ENABLING INNOVATIONS IN A COMMERCIAL VIRTUAL ORGANIZATION

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Competitive paper

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Abstract

Innovations help position a company in an uncontested market space. According to the open innovation's principles, innovations are not only gained through the research and development activities of a company. An employee's innovative behavior is supported by knowledge diffusion mechanisms and also by leadership practices. This single longitudinal case study aimed at finding those management practices that enhance knowledge diffusion and, thus, innovativeness in a geographically distributed organization having several virtual teams. This single case study proposed that an IT system with related global processes together with knowledge diffusion opportunities and relevant leadership practices increased employees' innovative behavior in a virtual team. The case company, **Nokia Siemens Networks**, produces telecommunication related services, software and equipments. The case company was formed in a merge of two separate companies, which even increased research and development challenges. The innovativeness in a network organization has not gained much space in the research community.

INTRODUCTION

Innovations, new ideas and creativeness can assist a commercial organization to position itself into an uncontested market space (Kim and Mauborgne, 2005 and Lewitt, 1960). In an uncontested market space the organization can have enhanced opportunities for the growth. This statement is supported by several scholars who report that innovative behavior of employees helps attain the success of any organization (Unsworth and Parker, 2003; Smith, 2002). In order to realize a continuous flow of innovations, employees need to be both willing and able to innovate (Jong and Hartog, 2007). One cannot expect existing leadership models that are developed to predict performance in routine settings to entirely be applicable to the leadership of innovative individuals (Mumford and Licuanan, 2004)

Knowledge diffusion has been regarded as one of the key enablers for new innovations (Jong and Hartog, 2007, Leenders et al., 2003). Internationalization of the markets, and, thus, the requirements for the specific market skills set a demanding frame for any commercial organization to be fulfilled. Consequently the need for virtualized teams has increased (Leenders et al., 2003; Ford and Thomas, 1995). The key challenge confronting a virtualized organization is augmented problems in knowledge diffusion because of the lack of proximity of the team members. The geographical and cultural gaps plus the lack of comfortable communication methods in a virtualized team seem to be obstacles in inventing new innovations and disseminating them within the whole organization. These geographical and cultural gaps are especially visible in an organization that has consolidated by merging two companies as has happened in this case study's sample company. Moanaert et al. (2000) write that the units and functions of the new product developments form their own codification based on their subculture and idiosyncratic language. They continue by stating that this codification is especially a problem for companies that grow through mergers and acquisitions.

Several scholars, for example, Jong and Hartog (2007), recognize the importance of the employees' innovative behavior for business success. However, there are relatively few studies to identify how the virtualization within and across the organization would affect employees' innovative behavior. The research question of this study is as follows: what are the practices that enhance employees' innovative behavior in a virtual commercial organization? This study aimed at learning practices that enhance innovativeness of employees in a virtual organization by implementing relevant practices fitting for a geographically distributed organization with different cultural backgrounds.

The remaining part of the paper is organized in the following way. First, we fix this single case study's underlining concepts: 1) innovation, 2) leadership, 3) uncontested market, 4) virtual teams and 5) knowledge diffusion. Second, in the literature part we discuss about our concepts in detail. Third, we describe the research methodology of this study. The methodology is based on an action research applying several sources of information plus several surveys, as well. Fourth, we report our empirical case. Here we first introduce the construction built on the literature review and information got in managers' interviews. Then we focus and report on the open innovation environment opportunities within a global company which is formed in a merger of the individual companies. Finally, we draw conclusions and discuss implications and further research.

UNDERLINENG CONCEPTS OF THE STUDY

According to Håkansson (1987), innovation is interplay of knowledge between the actors, ability to apply that knowledge in practice and using the knowledge by mobilizing resources and coordinating these resources between actors with an efficient combination of firm specific technological capabilities. This paper shares Håkansson's view of the innovation that highlights the practicality, leadership and knowledge diffusion aspects.

The open innovation concept supports this paper's approach to study innovatiness from the employees' perspective. Not all innovations come from in-house research and development activities that help position the company to a new market place. The open innovation concept emphasizes the importance of sourcing innovations instead of creating innovations only with the help of in-house research and development (Chesbrough, 2003). A company should, for example, buy others' intellectual properties whenever it advances its own business model. The company needs to gain capable resources either from where they exist.

