



Idea Management

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Abstract. In every business, employees have different ideas. It needs to be listened carefully. It will be heard different conversation and meanings also; wishes for products in organization to have different characteristics, asking all the time why management simply don't offer products/ services that are important and necessary for customers. Those conversations are connected to ideas for improving of the way of working or products/ services. Managers establish that innovations are critical for their organizations and ignoring good ideas is big mistake. But there is solution for that: idea management. The aim of this paper will be explaining some aspects of idea management and its importance for the organization.

Keywords: idea, idea management, employees, management, managers.

INTRODUCTION

Idea management is structured process for generating and getting ideas from employees and assessing of those ideas to discover which one has potential.

In a small sized and middle sized firm, approach for getting ideas is opening e- mail where employees can write their own ideas. Then, team inspects and decides which ideas should develop. On the other hand, more and more organizations implement software for idea management with characteristics designed for support of process of innovation.

Most products that originate from idea management today include some of those functions.

- Meaning of ideas which are proposed.
- Meaning of ideas which are "adopted".
- Tools for collaboration which let people to tell their ideas.
- Tools for reword.
- Tool for revising of ideas for qualifying ideas which promise.
- Tools for communication

Most of those tools include many functions which improve process of idea management, like, e- mail with new ideas, supporting of creative meaning etc.

1. Creativity as determinant of innovation: principles that determine process of creativity

Often organizations are facing with pressure for creating values for their customers and stakeholders. Business must feel necessity for creating new products/services if they want to reach success in the marketplace. And, from their arise necessity for organizations to act proactive and to work in a direction for developing of creativity as essential competence; which means well developed ability or characteristics which is central organizational ability for success. Focus of creativity may be innovation from traditional aspect of viewing things, invention of some

product/service, but also development of new processes, new ways of communication with customers or new ways of attracting and keeping the best talent.

Shortly, creativity is the most essential competency in organization because creativity is the one that makes things different and better. Creativity is the best path for creating values. Employees make many things to be creative and to create values. For example, organization can train their employees for creative thinking or implement portfolio system for monitoring the projects or to ensure system for prototype for improving of process for developing some products/services.

Those practices may help in some specific level and often is arguable if really those practices are helpful for creating values.

Often good initiatives lead to dissatisfy results:

- Creative programs wrote by employees didn't give good results,
- Good ideas can be merchandise,
- Spread development system that doesn't produce penetrative products/services,
- New projects for interprise which doesn't give feeling or bussines.
- "Smell for moon" initiatives for quality, changing or culture.
- Enetprise that didn't fit to strategy an aims.

DETERMINING CREATIVITY

Creativity can't be explained just with searching for the reason. As well as, child birth, creativity leads us, not just to explanation, but to respect.[4]

- Organizations, departments and individuals can use creativity in a direction to estimating of any results. So the question is what is creativity? Simple answer is:
- Posses of abilities or power for creating: Human beings are creative.
- Productiveness, creating new products/ services.
- Characterized by originality, expression, artistry: creative writing.

Synonyms for creativity are: originality, expression, artistry, innovative, inventive. From this point of view it can be explain definition for creativity: creativity is intentional activity (or set of activities) which produce valuable products, services, processes or ideas with are new and better.

As alternative, concept of creativity is that creativity is act of doing something new. Creativity is quality from different features such as: a gift, cognitive process, social environment, personal characteristics and chances. Definitions for creativity are: descriptive for activities which results with:

- In producing or bringing of something new,
- In investing on some existing objects with new characteristics,
- Accenture new abilities,
- Executing of away different from others.

For understanding creativity it is necessary to make distinction between creativity and innovation. Creativity is network for generating new ideas, approaches or actions, and innovation is process of using of creative ideas in some specific context. Fig. 1 explains distinctions between creativity and innovation in organization.

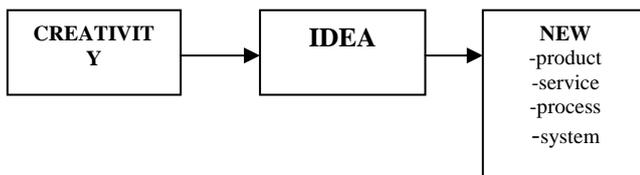


Fig. 1 Distinctions between creativity and innovation in organization

GROUP AND INDIVIDUAL CREATIVITY

Creativity often is individual, but groups can produce things that one person can imagine. Creativity can be easy recognized in world of art and science. But, creativity is necessary everywhere. Today's world is moving rapidly with big steps. Business is competitive. That is the reason that organizations use different approaches for nursing creativity:

- Indoctrinate and train for creativity,
- Using creative tools,
- Installing of departments for creativity,
- Establishing of creative environment inside the organization.

Group creativity starts with idea- vision of one person. Usually, creation is build over some mental pattern, structured from experience or training. The best individual thing is not spontaneous eruption of ideas.

