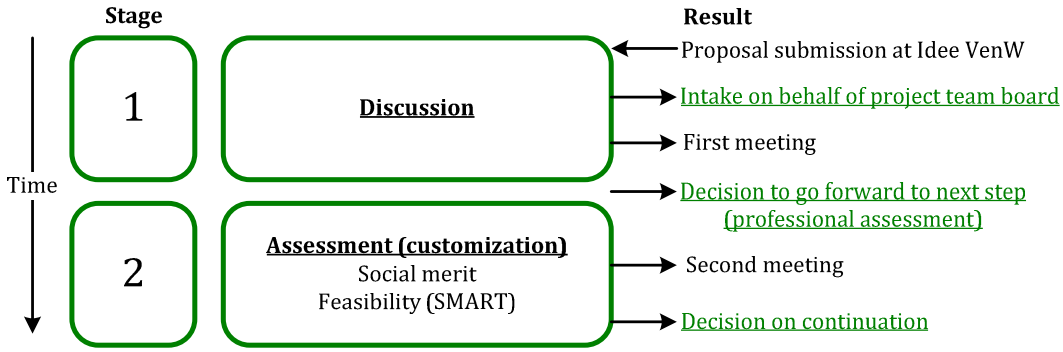

Figure 5: Stage model of Idee VenW

Within figure 3 there are three selection points indicated.

1. The first step is the intake phase where the unsolicited proposal enters the mailbox of Idee VenW. In this step the project board, consisting of a project director and project secretary, will discuss the proposal if it meets the basic requirements.
2. Second step is the first meeting, where focus will be on clarifying and interpretating the submitted proposal. An offshoot of this will be a possible invitation sent out to the petitioner so the latter can present more information regarding his/her proposal.
3. Third step is the second meeting where the project team members and additional outside experts from the Ministry of Transport organization decide if the proposal is applicable for the Ministry of Transport.

Idee VenW will send feedback to the petitioner if the proposal has been accepted or rejected. As Idee VenW is open for more developed proposals and will give each proposal a fair chance, it is noteworthy to mention that one core element of the feedback is the opportunity of the petitioner to further justify the proposal submitted if it has gotten the "rejected" status. The feedback gives the petitioner opportunities to direct to other (idea) portals or develop the proposal even more.

The three steps each have different criteria as listed in table 2.

Step	Criteria
Intake	1. Is the proposal submitted in the correct form? 2. Does the petitioner have serious and valid goal in submitting the proposal? 3. Is the proposal original? 4. Is Idee VenW the correct recipient of the submitted proposal (i.e. proposal may be more suited for another government body)
First meeting	1. Is the proposal explicit and straightforward? 2. What are the social benefits to be derived from this proposal? 3. Does the proposal sit within the domain of the Ministry of Transport? 4. How interesting is the proposal? 5. What are the chances for implementation of this proposal? 6. What are the (social) costs and (social) revenues from this proposal? 7. Are there any associated legal risks? 8. Is the proposal aligned with the laws and regulations?
Second meeting	Analyze 1. Social benefits: o Is there capacity and resources available for the proposal? o What are the chances for social merit by implementing the proposal? o What is the social cost-benefit analysis? o By implementation, what are the chances of social costs? 2. Proposal feasibility: o What is exactly the proposed solution for implementation? o What are the possible consequences to stakeholders? o What is the technical feasibility? o What are the financial bearings if implemented by the Ministry of Transport? o What is the juridical feasibility of the proposal?

Table 2: Criteria during the three selection steps (source: internal Idee VenW document)

Table 2 gives an overview of the arguments that are used during selection and provides a guideline when discussing a proposal. The official requirements applicable to an unsolicited proposal are published on the website. For example, a correct submitted form needs a developed and original proposal with motivation by the petitioner.

The review process of Idee VenW ends with an implementation into the organization of the Ministry of Transport. Each proposal that has successfully progressed to the third step within the review process receives a customized treatment for implementation. The customized treatment is due to the unique features that each submitted proposal has. This results into a non-standardized process according to Idee VenW. Possible rewards at the end of a successful process are:

- Affirmation to explore the proposals as a step in new developed policy,
- Affirmation to connect idea with decision-making process,

- Development of idea within Ministry of Transport,
- Request or assignment for development of the idea,
- Agreement to implementation or eventually tender.

At last, consultancy firm Van de Bunt (2008) did a careful evaluation of Idee VenW and its proposal review process. The evaluation resulted in the following recommendations:

1. Need to work on managing expectations from the construction industry,
2. Need to improve review process, in particular after the third step i.e. consultation with the petitioner submitting the proposal and
3. Need to define clear differentiation between an "acceptable" or "rejected" proposal.

1.4 Research outline

The research objectives can be derived through a step-by-step plan. The research explores the idea management system in discussing unsolicited proposals. Further elaboration of the research process will be delivered in four phases; first would be a theoretical framework, second is methodology, third would be a description of the Idee VenW practice and the four selected proposals for this research, and last would be the analysis and conclusion which comprise the outcome of this research.

The proposals within the process of Idee VenW are the unit of analysis. The proposals begin their cycle in the review process upon submission to Idee VenW and conclusion and decision for the proposal. Both a retrospective and real-time approach will be utilized to give more details regarding Idee VenW's current situation. The retrospective approach – review of documentation - is needed to reconstruct the overall review process of Idee VenW and the direction that each of the four selected proposals led on to. On the other hand, real-time approach - semi-structured interviews - will allow in-depth exploration of steps and decision-making within the review process.

The target group of this research are the project team members and civil servants who are, or have been, directly involved in the process of Idee VenW.

In this research the model illustrated in figure 6 will be followed through the successive chapters. The theoretical model constructed in chapter 2 will bring input to the succeeding research chapters of methodology, case study, analysis and recommendations.

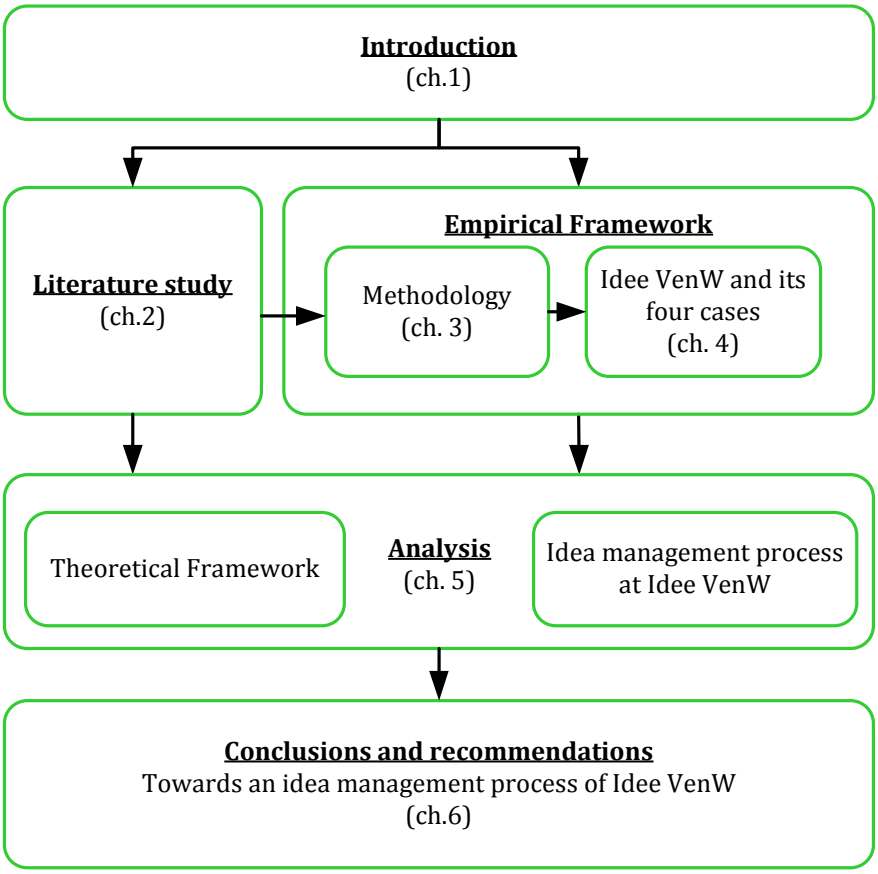

Figure 6: Overview of the research

Chapter 2 will cover the definition of idea management, the review process, as well as the challenges and success factors related to such. These will be depicted in a conclusion model.

During the course of this research, it has been difficult to find articles on idea management and more so articles with empirical evidence. For this reason, the theoretical study on innovation management and the Fuzzy Front End theory has been used.

Chapters 3 and 4 will contain the empirical framework of this thesis. Note that chapter 3, considered to be the outcome of the structural base set in chapter 2, contains executed methodology for the chapters 4 and 5.

Chapter 4 will contain thorough description of the actual review situations that occurred in Idee VenW. In this chapter four unsolicited proposals received by Idee VenW have been selected for study.

Chapter 5 will contain the analysis for this thesis. Said analysis will be comparing and contrasting key process characteristics from a theoretical framework perspective (as discussed in chapter 2) and empirical description of Idee VenW (as presented in chapter 4).

Finally, chapter 6 will provide the conclusions and recommendations to the question "How can the review process of Idee VenW be further improved to allow increase in rate of accepted unsolicited proposals?"

2. Theoretical Framework

Idea management within the innovation process is a challenging subject to capture. Business administration literature is used to conduct a theoretical framework. This chapter will start with positioning of the idea management within the innovation process. During the idea management process, the management comes across with problems. The problems are the challenges of the review process, and will be point of discussion in the following section. To run a successful process, factors are indicated in the next section. In thereupon following section a holistic process layout will be discussed which would then allow for the optimisation of the idea management process. The goal within the context of this thesis remains to have more high quality ideas accepted through the review process. The last sections will give contribution to literature and direct the empirical research.
At last, in literature the definition of idea is mentioned for the subject entering the idea management process. At the practice of Idee VenW each submitted proposals received discussion and a difference in definition of proposal, concept or idea is not made.

2.1 Idea management in context of innovation

The Innovation Management process can be classified into different sub processes. As a start, New Product Development (NPD) summed with commercialisation results in innovation management. As a part of NPD, Fuzzy Front End (FFE) is placed at the start with the stages of discovery, generation, development and selection (Koen et al., 2002). Idea Management is the aggregation of FFE, as ideas are generated in the early phases of product development. To further define Idea Management, it contains all the actions performed by an organisation to generate, evaluate and reward ideas and further on, to progress this ideas within the organisation for implementation (Gaspersz, 2002; Vandenbosch et al., 2006). FFE literature elaborates more on topics related to idea management, such as the discovery of an idea, opportunity identification; organisation time spent exploring the idea and the activities taken to strengthen it (Brem & Voigt, 2007; Koen et al., 2002).

FFE and idea management are important elements in New Product Development process (hereafter referred to as the NPD process). This is depicted in figure 7 that has been constructed from several reference articles.

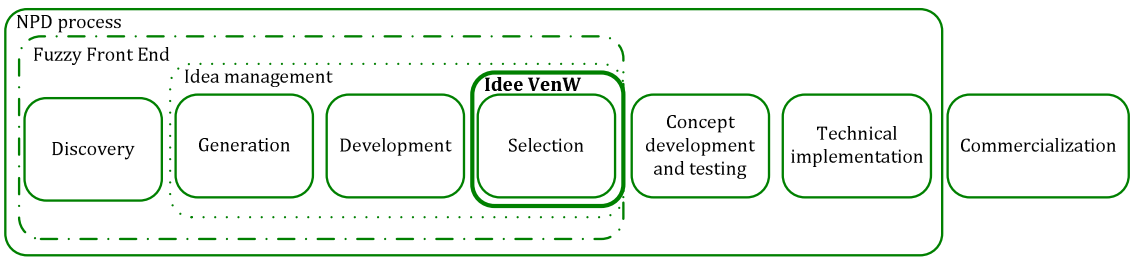

Figure 7: Innovation process

For this thesis, we know that Idee VenW is heavily involved in the idea selection stage.

A potential new product will progress to all depicted stages in figure 4. The focus of this research is the idea management process being the process between opportunity discovery and concept development and testing (Koen et al., 2002).

Where FFE points at content related influences (Koen et al., 2002), idea management purely focus on the idea and its process (Gaspersz, 2002; Brem & Voigt, 2007). The similarities between these two theories will be used in this chapter also due to few familiar literature articles on topic idea management.

Tidd and Bessant (2009) argue that in innovation there is an underlying pattern of success. As innovation is manageable, the sub-process idea management within it can also be managed. Effective management and efficient process layout accelerates the idea management process and that can be seen as the integration of creativity and innovation (Brem & Voigt, 2007).

Idea management is an offshoot of the theory of open innovation. Idea management is about using ideas from both internal and external sources where options for future businesses can be explored (Chesbrough, 2004). Opportunities can be discovered all throughout, not only inside but also outside the boundaries of organizations (Vanderbosch et al., 2006; Koen et al., 2002). Idea management engages the organization's capabilities to generate, develop and select ideas into implementable concepts (Koen et al., 2002).

2.2 Process

The process of idea management takes different forms within an organisation. Most of the time, teams within the organisation itself set up the idea management process in order to allow submission of employee proposals (Brem & Voigt, 2007; Gaspersz, 2002). In current organisational norms, an integrated approach to idea management is required. Relevant ideas from both within and outside the organisation must be considered (Koen et al., 2002; Brem & Voigt, 2007). These ideas are connected at the coordinating and tracing platform (Brem & Voigt, 2007), where employees can connect to the ideas to enhance the probability of adaptation (Kijkuit & Van den Ende, 2007). Idea management considers not only receiving and selecting proposals, but also development of proposals. Examples of development within an idea management process are intervening feedback and enrichment activities.

The process can be further analysed as falling into three stages. Many authors define three phases, namely generation, development and selection (Vandenbosch et al., 2006; Brem & Voigt, 2007; Gaspersz, 2002). An applied idea can be positioned in different stages of the innovation process. Awareness of the degree of innovation evolvement influences the idea management process. For example ideas with little elaboration will need more development and enters the idea management process in the early stages. Opposite that, an extended business plan will omit

the development stage and moves directly to the selection stage of idea management (Koen et al., 2002).

The degree of interaction is also seen in the innovation process, where Rothwell (1992) explains five generations of innovation models where the first generation is a linear simple model and the fifth generation is based on integration and extensive networking. According to Rothwell (1992) there is a large gap between first generation innovation models and fifth generation innovation models. An overview of the generation of innovation models is summarized in table 3:

Generation	Key features
First/second	Simple linear models
Third	Coupling model, recognizing interaction between different elements and the necessary feedback loops between them
Fourth	Parallel model, integration within the firm, upstream with key suppliers and downstream with demanding and active customers, emphasis on linkages and alliances
Fifth	Systems integration and extensive networking, flexible and customized response, continuous innovation

Table 3: Rothwell's five generations of innovation models (selected from Tidd & Bessant, 2009)

First and second generation innovation model resembles the Stage Gate process of Cooper, Edgett and Kleinschmidt (2002), while a fifth generation innovation model may closely resemble the circular model of Koen et al. (2002) Layout of this process depends mostly on formalization and interaction. In innovation literature, these two extremes are common findings.

The most formalized process and with substantial similarities to a first generation innovation process is called a stage gate process (Cooper, Edgett, Kleinschmidt, 2002a; Flynn et al., 2003; Geffen & Judd, 2004). Gates separate stages, this to focus on a grounded go/no go decision. Specifically in case of no go decision the idea is rejected and will exit the innovation process (Frederickson & Mitchell, 1984). Being a sequential process, evolution of the idea occurs within the stages. As an idea eventually completes a stage, a decision will be made and the process will move forward and not back to a completed stage (Cooper, Edgett, Kleinschmidt, 2002b).

Each developed product needs to adapt the stage-gate process. High-risk projects concerning new technology or capabilities would need more separated stages and gates while low risk projects with lower impact will need less stages and gates. An example can be seen in figure 8, involving stages and gates for the total innovation process (Cooper, Edgett and Kleinschmidt, 2002a).

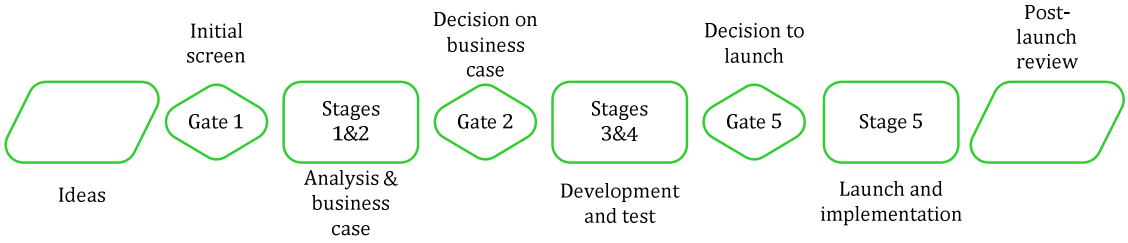

Figure 8: Stage gate process (Cooper, Edgett, Kleinschmidt, 2002a).

Nowadays, involvement and interaction of both outside and inside ideas are of importance (Gaspersz, 2002; Koen et al., 2002; Desouza et al., 2008). A very strict stage-gate process with high formalization and low interaction will resist the nurturing of the ideas.

