
Evaluation Report
IMP³rove Assessment

Your Company

August 24, 2010

- Confidential -

Assisted and validated
August 24, 2010
by Mr. Smith, IMP³rove Expert, level II



European Commission
Enterprise and Industry



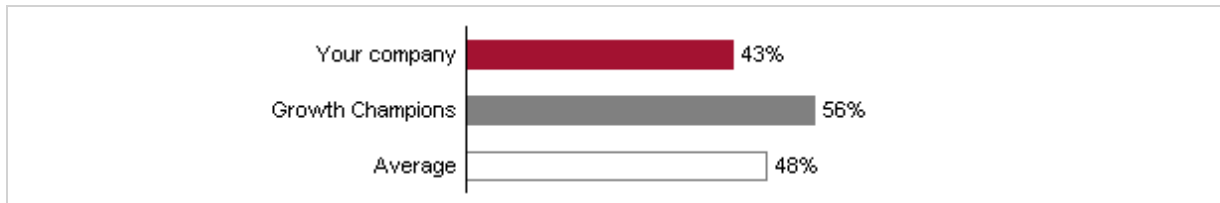
Innovation Management

IMP³rove



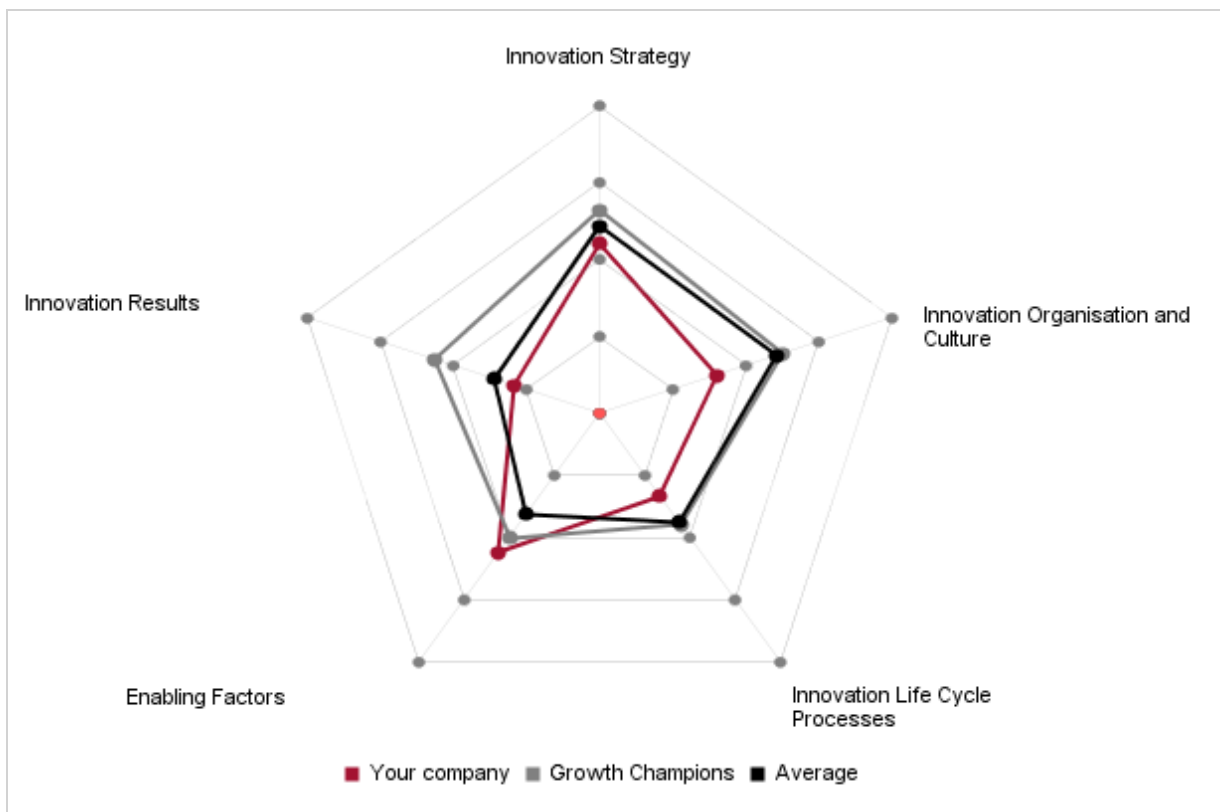
Management Summary

Your company has an overall score of 43% on Innovation Management performance. Below, the score is compared with the growth champions and the average for your benchmarking class.



IMP³rove 2010 - Innovation Management Performance - Overall

This evaluation assesses five dimensions: Innovation Strategy, Innovation Organisation and Culture, Innovation Life Cycle Processes, Enabling Factors and Innovation Results. The spider diagram shows your performance on each dimension.



IMP³rove 2010 - Innovation Management Performance Profile - Overall

The evaluation is based on the benchmarking class of 1865 companies with the following profile: Industry group: All; size class: All, age class: All, country: All.

Table of contents

1 How to read this report	4
2 Overview: Overall performance	6
3 Performance in each dimension of the "House of Innovation"	7
3.1 Innovation Strategy	8
3.2 Innovation Organisation and Culture	9
3.3 Innovation Life Cycle Processes	10
3.4 Enabling Factors	13
3.5 Innovation Results	14
4 Outlook	15
4.1 Root/Cause Analysis	15
4.2 Road map	15
5 Detailed evaluation of each dimension of the "House of Innovation"	16
5.1 Innovation Strategy	17
5.2 Innovation Organisation and Culture	26
5.3 Innovation Life Cycle Processes	38
5.4 Enabling Factors	67
5.5 Innovation Results	80
6 Glossary	95

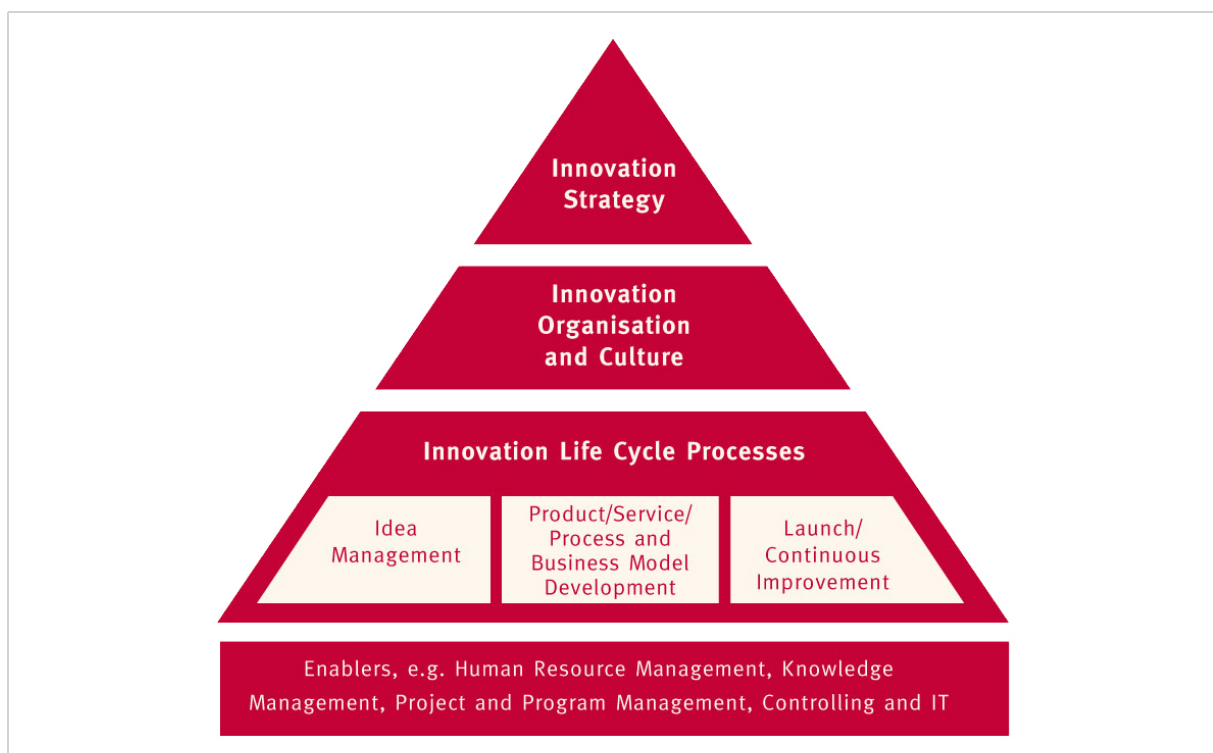
1 How to read this report

This IMP³rove Assessment report shows your company's performance in the IMP³rove Assessment. The report has a main section with key information on your company's Innovation Management performance (chapter 1 to 4) and a section with valuable detailed information on your company (chapter 5).