In groups, visions are structured in reality through series of processes, which uses tools, resources and people in different ways. Group creativity is necessary and certain.

Creative individuals have different characteristics that make them different from other employees. Furthermore, they have wide range of knowledge in area in which they research, and perfectly developed skills; and work they do become from inside motivation. They are striving to be independent, unconventional, directed to taking risks, and to be open for new experiences. In organizational context creative persons take initiatives, work effectively in teams and have wide spread networks "in waiting" for individuals which are called when they are needed.

GENERATING IDEAS

Phase of generating new ideas is first phase in the phase of concept development. The goal of this phase is to generate more ideas for new product/ service which letter will be evaluated in the phase of concept evaluation. Before elaborating of procedures for generating ideas for

new product/service it is essential to determine different terms: product concept and idea.

Product concept defines essential benefits and main supportive benefits of new product/ service and describes how those benefits are secured. It can't be verbal or descriptive which will be evaluated, letter formed top managers, department of marketing, engineering, production and potential customers.

For Idea it is not necessary to be complete and specified as concept. Ideas, often is for pronouncing as descriptive statement. In the phase of generating ideas interests is directed toward generating more ideas, instead looking the form in which ideas are told. Value of their separating is that ideas may exist in that kind of form, but the concept must be complete and specified for:

- customers to bring intelligent decisions in testing the concept,
- engineering to visualize as existing technology, which can be used in implementation of concept,
- marketing define program for marketing and to predict reaction of of customers for concept.
- decision making in the high level for evaluation of one concept against another concept in the phase of evaluation.

SEARCHING FOR NEW IDEAS

Before the phase of searching new ideas, it is necessary to be discussed about strategy for intraprise, to get direction for improving ideas. As leader in searching for ideas, it is necessary to get some information like:

- type of venture,
- area of focus,
- concept of product.

Productive searching new ideas for them product/ service must be productive. One of approaches for focusing in searching new ideas is the focus on change. Some new situations that were changed later often secure great possibility for new product. Through systematic researching of inside and outside environment in proactive and aggressive way, may be identified changes that may lead to new product/ services. This means that searching new ideas must be directed to new productive areas. In addition are shown different types of changes that can be productive.

- Unexpected success,
- unexpected failure,
- Unexpected event,
- Changes in industry and/ or market structure,
- High developed business area,
- Demographic change,
- Changes in technology,
- Convergent technology.

Everybody can be creative. There are too many ideas around us. but employees must become aware about that. The main "trick" is to stop with obstructing them. Once is done that, and thinking will be free, ideas will flow out. The hard part is taking the decisions to abandon ideas. If there are multiple people involved, the task can become political and that's where leadership needs to step in to help set the ground rules. If you're working alone at idea



management, it can be difficult to get to the last step of idea management, the point where you're left with one remaining idea. You may be an entrepreneur who faces a tough decision about running forward with this last remaining idea because you still won't have all of the information you'd like to decide if it's worth it or not. You may be inclined to go back to the beginning and restart your idea management process. It is hard to know the right thing to do.

Here is a list of other problems with Idea Management:

- It is often confused with Knowledge Management, which suffers from a negative stigma.
- Taking the initiative to formalize the process and establish "the purpose, scope, responsibility, ownership, tools and procedures for idea management". Similarly it's important to set "expectations of Return on Investment (ROI)".
- Collecting too many ideas and not being firm enough on criteria.
- Getting idea management started: sometimes the ideas just sit in the proverbial "suggestion box" unread for years. For one thing, you can't proactively patent those ideas, let alone build businesses out of them. Sometimes you just lose the employees who came up with the ideas, so it's important to harness peoples' inclination for creativity.
- Failing to invest in idea management sufficiently for the process to run itself.
- Not recognizing the potential for inter-departmental idea management. What happens if department x has an idea for department y that would help the overall company function more efficiently?
- Lack of tools and proven best practices for idea management.
- Some companies function by giving a lot of praise to individual inventors. Without systemic changes, these inventors may be forced to "defend a pile of accolades," keeping ideas to themselves rather than participating in the collaborative idea management process.

CONCLUSION

In product development or innovation more generally, organization deals with lots of lists. Idea management is an early phase in product development where you generate a list of ideas for possible products organization could create. There are other situations where organization has to manage lists of ideas though. Another is feature planning where organization goes around asking customers what features they would like to see in the product and you generate a list of these ideas. The difference with idea management is that it occurs when organization didn't even have product and it may not even has any customers. It's the blank white board of product development. All businesses are created first by ideas. Then once organizations are in business it needs ideas for design, engineering, manufacturing, marketing, advertising,

creative problem solving, customer retention, etc. The difference between success or failure in business could be just one idea. Idea management systems and process can help organization make innovation a discipline. They can help make the hunt for new possibilities each and every department's business.

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