The opposite of a sequential stage-gate process is a circular model where the idea can enter in several stages and receive feedback (Koen et al., 2002; Desouza et al., 2008). The dynamism and feedback opportunity of this model has close similarities to a fifth generation innovation model (Rothwell, 1992). Where a stage-gate process can be seen as a sequential process, the different approach a circular process follows also places importance in feedback and interaction (Koen et al., 2002; Desouza et al., 2008).

Koen et al. (2002) describes this process, although FFE oriented, in a circular model. The model, depicted in figure 9, is based on the FFE literature and is a useful medium to depict the feedback loops.

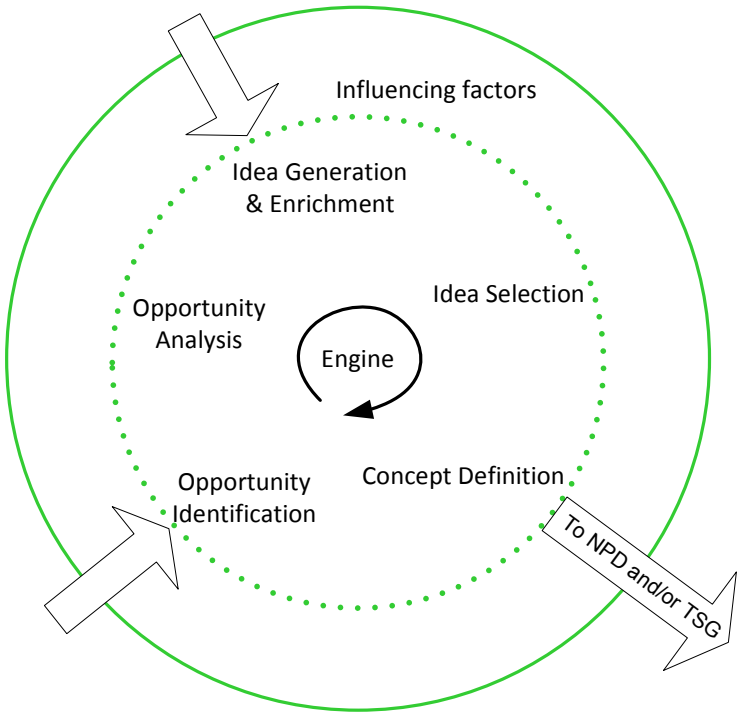

Figure 9: Relationship model (Koen et al., 2002)

Both presented models originate from FFE and innovation literature.

Going back to the process of idea management and the definition of its three stages – idea generation, idea development and idea selection - we begin to understand the focus of each stage:

- Idea generation: determining search fields, receiving/finding and suggesting ideas (Koen et al., 2002; Gaspersz, 2002; Brem & Voigt, 2007).
- Idea development: management and maturity of the idea where subject idea is enriched and tested. This can take place online via a database (Koen et al., 2002; Gaspersz, 2002).

- Idea selection: considered as the final gate of the idea management process, this stage focuses on selling the idea to the organisation (Gaspersz, 2002). To encourage implementation of the idea by the other related divisions within the organisation, careful selection and decision-making process are required (Cooper, Edgett, Kleinschmidt, 2002b).

These stages (idea generation, idea development and idea selection) contribute to the idea management process having distinct identification of all stages within the process. The evolved round model confirms the research information as processes in practice and is more similar to this model compared to the sequential model (Koen et al., 2002). Due to the high importance placed on idea enrichment and feedback with petitioners and/or involved employees in the idea management process, a round model with feedback loops is deemed appropriate to depict the idea management system in this research.

2.3 Main challenges in the idea management process

The process of idea management is not without issues. These issues can be related to challenges that are defined as the matter, action or manifestation that stimulate reaction and action.

While running the review process, the management of an idea management process faces challenges divided in different topics. Therefore challenges can be allocated to the operational management of idea management process and its involved project team members. All challenges are for responsibility of the management of an idea management process. Special attention for the management will be towards the challenges regarding petitioners, idea and the process. All these challenges will be subject in this section.

Management challenges

Pro-active top management governing circumstances and prospects strengthens the idea management process (Vandenbosch et al., 2006). An idea management team and its top management should give information about the type of ideas they would like to receive. Preferences of all management are often vague and contradictory and these tend to develop and change over time. First task of any decision-making group is to produce a consensus from the initial preferences of its organization (Kijkuit & Van den Ende, 2007).

Second task is to give guidelines about expectations towards proposals, because the initial selection and filtering from the idea management process can be transferred to the petitioner side (Gaspersz, 2002; Koen et al., 2002; Geffen & Judd, 2004; Brem & Voigt, 2007). An exploration can be successful if an organization clearly knows what they are searching for (Brem & Voigt, 2007). Message should not be as limiting as ‘we will only discuss valuable proposals’, as the primary goal of management of idea management process is to receive many ideas through provision of guidelines and then focusing internally to address important subjects (Gaspersz,

2002; Kijkuit & Van den Ende, 2007). Clusters of ideas can be arranged to improve the chances for success (Kijkuit & Van den Ende, 2007; Vandenbosch et al., 2006).

The two challenges management has to consider are the involvement of pro-active top management and direct guidelines for potential proposals.

Challenges regarding petitioners

Petitioners of new submitted proposals will obviously want to know what will happen with their proposals, where their proposal is in the review stage, and - in case of a rejection - what the argumentation will be (Gaspersz, 2002). But in reality it is difficult for petitioners to know the status of and importance given to their proposals within the internal organisation (Brem & Voigt, 2007). The management of a review process is responsible for the correspondence with petitioners.

It is the responsibility of the petitioner to give more insight regarding their proposal and to make the idea they present and its merits measurable (Gaspersz, 2002; Koen et al., 2002; Gamlin, Yourd, Patrick, 2007). Management must balance the desire for great detail in idea management process out. The balance considers the request for information. A submitted idea will stall if information collection effort becomes so exhaustive that the project never moves forward (Koen et al., 2002). Involvement and interaction with petitioners in a transparent process is vital to create a win-win situation for everyone (Brem & Voigt, 2007; Desouza et al., 2002; Vandenbosch et al., 2006). However, potential danger is if the petitioner will submit an idea in order to receive (material) incentives (Gaspersz, 2002; Brem & Voigt, 2007). Rewarding incentives are of consideration by the management. Transparency of, within the organization and regarding the proposal is key.

The challenges regarding petitioners are status of feedback, importance given to the proposals, and transparency of the organization and the proposal.

Challenges regarding ideas

Not all ideas are creative, nor do they have to be (Vandenbosch et al., 2006). In addition, there exists a significant relation to newness and failure (Brem & Voigt, 2007). For an idea to survive and succeed, the process of idea management to translate the idea from its early stages to viable development concepts is key. A non-creative idea with substantial improvement elements can succeed through the aid of a formal process (Geffen & Judd, 2004; Vandenbosch et al., 2006; Flynn et al., 2003).

Ideas also differ in impact and difficulty in implementation (Gaspersz, 2002; Kijkuit & Van den Ende, 2007). It is important for organizations and their idea management teams to understand and interpret whether an idea is a ‘quick hit’ or the ‘home run’ (Gaspersz, 2002; Desouza et al., 2002; Cooper, Edgett, Kleinschmidt, 2002a).

An innovative idea can originate from a broad spectrum of sources such as customer complaints, corrective action systems, suggestion boxes, supplier developments and benchmarking studies (Flynn et al., 2003; Desouza et al., 2002; Gamlin, Yourd, Patrick, 2007). It is in the organization's best interests to increase the "capture area" for new ideas as this is directly proportional to increasing the possibility of accepting a successful idea (Flynn et al., 2003). A large "capture area" is the start of a manageable process.

The challenges regarding ideas are a formalized process that is able to handle and translate the idea from its early stages, increase the capture area and the existence of different ideas.

Challenges regarding the process

In organizations, idea generation is not a specific job and often when new ideas surface, no action is taken (Gamlin, Yourd, Patrick, 2007). In most cases, the ideas can be of great scope, hard to process and rarely developed or funded. The management of an idea management process may also lack of a process to evaluate and compare worthiness of ideas, and have difficulties to find a right home for an idea (Gamlin, Yourd, Patrick, 2007). To select as many high quality ideas possible can result in unrealistic assumptions with respect to prognostic and discriminating capabilities of managers in finding the very few ideas from the pile of mediocre ones. Remember, a process itself cannot turn a mediocre idea into a star (Cooper, Edgett, Kleinschmidt, 2002a). For every individual idea, other experts may need to get involved in making a good judgement and varying the process layout; this results in a non-ideal type of idea management (Kijkuit & Van den Ende, 2007; Geffen & Judd, 2007; Vandenbosch et al., 2006; Lubart, 2000).
In the selection process, the challenge is to be effective in administration. A bad idea at this moment can be an excellent idea at a later moment (Gaspersz, 2002). However, investment by the management in eventual failures must also be avoided. The goal of developing a concept can give additional insight regarding the potential value and strength of the idea (Gaspersz, 2002; Koen et al., 2002). These goals are not precise because revenue expectations or prediction of launch dates are uncertain (Koen et al., 2002). Specific agreements with senior management on the goals to be achieved will result in support and guidance, but more so in setting a strategy for the idea management process (Geffen & Judd, 2007; Flynn et al., 2003; Brem & Voigt, 2007).

The problem for most managers of an idea management process is in selecting which ideas to pursue and judging which one will generate the most value. Usually an idea manager has more ideas that he or she wants to work on than he or she has resources (Koen et al., 2002; Cooper, Edgett, Kleinschmidt, 2002b). However, there is no single process that will guarantee good selection (Koen et al., 2002). Such requires a time consuming process and a costly system to provide feedback to the idea petitioners and may run the risk of frustration among many petitioners whose ideas are rejected (Kijkuit & Van den Ende, 2007). Formalized decisions are difficult due to the limited information and understanding available in idea management (Koen et al., 2002). Early timing in obtaining external feedback, interaction within the organization and

relating this obtained information to the idea will result in increased chances of success of the idea (Geffen & Judd, 2007).

In idea selection stage, decision-makers need to adapt a positive attitude when reviewing ideas. It is not merely a task to filter out less attractive ideas. Decision makers need to ask how an idea can be moved forward or modified to make it more attractive rather than how to determine which ideas to kill (Koen et al., 2002; Cooper, Edgett, Kleinschmidt, 2002b).

The challenges regarding the process are the connection with and to the organizations, possibility of too many proposals for limited resources that can review and challenging process to develop an idea for possible implementation.

Overview challenges

In an ideal process, key for creative idea submission is the support from a safe environment that accelerates idea generation and testing of ideas (Gaspersz, 2002). Without a process framework and a consistent set of tools, idea management teams have to identify and select analysis techniques and could possibly engage in some duplicate analysis (Geffen & Judd, 2007; Brem & Voigt, 2007).
All these mentioned challenges at each subsection are related to the management of idea management process. This is all summarized in figure 10.

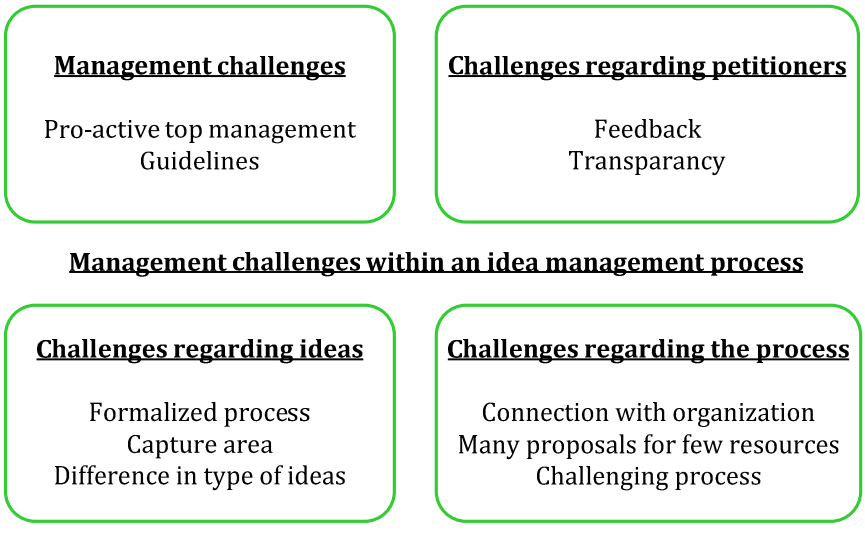

Figure 10: Overview challenges

2.4 Success factors for idea management process

Success factors are contributory elements or circumstances that cooperate to a success process. According to several scholars, the factors exist in an idea management process and influence the idea management process (Gaspersz, 2002; Brem & Voigt, 2007; Flynn et al., 2003). There is a difference between factors that influence the total process and factors ascribed to specific stages (Gaspersz, 2002; Kijkuit & Van den Ende, 2007). The overall success factors influence the total

process, where success factors are specific influence on the generation, development and selection stages. All success factors combined improve the idea management process.

Overall success factors

Overall success factors are effective management, strategic alignment by (top) management and communication and interaction within the organization. Communication and strategic alignment encourage the acceptance of ideas under the supervision of involved top management. These three factors are needed in every stage.

First, effective management implies good ideas. Effective management result in an active attitude to search for the ideas, generate and evaluate them in relation to the organizational environment (Vandenbosch et al., 2006). Involvement of top management influences effective management of the idea management process and encourages implementation later on.
Second, strategic alignment that is set by top management will accelerate implementation (Geffen & Judd, 2004; Koen et al., 2002). With strategic alignment it is easier to relate ideas to the process of an organization (Brem & Voigt, 2007). To help strategic alignment, the requirements and corporate directives given by (top) management can help organize ideas to be discussed.
Lastly, an overall success factor is communication and interaction of ideas within the organization. Communication within the organization and towards external parties accelerates interaction and acceptance of ideas (Vandenbosch et al., 2006; Flynn et al., 2003; Gaspersz, 2002). For example, involvement of employee insights and idea owner stimulates clarifying and enrichment of the idea (Gaspersz, 2002). Communication and interaction appears and connects in each and every stage.

The three overall success factors appear in all stages of idea management and are useful when utilized in combination with each other. Some examples will be cited to exhibit these success factors.

Generation stage

The objective of the generation stage is to understand the source of the idea. Recognizing the gaps or dissatisfaction that needs to be addressed can help understand why ideas are submitted (Lubart, 2001). Ideas have various origins so relevant knowledge and motivation from the organization can accelerate idea generation (Gaspersz, 2002). A pro-active attitude on the source of an idea will increase the quantity of ideas. More communication and information about the important themes from top management will highlight possible problems that need to be addressed. This can direct petitioners to give more focus and information on the idea they are intending to submit and will also help the organization relate the idea to the process (Brem & Voigt, 2007; Geffen & Judd, 2004; Koen et al., 2002). To encourage idea generation, material or non-material incentives can be given to petitioners (Gaspersz, 2002; Koen et al., 2002). Also, petitioners need to feel comfortable in submitting their ideas. Every beneficial platform to

increase the amount of proposals should be allowed. A platform is not only arranged through an online form, but also through chat boxes or expert panels (Desouza et al., 2008; Gaspersz, 2002).

In this stage four success factors can be derived, namely understanding the source of ideas, focusing on quantity of ideas, allowing all recognized platforms to generate ideas and directing ideas through the help of themes.

Development stage

The development stage concerns response generation and concept developing (Kijkuit & Van den Ende, 2007). It is important to store all generated ideas, because the ideas must be available for recycling for future use and enrichment (Gaspersz, 2002; Koen et al., 2002). Idea development cannot be given a time limit, because an idea may be more suitable in another time frame (Gaspersz, 2002). All generated ideas mention ideas from every participant such as employees, customers, suppliers and more (Brem & Voigt, 2007; Flynn et al., 2003). Comments on ideas must be captured as for example; a wiki can help to store comments (Desouza et al., 2008). Comments are the first step towards enrichment that helps to develop introduced concepts within an idea (Gaspersz, 2002; Kijkuit & Van den Ende, 2007). Also, pilot testing is important in this stage (Desouza et al., 2008; Koen et al., 2002). This will explain the need to store and possibly recycle ideas.
It is important to be aware as organization that revolutionary ideas are difficult to adapt within the organization. Though revolutionary ideas are a challenge, cross-functional actors and involvement of top management can encourage the adaption and development of such ideas (Gaspersz, 2002; Kijkuit & Van den Ende, 2007).

The development stage leads to the following success factors: storing ideas (for example recycling ideas), integrating all ideas from all sources, and creating possibilities for enrichment and testing.

Selection stage

The last stage of idea management, the selection stage, is focused on screening and decision-making (Kijkuit & Van den Ende, 2007). Screening involves gathering all information about an idea and scanning extent of evolvement reached within the innovation process (Kijkuit & Van den Ende, 2007). Underdeveloped ideas, that are drew and elaborated on in few words, will go directly to the development stage because the decision can be delayed; highly evolved ideas can go directly to the decision-making process in the selection stage. It is important for an organization to be aware of the innovation stage of an idea in case of screening (Tidd & Bessant, 2009).

To conduct an underpinned decision process, first step for an organisation is to formulate criteria to meet (Cooper, Edgett, Kleinschmidt, 2002a+b). Second after successfully answering the “must meet” criteria, ideas can be categorized in a decision matrix of impact and implementation speed and required effort (Gaspersz, 2002). Options within the matrix are go, no go and enrich. This

helps in prioritization of all generated and developed ideas in terms of impact and speed/effort. The third decision comes at a later time to develop and enrich the idea more in order to make a grounded decision (Cooper, Edgett, Kleinschmidt, 2002a).