We define the difference between leadership and management concepts. The leadership relies on influencing and inspiring employees to act and work towards goals accepted by them. The management relies on organization's activities to get people together to accomplish desired goals and objectives. The first, the leadership concept, is based on influence on people while the latter one, the management concept, is based on authority defined by an organization. Based on Jong's and Hartog's (2007) and Mumford and Licuman's (2004) statements, it can be proposed that leadership practices are rather needed for motivating employees to innovate than management practices focusing on performance in routine settings.

According to Leenders et al. (2003) there are three matters to increase the virtuallity of a team: 1) team members are less physically proximate, 2) communication occurs increasingly through electronic means and 3) the performance of a virtual team is increasingly based on lateral communication. The virtualization of teams is a quite recent phenomenon. According to the authors' experience, the cultural aspects can be the fourth item to cause even more problems in communication than geographical distances. This statement is supported, for example, by Moerrnaert et al. (2000). In general the cultural cap is difficult to measure, yet it definitely exists.

Knowledge diffusion is defined as the illustration of the ideas' movement inside an organization. Knowledge diffusion is referred also to represent the flow of results of the research studies inside the organization. In this study the knowledge diffusion describes the flow of all the tacit and explicit knowledge within an organization.

LITERATURE REVIEW

Leadership practices enhancing the innovative behavior

Some leadership practices advance the innovative behavior of the employees while the others can prevent it. Innovation as interplay of knowledge between the actors (Håkansson, 1987) would be hard to mobilize if this interplay is prevented. According to Kalling (2007), the extensive management focus on coping with only everyday life, such as the short term goals and the operative issues, prevents innovative behavior. If a company concentrates only on the next quarter result, it does not leave space for resources and funding that would be needed for idea development efforts. This is in the line with Kanter's (1985) notion of patient money for innovations and new ventures.

The leadership practices for enhancing employees' innovative behaviour consists of hearing the voice of employees and supporting employees in their idea generation process (Jong and Hartog, 2007). Consulting the employees is a matter of concerning them as an important part of the company. This concern is reported to influence positively on willingness to innovate.

The number and significance of employees based innovations can also be increased by granting freedom and autonomy for people and by maintaining a positive attitude for their ideas. This view is supported by Takeuchi and Nonaka (1986), who ask for subtle control for innovation process. An article, published in Harvard Business Review, also shares this view (Inspiring Innovation, 2002). Knowledge diffusion by sharing openly problems, needs, trends and acting as a sparring partner creates ground for innovation oriented leadership practices. Management's vision, finance and resources on innovations emphasise management's commitment for their company's development.

According to Kanter (1985), other issues that management needs to understand within innovation process are as follows: 1) uncertainty, 2) knowledge-intensity, 3) competition with alternative courses of action, and 4) boundary crossing. Usually the too tight routine setting gives no time for management to create solid visions that would be needed to inspire employees to innovate. The knowledge diffusion inside such a company is rare and there is usually no antenna out to look for new opportunities (Burns and Stalker, 1960).

According to Drucker (1985) the "entrepreneurial management" is important both for small and large firm. For large companies the term "entrepreneurial" is the most crucial one since large companies know "management" but how to be "entrepreneurial" and use employees as source of innovation is unknown or forgotten.

Innovation in a virtual organization

The commercial organization, seemingly the marketing department, proximity to markets has long been recognized as a necessity. Moreover, the proximity of the team members, for example those in R&D, to the market has also been lately regarded as prerequisite (for example Takeuchi and Nonaka, 1986). It is strongly believed that knowledge intensive commercial organizations will be increasingly distributed geographically in order to be present in the global markets. The

increased availability of well educated and inexpensive local labor in recently industrialized countries like in China and India has drawn managements' attention to cut their research and development expenditures in industrialized countries, and, thus to increase virtualization. On the other hand, it is known that companies are forced to move part of their R&D to recently industrialized country if they want permission to trade.

The companies can confront serious challenges with finding the right balance between having proximity to a market and keeping proximity inside its teams. The proximity to the market means increased virtualization of a company's organization and vice versa. The virtuallity affects especially knowledge diffusion which consequently affects the creativeness of a team. On the one hand, the proximity supports building trust, because people ask question from those they feel comfortable with but on the other hand, the lack of proximity means that collaborators might have fewer opportunities to make contacts (Leenders et al., 2003).