The main section provides a comprehensive picture of the company's Innovation Management performance and capability. It presents performance scores and compares them with the scores of the growth champions and the average for your benchmarking class.

If you would like to explore your company's strength or weakness in a specific area in more detail, you can do so by referring to chapter 5 with the detailed evaluation of the corresponding questions.

The structures of both sections follow the A.T. Kearney "House of Innovation", which covers all dimensions of Innovation Management.



IMP³rove 2010 - **The A.T. Kearney "House of Innovation"**

Throughout, your scores are compared with the scores of the growth champions and the average for your benchmarking class. The benchmarking class is the sample that you selected when requesting the report, according to country, industry, size and age. Growth champions make up the top 10% of your benchmarking class, based on the highest and most sustainable growth in sales, operational profit and number of employees over the last four years. The average score of all the companies in your benchmarking class will also be shown.

An industry specific comparison with the growth champions is given in Chapter 3 even if you select all industry groups, all size classes, all age classes and all countries as your benchmarking class. Because of the need for industry specific groupings, the reference class is the sample of companies from the same industry group and the same size class as your company. The scoring of metric questions (i.e. questions where you are asked to provide numbers) draws upon this class by assessing your relative position within this class.

In Chapter 5 the reference value is shown representing the best score (the average of the top 10% in your reference class) achieved for these specific questions within your reference class. The minimum number of companies in your reference class is 30. If there is not a sufficient number of companies of the same size class in your industry, the reference class will contain all size classes within your industry group. Please refer to the glossary (Chapter 6) for a more elaborate explanation of specific terms.

The evaluation given here is based on the benchmarking class consisting of 1865 companies with the following profile:

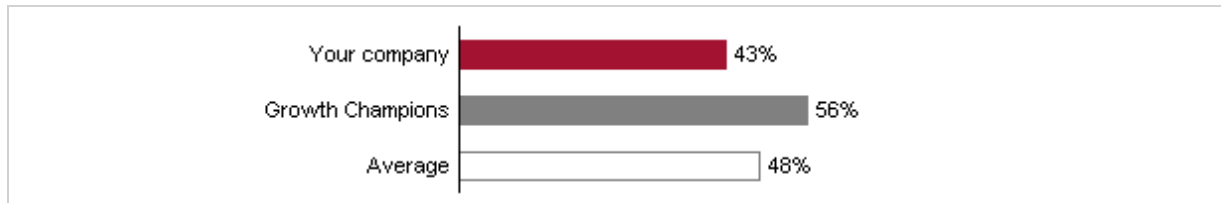
- Industry group: All
- Size class: All
- Age class: All
- Country: All

Chapter 2 and 3 present your Innovation Management performance on three levels of aggregation:

- On the first level, an aggregated picture of your overall Innovation Management performance
- On the second level, the overall performance is broken down by dimension and the dimensions with strong or weak scores are highlighted.
- On the third level, your company's score for each indicator is shown to further detail your performance in each dimension.

2 Overview: Overall performance

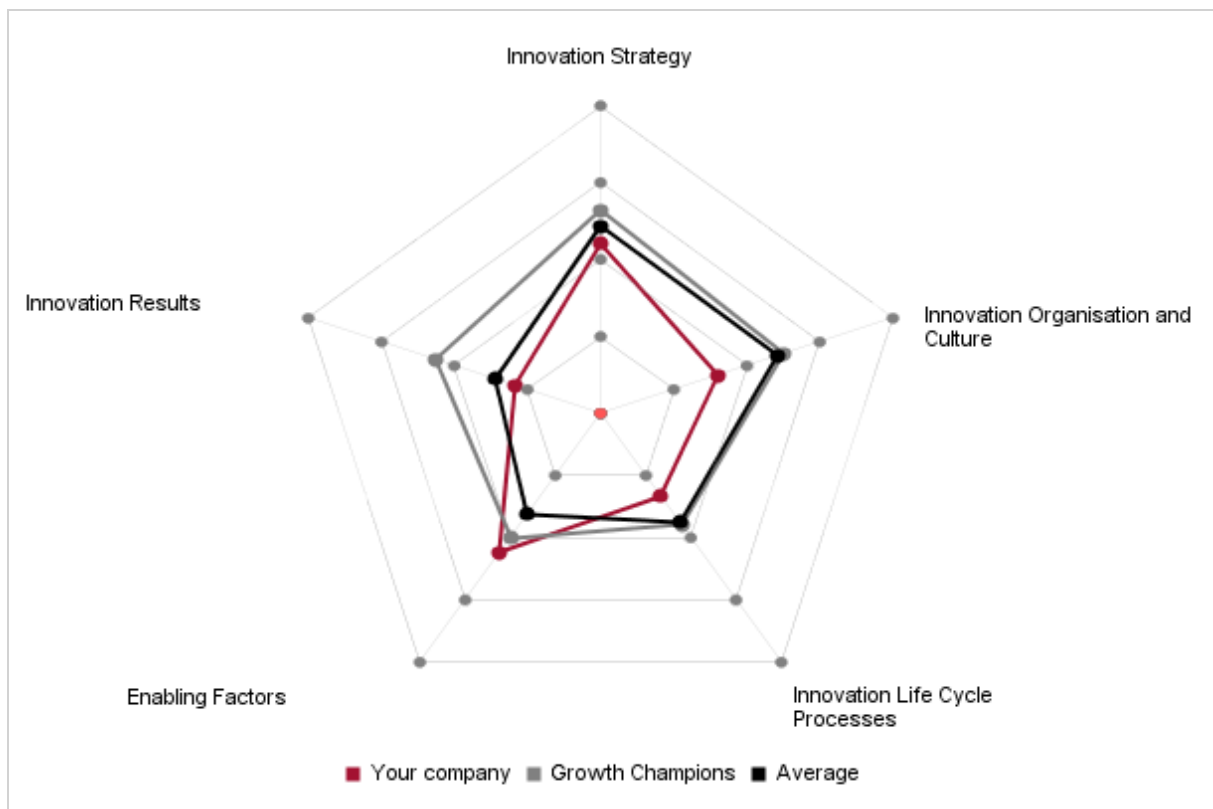
Your company has an overall score of 43% on Innovation Management performance. Below, the score is compared with the growth champions and the average for your benchmarking class.



IMP³rove 2010 - **Innovation Management Performance - Overall**

3 Performance in each dimension of the "House of Innovation"

Your company's score in each dimension of the A.T. Kearney "House of Innovation" is presented below as a value between 0% and 100%.