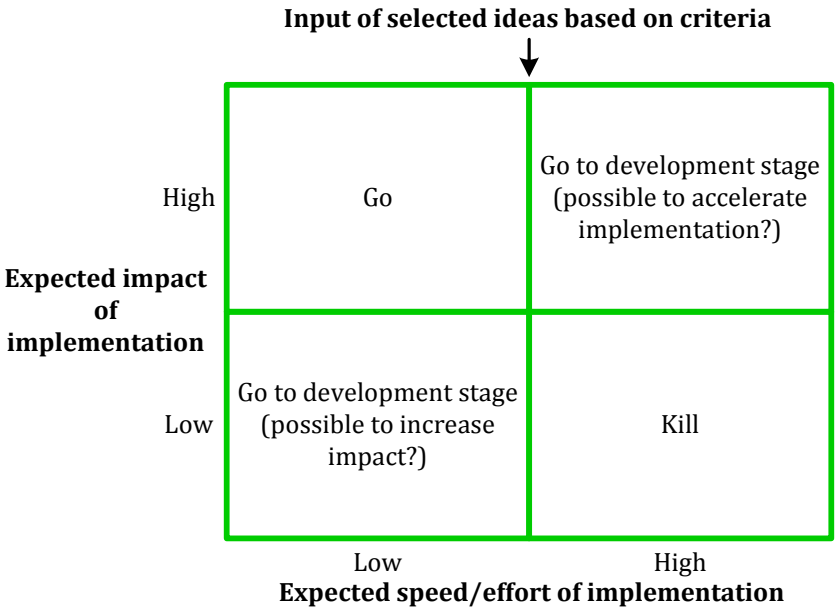

Figure 11: Decision matrix (based on Gaspersz, 2002)

The decision matrix in figure 11 can highlight the development of an idea within the selection stage. Direction can be given and grounded decisions can be made at a later point within the process.

To involve the whole organization, a cross-functional team can be created to review the ideas and formulate their opinion (Desouza et al., 2008; Cooper, Edgett, Kleinschmidt, 2002a). The cross-functional team is assigned into different expertises. Thereby, the team members from a cross-functional team are all ambassadors of the ideas and will publish ideas within the organization. Besides a cross-functional team, the involvement of top management can boost the further implementation because a top down approach commits to the potency of ideas (Cooper, Edgett, Kleinschmidt, 2002a). Top management can show that there is tolerance for failure but also possession of enough financial resources to support quality ideas (Gaspersz, 2002). Most important in this stage is to provide enough feedback to the petitioners regarding the decision on their submitted ideas (Gaspersz, 2002; Koen et al., 2002; Cooper, Edgett, Kleinschmidt, 2002a).

Categorizing ideas, formulating a “must meet” criteria, forming a cross-functional team and providing feedback to petitioners are the success factors within the selection stage.

2.5 Dynamic process model

An idea management process consists of three stages and thereby 15 distinct success factors can be identified. For a working idea management system, interaction and communication are important elements. These success factors give support to the notion that the idea management process is a dynamic process, where order of stages is not defined. The discussion of ideas is an iterative process (Vandenbosch, 2006; Gaspersz, 2002).

The interaction between the three stages is clear, where the generation stage is the formal start and selection stage is the formal end of idea management process. Because of the importance of the three overall success factors and the interaction between the stages, a strict sequential process with distinct separated stages will not depict a correct layout of idea management process. A round model with feedback loops will depict an idea management process that is depicted in figure 12.

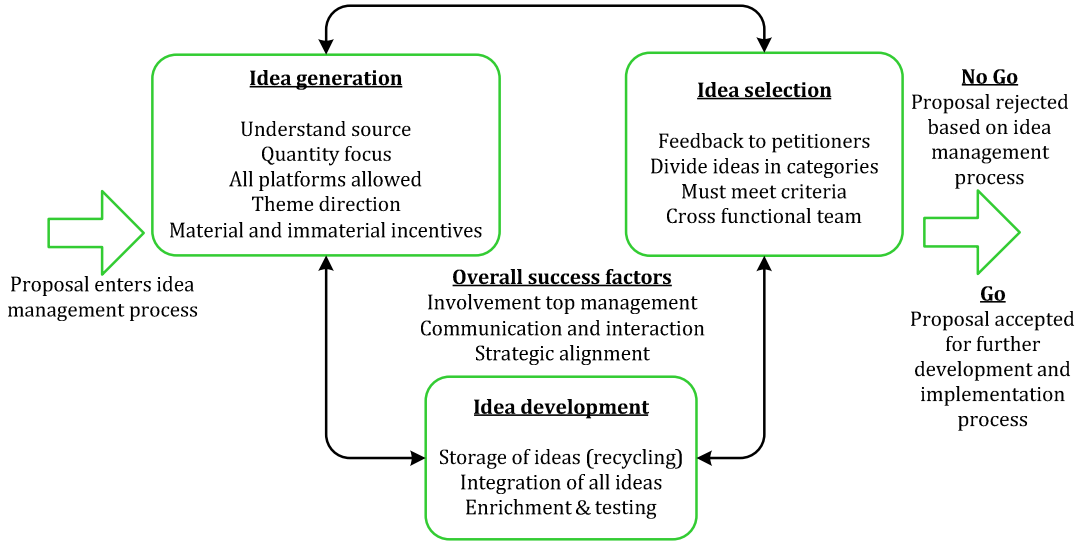

Figure 12: Theoretical model

All the success factors are formulated for each idea management process stage, where the overall success factors influence all stages. The success factors enable the process to accept more high quality ideas and reject low impact and time-consuming ideas. The success factors serve as guidelines and improve idea management process.

2.6 Contribution to theory and Idee VenW

In practice, Idee VenW primarily discusses the proposals and selects the most promising ones. These activities can be related to the idea selection stage of idea management. The focus for Idee VenW is linked to the theoretical model central to which is the idea selection stage.

The earlier stated challenges in section 2.3 are of importance in the empirical research. The management and the involved project team members encounter challenges during the review process of Idee VenW. To run an efficient process with the less effect of the challenges possible, factors that imply a successful possibility are of substance.

Figure 13 depicts this focus. To being, the ten challenges are depicted as starting points for an idea management process. Conclusions in the empirical research are the success factors that have their relation to run a successful process, where in this research the focus is on the selection stage.

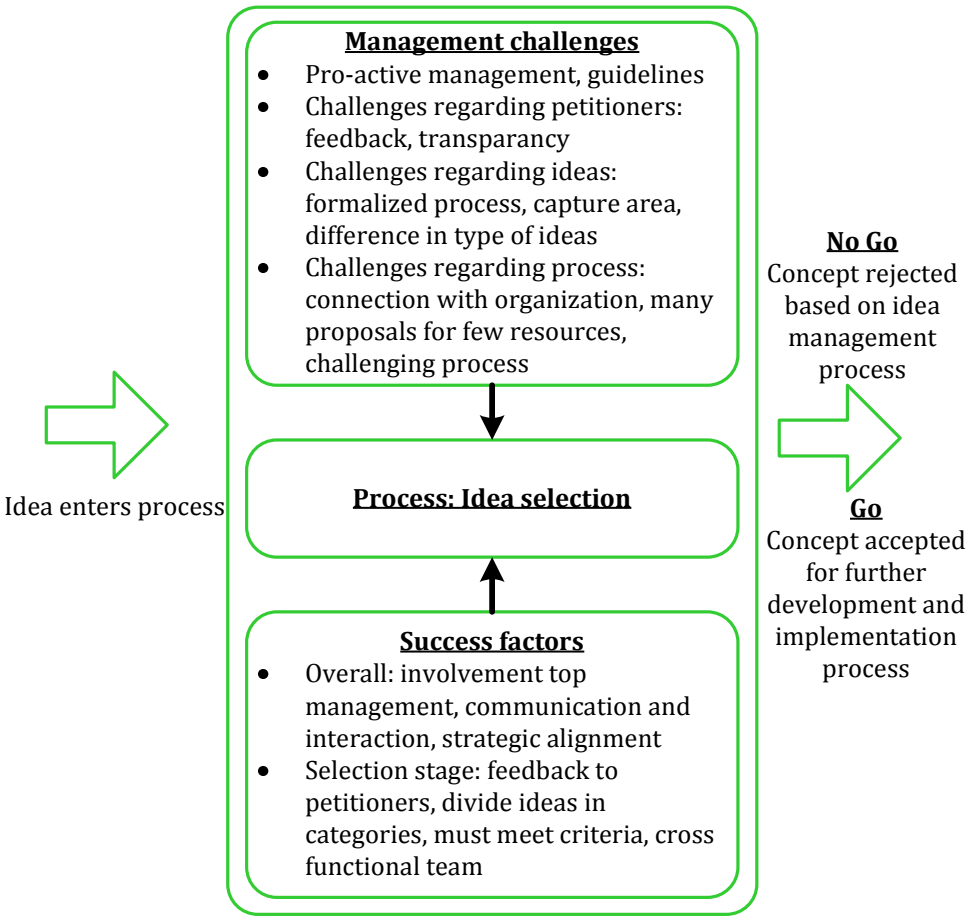

Figure 13: Focus model for this research

Available material to conduct this theoretical framework focuses primarily on the idea management process within a profit organisation. A layout of an idea management process within a non-profit organization is not found in the literature study. Gaspersz (2002) argued that the responsibility of the government is to be an inspirational front-runner putting forward ideas from public and private sectors. Idea management by the government is of importance as it sets a good example for other industries to follow.

The used theory elaborated in this chapter about idea management practice in a profit organization. Contribution is to relate this theory to a governmental practice. This is the start for the empirical research.

This specific research will focus on the influencing factors within the idea management system of Idee VenW. To explore the factors, this research will contribute to knowledge about the selection stage in idea management process. The empirical research results in a comparison between the

theory about profit organizations and the empirical study about a non-profit idea management process.

The stated researches in this theoretical framework mainly discuss the layout of an idea management system separately from the influencing factors, while this research combined the layout with influencing factors. The empirical research will focus on exploring the influencing factors within a non-profit organization. With the help of an overview of the influencing factors, the layout of idea management process can be improved to select the most promising proposals. Output of this layout will be the managerial implications for Idee VenW.

3. Methodology

In this chapter methodology is discussed to give an outline for the further conducted research. The particular type of research employed is explorative in nature. Main goals of this research are the desire to better understand an idea management process, gain extensive knowledge about idea management and develop an idea management process model for (non profit) organizations.

3.1 Subject of study

The research contains an exploration of the idea management process and its influencing factors. The explorative study focuses on questions in the empirical research as to how, why and what (Babbie, 2004) and also gives a full description regarding the invited ideas and the process they undergo at Idee VenW.

To describe the process of Idee VenW, the method case study is chosen within the field of qualitative research. The practice of Idee VenW consists out of 13 invited proposals. A social phenomenon during the process of proposals review is unit of analysis and is deemed suitable for multiple case study analysis (Babbie, 2004; Yin, 2003). Target year of this research is 2008 where information can be obtained from 13 invited proposals.

The case study protocol consists of three parts namely: document analysis, observations and interviews. The use of multiple methods is stated as triangulation and will increase reliability of the qualitative research, where validity is considered as high (Babbie, 2004; Yin, 2003). To eliminate the prejudice of the researcher, not only observations or interviews are part of this research, but also a multiple research methods are chosen.

Due to the existence of a few empirical researches in the subject idea management, use of methodology design towards empirical research is not applicable in this study. Most of the theories used rely on conducting a literature review or describing a more practical view. Solution therefore is to use definitions from theory to enable construction of an operational model and related questioning to a former project team member as to how they conducted a pilot. The choice for qualitative case study methodology confirms the flexibility of the research due to the possibility for adaptation of layout during the empirical research. An in-depth understanding of the process of Idee VenW is the result (Babbie, 2004).

The focus on the governmental idea management process Idee VenW implies at the end of this research changes for the developed theoretical framework of chapter 2. To materialize this result, the theory of pattern matching and process tracing is used. Pattern matching will help to ‘establish that a preponderance of cases is not inconsistent with each of the links in the theoretical model which drives the case study (Yin, 2003). To describe the four selected

proposals and its idea management process, process tracing directs a more systematic approach to pattern matching (Yin, 2003)

3.2 Description of the practice of Idee VenW methodology

Multiple methods are used in the empirical research. As a start, the case study protocol combines all types of parts to describe the process and the challenges for the invited proposals presented to Idee VenW. The theoretical framework directs the case study protocol.

Observations

The method observation will aim towards the description of the situation at Idee VenW that occurred in 2009. Observations executed through the method of "participant observation" during six project team meetings include one first meeting and one second meeting. The observations cover a three-month period. Notes and extended reports will be the output of the observations and by approval of the project team members of Idee VenW these notes and reports will be used as input.

A special meeting was the 'Parels sessie' on 18th of May 2009. The target group was petitioners, recipients and civil servants who aimed to discuss the process of idea management in governmental organizations (Idee VenW, Idee VenW intern and Idee VROM) and attempted to enrich the ten ideas specially selected for this meeting. Observations during this day enlighten the process.

Document analysis

Document analysis is based from notes during the meetings, internal written communication and established documents from the year 2008. The document analysis will be used to describe the start point at Idee VenW and the actual situation within the organisation.
The notes of the meeting 'Parels sessie' of 18th of May will be used as special document for analysis. Part of the 'Parels sessie' is to provide recommendations of the present petitioners for the review process of Idee VenW.

Interviews

Finally, the conducted interviews will focus on the 13 invited ideas and the process that they had gone through. Goal of the interview is to examine the process gone through by the invited proposals at the instances where the respondent was involved. Important circumstances and influencing factors will be identified. As a result, an overview of the process of the invited proposals can be constructed. The interview will comprise of open-ended questions and will be transferred to a voice-recorder. For this research, the involved respondent must approve each report in the interview. The interview protocol is shown in appendix E.

Respondents of the interviews are project team members. Main respondents are the (former) project board and the experts. Three requirements are of importance in selecting respondents namely that a respondent discussed three or more invited proposals in 2008, a respondent is still

working for Idee VenW or Ministry of Transport and a respondent is of important influence and can give a valid view within the review process. An exception is made for the former project secretary so as to cover necessary information about the project board process. The first interview was held to test the interview protocol and to make two necessary general adjustments. One change was made in the deriving questions, where it was required to understand the reasoning behind the choices made in the process. Another change is to focus on one specific proposal for each question and do not discuss the process in general where other methods contain enough information.

There were 9 respondents interviewed who all gave information about the involved proposals. First question of the interview was focused on how that respondent selects from the total list of invited proposals the ones to be discussed in the review meetings. This choice was made out of involvement of the respondent during the process and knowledge about the proposal of the respondent that still exists.

The respondent was free to choose proposals as subject of the interview. Consequence of this process is that a process overview of some proposals cannot be executed. Some proposals weren't suitable for discussion in detail, because the process of the proposals was long ago and the respondents forgot the important process steps.
Consequence is the selection of four proposals, which are the main topics in the chapter 4. These four proposals are good examples for studying and analysing the review process of Idee VenW because they differ in background, petitioner and subject. Due to the confidential review process to appreciate the petitioners, the four selected proposals are not elaborated in this thesis.

To conclude the description of the practice of Idee VenW the similarities and differences between the four idea management processes are summarized. The four proposals differ in background, petitioner and subject and these variables will be input to discuss the differences in process. The influence of the stated differences in chapter 4 has its impact on the management of idea management process. The impact can be related to challenges that are defined as the matter, action or manifestation that stimulate reaction and action. Challenges occur at Idee VenW and this is the point of discussion.

3.3 Analysis methodology

In chapter 5, the comparison of the actual situations and theory will be made. This implies a detailed analysis and will give recommendations towards the theoretical model and the review process practice within Idee VenW. Input will be the theoretical analysis of chapter 2 and the description of four proposals in chapter 4.

The comparison between the theoretical findings and the empirical results was based on process tracing that is a configuration of pattern matching (Yin, 2003). Based on theoretical assumptions from chapter 2, process tracing in chapter 5 will try to find evidence the result of a process and

all its influencing factors and does not merely reflect spurious association; and that the predicted relations in the theoretical framework was of the effect magnitude in the empirical framework predicted by theory.

Related to this research, the process of idea management encounters challenges, where the improved process is performed by success factors. The developed theory (chapter 2), with its envisioned challenges and success factors for profit organizations, is set as the initial theoretical statement when comparison is set on the basis on the challenges (idea, petitioner, management and process) and the seven success factors (involvement top management, communication and interaction, strategic alignment, feedback to petitioners, "must meet" criteria, divide ideas in categories and cross functional team). The result of the analysis provides an overview of challenges of the process of a governmental organization Idee VenW and its success factors for improved process. Chapter 5 starts with this overview.

To construct the overview, the challenges discussed in chapter 4 will be related to chapter 2. Differences between theory and practice will contribute to the overview of Idee VenW. Later on, the factors will be taken together to show their influence on the idea management process of Idee VenW. It results in an overview of the critical requirements of the review process of idea management (Yin, 2003).

To give a correct overview of the success factors, table 6 will guide the proposed operationalization of each success factor. The definitions of the success factors can be found in Appendix B. The process contains challenges and success factors. Based on this theoretical assumption the operationalization in table 6 provides focus questions that can be related to success factors and challenges.