Leenders et al (2003) recommend that the creativeness of a virtual team can be increased by enhancing lateral communication. They state that vertical, hierarchical, communication prevents creative co-operation. If tasks in a team are not interdependent, there is no need or reason for collaborating laterally. Actively shaping and reshaping interdependencies, the communication structure of a team is altered and, consequently, the team's creativity is increased. Thus, to support creative cooperation management should avoid hierarchal communication. An organisation should also give special roles for some employees. Especially roles bringing the right people from virtual organisations to the right place are needed (Leenders et al, 2003). Moenaert et al (2000) propose parallel organization structures to enhance the communication in a virtual organization. According to them, the parallel organizations serve as a platform for information transfer within the company.

The further acceleration of knowledge diffusion in a virtual organization can be enhanced by the social computing technology that enables face-to-face like meetings. Lank (1997) also lists five ways to persuade employees to share knowledge: 1) individual performance and reward processes, 2) personal recognition, 3) integration with key business processes, 4) IT infrastructure and training to familiarize people with the relevant IT tools, and 5) making it as easy as possible to contribute to the knowledge base. Swan et al (1999) emphasize the importance of social co-ordination and networking, both formal and informal, in managing knowledge. They state that technologies could complement these processes by increasing communication across nations.

Towards innovative culture in virtual commercial organization

It can be concluded that a company seeking their market advantages by being present globally has to maintain its creativeness and innovativeness. The literature study proposes that both knowledge diffusion opportunities and proper leadership practices are needed in order to maintain organizational innovative capability while virtualizing the teams. The components for a framework could also include social computing tools that reduce the virtualization caused by the geographical distance. The framework in **Figure 1** describes that the number of the innovations and new ideas coming from an organization depend on the proper leadership practices and opportunities for knowledge diffusion. Virtualization by its nature decreases opportunities for

knowledge diffusion. This reduction can be compensated by introducing proper social computing systems which simulate face-to-face meeting. (Leenders et al., 2003).

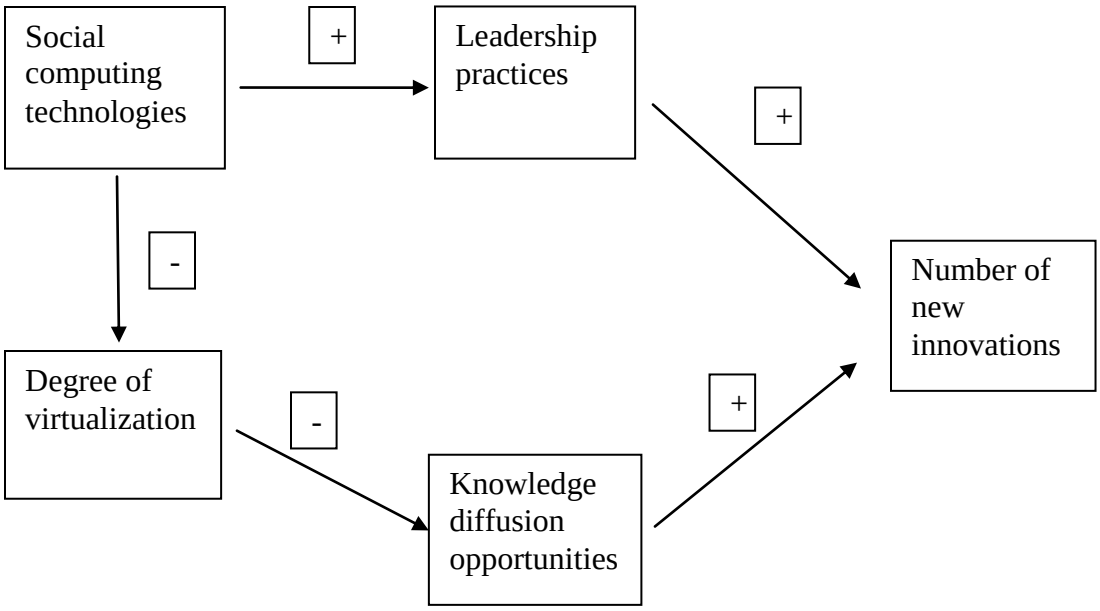

Figure 1: Framework to describe enablers the affecting amount of new innovations coming from employees.

