Internal Crowdsourcing Projects in the Company: Organization and Realization

Lobova Svetlana Vladislavlevna and Dolzhenko Ruslan Alekseevich
Department of Economy, Work and Human Resource Management Sociology,
Altai State University, St. Lenina 61, Barnaul, Russia

Abstract: The study is devoted to the possibilities of effective organization of internal crowdsourcing projects to solve business problems. Crowdsourcing is a relatively new phenomenon in the practice of domestic companies, at the same time, its potential is huge but the toolkit organization of crowdsourcing activities has not yet developed. The study makes an attempt to consolidate the experience of crowdsourcing in internal crowdsourcing projects. The principal feature of this type of crowdsourcing is that the participants in such projects are the only members of the organization.

Key words: Crowdsourcing, the types of crowdsourcing, organizations of internal crowdsourcing projects, crowdsourcing project, Russia

INTRODUCTION

In modern conditions, especially topical issue becomes innovation management organization. Organizations are forced to pay great attention to innovation because the high dynamics of the environment causes them to constantly change. To maintain a high growth rate of progressive companies are constantly improving old and/or offer new services, streamline processes, implement the latest IT technologies to reduce costs are fighting for the vacant markets, introduce new business models, accumulate international experience for further expansion into other markets countries, etc.

Of all the resources needed to implement innovations in the organization, it is the human capital is the main creative force, so it should be used as much as possible. This capital is embodied not only in your organization but also in all people. Another thing is that for the purposes of the organization, it is usually only a potential and need special forms of feedback for his translation of potential into real form, activity-based form.

There are more new forms and methods of interaction with employees (Kotlyarov, 2013). One of these forms of attracting people to generate innovative ideas for the organization is crowdsourcing. Most often about crowdsourcing remember when it comes to analyzing consumer preferences services brainstorming products (Bradley and McDonald, 2011), finalizing regulations (Patarakin *et al.*, 2012), the evaluation of proposals for the registration of patents (Noveck, 2009), the creation of virtual communities (Ponomarev, 2011), etc. As you can see, this technology has great potential which can be used to work in different areas. What does this concept?

Crowdsourcing is a neologism, it combines the 2 English terms: Crowd and sourcing. Conditionally, it is possible to translate as the crowd as a resource. Meaning of the word crowd in crowdsourcing different from the usual is any group of conditionally anonymous or not familiar with each other participants (Howe, 2009). For this reason, despite the consolidation of the term in practice many researchers note on the in appropriateness of using root crowd.

The classical definition of crowdsourcing means by this phenomenon involving technology through computer networks of many people to work together, the transfer of certain production functions unspecified persons on the basis of a public offer.

From the point of view will be increasingly important, as the definition of crowdsourcing approach to generate ideas and solutions by professional societies, based on specific technologies and methodologies of collective interaction aimed at solving the problems of various levels of difficulty. Of course, the more relevant when using this definition will be handling such concepts as noosorsing (from the Greek vooc-mind (Slavin, 2012), meritosorsing (from the latin meritus-worthy) (Dolzenko, 2012), due to the fact that in this case is not crowd is involved in the task and the professional community. But, due to the spread of established scientific lexicon in the concept of crowdsourcing, researchers will use it in his research.

The organization of the internal crowdsourcing projects to address urgent for whom a company issues the focus of this study.

Corresponding Author: Lobova Svetlana Vladislavlevna, Department of Economy,
Work and Human Resource Management Sociology, Altai State University St. Lenina 61, Barnaul, Russia

THE POSSIBILITY OF USING INTERNAL CROWDSOURCING PROJECTS IN THE ORGANIZATION

One of the leaders in the use of crowdsourcing in its activity among Russian companies is Sberbank of Russia. His first experience of creating a platform for realization of internal crowdsourcing projects is the exchange of ideas Sberbank which was established in 2009. This system includes the technical platform with which all employees have the opportunity to offer any innovative idea which would improve the work of the bank. Any employee of Sberbank can register on the internal portal of exchange of ideas and put their innovation. After that a group of specially selected experts considers this proposal. The researchers of those ideas that will be recognized, as successful and will be used in the work of the bank, receive remuneration corresponding to 10% of future economic effect from their implementation.