Success factor	Conceptualization	Operationalization	Related challenges
Involvement top management	Present top management at idea management system (example: DG, SG within Ministry)	Definition of top management? Presence of top management at process?	Involved management
Communication and interaction	Communication with important stakeholders within and outside the organization where there in interaction	Important internal stakeholders to communicate with? And how? Important external stakeholders to communicate with? And how?	Feedback Capture area
Strategic alignment	Aligning idea management to the core business of the organization	Strategy known at Idee VenW? What is the strategy of Idee VenW? Knowledge presence at Idee VenW about the domain of the proposal? Use of themes for collecting proposals?	Guidelines Transparency Connection with the organization
Feedback to petitioners	Feedback to petitioners after submitting proposal	Is there a feedback system to the petitioners? What is feedback towards petitioners? How is it managed?	Feedback
"Must meet" criteria	Requirements and wishes to discuss and accept submitted proposals	Is there a discussion on the proposals? What are the most important criteria used? When is a criteria used and are there marked differences? Why is a proposal promoted to the next review process level?	Formalized process
Dividing ideas in categories	Categorization of ideas	Factor of categorisation included in the process	Many proposals for few resources Differences in type of ideas
Cross functional team	Involved project team members of different disciplines	Involvement of different disciplines at Idee VenW? At which moment? Missing disciplines? And when do we recognize the need to fill in representation from missing disciplines?	Challenging process

Table 4: Operationalization of 7 success factors

4. Idee VenW: idea management in practice

The starting point of the review process within Idee VenW as outlined in section 1.3 had some slight variances as compared to real practice. This chapter begins with a description of the actual review process of Idee VenW. An overview of differences and similarities within the review process is provided in a following section. Although, to respect the confidentiality towards petitioners within the review process of Idee VenW, the challenges are not topic in this thesis.
To give insight into the opinions of the respondents, some quotes are attached as annotations in the text. Due to the difference in use of language during the interviews and capture the original message, these quotes are not translated and are stated in Dutch.

4.1 Process of Idee VenW

The process depicted in figure 3 and appendix G is in reality of the similar layout to the review process within Idee VenW. The main subject matter of this section is the actual execution and outcome of the 13 invited proposals as they traverse the review process performed by Idee VenW. Changes in organization of the project team and review process are perceived. Thereby, actual data about the target year 2008 completes the overview of actual practice at Idee VenW. The organization of the review process elaborated in this section is most of the times common for every submitted proposal to Idee VenW. Exceptions are rarely made; some examples are discussed in following sections.

Organization of the project team

All the review process work must be done in the allocated time by top management of 1FTE. According to multiple respondents this allocated time is usually not enough to complete the necessary work. The key question about the allocated capacity is more on how effective the review team uses this capacity. Beyond expectations according a respondent, the amount of submitted proposals was not in proportion with the allocated capacity[1]. In May 2009 it has been observed that there was a real backlog in delivering feedback to petitioners and accomplishing the recommendations of Van de Bunt (2008). These primer activities of Idee VenW are not successfully executed with the allocated capacity. Besides that, the former project director had visited some network meetings and gave some presentations towards the industry (Janssen, 2007 November; Van de Bunt, 2008 May). This meant that the allocated capacity - in the form of the project director's time – was channelled towards other non-review activities. At the moment, such presentations and meetings as external communication aren't specifically included in the capacity planning of the organization of Idee VenW.

[1] "Uiteindelijk bleek, wat niet verwacht was, dat er een enorme hoeveelheid ideeën werd ingediend. Het projectteam was daar niet op uitgerust qua capaciteit, de projectsecretaris is maar 2 dagen in de week met Idee VenW bezig en het team komt maar eens in de 2 weken bij elkaar."

During the interviews with the respondents, it was difficult to generate an overview based on the status of the proposals in discussion. Most of the respondents were not present when petitioners are invited for a first meeting, as during a first meeting, only the project board and a selection of experts will be present. Other experts receive an update about the status of the proposal as feedback from a succeeding project team meeting. Some respondents indicated during the interviews that they are out of touch with the actual status of the discussed proposals.
A related problem to this issue is that there is no shared directory of all documents in Idee VenW. Some respondents argue that to support the notion of giving access to all project team members of information, a shared directory can help[2]. Currently, only the project board members can access the archive. It is then the responsibility of the project board to communicate with the petitioners. Many respondents could not answer the question of, "what is the status of a named proposal?" Lack of information from and by the experts on the proposals is an identified issue during this research.

Review process in practice

The process starts with the submission of proposals to the Idee VenW website. The proposal will be registered via an excel system and will be up for consideration by the project board. Three choices can be made namely:

- Redirecting with a standard argumentation
- Extra information needed
- Discussion within the project team meeting.

In case of extra information being needed, experts will be asked to give their opinion on the proposal being discussed. For example, a respondent stated that some received proposals at this early stage were pre-discussed and judged before the project team meeting. The delivered opinion and expertise were important about value of the proposals as input for the project team meeting[3].
During the project team meeting discussion is open, which means anybody can give his or hers opinion. At the end of the project team meeting, team leader will make a final decision[4]. Result of this meeting can either be a redirection of the petitioner to another platform, need to gather additional information from the organization for an arguable discussion or an invitation to the petitioner to attend a first meeting. The first meeting focuses on clarifying and demystifying the

[2] "Ik heb geen idee wat de status is van dit idee. Er is onvoldoende schriftelijke informatie aanwezig bij mij om iets op een later moment met het idee te kunnen doen. Dit kan liggen aan het archief van het secretariaat. Mappen worden en/of kunnen niet gedeeld worden."
[3] "Bij specifieke ideeën op mijn onderwerp krijg ik een mailtje van de projectsecretaris om even een eerste reactie te geven of het idee wel geschikt is voor het agenderen op de project team vergadering."
[4] "In de project team vergadering gaat het bespreken als volgt: de voorzitter noemt eerst het idee en dan komen de eerste reacties. (…) Iedereen krijgt de tijd te roepen wat hij of zij wil. Vervolgens formuleert de voorzitter een conclusie, er wordt nog een kort rondje gedaan en dan wordt de conclusie getrokken of de indiener van het idee wordt uitgenodigd of niet."

proposal given that the petitioner is present to give further information to the project team members. The second meeting focuses on the relation and application with the proposal and the organization.

Overview facts of 2008

In 2008 there was a total of 4 accepted unsolicited proposals arising from the review process of Idee VenW were deemed to be of high quality. Most of the unsolicited proposals' life cycle ends within the first step - at the intake by the project team (317 proposals). The project team meeting discussed 52 proposals and 13 of them have received an invitation for a first meeting. After the first meeting, two proposals were judged to be of high quality and do not require a second meeting in case of immediate fit. This is depicted in figure 14.

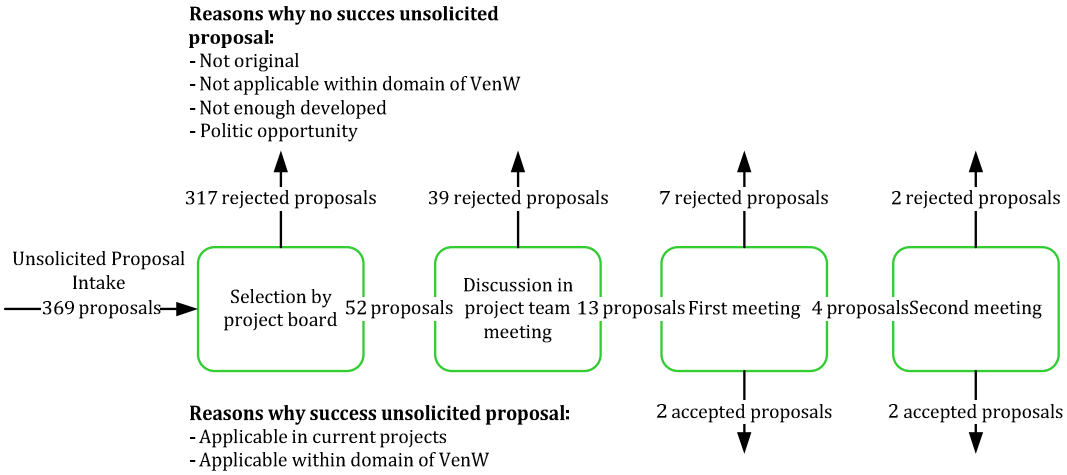

Figure 14: Overview process of Idee VenW and amount of proposals in each stage

Source of petitioners

Most of the submitted proposals received came from non-industrial sources. According to a respondent, the project team was quite stunned by the amount of proposals that came from outside the industry - primarily citizens[5]. Most of the non-industrial proposals have received the directive of either being non-original, not fully developed or incorrect fit with the domain of Ministry of Transport. For example there were a lot of submitted ideas on carpooling however, carpooling is not original as many private organizations already embrace this idea and created a business. On the other hand, proposals from industry are of higher quality in relation to the requirements of Idee VenW, all of the four accepted proposals in 2008 origin from industrial petitioners. The overview of proposals by type of petitioner is shown in table 7.

[5] "Het projectteam is voornamelijk bezig geweest met het beantwoorden van burgerbrieven. (..) Daardoor is er weinig tijd overgebleven om veel aandacht te besteden aan de echte unsolicited proposals waarvoor het loket eigenlijk was opgericht."

Step within process	Non-industry	Industry	Total
Total submitted	340	29	369
Discussed by project board	23	19	52 (8 unknown)
First meeting	4	9	13
Second meeting	1	3	4
Success after first or second meeting	0	4 (2 after first meeting)	4

Table 5: Proposals distributed by source

Reasoning of rejection

Despite the lack of records or logs of argumentation, a list can be created for most common reasons for rejection, namely:

- Vagueness,
- Not directly applicable to the Ministry of Transport
- A connection with long term (in politics very difficult to handle due to elections) instead of possible direct implementation
- Politically inappropriate, or
- No relation to the domain Ministry of Transport.

In addition to these five reasons, another reason for rejection could be that a proposal is considered as 'underdeveloped'. An underdeveloped proposal usually leads to needing more time before submission at the project team discussion about details. In case of further development of the proposal being available and the proposal once again enter the review process, the idea will be registered as "new" and once again up for discussion in the review process. In most of the cases, a submitted proposal may remain unchanged throughout the whole review process in Idee VenW.

4.2 Comparison of four selected proposals

The proposals differ in background, petitioner and subject. During this research the four proposals highlight also other differences. The differences in proposals are the cause of adapted processes for the four proposals. This section summarizes the differences between the proposals and how specific elements influence the review process of Idee VenW.

As a start, the type of petitioner differs in all the four proposals. The classification of non-industrial and industrial is used; thereby the classification of a large petitioner and small petitioner can be added. The large petitioners submit their proposal at multiple entry points to the Ministry of Transport, such as the top management. Idee VenW has special attention towards large petitioners; Idee VenW expects high quality proposals from large petitioners. The project team of Idee VenW took the discussion of the proposals seriously.

The awareness of large petitioners about the possibilities at the Ministry of Transport results in dedication of their proposals towards a specific project or research of the Ministry of Transport. These petitioners have knowledge about the possibilities for a proposal and thereby results in a politically sensitive proposal. Proposals of small petitioners do not have its specification and clear identification towards a field within the domain of the Ministry of Transport. Cause of the connection with the Ministry of Transport the petitioners are tenacious due to their business and potential (financial) benefit.

All petitioners of the discussed four proposals explored the possibility of attaching some extra information of their proposal upon submission form. The presentation of the proposal is not only important at the submission of a proposal, but also at the further stages within the review process.
The specification among the four proposals differs, some are well-developed and some of them are underdeveloped. Related to presentation is the use of specific language for explaining the proposal. Too much technical detail has its impact on understanding of the project team members of Idee VenW.

The helpful sales capabilities, for example special expertise from the petitioner brought to a meeting with Idee VenW are exquisite. Some petitioners could convince and sell their proposal to the present project team members with a moving presentation.

All the similarities and differences stated in this section are summarized in table 12.

	Discussed proposals
Type of petitioner	Industrial and non-industrial petitioners Large and small petitioners
Status nowadays	Interlocutor of the Ministry of Transport Out of touch
Submission	Sometimes use of multiple entrances
Possible connection	Large petitioners: projects and researches of the Ministry of VenW Small petitioners: no direct specification
Impact of proposal	Political sensitive Not specific related to a concrete issue of the Ministry of Transport
Presentation of petitioners	Sometimes moving presentation to convince Idee VenW
Rate of development	In a range from underdeveloped to well-developed
Rate of difficulty	Use of specific language Common sense

Table 6: Overview differences four proposals

The association of some aspects of a proposal has its reflection on the progress of the review process. Large petitioners experience less resistance in the first stages of the review process of Idee VenW, where small petitioners have to convince Idee VenW with heavily developed proposal. Besides the progress of the review process, the association of aspects of a proposal has not a direct linkage to the result of the review process of Idee VenW.

5. Analysis

The analysis for this research is based on the methodology stated in chapter 3. Pattern-matching and process tracing is used as theory from Yin (2003) to compare theory with the review process practice of Idee VenW. The chapter ends with an overview of the success factors in a review process managed by Idee VenW.

5.1 Overview review process and its influencing factors of Idee VenW

Adaptations in process provide an overview of the review process and its influencing factors in context of the practice of Idee VenW. The overview is related to the theoretical framework of chapter 2 and completes the insight in the review process of Idee VenW and the factors that determine their influence and the success of Idee VenW.

To give an overview of the influencing factors, figure 15 is depicted. The figure starts with five most elementary management challenges related to the practice of Idee VenW. First, Idee VenW has to be aware of the strategy of the Ministry of Transport; this can be related to the transparency of the organization. Second, the differences between the type of petitioners and the proposals have its reflection on the review process. Third, at the end of the review process Idee VenW accepts few proposals and cannot relate them always to resources. Fourth, the limited capacity of Idee VenW challenges the effectiveness of the review process. Last, every submitted proposal deserves a unique process and Idee VenW adapts the review process to the submitted proposal.
The difference with the theoretical model in chapter 2 is the defined challenges for the specific situation of Idee VenW. Some challenges, such as strategy alignment is also observed in the context of Idee VenW. Thereby, the review process adapts by the influence of differences of proposals and petitioners. This was not noted by scholars, but observed in the practice of Idee VenW.

The figure 15 ends with an overview of five success factors. The five factors are outlined as success factors for the process of Idee VenW that mainly is concerned with idea selection. By implementation especially of the success factor 'interaction with the organization and petitioners', Idee VenW receives a chance to evolve to a higher generation innovation model, as stated by Rothwell (1992). The characteristics are nowadays similar with a first/second generation by the linear process, the addition of interaction and feedback loops the evolvement of a third generation can be realized.

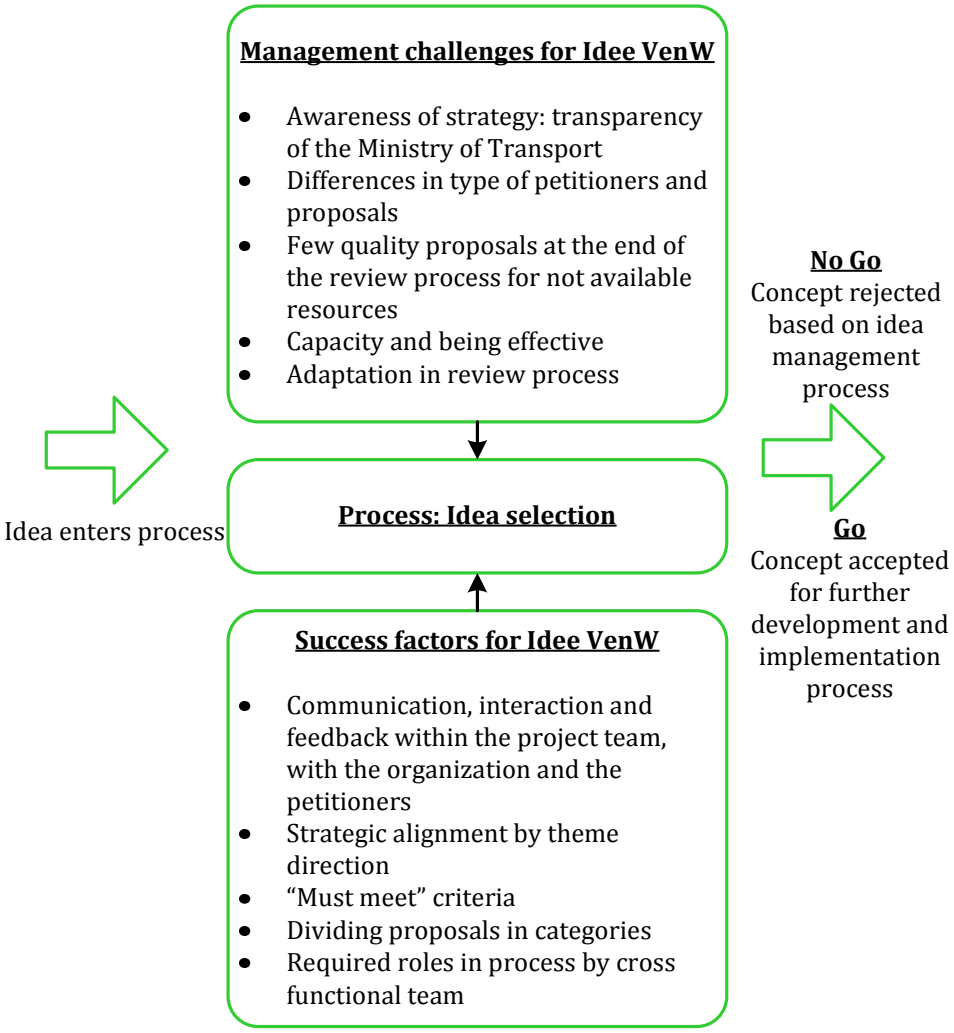

Figure 15: Overview review process and its influencing factors in context of Idee VenW

The influencing factors will not change the status of acceptation of the four selected proposals. However, the process of Idee VenW will be professionalized and thereby the proposals receive a fair chance of acceptation. This fair chance can be related to the four proposals:

- It can be possible that by serious offering of resources, the petitioners will develop their proposal
- Communication and interaction could be improved and the presence of resources to consider had participated in the proposal review
- Proposals could have benefited through increased transparency in selecting the right moment for submitting
- Some proposal needed further development to gain more quality and progress in the review process.