IMP³rove 2010 - Innovation Management Performance Profile - Overall

The following dimensions have been evaluated:

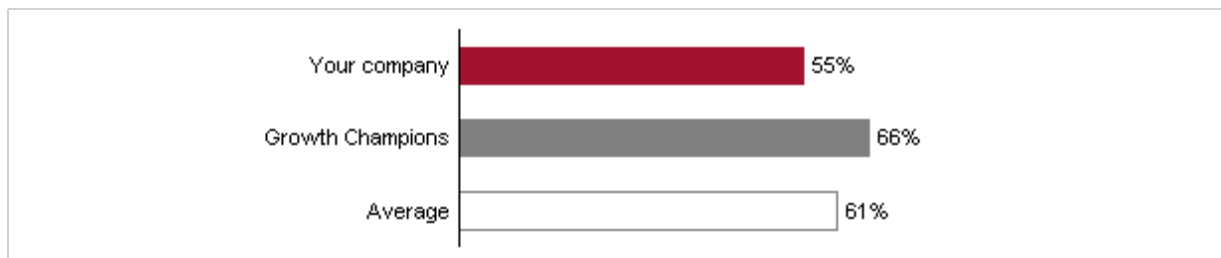
- Innovation Strategy that gives your company direction and focuses all Innovation Management activities for maximum impact e.g. ensuring that the most promising innovation projects are pursued.
- Innovation Organisation and Culture, covering the gearing of organisation and innovation networks towards Innovation Management, and the embedding of Innovation Management in the company's culture.
- Innovation Life Cycle Processes, covering the integration and management of innovation life cycle processes including idea management, product/service and process development, launch, continuous improvement and the discontinuation of e.g. your products and services.
- Enabling Factors, involving a variety of factors such as IT, project management, intellectual property rights or human resource management that can be leveraged for increasing the business impact of Innovation Management.
- Innovation Results dealing with the output of Innovation Management activities and the impact on indicators of business success, e.g. income from sales and operational profit.



3.1 Innovation Strategy

Your company's score - Innovation Strategy

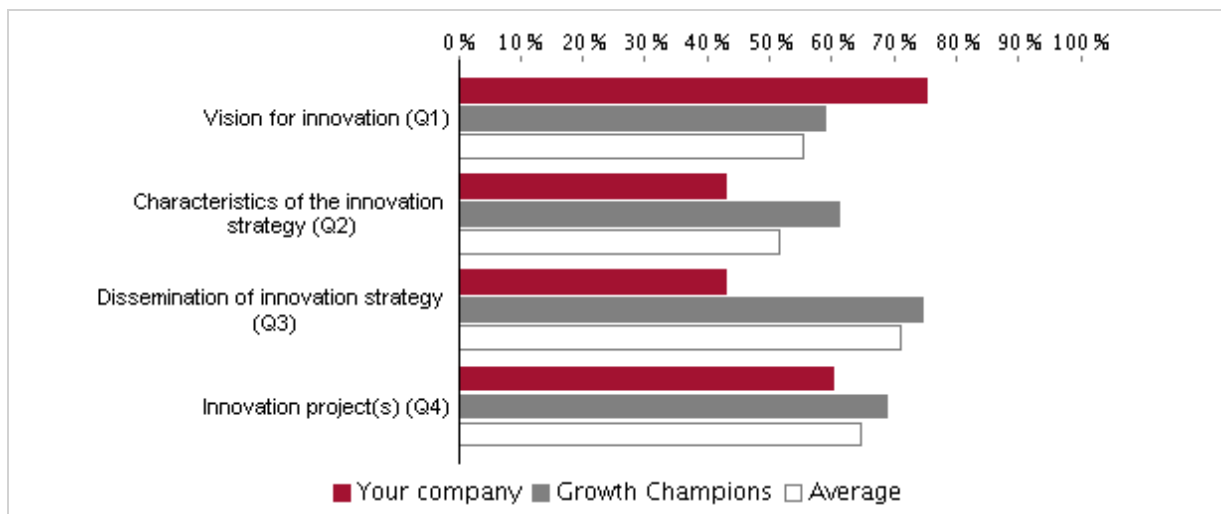
Your company received a score of 55% in the dimension Innovation Strategy.



IMP³rove 2010 - Innovation Management Performance – Innovation Strategy

Detailed profile – Innovation Strategy

You received the following scores on the questions related to Innovation Strategy:



IMP³rove 2010 - Innovation Management Performance Profile - Innovation Strategy

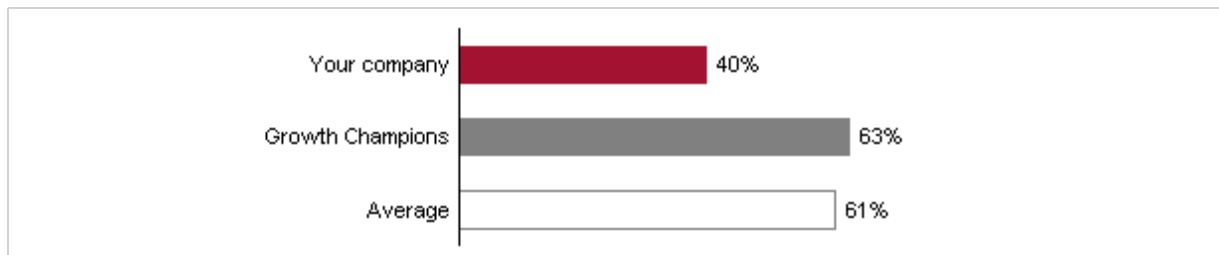
For detailed information please refer to chapter 5.1 on page 17.



3.2 Innovation Organisation and Culture

Your company's score - Innovation Organisation and Culture

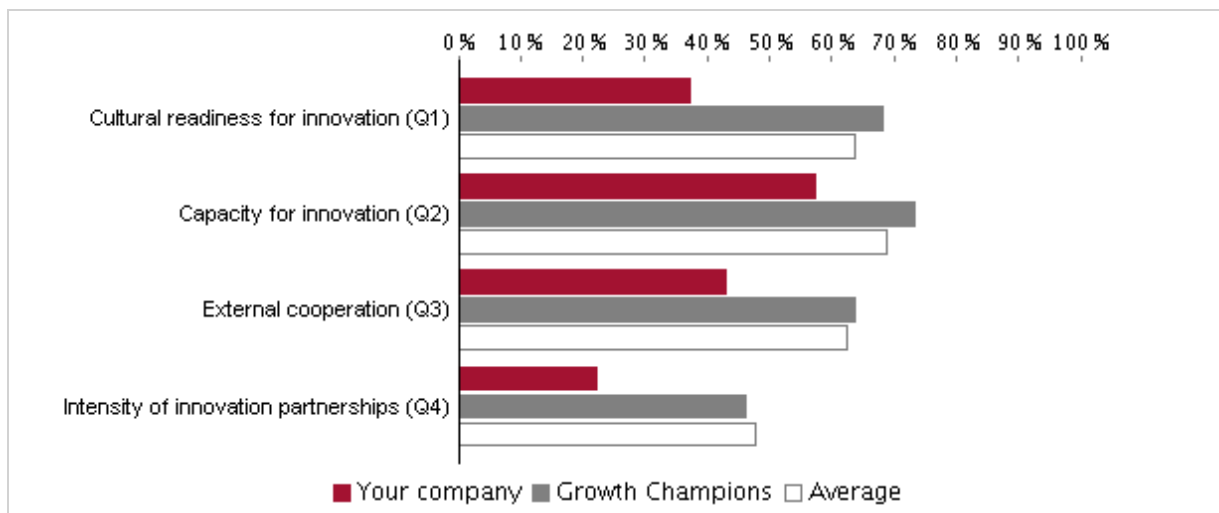
Your company received a score of 40% in the dimension Innovation Organisation and Culture.



IMP³rove 2010 - Innovation Management Performance – Innovation Organisation and Culture

Detailed profile – Innovation Organisation and Culture

You received the following scores on the questions related to Innovation Organisation and Culture:



IMP³rove 2010 - Innovation Management Performance Profile - Innovation Organisation and Culture

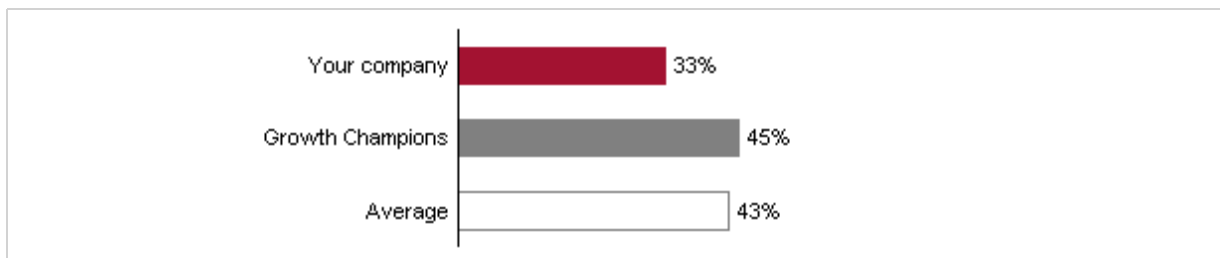
For detailed information please refer to chapter 5.2 on page 26.