DATA AND METHODS

The research approach applied in this setup was based on action research. Action research can be undertaken by larger organizations or institutions, assisted or guided by professional researchers with the aim of improving their strategies, practices, and knowledge of the environments in which they operate. Action analytic research approach can employ case study method (Yin, 1989; Eisenhardt. 1989).

In the first phase the problems were identified with the help of interviews. Based on the preliminary literature studies, a set of the prestatements of the best practices were formed. The interviews were carried out in order to determine whether the prestatements were applied in the case company or not, and if not then how to implement them. The interviews were taken in place in interviewees' offices or through a conference system if the person was located abroad. The interviews were executed during autumn 2009. From every interview notes were made and these notes were then distributed back to the interviewees for further comments. In total ten various managers coming from both of the merged organizations were interviewed several times and their ideas were collected.

At the same time the further literature was studied in order to find out relevant arguments to create a framework. The literature study together with the framework (**Figure 1**) and the interviews formed a base to propose a construction that aimed at improving the problem

identified by the organization. The construction was discussed in several meetings with the relevant managers on various levels. **Figure 2** illustrates the research process in detail.

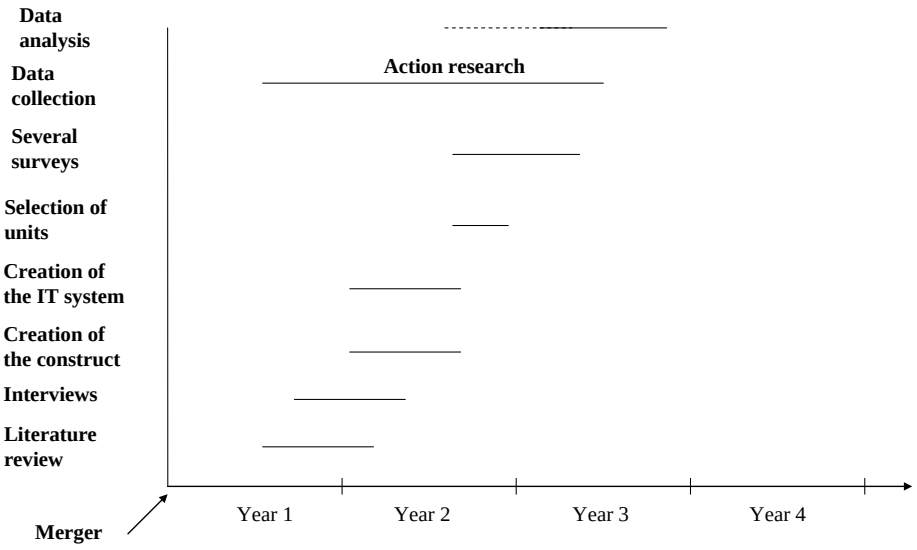

Figure 2: The research process.

The case company's Information Technology (IT) unit and its subunits with several hundred of employees were selected to form the sample base for this single embedded case study. The IT unit and its subunits employed relevant leadership practices, gave opportunities for knowledge diffusion and applied social computing. After the setting-up the construction to be implemented the data for this study was collected from the meetings, interviews and from the employees' surveys executed by a consultant company separately from this study. Employees' satisfaction surveys gave feed-back on the topic how their innovative behavior was supported independently from this study. The data was also gathered from an IT system that was employed to deal with ideas coming from the sample units.

Construction for innovative commercial virtual organization

In order to employee the factors represented by the literature such as various leadership practices, a construction was needed to implement these factors in practice. The construction (**Table 1**) includes an organization structure and other practical implementation elements.

The construction consisted of four main elements. The first element was the innovation steering team that focused on enhancing the innovative behavior of the employees. Its role was to promote and implement the relevant leadership practices. This team did not discuss about individual innovation but it followed the overall progress of the implementation of the construction (**Table 1**) and how it was accepted by the employees. The number of new ideas was monitored. This team was common for the unit in which the approach was decided to be tested. Special attention was also put on ensuring the knowledge diffusion. Moenaert et al (2000) propose to have parallel organization structures to enhance the communication in a virtual

organization. According to them, the parallel organizations serve as a platform for information transfer within the company.