The project exchange of ideas was launched first on the domestic banking portal and since 2011 and external customer portal. Today in the system of exchange of ideas registered almost half of the employees, about 7% of innovations were introduced in 2010, the total for 2009-2011 was filed 86000 applications. Thanks to the exchange of ideas in 2011 Sberbank has saved approximately 17 billion rubles. In 2010, managed to save a 27.4 billion rubles, the researchers of the proposals that are embedded in the business processes, received 8.1 million rubles. The winners of the contest within the first innovation forum in April, 2011 received remuneration of 15 million rubles. Among the projects already implemented: Free access point Wi-Fi in the bank's branches, electronic monitoring of the online consultation, the possibility for employees of the savings bank to get a loan without provision of the information about the experience and income. These proposals were invented due to the use of intelligence officers.

The practice of using the system of exchange of ideas showed the following existing drawbacks of the existing system of generation of ideas:

Inefficient collection of ideas: A large number of submitted ideas and their poor quality. Sberbank on exchange of ideas for the period 2009-2011 registered 86000 ideas, 20% of them are pending.

Inefficient procedure of selection and approval: The necessity of examination of 100% of ideas, long terms of expertise, high labor costs, inefficient procedure filter. Sberbank of 10400 ideas passed on implementation, 52% of ideas rejected, only 10% of the ideas were discussed in time.

Inefficient use of crowdsourcing platforms, low interest business, dissatisfaction of employees. Sberbank 7500 ideas were implemented, 80% of them expected the introduction of >1 year.

Among the bottlenecks of the existing system of internal crowdsourcing Sberbank were: The complexity of selection and evaluation of submitted ideas and their long subsequent implementation.

Practice has shown that in order to qualitatively improve the efficiency of internal crowdsourcing projects should consider the following principles:

- To specify a task/problem to the solution must businesses and/or consumers
- Working solutions should be organized in teams
- Must be used specific motivations of the researchers of ideas the transition from the motivation of the participant to the motivation of the team
- Must be formed expert professional community by area of activity
- Do ensure effective communications between the participants in finding solutions
- Selection of ideas should be carried out by the community
- Should be used filtering mechanisms ideas rated (by voting members of the community)
- Efforts should focus on the best solution
- The number of active participants should be

In August, 2012 in the bank started work on forming of strategy of Sberbank until 2018, a unique solution for domestic companies became the attraction to discuss the strategy of all employees of the savings bank. The task of involving employees located across Russia (over 200,000 people), working in different departments was solved with the help of internal crowdsourcing. Internal crowdsourcing project preparation strategy of Sberbank has set itself the following goal to make such a complex and lengthy document, as a strategy of Sberbank understandable to each employee, regardless of his professional sphere, qualifications and experience.

The project on crowdsourcing strategy consisted of several stages. The participants of the project, employees of Sberbank were divided into 4 groups depending on professional experience and level of management: The bank's top management and managers of the central office; the heads of regional banks, offices; middle managers; employees of divisions and additional offices.

As the platform for crowdsourcing project was specially created site www.idea.sberbank21.ru where access was restricted for foreign participants.

All stages of this project is implemented consistently, according to the logic of the development strategy of the bank. At the 1st stage was organized to discuss common issues and main ideas with the chairmen of regional banks and offices as of detail of the material was organized to involve other target audiences. Each of the employees could express his idea, evaluate the ideas of colleagues, to give an expert assessment on the proposed issues.

In the 1st stage of this crowdsourcing project involved >9000 employees of the savings bank was made 1116 proposals, >5000 estimates were put up around 3000 written comments.

Ideas and comments employees had a significant impact on the content of the strategy of the bank. Thus by results of discussion the focal was excluded subject maximum simplification have confirmed the hypothesis about the share of non-cash settlements in 2018, the difference competition in large and small cities and other.