5.2 Impact on challenges and process

The stated similarities and differences within the review process of the four proposals in chapter 4 have major influence on the challenges. To keep in mind, challenges are defined as the matter,

action or manifestation that stimulates reaction and action. At the end of chapter 2 and 4, an overview is depicted with the theoretical and practical challenges. A comparison will be made in this section of these two overviews, where the four areas of possible challenges are related to the actual practice of Idee VenW in a governmental context.

Management challenges

Direct involvement of top management does not occur at Idee VenW. The top management is indirect involved in the review process. At the review process of large petitioners, top management is more pro-active involved than in the review process of small petitioners. These large companies are strategic partners of the Ministry of Transport and thus it was considered important in supporting a good relationship. Linkages with other proposals and the management are not discovered during this research, although the management is occasionally updated.
Related to theory, scholars argue that involved top management within idea management process encourage consensus from the initial preferences of its members and strengthens the idea management process (Vandenbosch et al., 2006). A determined and pro-active management team (Vandenbosch et al., 2006) is in common practice at Idee VenW not always present. The management is more active when review happens of proposals from large companies. Overall, the indicated challenge of involved top management is not perceived by the practice of Idee VenW.

In case of two proposals, with no specific relation to issues of the Ministry of Transport, it is hard to find a connection with the organization. Within the activities of the Ministry of Transport are most of the times no budget for specific project.
The domain of the Ministry of Transport can be related to the guidelines theory (Gaspersz, 2002; Koen et al., 2002; Geffen & Judd, 2004; Brem & Voigt, 2007). Scholars argue that top management can set strategic alignment of an idea management process to relate (possible) proposals to the core processes of the organization (Koen et al., 2002; Geffen & Judd, 2004; Brem & Voigt, 2007).
Although the domain of Ministry of Transport exists in practice at Idee VenW, the domain is not specifically stated or communicated within the organization of Idee VenW and to the petitioners. Without explicit stated or communicated domain, some proposals had a connection with a tangible issue of the Ministry of Transport. Most of the time, large petitioners had knowledge about specific issues, projects and researches. The challenge to be aware of a strategy is expressed in the practice of Idee VenW and connects to the transparency issues of Idee VenW and the Ministry of Transport.

Challenges regarding petitioners

Feedback with founded argumentation is essential within a review process (Gaspersz, 2002; Brem & Voigt, 2007); this was given to all petitioners of the discussed idea management processes in the practice of Idee VenW.

To give founded argumentation as project team, presentation of the petitioners and discussion during the meetings is essential input. The theoretical challenge of feedback is in practice at Idee VenW manageable, but in addition the proposals differ in interaction during meetings.

Nevertheless an added practice of Idee VenW was that the four proposals do not have a perfect fit with the momentum of applied projects. The momentum issues in the practice of Idee VenW can be related to transparency as a theoretical challenge. Transparency of the proposals, given by petitioners, and the organization about the required information, are key for a review process (Gaspersz, 2002; Koen et al., 2002; Gamlin, Yourd, Patrick, 2007).
Problems to find a serious connection with the Ministry of Transport can be dependent on the transparency within the Ministry of Transport and the existing knowledge about the Ministry of Transport by the petitioner. For the management of Idee VenW and the stated scholars, it is very difficult to create a complete overview of the submitted proposal and provision of measurable merits for the Ministry of Transport (Gaspersz, 2002; Koen et al., 2002; Gamlin, Yourd, Patrick, 2007). This can be related to the reasoning of the few accepted proposals by Idee VenW.

Challenges regarding ideas

Remarkable are the differences of proposals affected by the type of petitioners. Large petitioners appear to deserve a serious discussion by Idee VenW while non-industrial petitioners, related to small petitioners, have to submit a very complete proposal to enter the process of Idee VenW and postpone possible rejection. This can be explained by the multiple challenges regarding ideas in practice thought:

1. By selecting 13 proposals out of 369, on the basis of no originality or no fit with the domain of the Ministry of Transport, many ideas were not creative enough. Vandenbosch et al. (2006) predicted this to happen in an idea management process in their research.
2. The choice to open Idee VenW for everyone results in an enormous amount of proposals from the non–industrial sector of petitioners. The enormous amount of proposals surprises multiple respondents. Idee VenW is mainly occupied with correspondence of the rejected proposals. According theory, increasing the 'capture area' will increase the possibility of acceptance within the system (Flynn et al., 2003; Desouza et al., 2008; Gamlin, Yourd, Patrick, 2007). In practice at Idee VenW and in the year of 2008 only proposals from the industry were accepted. There is no direct result of a large capture area.
3. As stated by the project leader Idee VenW, every proposal that was invited is unique and deserved a specified discussion in the review process of Idee VenW. The standard layout with three stages is used; however, formalized decisions and processes are unintentionally adapted in further stages of the review process at Idee VenW. A large difference is observed by the discussed proposals' on impact and difficulty.
4. Within the review process of Idee VenW, the distinct requirements of a well-developed and defined idea in a specific area within the domain of the Ministry of Transport stated

by Idee VenW are of importance. As with every phase of the selection process by Idee VenW requirement of development occurs.

The processes that the four idea management processes had gone through the standard review layout, even as the completion of the process differs. The distinct requirements of being well-developed and clear relation to domain of the Ministry of Transport have provided an unintentional pattern. Industrial petitioners excelled in elaboration. Non-industrial lacked elaboration on details, where the requirement was well-developed but could not execute. Compared with the theory of Koen et al. (2002) on level of detail and the speed of discussion, Idee VenW decided to focus on details and these results in large discussion time.
Thereby, the stress is notable between the requirements originality and development. Heavily elaborated and developed proposals have lack of originality.
Main challenge of the practice of Idee VenW is to cope with the differences of proposals submitted by different petitioners. Unintentionally, Idee VenW adapts the review process.

Challenges regarding the process

The establishment of Idee VenW provides a serious discussion of submitted proposals at the Ministry of Transport. The proposals have a diverse origin of petitioners and many organizational units of the Ministry of Transport direct proposals to Idee VenW, such as communication and public relations business units. There is a substantial flow of proposals towards Idee VenW. Despite the constant flow of proposals, Idee VenW discovered nevertheless finding difficulty for a right home. Gamlin, Yourd and Patrick (2007) stated this problem in their research and in actual terms. There are no difficulties to collect submitted proposals, but difficulties to connect accepted proposals.

The layout of Idee VenW is considerably a time-consuming process. This can be an outcome of the low resource capacity of Idee VenW and the submission of a large petitioner, as stated by several respondents. Kijkuit & Van den Ende (2007) referred in their research to this specific problem, discussing that proposals could end up being in a time-consuming process that fails to provide feedback to petitioners.

Capacity and being effective is in practice a challenge for Idee VenW. Besides that, the special interest in proposals from large companies has positively consequences for speed of discussion.

Remarkably in the proposals to Idee VenW is the low amount of accepted proposals. According to literature, normally there are too many proposals accepted for fewer resources (Koen et al., 2002; Cooper, Edgett, Kleinschmidt, 2002b). At Idee VenW there were four accepted proposals where two of them have still difficulties to find a connection with the organization. The theory about few resources for proposals is correct compared with the practice of Idee VenW; however, the amount of successful proposals in the last stages of the process does not resemble at all to the stated theoretical challenge.

Increased success through information, interaction and timing is in theory important features of a review process (Geffen & Judd, 2007; Koen et al., 2002). In practice, development of the proposals without agreement of the petitioner is not successful due to the intellectual property rights that remain during the review process at the petitioner. Cooperation with the organization and the petitioners within several meetings led to increased acceptance by Idee VenW in this particular case.
The challenge within the process figured out at Idee VenW as adaptation in process for individual proposals and unforeseen twists of petitioners.

5.3 Influence of success factors on the process

Theory stated in chapter 2 that a review process depends on a set of success factors. In the practice of Idee VenW specific elaboration can be given on success factors of the review process as topic in this section. The success factors of Idee VenW are related to the theoretical framework. As result an overview of five success factors can be given in a governmental context Idee VenW, where the success review process depends on the fulfilment of five factors.

Involved management

A respondent stated that top management is kept involved in the process through occasionally updates. However, their influence is not measurable when discussing proposals within the process. The opinion of this respondent is that in case of emergency or urgent discussions, top management can be involved in the review process.

The theoretical statements provide a different perspective. Pro-active management encourages decision-making and implementation later on in the review process (Vandenbosch et al., 2006; Geffen & Judd, 2004; Koen et al., 2002).
The active role of top management is not needed to perform a review process at Idee VenW. Some respondents indicated that the responsibility given by top management is pleasant, the 'mean & lean' characteristics of the office work perfect and therefore an active role is not always needed. The passive role of support at moments that is needed is sufficient. Involved top management to make decisions within the review process is not needed as success factor in practice at Idee VenW.
A pro-active management according literature is not necessary to execute a review process in context of Idee VenW. Theory about 'involved top management' is not sufficient in the governmental context of Idee VenW. The success factor 'involved top management' is not necessary for the practice of Idee VenW.

Communication, interaction and feedback

Communication and interaction within the process of Idee VenW can be divided into three; namely communication and interaction within the project team, communication and interaction with the project team of Idee VenW and the organization of the Ministry of Transport and the communication and interaction with the petitioners. Feedback can be considered in this review

process stage as specific communication to the petitioners (Gaspersz, 2002; Koen et al., 2002; Cooper, Edgett, Kleinschmidt, 2002a). At Idee VenW, the theoretical success factor 'communication and interaction' are better explained when it is allocated to different target groups.

First, communication and interaction within the project team grounds the communication by mail from the project board and the experts. According to multiple respondents, the archive of Idee VenW is not shared among all involved project members. This results in answers during the interview about lack of knowledge of the respondents about the status of a proposal.

Second, to involve an external expert for the second meeting the network of the involved project team members will be called on to provide an expert from the Ministry of Transport. Observed is that these invited experts are honoured in the accompanying meetings with Idee VenW. Involvement of experts from the Ministry of Transport does not result in a better connection. Connection after the second meeting is still difficult. It is the responsibility of the invited expert to be clear about possibilities.

Third, due to the core business of discussing and selecting proposals, the attitude of the project team of Idee VenW is rather passive and one-sided. Interaction is missing with Idee VenW and the petitioners; the petitioner applies an initiative via the online form of Idee VenW and receives an appropriate answer. The project director of Idee VenW stated that he called some petitioners about their submitted proposal even though this was not standard process.
During the meetings the presentation and discussion is held without direct argumentation about acceptation. Feedback is not open during discussion and is presented as facts towards the petitioners.
Dissatisfaction from the industrial petitioners was about the poor connection between Idee VenW and the organization of the Ministry of Transport (Van de Bunt, 2008 May; Koenen, 2009 May). This can be related to the design of responsibility of Idee VenW outside the review process of Idee VenW; within the process Idee VenW can discuss and accept, by accepting or rejecting the review process and the responsibility of Idee VenW ends. Knowledge about this process is not present from the petitioners' side (Van de Bunt, 2008 May).
Another argument, stated by respondents and Van de Bunt (2008), is dissatisfaction of the petitioners about the low rate of accepted proposals. Considering the rate of accepted proposals to the amount of proposals submitted by industrial petitioners, the rate increased. All the accepted proposals are on behalf of industrial petitioners. The petitioners are not aware of these facts and figures.

As a result of communication, interaction and feedback expectation management could find a good fit in the process of idea management at Idee VenW. Elaborating on two specific examples:

- Consideration of an invitation for a first meeting can increase expectations of the petitioner

- The expectations of project management team about the amount of high quality proposals from the industry

It is important to be aware of the signals that are being sent out towards petitioners and Idee VenW. Expectations are the output of extensive communication to several involved parties.

Communication and interaction are still critical for a review process at Idee VenW. Classifying communication within the project team, towards the organization and with the petitioners is useful. Improvements for Idee VenW in case of the factor communication and interaction can be enhanced through a shared archive for communication within the project team and the involvement of both the organization and petitioners within the process.

Strategic alignment

Overall, a clear strategy at managerial level towards innovation and the position of unsolicited proposals within the domain of VenW is not noticed during this research. Idee VenW is a part of the general goal of innovation within the Ministry of Transport. Shortage of knowledge about Idee VenW exists also at the Strategy, Knowledge and Innovation Directorate of the Ministry of Transport (SKI) that is considered within the Ministry of Transport with an overall innovation strategy. Background of this lack of knowledge is the establishment of a SKI directorate in December 2008, 1.5 years after the establishment of Idee VenW.

Multiple respondents argue that Idee VenW cannot require from non- industrial petitioners to know policies, projects and strategy of the Ministry of Transport, despite the publication on websites of strategic documents, such as policy document Mobility. Expectations about know-how of innovation at the Ministry of Transport differ for the type of petitioner.

Many proposals are rejected due to missing linkages with the domain of the Ministry of Transport; this is observed during this research and stated by several respondents. The large petitioners indicated the lack of transparency of the organization by the publication in the 'Cobouw' (Koenen, 2009 May). Transparency of the Ministry of Transport and the review organization of Idee VenW are expected when communicating with the petitioners. Guidelines given as strategic theme direction can help the non-industrial petitioner to converge and regroup its proposal to the issues covered by the Ministry of Transport. The factor of strategic alignment can increase the rate of success for future submitted proposals to Idee VenW and set boundaries of the domain of the Ministry of Transport.

"Must meet" criteria

Definition of "must meet "criteria is that these criteria are requirements for a high quality proposal which helps facilitate the decision process (Cooper, Edgett, Kleinschmidt, 2002a+b). The use of "must meet" criteria can be seen as an output of a formalized process. The layout of the process of Idee VenW suggests requirements, where they can differ in each stage. According to one respondent, the use of these requirements decreases when there is doubt regarding a specific proposal. A proposal, that does not receive consensus in early stages within the process,

deserves most of the cases progress in the review process of Idee VenW. Though at the end, the requirements are strict and used to reject or accept a proposal. Doubt is not an issue in the last process steps of Idee VenW as some respondents argue that the merit of a proposal must be in existence and persuasive enough to convince Idee VenW.

All proposals must meet certain requirements according several respondents in every stage of the process of Idee VenW, namely:

- Originality: a proposal must be a new product or process, or a sustained improvement of an existing situation and not already a part of other process.
- Fit with the domain of the Ministry of Transport: a proposal has to meet the activities and policies covered by the Ministry of Transport.
- Well-developed: proposals with a promising and distinct business case and evolved technical details will reach later stages of the review process of Idee VenW.

The criteria originality and well-developed cannot be combined in every case. Idee VenW requires from every proposal a business case. Thereby the project team of Idee VenW allows underdeveloped proposals in start stages of the review process but these proposals do not successfully end the review process. The request for a business case within the submitted proposal and the impossibility to further develop proposals at the Ministry of Transport results in solid requirements for a proposal. To consider originality in this light, the role of Idee evolves in an impasse and the project team cannot value originality at the same level as well-developed. Scholars argue that originality and well-development can be considered together as requirements (Vandenbosch et al., 2006; Koen et al., 2002), although in practice of Idee VenW this is not always the case.

Besides that, Idee VenW should still exploit the “must meet” criteria in their review process and uses this factor in practice. The “must meet” criteria are important for the review process of Idee VenW, because of consistent argumentation to accept and reject a proposal formalizes the process and give transparency towards petitioners. Although the use of the requirement originality could receive a better basis.

Dividing proposals in categories

In practice, Idee VenW does not classify any received proposal. The intention of Idee VenW is to be open for every submitted proposal from any kind of petitioner. Unofficially though, this classifying of received proposals is actually made: a large company deserves a smoother start in the first steps of the process of Idee VenW in comparison with non-industrial petitioners.

Classifying proposals according to the quoted scholars can give better overview and management of the review process. This also allows for prioritization of proposals for a more efficient discussion in the selection stage (Gaspersz, 2002). For example, impact and time could be useful in prioritization setting.

According to one respondent and the official documents of the 'Parels sessie', the identification of the subject could help to develop related proposals to high quality. To classify proposals within the early stages of the review process can help to ultimately relate the possible high quality proposal to the scarce resources of the Ministry of Transport. A situation where resources can not be related to the proposal can in that manner be avoided.

Cross-functional team

The presence of the project members of Idee VenW creates the challenging review process. The primer layout of the organization of Idee VenW corresponds with the theoretical success factor of cross-functional team. According to multiple scholars experts create together a cross-functional team of members who get involved in the discussion of a submitted proposal (Gaspersz, 2002; Desouza et al., 2008; Cooper, Edgett, Kleinschmidt, 2002a). The organization of Idee VenW is in practice situated with a cross-functional team by selected experts from the different fields of the organization of the Ministry of Transport.