Jong and Hartog (2007) write that individual innovativeness is needed to be supported. They stated the importance of the need of a sparring partner. Kalling (2007) stated that an organization can kill an innovation if the employees need to focus on everyday problems without having any additional time on thinking on improving ideas. Therefore, the second element was an innovation management team which aimed at supporting idea originators. The innovation management teams were subunit specific and, therefore, there were several of them. The teams supported idea originators by evaluating their idea proposals, further developing them and sparring the idea originators. The main purpose of these teams was to take an idea into a decision point, and justify the decision well. If an idea was accepted, then the team in question took the idea into the implementation phase. Each innovation management team has an idea manager who led the team.

The third element in this study's construction was an idea collection IT system, which allowed employees of the whole organization to propose their ideas into a single transaction system. The IT system was open for all employees to propose new ideas: it kept track of the ideas and helped rank the existing ideas. The literature proposes to employ intellectual stimulation by requesting ideas directly from the employees. The IT system had a feature that supported various kinds of idea campaigns' launching. The role of the IT systems has been discussed by several authors for example by Swan el. (1999) and Lamk (1997).

It was also decided to reward some the ideas by publicity and take-a-ways such as mobile phones etc. The management also decided allocate budget for setting-up the construction. The funding formed the fourth element in the construction. The importance of the resource allocation is discussed by Jong and Hartog (2007). Overall Jong and Hartog's (2007) article is important from this study's point of view because it concludes the state of the art studies of the relevant leadership practices.

Table 1 describes how different leadership practices emphasized in the literature were addressed in the construction. The leadership practices were expected to enhance employees' innovative behavior according to the literature. Many of interviewees commented that due to lack of time for themselves and employees in the unit in question they did not have time to be innovative. A comment from an employee reprehensive was that the practices overall give a little bit slack for employees.

Table 1: Construction to address the leadership practices emphasized by the literature.

Literature	Literature reference	Interviews	Implementation elements
Consulting subordinates	Jong and Hartog (2007)		Idea campaigns (element 3)
Sparring idea originators	Jong and Hartog (2007)		Idea managers (element 2), innovation management team (element 2)
Supporting individual in their process proposing idea	Jong and Hartog (2007); Kalling (2007)		Process and IT system (element 3), innovation management team (element 2), idea managers (element 2)
Giving resources, no time	Jong and Hartog (2007); Kalling (2007)	No time to be innovative. Google's approach on this was discussed.	Allocating budget (element 4)
Delegating	Jong and Hartog (2007)	Empowerment: management tends to rank idea without help of experts.	Innovation Steering Team (element 4) to support leadership development
Providing vision	Jong and Hartog (2008);		Idea campaigns (element 3)
Intellectual stimulation	Jong and Hartog (2007)		Idea campaigns (element 3)
Rewarding	Jong and Hartog (2007); Kalling (2007).	It was proposed to give takeaways in the first phase with phrases	Publicity, budget allocated to implement the idea, takeaways (element 4)

RESULTS

Case description

A consulting company executed an employees' engagement survey in the case company. The overall employees' engagement was proposed to be dependent on the innovativeness. The survey result reflected the situation of the case company: it was formed in a merge from two separate companies. The merge had also forced the company to seek a new leadership style that could use for integrating the two management cultures. It was felt that the innovation leadership practices could provide a corner stone to construct a new leadership culture.

Based on the construction created in this paper the innovation mode of operation was defined. It included management processes, related organization and IT system which were employed to

manage individual ideas and innovations. First the innovation steering team body was established in autumn 2009. Its job was to set-up the innovation mode of the operation. It was also decided to set-up innovation management teams into each subunit of the unit in question. The implementation of the idea management team concept was progressed well in one of the subunits and the other subunits were expected to follow.

The innovation mode of the operation was established by the mid of 2010. The idea management teams processed about 80 percent of the incoming volume of the ideas. The idea managers were nominated accordingly. In June 2010 all subunits had their own idea managers. After the mid of 2010 the innovation steering team did not work actively. It was replaced in practice by meetings with meetings of the heard of the units.

The employed IT system built especially for idea management let all the employees of the case company to propose ideas freely and it kept a track of the each proposal. The system supported the innovation management processes by maintaining the status of the each idea. Employees had also possibilities to comment ideas and rank them. A number of lessons were given to introduce how to use the IT system and related processes.