3.3 Innovation Life Cycle Processes

Your company's score - Innovation Life Cycle Processes

Your company received a score of 33% in the dimension Innovation Life Cycle Processes.



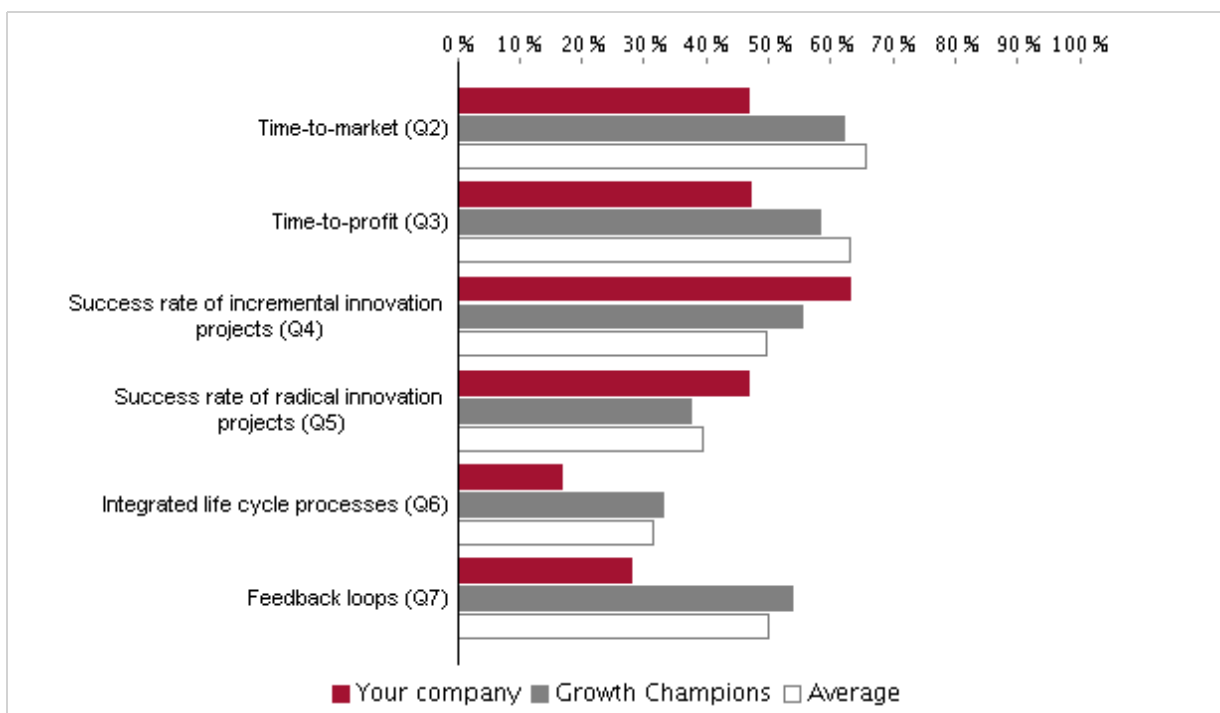
IMP³rove 2010 - Innovation Management Performance – Innovation Life Cycle Processes

Your detailed scores for each sub-dimension of Innovation Life Cycle Processes are outlined in the following subsections.

3.3.1 Innovation Life Cycle Management

Your detailed results in the section Innovation Life Cycle Management are outlined below.

Detailed scores:



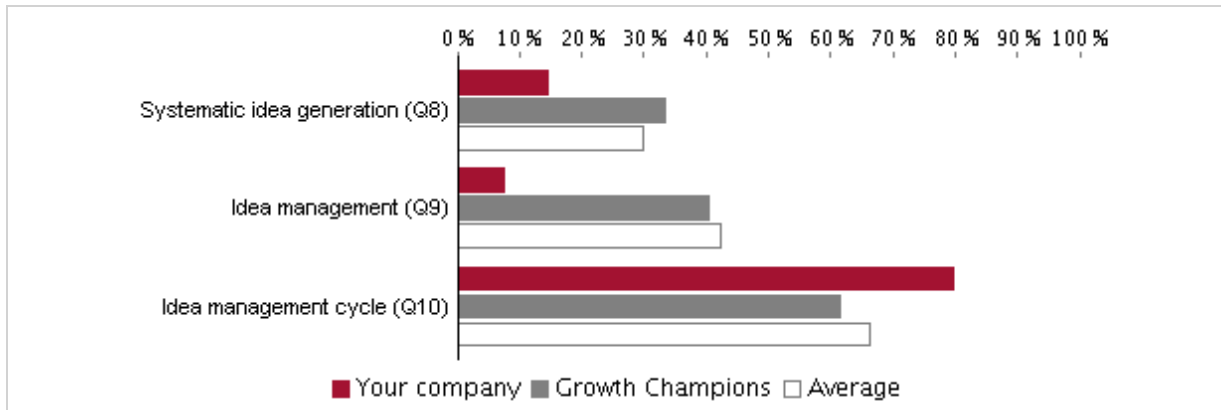
IMP³rove 2010 - Innovation Life Cycle Processes - Innovation Life Cycle Management

For detailed information please refer to chapter 5.3.1 on page 38.

3.3.2 Idea Management

Your detailed results in the section Idea Management are outlined below.

Detailed scores:



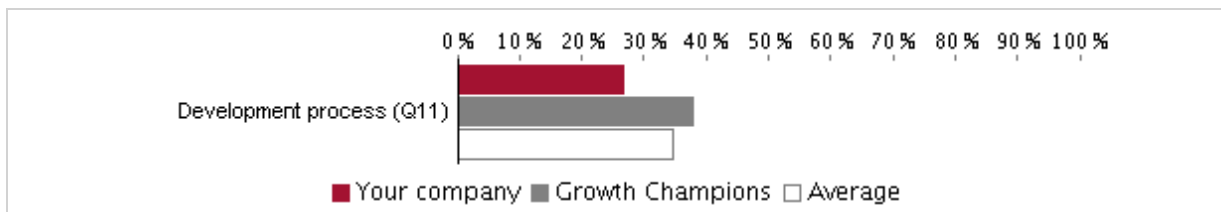
IMP³rove 2010 - Innovation Life Cycle Processes - Idea Management

For detailed information please refer to chapter 5.3.2 on page 56.

3.3.3 Product/Service/Process and Organisational or Business Model Development

Your detailed results in the section Product/Service/Process and Organisational or Business Model Development are outlined below.

Detailed scores:



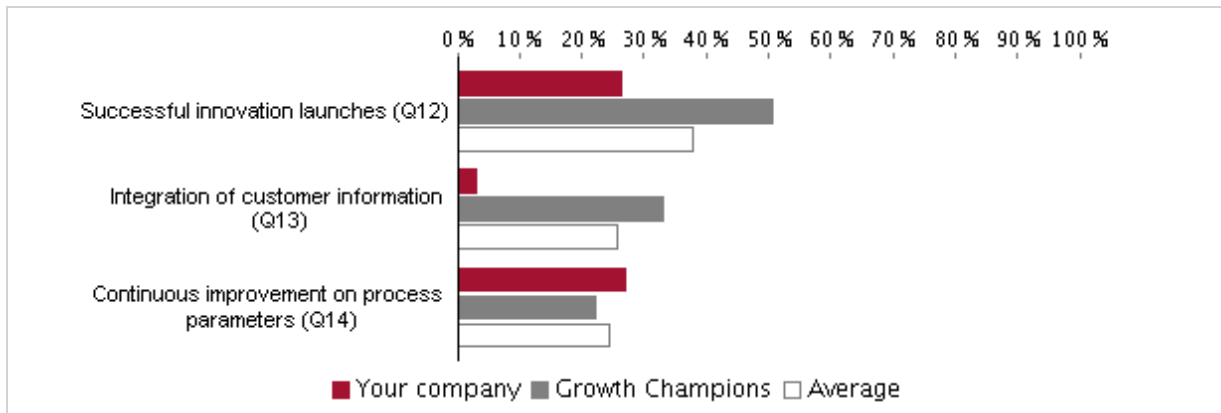
IMP³rove 2010 - Innovation Life Cycle Processes - Product/Service/Process and Organisational or Business Model Development

For detailed information please refer to chapter 5.3.3 on page 61.