Not all fields of the Ministry of Transport can or will assign an expert to the project meeting. Some field experts do not accept the invitation partly due to lack of specific relation to their field of expertise and partly due to lack of capacity for such a project as Idee VenW. In case of non-acceptance of the invitation, the field expert will generally not receive the agenda of the project team meeting for further thought and/or consideration later on.

Due to the request for more information the opinion of other experts outside the project team are essential to make a grounded decision. The involvement of outside experts in the early stages of the process of Idee VenW can be seen as a manner to collect good arguments for discussion of submitted proposals. Background and expertise are also important in practice and is not only covered by the presence of the current project team members. In the second meeting invited experts from the Ministry of Transport contributes to the review process of Idee VenW.

As stated by two respondents, it is remarkable that the influence of certain experts in the project team meeting is needed to accelerate acceptance in this stage within Idee VenW. Besides the expertise of experts in the Idee VenW review process, other characteristics of experts are of importance. This can be related to the theory of different archetypes within idea management by Vandenbosch et al. (2006). This was not the focus in this research due to scope specification of the process. However, this thought was perceived by respondents during this research.

Changes in involved project team members affected the review process of Idee VenW. For example, one proposal had different project team members present in the two meetings of the review process and these results in the lost of evident knowledge about possibilities of the proposal. Besides the role of the project team members within a challenging process, the role of the petitioner is also of importance.

The success factor cross functional team is better used when it contains an addition on the multidisciplinary team. Characteristics like hierarchy, background, personal skills and network

are also important within the review process. A cross functional team is the output of the success process and the idea-selling capabilities of the petitioners is desired skill.

6. Conclusion and recommendations

This research provides an exploration of the idea management process and the identification of its influencing factors. Thereby, the practice of Idee VenW is considered as empirical research. The research goal is to investigate the possible adaptations in the review process of Idee VenW to increase the rate of accepted proposals. This chapter summarizes the most important results and the research objective will be answered. Consequently, the theoretical and practical implications will be revealed. And finally, limitations and issues for further research will be summarized.

6.1 Conclusions

In the realms of pursuing Idee VenW's demand for high quality unsolicited proposals, this research focuses on possible improvements for the review process to increase the rate of accepted proposals. With an improved review process, the chance of a Type II error will be decreased and errors in the process and assessment will be lowered. The research objective of this research is defined as follows:

Explore an idea management process and its influencing factors

The practice of Idee VenW is related to the theoretical framework. Discussed theory in this research has its origin from business literature. To relate the business literature captured in the theoretical framework to the practice of Idee VenW, a governmental context of idea management is provided.

The illustrated process in earlier chapters contains challenges and factors that have an impact on the process of Idee VenW. Idea management is used as a tool for the first stages of innovation review. The idea management process of Idee VenW assembles the creativity of the Ministry of Transport environment and assists Idee VenW to realize their organizational aspiration for improvement.

The main contribution of this research is the exploration of the influencing factors of an idea management process in the governmental context of Idee VenW. The definition of an idea management process is broadened and a clear overview of the challenges and its influencing factors are given.

Fuzzy Front End literature elaborates extensively on the process and its environment. Fuzzy Front End process management indicates elementary requirements with regard to the process, involved members, management and environment (Brem & Voigt, 2007; Koen et al., 2002). The focus on idea management process gives an in depth insight in three specific stages and its

influencing factors in the start of innovation management. The theory about idea management in this research broadens the view.

This research gives a clear overview of the challenges and influencing factors of an idea management process. The challenges and influencing factor origin out of several articles and this research gives a first overview of them all together. The overview is represented in the figures that are the general interpretation of the researcher.

The theoretical and empirical research and accompanying analysis, lead to five conclusions about the present Idee VenW process:

First, the rejection of a proposal does not only depend on the degree of quality, but it also depends on the degree of development of a proposal. The requirements originality and well-developed are bottlenecks in the review process, the degree of development is unintentionally more important than originality.

Second, involvement of top management is not pro-active in the review process of Idee VenW. Besides the advantages of self-empowerment and decision responsibility, the disadvantages are the limited allocated capacity for the project team of Idee VenW and the loosely connection with the organization of the Ministry of Transport.

Third, the standard review process of Idee VenW does not provide attention to the impact of the proposal or the source of petitioner. The petitioners and proposals differ in commerciality, content, knowledge about the organization of the Ministry of Transport and political impact. Idee VenW takes these features implicitly into account and adapts unintentional their process to them.

Fourth, the review process result depends on the coincidence presence of experts from the Ministry of Transport. The decision-making process and argumentation is formulated with the help of experts and the non-attendance or alteration of experts influences the process.

Last, the project team board has the responsibility to maintain the correspondence with the petitioners. Due to this communication process, the other involved project team members do not have a clear overview of the communication and the status of the proposals.

6.2 Recommendations: practical implications

This research is based on the practice of Idee VenW. With the help of the analysis and the earlier stated conclusions, an advice towards Idee VenW can be formulated. The advice is based on several managerial implications, such as the addition of a development stage, classifying proposals, the commitment of RWS, strategic alignment and shared archive.

Recommendations concerning rejection by underdevelopment

The review process of Idee VenW purely focuses on the selection of high quality proposals that results in a linear model with one-sided feedback. Idee VenW and its project team have the

ambitions for improvement of the review process. An improvement can be reached through an evolving idea management process.

Evolvement can be reached to fit in the importance of the degree of development. Development is in the practice of Idee VenW more important as requirement then originality. An example of evolvement of the review process is the application of a development stage within the process of Idee VenW. Such a development stage provides response generation and possible concept development. The features of this development stage are the enrichment and storage, possible future recycling and re-use of submitted proposals. To classify promising proposals with 'possible quality', 'the submitting crowd' ought to develop these proposals to a high quality in wiki or an online forum.

The classification of the degree of development is needed at the start of the review process. A suggestion of considering development within the process model of Idee VenW is depicted in figure 16.

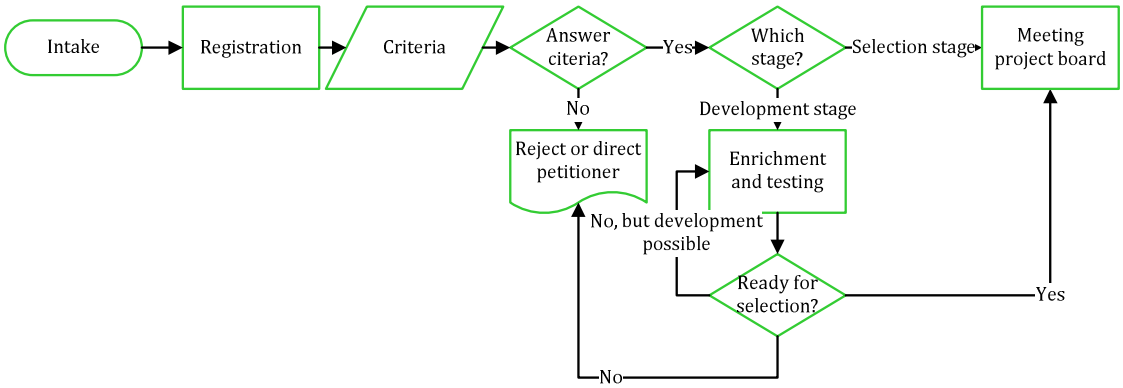

Figure 16: Development added in review process Idee VenW

In the case of an underdeveloped idea but having a good fit with other requirements, the proposal then becomes a 'candidate for enrichment'. After enrichment, a proposal is suitable for selection stage of the review process. A depiction of the new process layout of Idee VenW with the developments efforts can be found in Appendix H.

Recommendations towards top management of Idee VenW

The top management of the Ministry of Transport is not directly involved in the review process of Idee VenW. The self-empowerment of the project team is considered pleasant according the respondents. However, difficulties with the acceptance of accepted proposals of Idee VenW by the Ministry of Transport and lack of strategy alignment are observed.

The empirical study gives insight in the difficulties of connecting with the organization of the Ministry of Transport. Commitment of the organization can be established via an engagement or an operational business unit of the Ministry of Transport such as RWS. Similar to what is stated by a respondent; the commitment can be produced through a promise ("knipkaart") to develop and implement for example five accepted proposals of Idee VenW. This allowance contains all

resources such as finance, capacity and network. With the knowledge of a possible implementation, discussed proposals earn a faster acceptation and the process of accepting proposals can be positively influenced.

Another opportunity for Idee VenW is to include the strategy of the Ministry of Transport clearly into the business of Idee VenW. Idee VenW can realize strategy alignment with the help of the top management and the business unit Strategy, Knowledge and Innovation. Nowadays, the schedule of projects and its strategy of the Ministry of Transport is not clear for small petitioners. A connection with the core processes provides transparency for these petitioners and may lead to higher chance of acceptance. A cooperation with the business unit Strategy, Knowledge and Innovation leads to information sharing on the fields of innovation specific of the Ministry of Transport. The fields of innovation can for example be published on the Idee VenW website. A period can now be emphasized in gathering all proposals related to a specific topic, which is seen in this research as theme direction. Theme direction can be related to strategy and the hoped-for result that submitted proposals has a connection with the organizations issues.

A last recommendation towards Idee VenW on the topic top management is to reflect the use of its top management. It can be possible for Idee VenW to involve the top management on a more structured way to assign the importance to the accepted proposals. Involved top management who has the empowerment to accelerate implementation of accepted proposals can erase lack of empowerment of Idee VenW on the implementation.

Recommendations concerning differences in proposals

The decision process of Idee VenW is subjective and differs for each proposal, where an alternative review process is executed to discuss particular proposals. There is a need to eliminate the unintentionally preferential treatment and make choices for process adaptations explicit. Consider the time and impact of proposals could help. To make the explicit decision an arrangement has to be based on 'classification of proposals' in the beginning and the end of the selection stage of the review process of Idee VenW. A decision matrix on impact and time provides an explicit overview of the proposal's weight and importance related to the Ministry of Transport. The proposals can be ranked objectively and the decision process will become more understandable.

Recommendations concerning coincidence of presence of experts

The review process of Idee VenW is primarily influenced by the presence of experts from the project team and during later stages experts of the Ministry of Transport. The cross-functionality is correctly executed in the practice of Idee VenW; however, the project team is troubled by alteration and unpopularity within the Ministry of Transport.

Solution can be to assign Idee VenW as important for the innovation strategy of the Ministry of Transport. Ascribe the use of Idee VenW for the Ministry of Transport has it effect on the petitioners and the organization of Ministry of Transport. Petitioners will submit their proposals sooner at a significant portal of the Ministry of Transport. Besides that, while the organization is

known with the review process of Idee VenW the selection of experts of the organization can be made simply and the chance of acceptance can be increased.
Thereby, the use of experts meets more appreciation. The work of the project team members of Idee VenW meets appreciation by assigning more capacity to the review work. The project team experts are involved in the later stages of the review process where the transaction of the first review process stage absorbed most of the allocated capacity. Supplement of this, experts of the organization who are involved in the second meeting, provide their expertise to Idee VenW without compensation. With a larger capacity budget, the use of experts can be made explicit.

Recommendations concerning the communication process

At last, a clear overview of the proposals of Idee VenW to all involved project team members is not provided. The overview will be a clear opportunity for Idee VenW that emerges for the administration of submitted proposals for further action. Solution can be found in the use of a central storage system that can be shared throughout the organization. The shared storage system improves the accessibility within Idee VenW and communication within the project team and the organization of the Ministry of Transport. Experts of the Ministry of Transport can be easily related tot the review process of Idee VenW. A proposal that is not useful today could be the newest improvement idea for another time period. Sharing information in a professional storage system is a strong foundation and will develop the review process of Idee VenW.

6.3 Limitations

The research has six imperfections related to choices made for the research. The scope of the research implies a direction and additional information in other directions cannot be placed. Thereby, the selected definitions result in a narrow view to the elements. The limitations in this section are related to these two flaws in this research.

To start, the developed theoretical model in chapter 2 is derived from the business literature. To relate this directly to the governmental context of Idee VenW, some theoretical assumptions of the business literature could not directly linked to the empirical research. For example, in this research the importance of a cost-benefit analysis that is essential within a business context is excluded in the theoretical framework. A governmental idea management process does not primarily make profit out of accepted proposals.

Second, related to the choice for the practice of Idee VenW, the empirical research was qualitative of its kind. The perception of Idee VenW of having a lot of proposals is correctly in absolute terms. However, Idee VenW and the respondents argue that in reality a unique process is adapted on each submitted proposals. Related to the absolute terms, a few proposals earned in the review process of Idee VenW an invitation. In this research the choice of Idee VenW led to the only possibility to conduct a qualitative research, where the process and its influencing factors are explored.

Third, in practice, Idee VenW does not include a direct link to top management in the review process. The success factor 'involved (top) management' is in practice not present and available during the elementary moments prescribed by theory. The involvement of top management is important according theory, but not assigned at a direct and strict manner within the practice of Idee VenW as theory suggests.

Fourth, the formulated conclusion the success factor 'communication with petitioners' was not main subject of this research where the focus was on the total review process. Communication especially with the petitioners is essential for the idea management process. The message that Idee VenW sends to the (potential) petitioners will have consequences on the amount and quality of proposals. This was placed outside the scope of this research. Nevertheless, 'you receive what you deserve' and this slogan can be applied on Idee VenW.

Fifth, the success factor 'cross functional team' has a limited definition in this research. Choice is made to focus on the disciplines and expertise of a cross-functional team within theoretical and empirical research to emphasize the cross-functionality of a project team in a review process. During the empirical research, not only the cross-functional characteristics were important, but also other characteristics of project team members were essential. Focus could be on as hierarchy, personal skills and background.

Last, the interaction with the petitioners upfront the review process is placed outside the scope. A relation could suggest by the interaction upfront the review process and the quality of submitted proposals. The publication in the Cobouw (Koenen, 2009 May) shows a relation between the government and the industry; there is little trust and a lot of prejudice between the two actors. Idee VenW invites a large number of high quality proposals from the industry whereas the industry does not submit any proposals to Idee VenW given the lack of success stories. Improvement is possible in this stage.
Thereby, the slogan of the organization of Ministry of Transport and specifically for RWS that is 'the market, unless…' has its impact on the message to possible petitioners. In case of implemented innovation, the government has to direct and guide and the market has the responsibility to act (Ministerie van Verkeer en Waterstaat, 2008). This will have its influence on the innovative activities at the Ministry of Transport. Nowadays, the role of the Ministry of Transport is to host instead of carry out of innovations. Petitioners cannot anymore count on the Ministry of Transport and disappointment is the result.

6.4 Future research

The above stated limitations have starting-points for further research. The six issues differ in topic, practice and theory and are the result of the choices made in the conducted research towards the idea management process and its influencing factors.

First, relate the derived model in chapter 2 to other theories about for example public management can enrich the theoretical framework. The processes in the Ministry of Transport can be related to the idea management process literature. As result a connection can be found between the business literature and the public management processes of the government.

Second, in 2008 Idee VenW discussed 369 proposals that are analyzed in a qualitative explorative research. In case of thousand submitted proposals and thereby a serious number of accepted proposals a quantitative research can be conducted. The relation between influencing factors and the review process could deliver more evidence and explanation. Causal evidence for the existence of challenges and success factors could be found where this research was a first exploration of the governmental context.

Third, the success factor 'involved top management' had dropped out of the list of success factors due to the independent attitude of Idee VenW to its decision-making in the review process. In the practice of Idee VenW no involved management process is manageable, but question is if it is possible to generalize the independency of Idee VenW to other idea management processes and their operational management. This is chance for further research.

Fourth, improvement of the communication with the petitioners and the idea management process of Idee VenW is one of the main conclusions. Communication with the petitioners could be a research on its own; the specific message could be the unit of analysis and the causal relationship can be constructed with quality. The connection between message towards the environment and high quality proposals is interesting and a possibility for further research.

Fifth, the project team members have its effect on the review process. Related to the governmental context of Idee VenW, three results are noticed:

1. The presence of experts has it influence on the review process of Idee VenW
2. Experts for Idee VenW are selected by their expertise and background. Within the process the experts deserve hierarchy
3. Idee VenW bothered a lot of alteration of project team members during the years

The stated empirical results do not have the reflection in the theoretical study of this research. The direct influence of the experts and their habits on the success of the review process could not clearly specified for the review process of Idee VenW. Therefore it can be a subject for further research.

At last, due to the scope of the research, success factors of other stages of idea management were not empirical discussed. In practice, Idee VenW is mainly occupied with selecting the most promising proposals. Although, Idee VenW considers some elements of the generation stage in their review process while the possible proposals is submitted. An element for further research can be related to this fact.

The success factor 'understand the source' can be explored in depth to give more insight in the network of the industry and the government. It is assumed that the message upfront the idea

management process influences the amount and quality of proposals. The relationship between the petitioner and the government could be further investigated.

Thereby, the slogan 'the market, unless…' could be related to the upfront message. The participation of Idee VenW in the network of possible petitioners could be enlightening the cooperation between the government and the industrial sector. The theory about innovation policy may provide answers of the positioning and tendency of the Ministry of Transport towards innovation.

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Appendix A: Management Samenvatting

Een idee management proces behandelt ingediende ideeën, in dit onderzoek gedefinieerd als Eigen Initiatief, en selecteert de meest belovende Eigen Initiatieven voor verdere ontwikkeling in het innovatie proces. Idee VenW, de praktijk in dit onderzoek en het idee management systeem van het Ministerie van Verkeer en Waterstaat van Nederland, ontvangt Eigen Initiatieven van de industrie en non-industrie en selecteert diegene met de hoogste kwaliteit. Het proces focust zich op de selectie en wijst ze door naar onderdelen van de organisatie van het Ministerie van Verkeer en Waterstaat. Het is een beoordelingsproces van het idee naar het doen.