It was decided to launch idea campaigns in order to find ideas that could support the unit's strategic initiatives. Two idea campaigns were executed. In 2010 the number of the ideas coming into the IT system increased steadily. Some of the ideas had been already implemented during this study.

Descriptive data

By the end of March 2011 several hundred ideas were received (**Figure 3**). Fifty percent of the ideas were processed by the time writing this paper. One fourth of the ideas were previously known by the case unit and therefore they were not regarded as new ideas. Some of those ideas had been decided to be implemented already before the proposals were received. Out of all ideas less than ten percent were successfully implemented. Several ideas were rejected for various reasons.

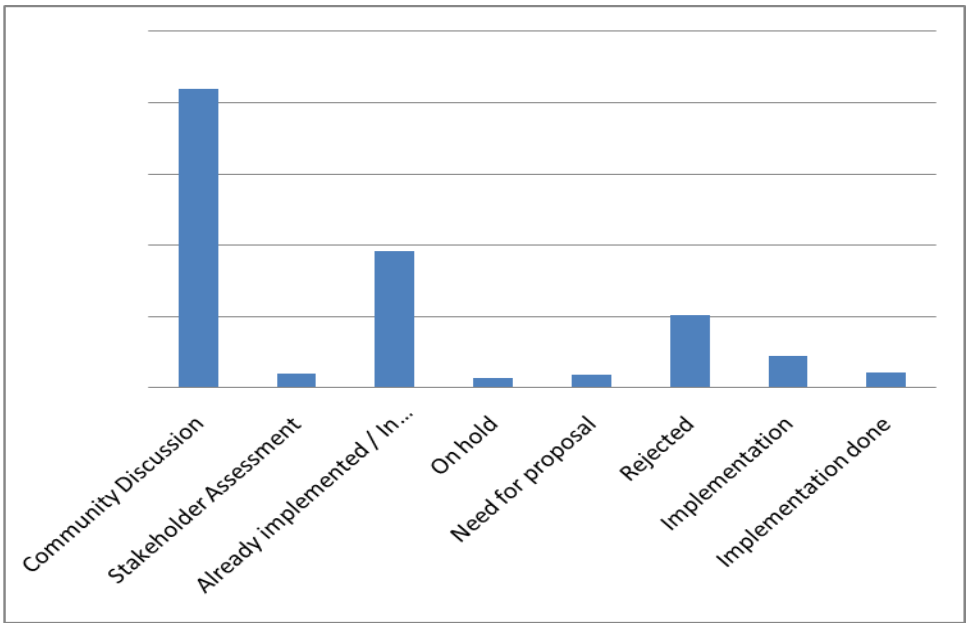

Figure 3: Status of ideas

Most of the ideas received comments from idea managers or from other employees (**Figure 4**). The number of the ideas received month by month fluctuated. During the months when innovation campaigns were executed the number of received ideas were clearly higher than in the other months. The start of an innovation campaign in June 2010 brought in a number of new ideas on the top of the base volume.