3.3.4 Launch and Continuous Improvement

Your detailed results in the section Launch and Continuous Improvement are outlined below.

Detailed scores:



IMP³rove 2010 - Innovation Life Cycle Processes - Launch and Continuous Improvement

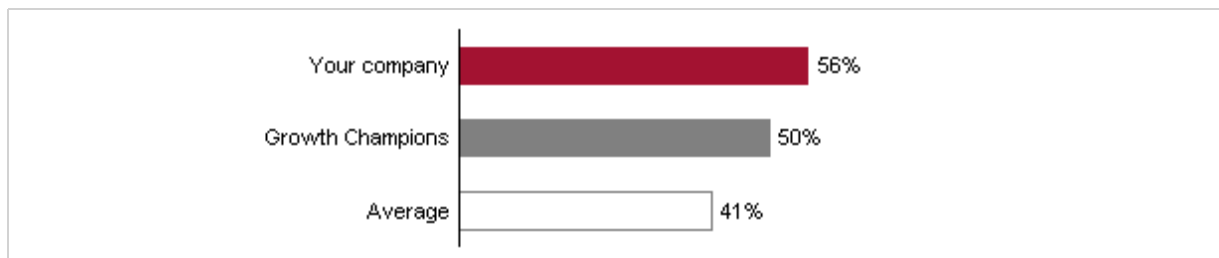
For detailed information please refer to chapter 5.3.4 on page 63.



3.4 Enabling Factors

Your company's score - Enabling Factors

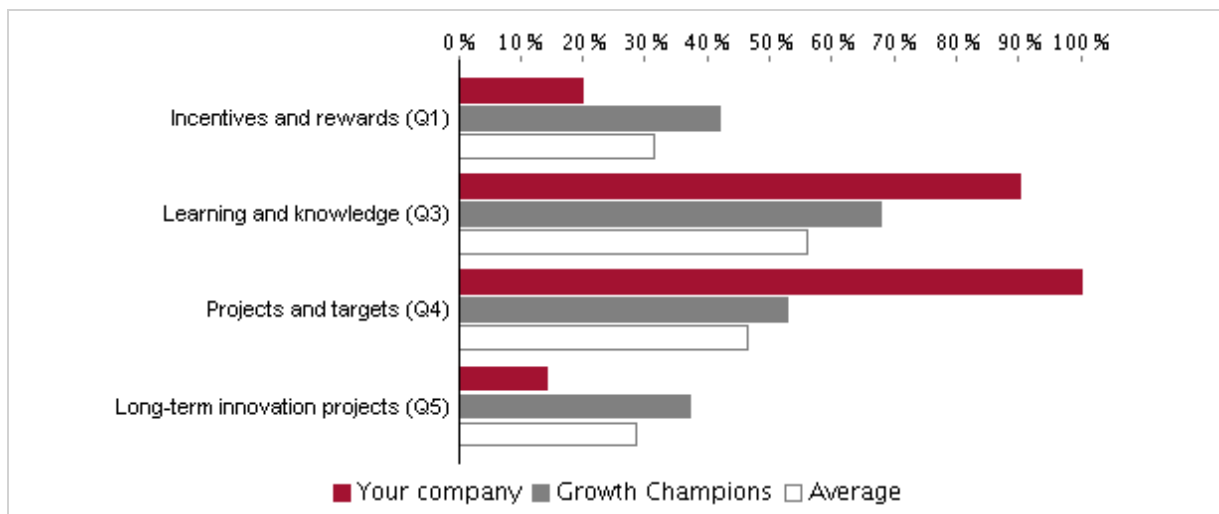
Your company received a score of 56% in the dimension Enabling Factors.



IMP³rove 2010 - Innovation Management Performance – Enabling Factors

Detailed profile – Enabling Factors

You received the following scores on the questions related to Enabling Factors:



IMP³rove 2010 - Innovation Management Performance Profile - Enabling Factors

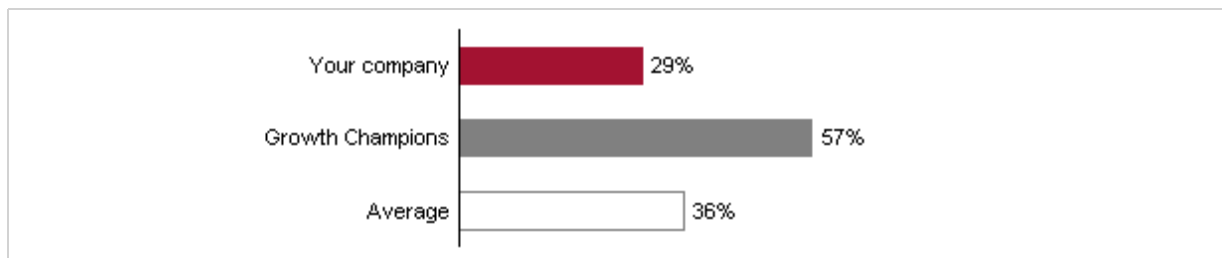
For detailed information please refer to chapter 5.4 on page 67.



3.5 Innovation Results

Your company's score - Innovation Results

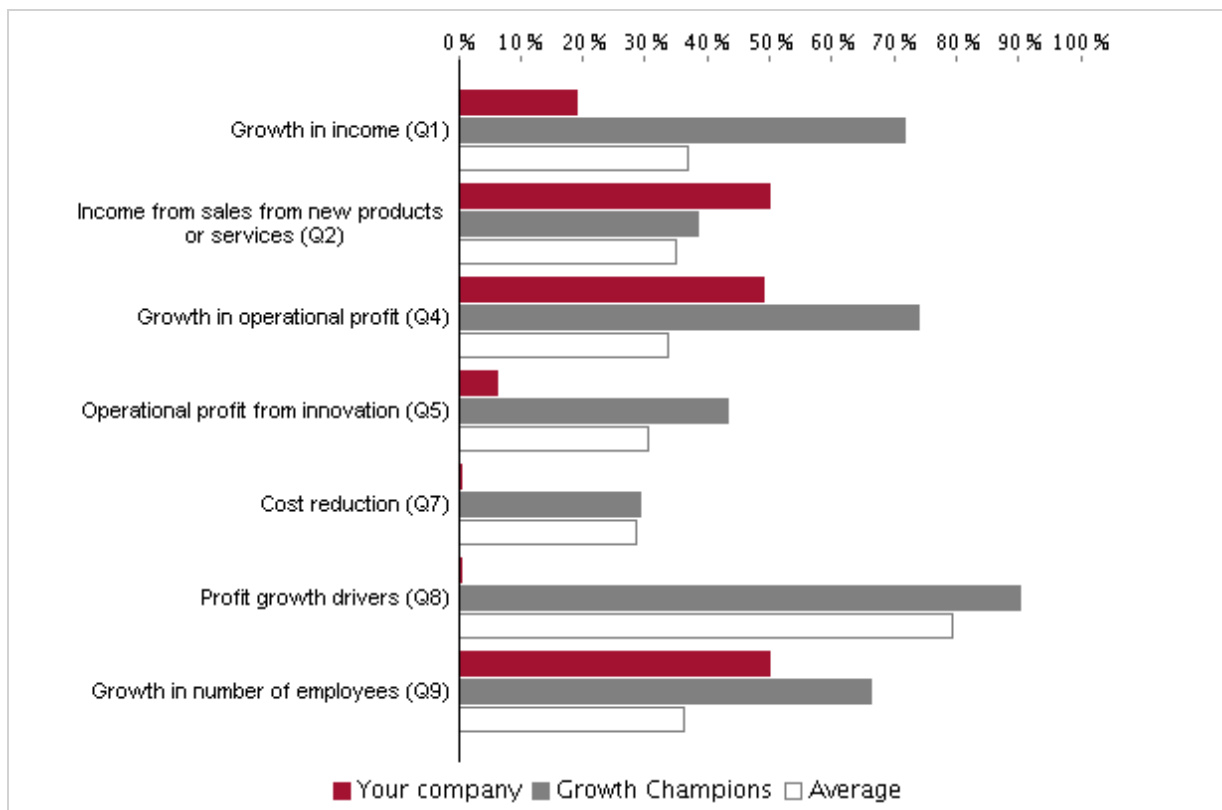
Your company received a score of 29% in the dimension Innovation Results.