Achtergrond en onderzoeksdoelstelling

In het jaar 2008, Idee VenW accepteerde vier Eigen Initiatieven van een totaal van 369 ontvangen Eigen Initiatieven. De ingediende ideeën in het beoordelingsproces van Idee VenW staan centraal in dit onderzoek en het belangrijkste onderwerp.

De praktijk van Idee VenW biedt een proces aan met beslissingsmomenten en eisen voor de Eigen Initiatieven. De belangrijkste activiteiten van Idee VenW zijn de discussie, beoordeling en selectie van de ingediende Eigen Initiatieven. De ambitie van Idee VenW is om het aantal geaccepteerde Eigen Initiatieven te vergroten. De focus van dit onderzoek is gespecificeerd op het proces van Idee VenW. Gecombineerd met de ambitie, is de onderzoeksdoelstelling van dit onderzoek 'het verkennen van een idee management proces en zijn factoren van invloed. Doel is om het aantal mogelijke fouten in proces en beoordeling te verminderen om zo een geoptimaliseerd proces te verkrijgen.

Om dit verkennende onderzoek uit te voeren, is een theoretisch overzicht en een empirisch onderzoek gebruikt om het onderwerp idee management aan te scherpen. Een overzicht van dit onderzoek is te vinden in figuur 17.

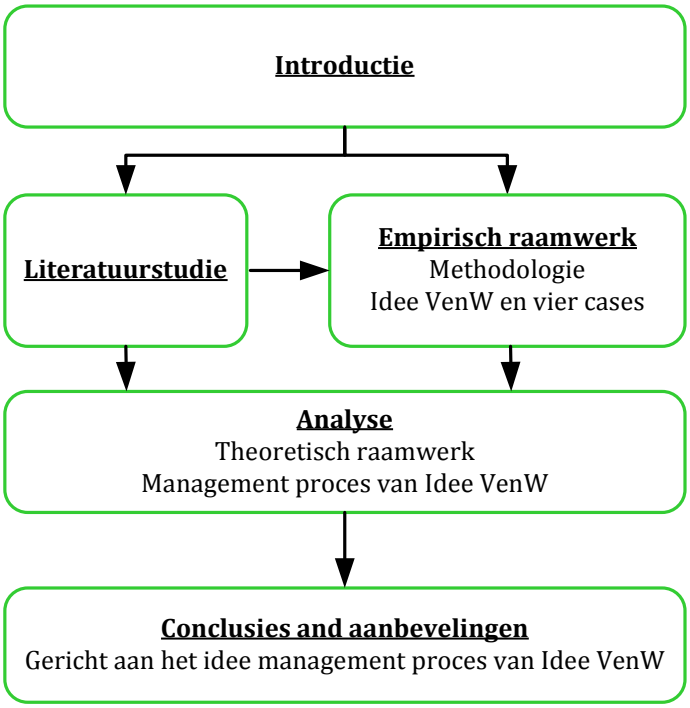


Figure 17: Overzicht onderzoek

Theoretisch raamwerk

Het management van Idee VenW ondervindt uitdagingen tijdens het selectie proces van de Eigen Initiatieven. Uitdagingen zijn gedefinieerd als de zaak, actie of gebeurtenis die het management van een idee management proces uitdagen voor reactie en actie. Het theoretisch raamwerk voorziet in een overzicht van deze uitdagingen, zoals pro-actief top management, het vergroten van de pakkans en terugkoppeling leveren richting indieners. Het beoordelingsproces is ook beïnvloed door succes factoren. De definitie van succes factoren is gesteld als onderbouwende elementen of omstandigheden die meewerken aan een succesvol proces. Binnen het theoretisch raamwerk zijn er zeven succes factoren gedefinieerd, namelijk betrokken top management, communicatie en interactie, strategische aanpassing, terugkoppeling naar indieners, het classificeren van Eigen Initiatieven, vereiste criteria en een multifunctioneel team.

Methodologie

Het theoretisch overzicht, afkomstig van de bedrijfskunde literatuur, is gebruikt om het empirisch onderzoek naar een idee management systeem in een overheidscontext te sturen. Vier geselecteerde Eigen Initiatieven van Idee VenW zijn het belangrijkste onderwerp om te praktijk van Idee VenW te beschrijven. Een casestudy analyse ontwikkeld door Yin (2003) is voor dit onderzoek gebruikt. De casestudy bestaat uit deelnemende observatie, documenten analyse en semi gestructureerde interviews.

De analyse is gebaseerd op de theorie van overeenkomstige patronen en overzicht van processtappen. Deze analyse benadrukt de verschillen en overeenkomsten tussen de vier beschreven Eigen Initiatieven in dit onderzoek. De empirie van idee VenW wordt beschreven met

de hulp van het theoretisch raamwerk wat resulteert in een model voor een idee management proces in de overheidscontext van het Ministerie van Verkeer en Waterstaat.

Resultaten

Idee VenW en de vier beschreven Eigen Initiatieven voorzien in de illustratie van een gestructureerd proces met een standaard proces indeling voor beoordeling. De theoretische uitdagingen zijn opgemerkt in de praktijk, en daarbij zijn ook nog andere uitdagingen gevonden. Deze zijn toegevoegd aan het model voor de overheidscontext van het Ministerie van Verkeer en Waterstaat.

Het beoordelingsproces van de behandelde Eigen Initiatieven verschilt. Het beoordelingsproces is ernstig beïnvloed door de verschillen in achtergrond, onderwerp en type indiener. Bijvoorbeeld, de verschillen resulteren in aangepaste processen, moeilijke onderhandelingen en na acceptatie van een Eigen Initiatief het toewijzen van bronnen is moeilijk. In het geval van ' kleine' non-industrie indieners het top management van Idee VenW was niet direct betrokken bij het beoordelingsproces. In het geval van betrokken top management verliep het proces een stuk sneller. Voor drie van de vier behandelde Eigen Initiatieven was de terugkoppeling helder.

Conclusies en aanbevelingen

Om af te sluiten, het standaard beoordelingsproces van Idee VenW werkt: de ingediende Eigen Initiatieven ontvangen terugkoppeling aan het einde van hun beoordelingsproces. Verbeteringen voor het proces van Idee VenW zijn geïdentificeerd en samengevat in vijf conclusies.

Ten eerste, de afwijzing van een Eigen Initiatief hangt niet alleen af van de kwaliteit, maar ook van de mate van ontwikkeling. Idee VenW kan het proces verbeteren door de verschillende fases van ontwikkeling van een Eigen Initiatief te erkennen. Daarbij kan Idee VenW het proces zodanig aanpassen dat ontwikkeling van een Eigen Initiatief ook binnen het proces plaats kan vinden.

Ten tweede, het gebrek aan betrokken top management heeft geen directe invloed op het beoordelingsproces van Idee VenW. Daarentegen, Idee VenW kan de strategische aanpassing en een betere aansluiting met de organisatie van het Ministerie van Verkeer en Waterstaat bewerkstelligen met de hulp van het top management. Moeilijkheden zijn geobserveerd tijdens de implementatie van geaccepteerde Eigen Initiatieven. Gerelateerd aan een aanbeveling voor Idee VenW, het gebruik van een ' geaccepteerde Eigen Initiatieven knipkaart' resulteert in meer betrokkenheid doordat de organisatie geaccepteerde Eigen Initiatieven verder gaat ontwikkelen en implementeren. Een andere hulp is om thema's gerelateerd aan de innovatie strategie van het Ministerie van Verkeer en Waterstaat te publiceren op de website om zo (potentiële) indieners te begeleiden in het onderwerp van hun Eigen Initiatief.

Ten derde, Eigen Initiatieven van de verschillende type indieners resulteert in een onbedoelde aanpassing van het beoordelingsproces. De missie van Idee VenW is om de Eigen Initiatieven te beoordelen volgens een standaard proces, in praktijk is dit niet het geval. Een aanbeveling is dan ook om Eigen Initiatieven te classificeren zodat de aanpassingen in het proces expliciet worden.

Ten vierde, het beoordelingsproces is afhankelijk op de mate van betrokkenheid van de experts van Idee VenW. Een aanbeveling is dat de afhankelijkheid van de experts geformaliseerd en gewaardeerd wordt door de organisatie van het Ministerie van Verkeer en Waterstaat. De waardering kan bestaan uit het beter strategisch positioneren van Idee VenW binnen de innovatie strategie van het Ministerie van Verkeer en Waterstaat en het toewijzen van meer capaciteit voor het project team van Idee VenW.
Tot slot, de laatste conclusie betreft de communicatie. Communicatie tussen indieners en de projectdirectie van Idee VenW resulteert in een gebrek aan kennis bij de experts van Idee VenW over de Eigen Initiatieven en de status daarvan. Oplossing hiervoor is om een gedeeld archief te maken waar iedereen die betrokken is in het beoordelingsproces van Idee VenW bij kan.

Dit onderzoek betreft ook een aantal restricties en onderwerpen voor verder onderzoek.
Om te beginnen, de basis van bedrijfskunde literatuur beperkt de inzichten voor de overheidscontext van Idee VenW. Door meer onderzoek te doen naar literatuur over publiek management kan het idee management model van Idee VenW verrijkt worden.
Ten tweede, door de focus is een kwalitatief onderzoek gekozen om de verkenning naar de overheidscontext van Idee VenW uit te voeren. Een kwantitatief onderzoek in de toekomst kan de causale relatie tussen proces en factoren onderzoeken.
Een derde beperking bevat de passieve betrokkenheid van het top management. Idee VenW en de respondenten geven aan de zelfstandigheid als prettig te ervaren. Theorie echter is vrij strikt in de actieve betrokkenheid. Verder onderzoek kan antwoorden geven in de mate van actief management en of dat echt vereist is voor een succesvol proces.
De conclusie over de communicatie over en weer bevat een vierde beperking. Binnen dit onderzoek is gefocust op communicatie in het proces, maar verder onderzoek naar communicatie met indieners kunnen ook meer geaccepteerde Eigen Initiatieven opleveren.
Ten vijfde, de multi-functionaliteit van het project team van Idee VenW is in dit onderzoek beperkt tot de expertise en functie van de project team leden. Veder onderzoek naar andere belangrijke eigenschappen, zoals achtergrond, gevoel voor hiërarchie en karakter verkent het gebruik van mensen voor de beoordeling in een idee management proces.
Tot slot, door de focus op het proces is het begrip voor de indiener en het netwerk buiten het onderzoek geplaatst. Verder onderzoek naar de theorie over innovatie beleid kan antwoorden geven over de positie van de overheid ten opzichte van het netwerk en de positie van het Ministerie van Verkeer en Waterstaat betreffende de slagzin ‘De markt, tenzij…’. Deze slagzin is erg belangrijk in zake van de strategische richting van het Ministerie van Verkeer en Waterstaat. Een betere interactie met het netwerk vergroot de kans op het meer indienen van geaccepteerde Eigen Initiatieven.

Appendix B: Definitions

All platforms allowed: to generate as much as ideas as possible all entrances to submit an idea is allowed where petitioners feel comfortable (Desouza et al., 2008; Gaspersz, 2002)

Citizens: individuals or a group of individuals who want to post a proposal. They do not fill the box 'organization' at the online form of Idee VenW and will considered in this research as non industry.

Communication and interaction: communication with intern and external actors within the idea management process (Vandenbosch et al., 2006; Flynn et al., 2003; Gaspersz, 2002)

Cross functional team: multidisciplinary team members for discussion of submitted ideas (Gaspersz, 2002; Desouza et al., 2008; Cooper, Edgett, Kleinschmidt, 2002a)

Divide ideas in categories: make an overview and prioritize ideas to make an easier decision (Gaspersz, 2002)

Domain of Ministry of Transport: focused on transport, public works, and water management. The ministry consists of the policy departments and executive departments, as well as the Directorate-General departments.

Enrichment & testing: evolvement of submitted idea within process of idea management (Gaspersz, 2002; Desouza et al., 2008; Koen et al., 2002; Cooper, Edgett, Kleinschmidt, 2002a)

Feedback to petitioners: an answer with argumentation towards the petitioner (Gaspersz, 2002; Koen et al., 2002; Cooper, Edgett, Kleinschmidt, 2002a)

Front End process: the path of an idea towards commercialisation where front end is especially focused till the production stage of an product (Cooper, 2008; Cooper, Edgett & Kleinschmidt, 2002a, 2002b, 2004a, 2004b, 2004c; Kijkuit & Van den Ende, 2007) Important factors of this process is character of the decision makers, the time of decisions and characteristics of selection criteria (Cooper, 2008).

High quality: a unsolicited proposal is of high quality when it successfully finished the first or second meeting and will be directed to the organization of Ministry of Transport to be accepted and if desired further developed.

Idea management: the result of social management and networking (Kijkuit & Van den Ende, 2007; Nambisan, 2002, Vandenbosch et al., 2006).

Idee VenW: idea management of Ministry of Transport for ideas of external organizations such as industry, non industry and institutions

Idee VenW intern: idea management for ideas of employees of Ministry of Transport

Idee VROM: idea management of Ministry VROM for ideas of external organizations such as industry, non industry and institutions

Industry: every industry that can be related within the domain of Ministry of Transport and fill the box 'organizations' at the online form of Idee VenW.

Institutions: part of the industry group, however, an industry is primary focused on profit and an institution on knowledge. In case of Idee VenW institutions cooperate with industry or fill in the 'organization' box in the online form, so industry is considered with institutions

Integration of all ideas: integration of all submitted ideas of every actor, such as employees, industry, non industry (Brem & Voigt, 2007; Flynn et al., 2003)

Involvement of customers: the interaction with petitioner and portal and target group focus (Nambisan, 2002; Desouza et al, 2008, Bossink, 2002).

Involvement top management: top management within the process of idea management with an active role (Vandenbosch et al., 2006; Geffen & Judd, 2004; Koen et al., 2002; Brem & Voigt, 2007)

Material and immaterial incentives: an award to encourage idea generation (Gaspersz, 2002; Koen et al., 2002)

"Must meet" criteria: requirements for a high quality idea to facilitate decision process (Cooper, Edgett, Kleinschmidt, 2002a+b)

Non-industry: petitioners of Idee VenW who does not fill in the 'organization' box on the online form of Idee VenW. Most of the time is a non-industry petitioner a citizen.

Quantity focus: there are 3000 rough ideas needed for one high quality ideas, so selection on quality result in generate as much of ideas possible (Gaspersz, 2002)

Storage of ideas (recycling): administration of al submitted ideas for further action (Gaspersz, 2002; Koen et al., 2002)

Strategic alignment: strategy set in combination with top management with connection to core processes result in strategic alignment (Geffen & Judd, 2004; Koen et al., 2002; Brem & Voigt, 2007)

Theme direction: to accelerate the amount and direct petitioners themes (such as 'energy and water') can be given (Geffen& Judd, 2004; Koen et al., 2002; Brem & Voigt, 2007)

Understand source: recognizing gaps or dissatisfaction where the need for ideas come from. A solution without a problem is not a solution (Kijkuit & Van den Ende, 2007; Gaspersz, 2002)

Unsolicited proposal: The literally definition of 'unsolicited proposal' is unsolicited offer. This relates to a proposition without a solicited proposal from another organization before project execution (Regieraad/PSIBouw, 2006).