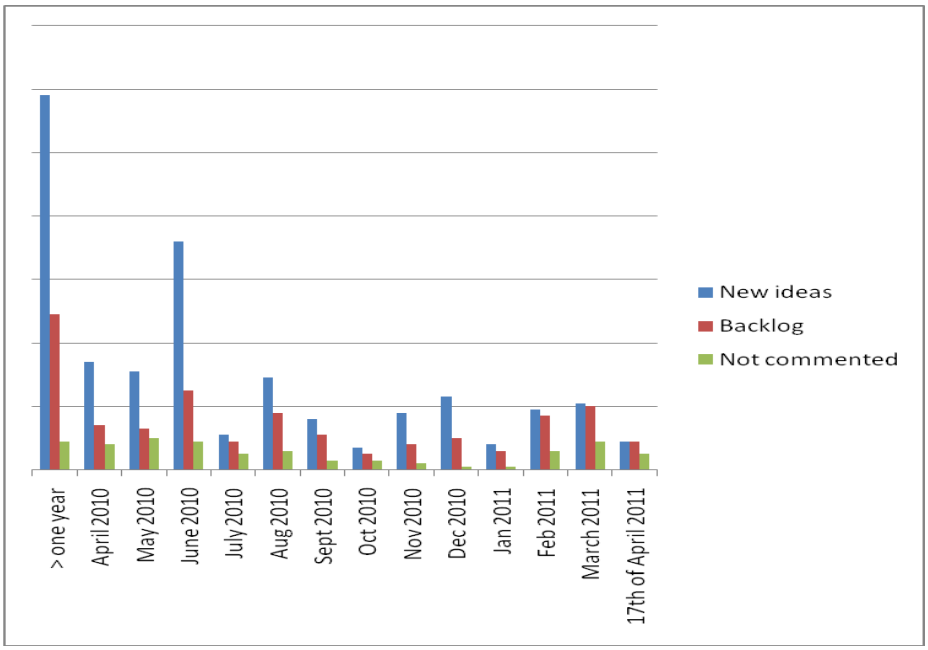

Figure 4: Received ideas

The ideas came from more than forty countries which indicate how distributed the organization was globally. If the figures were compared by ideas per employee per country, there would not be that much of a difference between countries.

Analysis of the effect of single elements

In the first phase of the implementation of the innovation mode of the operation, the support of the innovation steering team was essential. This was called as the first element (see **Table 1**). Although the innovation steering team itself turned out to be redundant the concept behind was essential. The systematic work for enabling innovations in the organization was needed. This meant the implementation of the practices listed in **Table 1**. Moreover, a person was needed to push innovation enablers forward and to keep the innovation topic on the wall. This person also supported the creation of innovation management team's and idea manager's concepts into the major subunits.

The second element consisted of Innovation Management teams and Idea Managers. Innovation management teams worked with the individual innovation. Innovation management teams had made several hundred decisions related to the ideas. Nearly all the ideas were commented. Idea Managers had a key role in giving feed-back for the proposers, supporting them and taking ideas for decision together with Innovation Management Teams. It can be concluded that the volume perspective, the implementation of the second element was successful.

The case company had a global innovation management system in place. The system provided possibilities to feed in proposals, follow-up the progress status of them and all employees of the case company were able to comment any of the ideas fed into systems. The system itself supported well the concept of open innovation by providing all employees possibilities to propose their ideas and get feed-back. A common innovation management process was established with the help of the proper information management system. It can be concluded that the third element from **Table 1** was quite successfully implemented. And the results proposed also that the content specific information management system including elements from social computing reduced the degree of the virtualization.

The fourth element consisted of the funding elements including allowing time to be used for innovations by employees, allocated times for Idea Managers and Innovation Steering Teams work. It was decided that case unit's employees were allowed to use half a day for innovation per month. The concept was similar to Google's approach. Google allowed employees use one day in week for innovation.

Only few of the ideas were implemented although the positive feed-back was got from management and end users of the case unit in the case company. This problem was discussed several times in the unit's leadership team meeting in the beginning of 2011. In 2011 a new approach was proposed with clear resources allocation targets and implementation responsibilities to improve the situation and in order to get more ideas implemented.

Common effect of the selected elements

In the previous chapter it was discussed the effect of the single elements. A question can be raised what elements might have explained gaining the ideas mostly and if the elements commonly supported the success. However, such a data was not available which could help execute a regression analysis due to small sample sizes. The subunits were in different phase of implementation of the concepts represented earlier.

Table 2 describes the success of the implementation of the various elements. All the units had idea managers but some of the units did not have Innovation Management Teams. In the all of the subunits the problem was the lack of resources for implementation. It explained why the implementation rate of the ideas was modest before taking the relevant measures. Couple of the subunits lacked innovation management teams and it seemed to explain also high relative number unprocessed ideas of those units.

Table 2: Status of the implementation of the elements

Subunit	Idea Manager	Innovation Management Team	Innovation Management Process	Resources
SU1	Yes	Yes	Yes	Not for implem.
SU2	Yes	Yes	Yes	Not for implem.
SU3	Yes	Yes	Yes	Not for implem.
SU4	Yes	Yes	Yes	Not for implem.
SU5	Yes	No	Yes	Not for implem.
SU6	Yes	No	Yes	Not for implem.

It can be propose that in order to successfully receives process and implement the ideas, all the studied elements are needed to be in place.