Also, determined the directions of development of the list of services provided by Sberbank. About 62% of the votes were cast for the feasibility of providing external services risk management. The proposals were related to the development and understanding of the models of risk assessment to other banks, the sales to individuals, their credit ratings, information-consulting support and other.

THE GENERAL APPROACHES TO THE ORGANIZATION OF CROWDSOURCING PROJECTS IN THE COMPANY

Researchers will consider possibilities of the organization of crowdsourcing in the company but at once Researchers will differentiate realization of these forms in the following directions: External and internal crowdsourcing. One of classifications of crowdsourcing projects is based on criterion audience proceeding from which it is possible to allocate 2 types of similar projects:

- External: It is carried out with participation of staff of the organization, clients, partners and internet community with involvement of the partner company
- Internal: Participation only the staff of the organization is possible

For the research, this classification is key that approaches to the organization of similar projects differ. In this study, researchers will consider possibilities of the organization of participants of internal crowdsourcing projects.

Internal form of crowdsourcing is transfer of function on generation of innovative ideas on all staff of the organization, realized on special technology with use of the innovative platforms created in the organization. Similar platforms not only give opportunity to distribute information on being conducted development but also to develop and realize them, including attraction of financing and the organization of the working groups within collective cooperation. The main idea of creation of innovative platforms is support of new web technologies by their founders.

For ensuring the advancing growth, it is necessary to create crowdsourcing projects in any company, irrespective of its form and the sizes. It has to include purposeful work on collective generation of new ideas by workers, their introduction and also their assessment and realization.

Within the crowdsourcing organization in the company allocation of the following roles is expedient: The crowdsourcing center the specialized division which is responsible for the organization of internal crowdsourcing projects in the company; customer division the initiator of the crowdsourcing project.

Partner company; the external organization providing services in carrying out crowdsourcing projects with a fasilitation on generation, selection and collective completion of ideas. As the partner company ensuring basic functionality for carrying out crowdsourcing projects, fasilitatsionny maintenance of crowdsourcing projects, preparation and the formalized results of crowdsourcing projects enters.

The moderator of a subject (the crowdsourcing project); the expert providing effective group communication, exercising control over a course of the crowdsourcing project, a directing course of discussions to the necessary course, concentrating attention of participants on the purposes and the content of discussion.

The professional community is an informal association of the people interested in an exchange of knowledge and experience, the new decisions opened to search and ready actively to participate in process of continuous improvement of activity of the organization. Formation of the closed communities, about the invitation of a certain circle of participants is possible. As professional community of the internal crowdsourcing project the organization personnel can.

The expert of crowdsourcing; the expert in subject domain of the crowdsourcing project (in case of the internal crowdsourcing project in its quality the representative of the customer of the crowdsourcing project can act) responsible for carrying out examination of arriving offers, including as a part of the working groups.

The independent expert of crowdsourcing; the employee of the organization on a voluntary basis participating in carrying out examination of arriving offers. Assignment of the corresponding status requires compliance of the competitor to certain criteria.

Working group; the constant working group on study of offers presented on the crowdsourcing platform, consisting of experts of professional community, the representatives of the customer, independent experts of crowdsourcing.

Also within the internal crowdsourcing project possibly allocation of an additional role the agent of crowdsourcing; the employee who has been specially allocated from division of the organization, appointed responsible for work with proposals of staff of division (selection, advance and the introduction organization). But, it is anyway expedient that the maximum number of employees and organization divisions on a constant basis took part in giving, selection, examination and introduction of offers.

It is most expedient that the organization of crowdsourcing activity in the company was implemented within corporate system of work with innovations, as application of crowdsourcing will be most effective if it is built in a control system of the company.

Participation in crowdsourcing activity has to be provided not only at a development stage and introductions but also offer maintenances. After offer introduction, as a rule, need of gradual improvement of realized change always is required.

Within internal crowdsourcing activity in case of participation of the worker in the course of transformations his resistance to changes considerably decreases.