Appendix C: Theoretical framework

Author	Idea management	Process	Success factors	Methodology
Geffen & Judd (2004)	Early in life cycle of an initiative Focus of this research: FFE = early stage of idea generation before a product concept has evolved	Stage gate process: idea generation, evaluation, refine concept, initial launch, develop & focus concept, project implementation. Input en review in last three stages.	1) understanding of science and technology trends 2) clearly identifying market trends and customer needs 3) strategic alignment and consistency of purpose of ideas forward 4) leadership and organizational culture	Case study (N=4)
Vandenbosch et al. (2006)	Process of recognizing the need for ideas and generating and evaluating them	Recognize, generate and evaluate	Good management Idea management archetypes Interaction	Semi-structured executive interviews (N=24/25)
Flynn et al. (2003)	Integration of creativity and innovation process. Innovation is a process of turning opportunity into new ideas and of putting these ideas into widely used practice	Two idea funnels, stage gate process, feedback loops 1) strategic direction 2) environmental scanning 3) opportunity identification 4) idea generation	1) Requirements, corporate directives, 5Force model, PEST, SWOT 2) Goals, requirements, environmental factors/benchmarking, employee insights 3) Goals, existing/future pressures and opportunities, creativity facilitation tools, employee insights 4) Goals, existing models processes and products, employee insights	Literature study, design of model (Creations tool)
Brem & Voigt (2007)	- Sub process of innovation management with the goals of effective and efficient idea generation, evaluation and selection - Difference with (F)FE: describes earliest stages of new product	Stage gate process 1) Idea generation (determination search fields, finding ideas, idea suggestion) 2) Idea acceptance (testing ideas, creation of realisation plans,	Directly linking the ideas to the process would make the innovation processes much more capable and ideas would no longer be lost Systematically integrate internal employee ideas with external ideas generated by customers, suppliers, competitors and other stakeholders	Qualitative guided interviews with experts (N=9)

	development, even before its first discussion, overlaps introduces process phases, however, it includes all the time spent on the idea as well as the activities strengthening it. In this sense this step is similar to idea generation stage, but the FE mainly focuses on opportunity identification and analyses it prior to the actual idea management - Integrated idea management system = serves as a coordinating and tracing platform that gathers all relevant ideas from inside and outside the company and makes sure that these ideas – depending on the various kinds of ideas – are appropriately used in the innovation process	decision to realise a plan) 3) Idea realisation (actual realisation of the new idea, sale of the new idea to the addressee, acceptance control)		
Koen et al. (Belliveau, 2002)	FFE = innovation process consists of three parts; Fuzzy Front End, new product development and commercialization	Circular model with feedback loops 1) Idea generation and enrichment 2) Idea selection 3) Concept definition	4) road mapping, technology trend analysis, customer trend analysis, competitive intelligence analysis, market research, scenario planning 5) same methods, tools and techniques in 4), more detailed; assignment of 3-5 people multifunctional team, creating a charter to points them in de right direction	Literature study, based on former article

		4) Opportunity identification 5) Opportunity analysis	1) identify unarticulated customer (lead user), early involvement of customer champion, archetype customer, combine technology and market and business needs, identify new technology solutions, culture that enhance testing for employees, incentives to stimulate ideas, web-enables idea bank for everybody, involvement of process owner, mechanism to handle ideas outside the scope, simple and measurable goals to track idea generation, job rotation, set strategy and communicate that, different cognitive styles in idea enrichment team 2) portfolio methodologies, formal idea selection process with prompt feedback to the idea submitters, use of options theory to evaluate projects 3) goal deliberation approaches, setting criteria what attractive projects look like, rapid evaluation, rigorous use of the TSG for high risk projects, performance capability limit of technology, early involvement of customers in tests, partner outside of areas of core competence, focus, alternative scientific approaches, employ product champions	
Desouza et al. (2008)	Innovation in the form of final products and services is an implementation of knowledge from the customer, defined as the insights, ideas, thoughts and information the organization receives from its customers	Circular 1) idea generation and development 2) design, testing and refinement 3) commercialization	1) understand sources of ideas, create arenas where customers feel comfortable and encourages to deliver feedback, trust, customer segmentation 2) ideas must be filtered, screened, and tested before actual implementation, cross functional teams, low rigid organizational structure, understanding within organization 3) strategy of pilot testing, opportunity for customers to customize or personalize own products and services, capture customer comments with mechanisms (wiki etc)	Interviews, case study
Cooper, Edgett, Kleinschmidt (2002a)	Stage-gate process Front End Different process for stage-and-gate process of science projects (Stage Gate TD) because of the reason	Sequential, each stage separated by a gate 1) discovery 2) scoping 3) build business case 4) development	1) ideas are fed to a focal person 2) cross functional team to review ideas, visible criteria's, if idea is rejected the petitioner receive written feedback with reasoning 3) small cross-functional team, publish ideas within organization, process manager scans ideas and prove them for the second gate	Observations, interviews (N>500)

	that there are projects where the immediate deliverable is not a new product or new manufacturing process but is new knowledge or a capability that may ultimately spawn new products and processes	5) testing and validation 6) launch Stage Gate TD has different start: 1) initial screen 2) second screen After this several different entrances in stage gate process (depend on development)	• ethno graphic research to understand customers behaviour • lead innovative customers to receive lead innovative products • scenario mapping to involve senior people into product developing 1) understanding of IP situation, tech feasibility reasonably demonstrated, documented results of experiments, plan of action 2) results of experimental work, results of commercial applications assessments, value to the company determined, forward plans • degree of strategic fit and strategic importance • ability to achieve strategic leverage • potential for reward • likelihood of technical feasibility • likelihood of commercial success	
Cooper, Edgett, Kleinschmidt (2002b)	Stage gate: effective and systematic new product processes with improved project selection process – the gates	The higher the risk, the more stage and gates Stage gate model = risk management model	- use of strategic buckets approach: know your resources, rank your projects and match - habits of gates: operational, realistic and discriminating - "must meet" criteria: strategic alignment, likelihood of tech feasibility, meets EH&S and legal policies, positive return vs. risk, no show stoppers - involve senior management as sponsors and resource providers = gatekeepers - check fit with portfolio management • first: effective process (such as stage gate) • second: commit to using the process • third: improving the process • fourth: doing projects right → doing the right projects • five: portfolio management	Observations, interviews (N>500)
Gaspersz (2002)	Alle acties die een bedrijf onderneemt om ideeën te signaleren, evalueren, belonen en ze verder te brengen in de organisatie waar de	Drie kerntaken: 1) vangen 2) beheren 3) selecteren The government could	1) juiste verwachtingen en aannames, alle kanalen openzetten en mix/verscheidenheid aan methodes (formeel en informeel) gebruiken, waardering als idee is ontvangen (materieel en immaterieel), niet ontmoedigen van ideeën, richten in eerste instantie op kwantiteit, open communication 2) ideeënbank: opslaan van ideeën, idee recycling, toegankelijk	Case studies

	ideeën geïmplementeerd worden The set of activities for identifying, selecting, rewarding and polishing ideas for implementation, ensure that the harvested creativity is used	follow suit by inviting members of the public to put forward ideas to address the challenges that confront the public and private sectors. Government in the role of inspirational front-runner (different government)	maken, verrijking, gatekeepers erbij betrekken, bij revolutionaire ideeën veranderbereidheid meenemen, neem de tijd (innovatieteams?), proeftuin voor testen, sharing knowledge infrastructure, 3) algemene selectie criteria moeilijk definiëren, ideeën die hoge impact hebben op het te bereiken doel en die relatief snel te zijn implementeren (matrix indeling), goede acceptatie van waardevolle ideeën van (lijn)managers, voldoende financiële ruimte om ideeën door te voeren, tolerance for failure	
Kijkuit & Van den Ende (2007)	FE = process during which ideas are born and further developed, ending with he go/ no-go decision for the start of a project. Networks of employees surrounding an idea affect the quality of that idea and its chances of adaption	Several authors use analogy of three phases 1) generation 2) development 3) evaluation	An increasing level of cohesion in idea networks from the development to the evaluation phase increases the probability of idea acceptance Networks of ideas that decrease in size from development to the evaluation phase increases the probability of idea acceptance 1) problem identification, problem structuring, idea formulation prior related knowledge in networks of employees and ideas increases the probability of idea acceptance network of employees that include weak ties to decision makers will increase the probability of idea acceptance 2) response generation and concept developing prior related knowledge in networks of employees and ideas increases the probability of idea acceptance strong ties in networks of ideas increase the probability of idea acceptance networks of ideas that include strong ties to decision makers will increase the probability of idea acceptance 3) screening and decision making strong ties in networks of ideas increase the probability of idea acceptance networks of ideas that include strong ties to decision makers will have no substantial impact of acceptance	Literature study

Appendix D: Abbreviations

Abbreviation	English explanation	Dutch explanation
VenW	Ministry of Transport, Public Works and Water Management	Ministerie van Verkeer en Waterstaat
DG	Directorate-General	Directoraat Generaal
DGMo	Directorate-General of Mobility of the Ministry of Transport	DG mobiliteit
DGLM	Directorate-General for Civil Aviation and Maritime Affairs	DG Luchtvaart en Maritiem
DGW	Directorate-General for Water Affairs	DG Water
RWS	Directorate-General for Public Works and Water Management	Rijkswaterstaat
RWS-ITC	Directorate-General for Public Works and Water Management and its Innovation Test Centre	Rijkswaterstaat en zijn Innovatie Test Centrum
HDJZ	Legal Affairs	Hoofd Directie Juridische Zaken
DCO	Directorate Communication	Directie Communicatie
FMC	General Directorate of Finances, Management and Control	DG Financiën, Management Control
VROM	Ministry of Housing, Spatial Planning and the environment	Ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieu
SKI	Strategy, Knowledge and Innovation Directorate	Directie Strategie, Kennis en Innovatie

Appendix E: Interview template

Use of Dutch because selected persons are Dutch and the organization of the Ministry of Transport is Dutch.

Introductie

- Voorstellen
- Achtergrond van het interview
    - Onderzoek naar ideeënmanagement voor afstuderen universiteit
    - Case is Idee VenW
    - Interview is gefocust op het proces en de omstandigheden rondom ingediende ideeën uit 2008 die een uitnodiging hebben gekregen
    - Interview wordt gebruikt voor case study van Idee VenW, eventueel zullen quotes vanuit het interview gebruikt worden
    - Achteraf wordt het uitgewerkte interview opgestuurd ter goedkeuring
    - Duur is maximaal 60 minuten en het wordt opgenomen op band.
    - Zijn er nog vragen of problemen?

Vraag 1

Volgens de administratie van Idee VenW bent jij/u bij de volgende ideeën betrokken geweest. Kunt u dit bevestigen?

Vraag 2

Procesgang van een idee

- Pak een idee eruit waar u/jij veel vanaf weet.
- Hoe verloopt het proces?
    - Intake
    - bespreken projectteam
    - eerste gesprek
    - (eventueel) tweede gesprek?
- Wat is er precies gebeurd bij het idee? Is het goedgekeurd, doorverwezen of afgekeurd?
- Welke positieve of negatieve overwegingen zijn er? Wanneer binnen het proces?

Vraag 3

Procesgang bij andere ideeën

- Bij de andere ideeën, hoe zit dat precies bij dat idee? Zijn er daar nog specifieke voorbeelden van het proces? Zijn er verschillen? Uitzonderingen?
    - Hoe verloopt het proces?
        - Intake
        - bespreken projectteam
        - eerste gesprek
        - (eventueel) tweede gesprek?
    - Wat is er precies gebeurd bij het idee? Is het goedgekeurd, doorverwezen of afgekeurd?
    - Welke positieve of negatieve overwegingen zijn er? Wanneer binnen het proces?

Vraag 4

Omstandigheden

- Wat zijn de belangrijkste oorzaken waarom dat ene idee wel/niet is afgekeurd?
- Zijn er missende oorzaken die van invloed hadden kunnen zijn?
- Is het idee kansrijk? Waarom wel/niet?

Vraag 5

Omstandigheden bij andere ideeën

- Wat zijn de belangrijkste oorzaken waarom andere ideeën wel/niet is afgekeurd? Geef een specifiek voorbeeld bij een idee.
- Zijn er missende oorzaken die van invloed hadden kunnen zijn?
- Is het idee kansrijk? Waarom wel/niet?

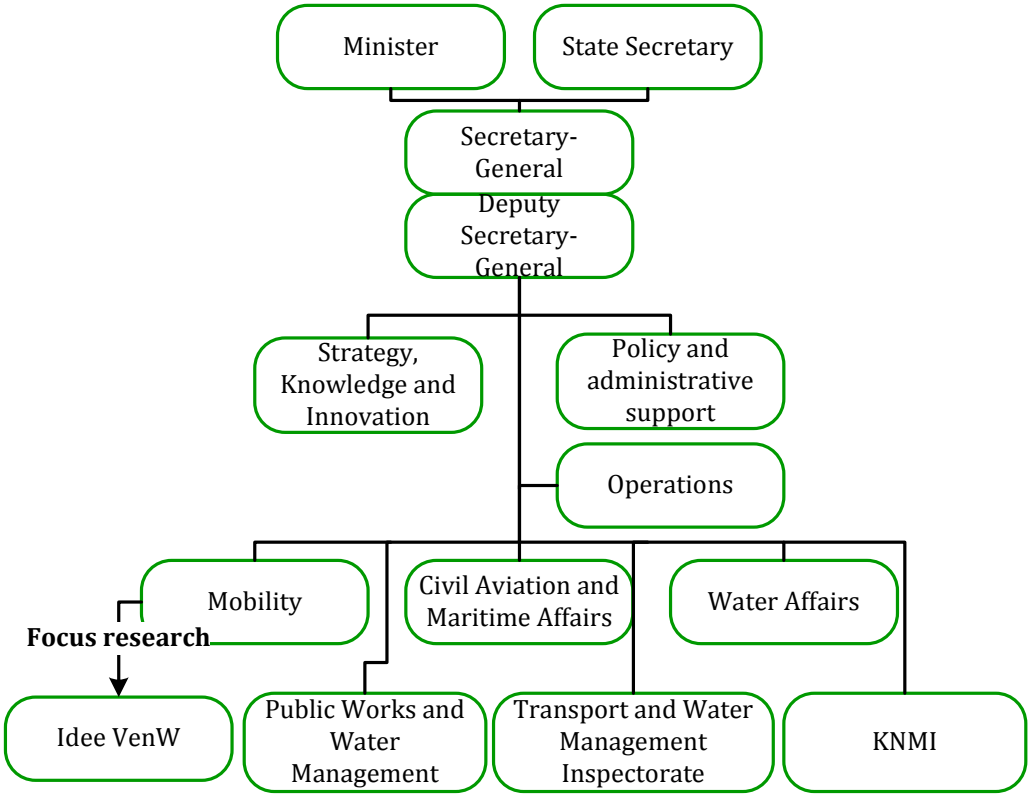
Vraag 6

Volgens de theorie is de betrokkenheid van (top) management belangrijk voor het proces van ideeënmanagement.

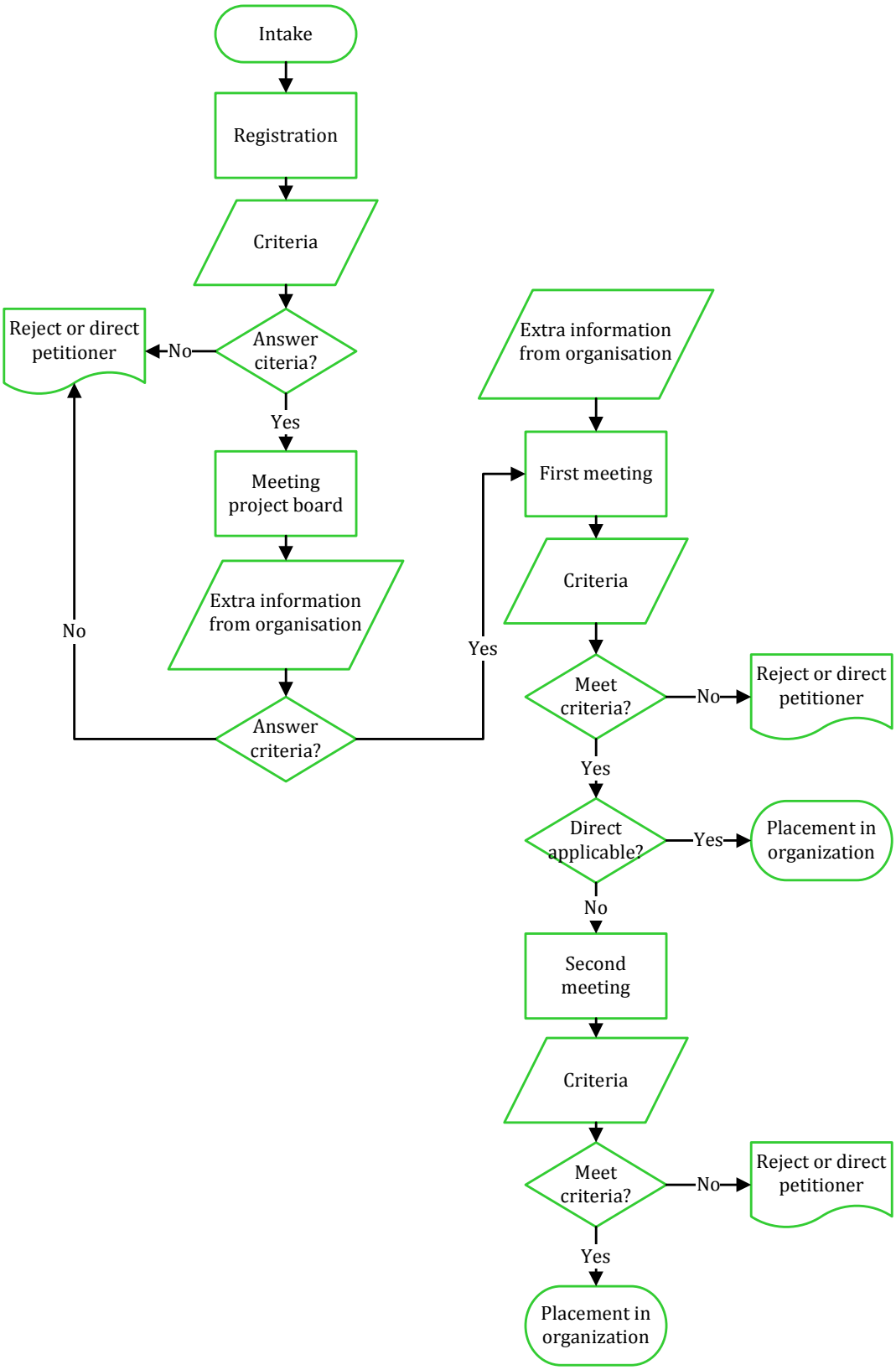
- Wat is de invloed van deze succesfactor op het proces van het ene idee?
- Wat is de invloed van deze succesfactor bij andere ideeën?

Hartelijk dank voor meewerking van het interview. Zoals is gezegd bij het begin wordt op korte termijn een uitwerking van dit interview opgestuurd per mail (mailadres in bezit?). Graag hierop op/aanmerkingen.
Zijn er nog vragen of opmerkingen?

Appendix F: Organization layout Ministry of Transport



Appendix G: Process layout Idee VenW



Appendix H: Future process at Idee VenW