DISCUSSION AND CONCLUSION

The purpose of this single longitudinal case study was to investigate how to enhance innovativeness of the employees in a virtual organization. The literature was studied and interviews were executed. A construction was created to test the approach that was proposed, and its implementation was executed.

A number of positive results were achieved by executing this study that included the construction for enhancing innovative behavior of the employees. A number of the new ideas were received and some of them were expected to improve the case company IT unit’s performance. It can be proposed that innovations in a virtual environment were dependent on the used leadership practices globally and means for enhancing knowledge diffusions. The innovations were supported by the IT system, which had social media aspects by sharing openly ideas and gathering comments globally for the ideas. This kind openness helped achieve the goal set for this study: to find leadership practices that work in a virtualized organization. This result is also

supported by the fact the case company's technology innovation management was awarded by Fraunhofer Institute's Successful Practice Award (Technologic, 2011). According to the article, the award was given especially because of the successful management of employees' ideas. In this study, we used the same IT system and we worked on applying similar types of processes. However, there could be differences.

There are couple findings in this study that contributes to the scientific knowledge. A set of the practices were selected and the combined effect of them were studied. The results proposed that the implementation of one practice might not bring many results, but instead the right combination could make the difference. The key role in implementing the construction was also played by the IT system with its related globally unified processes which were needed to properly handle the received ideas. This was according to Lank (1997) who emphasized the systems in facilitating diffusion of knowledge. The concepts of the innovation management teams and the innovation steering team seemed to support the systematic implementation of the practices and management of the incoming ideas.

Some interesting notes were observed during the implementation of the construction. First of all, there was a key message coming from the employees that they preferred to work in an innovative company. The motivation seems to have come from in Maslow's (1955) terms from self esteem. Because of the merger some employees felt the job security as the most important matter. Secondly, from the implementation point of view, individuals who were excited about the implementation of innovation methods and practices were important for the success of the implementation. Several roles were proposed and fulfilled by individuals in order to implement the construction. These individuals were ready to contribute in setting-up the construction and to assist other employees in the process of developing their ideas (see innovators, Rogers, 1962 and Moore, 1995)..

It should also be noted that the ideas proposed gave a more profound view on several topics that the unit's internal customers felt important. The statistical analysis of the proposal gave an insight if the goals, set by the management, were addressed correctly in order to keep its internal customer satisfied. This was important in order to decide whether continue towards set goals or redirect them.

Limitations and further studies

This embedded case study was executed in a large company. Therefore, a question can be raised whether this study is applicable in small or medium size of enterprises. We believe that in the conceptual level this study is valid in various sizes of enterprises but the implementation of the processes and parallel organization should take into account the current resources and the degree of the virtualization of the enterprise. Further studies could bring enlightenments how innovative behavior in various sizes could be supported.

The sample size of this study is limited and therefore more studies are needed to verify the current findings. However, more case or multiple case studies are also required to verify the concepts and observation presented in this study. We also see that prior to a large scale of surveys the sample base selection rules need more clarification: what kind of companies and

bases on what criteria they are selected. Further case and multiple case studies could help with this.

Managerial implications

The first managerial recommendation is to create a parallel organization. The parallel organization as created in this study seems to enhance the innovative behavior of the employees by taking ownership of the implementation of the needed leadership practices. This recommendation is supported by the Moenaert et al. (2000) who discuss enhancing information transfer in the similar type of context. The parallel organization is needed for ensuring fair decision making of the proposed ideas and innovation by the experts. The second recommendation is that the management of the organization focuses on enablers of innovative behavior rather than on each individual idea.

The third recommendation is to implement global processes for receiving ideas and innovation from the employees and for further processing them. These global processes can be supported by social computing solutions that ensure openness of the treatment of the received ideas and let everyone contribute to ideas, for example, by allowing other employees to comment on ideas. This is inline with what has been said by several scholars, for example, by Kanter(1985) and Swan et al. (1999). The fourth recommendation is to ensure that the good ideas will be implemented in order to build a trust on parallel organization and related processes. In this study, the implementers got feed-back that many of the good ideas were hard to implement due to the lack of relevant resources. Special measures had to be taken in order to ensure the start of the implementation of the ideas. Jong and Hartog write about the need of the resources for implementation of idea and therefore it also supports this fourth recommendation.

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