Use of crowdsourcing projects on subjects actual for the company, economic, educational and adaptive methods of control over crowdsourcing activity with guarantee will provide competitive advantages of any organization. However, it is necessary to remember that participation in crowdsourcing projects has to be provided first of all with personal activity of participants, instead of administrative methods it is, especially actual for internal crowdsourcing projects. Crowdsourcing realization, as a rule includes 4 stages (Table 1).

Stage 1; selection and community involvement: As can be seen from Table 1 crowdsourcing begins with the involvement of the stakeholders in the project, as will be organized this process largely depends on the effectiveness of all subsequent stages crowdsourcing project.

The implementation of crowdsourcing project is part of a closed discussion of ideas with the invitation of a limited number of participants (private community). The beginning of this stage is connected with the task text which will depend requirements for future participants of the project.

Accordingly, the main goal of this stage is the mobilization and inform potential participants, based on the terms of a job. The value of this phase is determined by the fact that potential participants of crowdsourcing should not only meet a set of requirements defined by the theme of the project but also to be socially susceptible to new experiences to have the necessary motivation. These factors largely depends on the effect of teamwork.

In the crowdsourcing platform allowed the participants that the results of questionnaires and test suitable for this project.

Evaluation procedures are needed not only in order to assess the skills, qualifications of crowdsurfer but also the compliance of its orientation tricks crowdsourcing platform. Candidates who have other interests are eliminated first. The importance of the stage of selection of the participants, initially focused on the work involved during the generation of ideas can be illustrated by the words of the Jonas Ridderstrale (researcher of the book Business Funky) in his words, hire for attitude train for skills.

Stage 2; organization and stimulation of generating ideas/suggestions, community discussions, the project themes: In this stage, the members of the community put ideas on the published project, commented version of the document, forming branches of the discussions.

At this stage the community; what make is the selection of valuable ideas/messages/comments, vote for your favorite ideas and the usefulness of the information emit the most interesting proposals from the general headline of the discussion; the form criticism and opposition to the submitted ideas for solving the identified problems. The result formulated critical objections are indicated weaknesses in the ideas proposed by the participants of the project; the make a selection similar ideas; the finalize the proposed

Table 1: The sequence of implementation steps of crowdsourcing

Stage 1	Stage 2	Stage 3	Stage 4
The involvement of concerned citizens in the process of solving the problem	Organization and stimulation of generating proposals	Selection of the best proposals by the participants	Selection of the best participants on the basis of their contribution to the solution of the problem

ideas/solutions/version of the document. The participants are arranged around an interesting ideas, collectively refine ideas.

Stage 3; selection of the best proposals, ideas, solutions: At the end of the main part of the project formed a complete list of the submitted project ideas, decisions and proposals of the researchers:

- Top of the proposals of the researchers of the proposals that received the most support community
- The rating of the best writers; the researchers of the proposals which have received the biggest number of positive assessments
- Number of published proposals for any ratings and comments to proposals
- The number of researchers who wrote the proposal and the participants which was available to the project

The customer should review presents the results of crowdsourcing ideas/solutions/proposals and to take urgent for implementation.

Stage 4; selection of the best participants of crowdsourcing: By the results of crowdsourcing are selected, not only the best ideas which must be implemented to solve the problem but the best participants who demonstrated the maximum efficiency of the project. In subsequent crowdsourcing projects these people must be involved in the first place. To some extent, it can be argued that the main goal of this stage is to select the best participants of crowdsourcing for the formation of professional communities involved in the crowdsourcing activity participants.

Depending on the type of crowdsourcing list of the stages can be different, it will be determined by the specifics of the problem being solved. Will review the features of different types of inland crowdsourcing.