IMP³rove 2010 - Innovation Management Performance – Innovation Results

Detailed profile – Innovation Results

You received the following scores on the questions related to Innovation Results:



IMP³rove 2010 - Innovation Management Performance Profile - Innovation Results

For detailed information please refer to chapter 5.5 on page 80.

4 Outlook

After completing the IMP³rove Assessment you have two options: Involve an IMP³rove Consultant now for analysing your results, or continuing with the Root/Cause Analysis and then take the results from both assessments as basis for discussion with the consultant.

We highly recommend that you continue with the Root/Cause Analysis, as this will provide a more detailed picture for the discussion with the consultant.

4.1 Root/Cause Analysis

The IMP³rove Assessment is the basis for a high level roadmap to improved Innovation Management. However, the root causes often lie deeper. Therefore, we have developed the Root/Causes Analysis that will help you to detect those hidden barriers to excellence in Innovation Management, and by addressing them, increase your profitable growth.

The Root/Cause Analysis examines each dimension of the A.T. Kearney ?House of Innovation? further through additional questions exploring process- and structure-related indicators.

4.2 Road map

The results from the IMP³rove Assessment and the Root/Cause Analysis serve as a structured means to detailing your roadmap for further Innovation Management improvements. This roadmap will include pragmatic recommendations for tools, methodologies and timelines to initiate your Innovation Management boost programme. With this assessment as well as a high level roadmap to enhanced Innovation Management, you will have a most effective and efficient approach to improve your Innovation Management capabilities.

To receive further information on Innovation Management, IMP³rove and further readings you are invited to visit www.improve-innovation.eu.

If you are satisfied with the results from the assessment and consulting workshop, please communicate it to your suppliers, network partners and customers who are looking for new ways to achieve profitable growth.

5 Detailed evaluation of each dimension of the "House of Innovation"

The following sections provide greater detail on your performance in the IMP³rove Assessment.

They allow you to identify those areas of Innovation Management that you should work on with high priority to improve your Innovation Management performance. The detailed evaluation also provides valuable information, which could be used as a case when applying for funds to finance your next innovation project.

Again, your scores are compared with the growth champions and the average. Comparing your company's results with the average values achieved by the top 10% growth champions gives you a valuable indication of your competitive position and the gap that needs to be filled. However, in the following section there is no industry specific comparison with the growth champions and the average. While in Chapter 3 for all companies the scores of metric questions are calculated based on the relative position within the own reference class, the scores you will see in Chapter 5 don't take into account industry specifics and show the absolute values. The calculation of the average score of the growth champions and the average draws upon the sample that you have selected for benchmarking.

If a question addresses a numerical value, e.g. estimation of the future turnover value of the idea pipeline, a so-called "reference value" is provided in addition to the growth champions' and average benchmarks. The reference value refers to the average of the top 10% of performers in your reference class. Your reference class refers to all companies in the same industry and size class as you (but from all countries and all ages).

Please note that it is possible to have chosen your benchmarking class to be the same as your reference class, in which case the reference value will be the same as the average for the growth champions. This reference value gives you an indication what the best value is that can be achieved for that specific question (e.g. lowest value for the time-to-profit in your industry group).

The detailed results are structured according to the dimensions of the A.T. Kearney "House of Innovation".



5.1 Innovation Strategy

The following section outlines your company's performance in the dimension Innovation Strategy.

Vision for innovation (Q1)

Question:

Does your company have a clear vision for the future? If yes, which of the following attributes apply?

Please tick all the items that are fully applicable. You may select more than one answer.

Answering options - your answers:

- ✓ Documented for all staff to see
- ✓ Clearly linked to innovation
- ✓ Well understood by your customers and suppliers
- Well understood by your innovation partners

Detailed evaluation:

The percentage of growth champions and average selecting each of the possible options are presented below.

	Your organisation	Growth Champions	Average
Documented for all staff to see	✗	45 %	47 %
Clearly linked to innovation	✗	72 %	56 %
Well understood by your customers and suppliers	✗	55 %	40 %
Well understood by your innovation partners		42 %	37 %

IMP³rove 2010 - Vision for innovation

Characteristics of the innovation strategy (Q2)

Question:

Does your company have an innovation strategy? If yes, which of the following attributes apply?

Please tick all the items that are fully applicable. You may select more than one answer.

Answering options - your answers:

- ✓ It results from an analysis of potential business areas for future innovation activities
It sets clear objectives for your Innovation Management activities
It guides your idea management
It sets the objectives for your project management in each innovation project
- ✓ It guides the improvement of your current product/service or process development
- ✓ It provides the basis for organisational changes and business model development
It focuses on the development of your innovation capabilities

Detailed evaluation:

The percentage of growth champions and average selecting each of the possible options are presented below.

	Your organisation	Growth Champions	Average
It results from an analysis of potential business areas for future innovation activities	✗	68 %	49 %
It sets clear objectives for your Innovation Management activities		45 %	35 %
It guides your idea management		57 %	38 %
It sets the objectives for your project management in each innovation project		52 %	36 %
It guides the improvement of your current product/service or process development	✗	67 %	50 %
It provides the basis for organisational changes and business model development	✗	45 %	35 %
It focuses on the development of your innovation capabilities		44 %	29 %

IMP³rove 2010 - Characteristics of the innovation strategy

Dissemination of innovation strategy (Q3)

Question:

To what degree is your innovation strategy communicated to, understood and implemented by different hierarchy levels?

Please specify your answers on a scale from 1 (not at all) to 7 (fully).

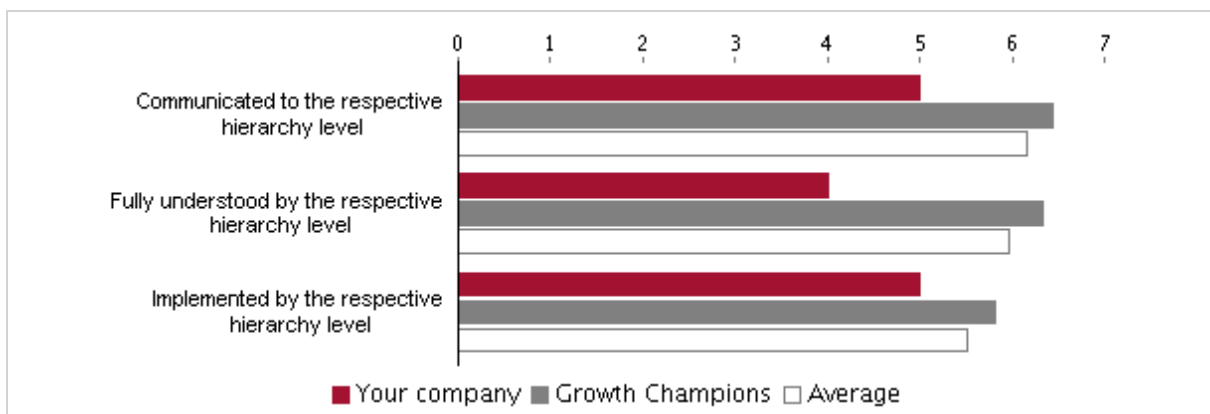
Answering options - your answers:

	Top management	Level below top management	Employees
Communicated to the respective hierarchy level	5	4	3
Fully understood by the respective hierarchy level	4	1	1
Implemented by the respective hierarchy level	5	3	1

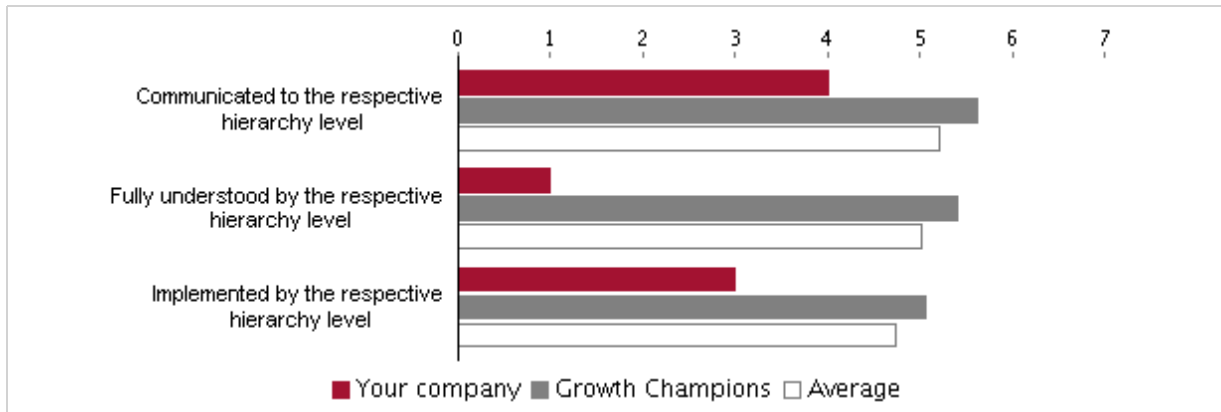
IMP³rove 2010 - Degree of dissemination of innovation strategy

Detailed evaluation:

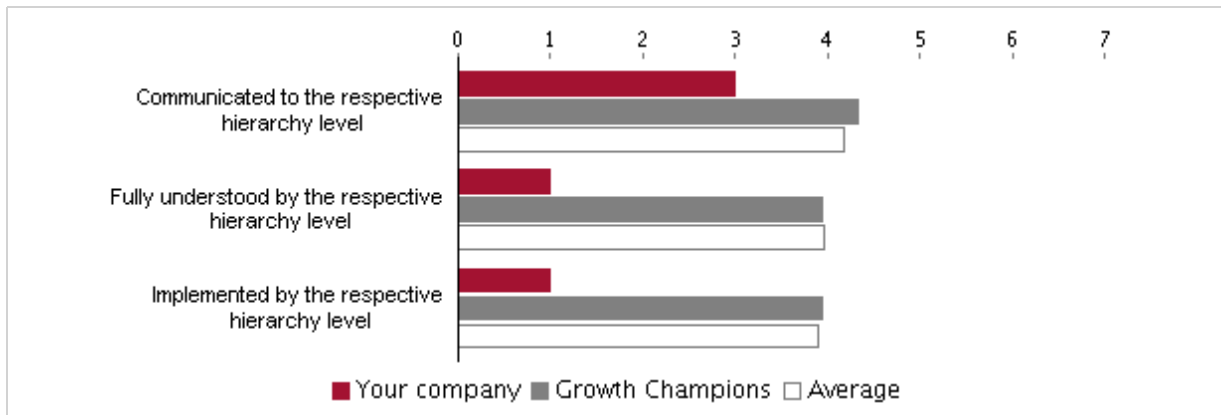
Below, absolute values specified for each item of the table are presented for each hierarchy level. For each item a value between 1 and 7 can be achieved. If you have selected the option "Hierarchy level does not exist", this column is not taken into account when calculating the scores.



IMP³rove 2010 - Top management



IMP³rove 2010 - **Level below top management**



IMP³rove 2010 - **Employees**

Innovation project(s) (Q4)

Question:

Does your company assess all innovation projects systematically? If yes, to what degree do the following attributes apply to your innovation project(s)?

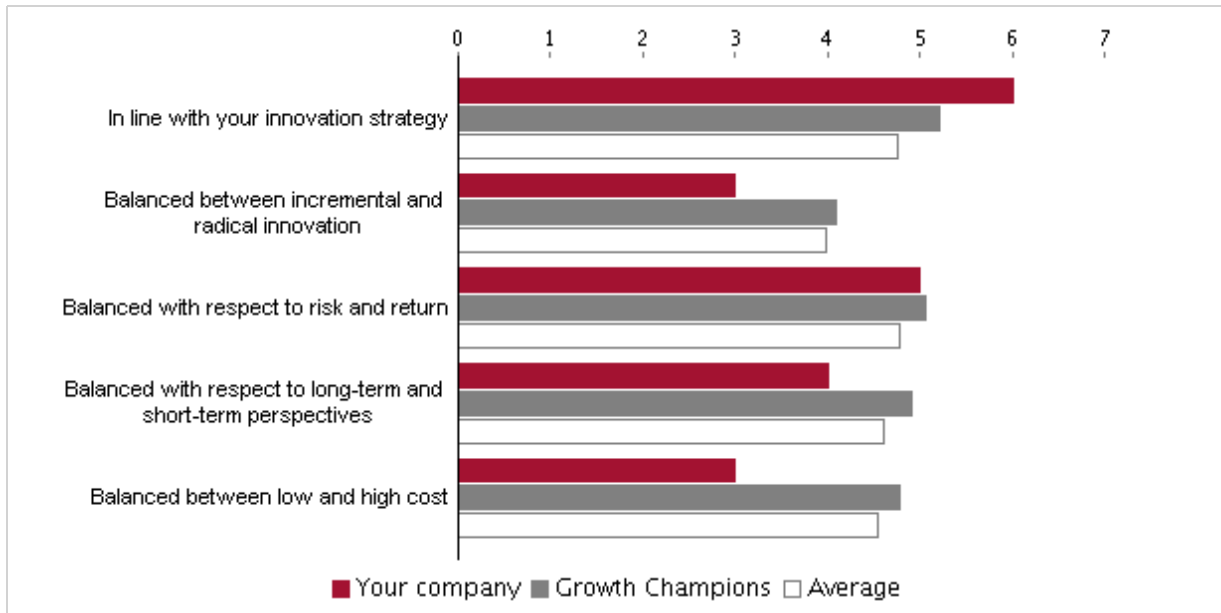
Answering options - your answers:

	(Not applicable) 1	2	3	4	5	6	(Fully applicable) 7
In line with your innovation strategy						x	
Balanced between incremental and radical innovation			x				
Balanced with respect to risk and return					x		
Balanced with respect to long- term and short-term perspectives				x			
Balanced between low and high cost			x				

IMP³rove 2010 - Degree of balance of innovation project(s)

Detailed evaluation:

Below, absolute values specified for each item of the table are presented. For each item a value between 1 and 7 can be achieved. If you have selected the answering option "The innovation project(s) are not assessed systematically", the overall score of this question is 0.



IMP³rove 2010 - Degree of balance of innovation project(s)

Sustainability (Q5)

Question:

To what extent do you exploit sustainability as driver for innovation when developing your innovation strategy with regards to the following aspects?