PECULIARITIES OF ORGANIZATION OF INTERNAL CROWDSOURCING PROJECTS

Researchers can distinguish 3 types of internal crowdsourcing in the framework of on-demand business. Projects to find solutions to customer problems from the problem to the best solution. Their implementation is presented in the following chain of actions:

Goal-setting community→Mobilization→Generation of ideas→Filtering→Improvement/development→Selection→Implementation (project)

In the framework of this project is optimization of an existing process (decision). It optimal to find the best/most effective optimization solutions. For this type of crowdsourcing the following characteristics:

- A list of pre-identified problems
- The outcome is not predetermined (ideas can occur outside the project themes)
- Duration 2-3 months
- Strictly certain sequence of project stages
- Required strict moderation
- A possible implementation of a wide range of participants

Projects on creation of new product/service/process is relevant to the customer (maximum duration), from a hypothesis to a particular result. Their implementation is presented in the following chain of actions:

The vision, the hypothesis community→Mobilization →Generation of ideas→.........→Selection→Changes to the document, the process

In the framework of this project is to develop a new product/service/process (creation). This project is useful in the development of the document, process models, etc. It is characterized by the following features:

- Requires a general description of the hypothesis, ideas, concepts
- Predictable but not pre-determined result
- Duration -1, 5-2 month
- Limited number of participants
- High load on the participants
- Desirable strict moderation
- Requires active interaction between the participants
- Need a special selection of participants (by level of competence)

Topics for such projects should be offered by all units of the organization. The centre of crowdsourcing should take away from them the most relevant for consideration in the current period. Moderator selected topics in future will be the subdivision of the customer topic. The obligatory condition to organize the project is identification of the responsible employee from the OU-expert of the customer.

Expert of the customer during the term of the project should monitor published proposals to leave opinions on the proposals of the researchers. Here with shall be prepared an opinion on the proposals with a maximum and minimum rating.

In case, if the decision on the submitted solution would be beyond the competence of the customer and the customer's opinion, it is expedient to implementation, the customer shall independently organize its analysis to the responsible departments.

Table 2: Expenditure on implementation of projects within the internal crowdsourcing

Services	The types of projects of internal crowdsourcing	
	Type 1, 2	Type 3
IT platform (per year)	787,000 US$	35,000 US$
Technical, organizational support and method	150,000 US$ (for project)	35,000 US$ (per month)
Total	3,65 million US$ (18 projects per year)	450,000 US$

Projects on joint examination of normative documents (the duration is determined by the customer) from project to final version. Their implementation is presented in the following chain of actions:

Draft document community→Mobilization→.........→Revision of the original document→Selection→Final version of the document

In the framework of this project is co-authoring documents (expertise). It is most optimal for examination solutions/concept/project document. For this type of crowdsourcing the following characteristics:

• To work in the developed project document/solutions well-predictable result
• Length 1-1, 5 month
• Limited range of professional participants
• Moderation
• Critically depends on the skill level of the participants

Within this type of projects, before start of crowdsourcing, the customer shall send to the center of crowdsourcing project of the normative document (draft document), intended for joint development and also to organize the mobilization of participants to work on it.

In the process of working on the document, the customer shall provide methodological and advisory assistance on substantive issues arising in the course of the project, participate in emerging discussions to moderate.

The approximate cost of a full implementation of crowdsourcing project depending on the considered types shown in Table 2.

It is estimated that the use of crowdsourcing in a large company can cost in the amount of 35,000-3.7 million dollars, depending on the project type, the effect of the introduction of incalculable because of the magnitude of possible ideas. These are the main aspects of the organization of the internal crowdsourcing projects in the company.

CONCLUSION

The key area of study were made by crowdsourcing which is a relatively new phenomenon for the practice of the domestic companies. The potential is huge but not yet developed a toolkit his organization crowdsourcing activities. To compensate for the deficit of developments in this area, researchers made an attempt to consolidate the experience of organization of crowdsourcing in the direction of the internal crowdsourcing projects. In this type of crowdsourcing may only participate in the organization.

Large organizations which unite in their structure tens of thousands of workers, provide services to many clients have access to the network internet, through the use of internal crowdsourcing have the opportunity not only to improve their activities and to define prospects of the further development to the maximum extent can meet the needs of consumers of products and services.

In people is a big potential, the initiation of which is the organization of crowdsourcing, include the maximum number of participants to guide their creative activities necessary for the company's direction.

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