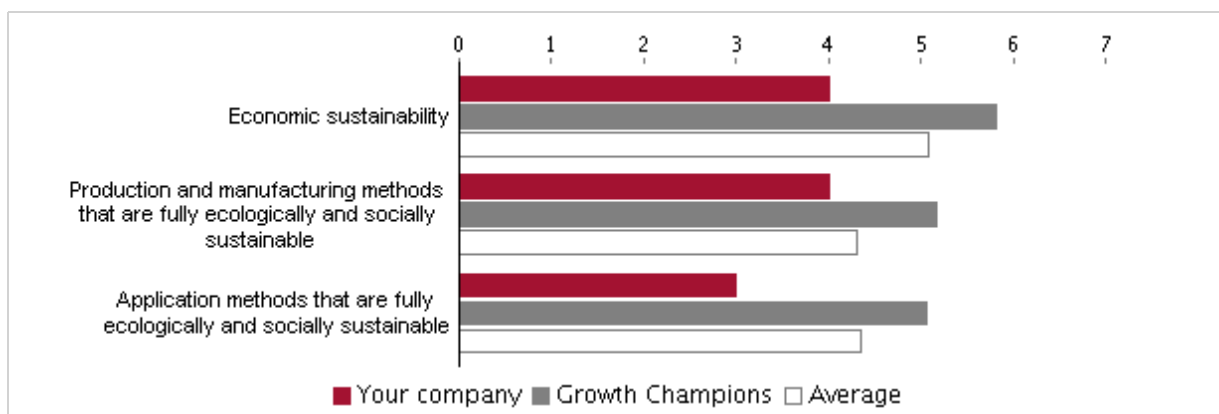
Answering options - your answers:

	(Not all all) 1	2	3	4	5	6	(To a high extent) 7
Economic sustainability				X			
Production and manufacturing methods that are fully ecologically and socially sustainable				X			
Application methods that are fully ecologically and socially sustainable			X				

IMP³rove 2010 - Exploiting sustainability in innovation

Detailed evaluation:

Below, absolute values specified for each item of the table are presented. For each item a value between 1 and 7 can be achieved.



IMP³rove 2010 - Exploiting sustainability in innovation

Commercialising internal ideas (Q6)

Question:

To what extent do you commercialise internally developed ideas, concepts and market-ready products (licensing or selling it to external partners, customers, etc.)? Please specify the extent for the following options!

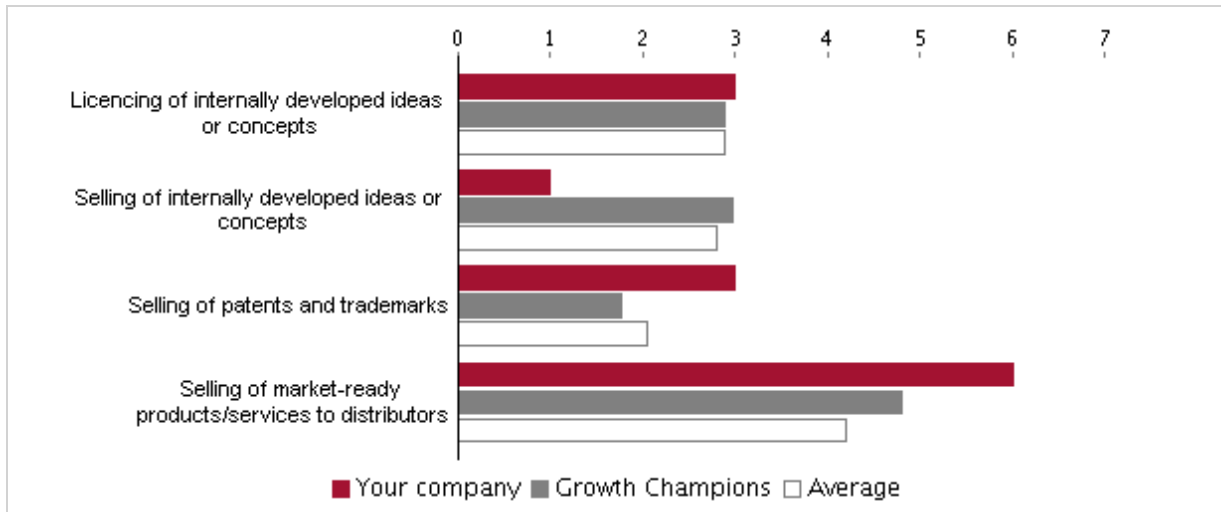
Answering options - your answers:

	(Not all all) 1	2	3	4	5	6	(To a high extent) 7
Licencing of internally developed ideas or concepts			×				
Selling of internally developed ideas or concepts	×						
Selling of patents and trademarks			×				
Selling of market- ready products/services to distributors						×	

IMP³rove 2010 - Degree of external utilisation

Detailed evaluation:

Below, absolute values specified for each item of the table are presented. For each item a value between 1 and 7 can be achieved.



IMP³rove 2010 - **Degree of external utilisation**



5.2 Innovation Organisation and Culture

The following section outlines your company's performance in the dimension Innovation Organisation and Culture.

Cultural readiness for innovation (Q1)

Question:

How would you rate staff attitudes to innovation?

Please specify to which degree the following items are applicable on a range from 1 (not applicable) to 7 (fully applicable)

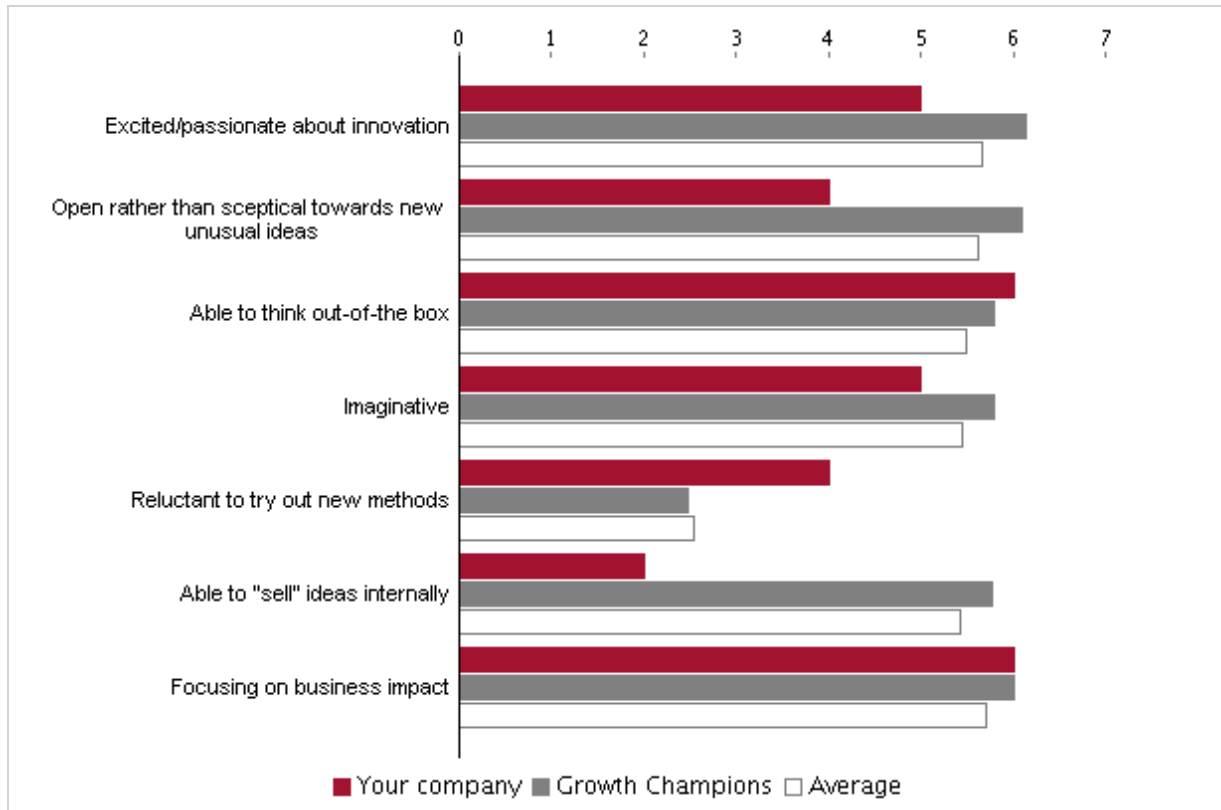
Answering options - your answers:

	Top management	Level below top management	Employees
Excited/passionate about innovation	5	4	2
Open rather than sceptical towards new unusual ideas	4	4	2
Able to think out-of-the box	6	4	2
Imaginative	5	2	2
Reluctant to try out new methods	4	4	2
Able to "sell" ideas internally	2	2	1
Focusing on business impact	6	4	1

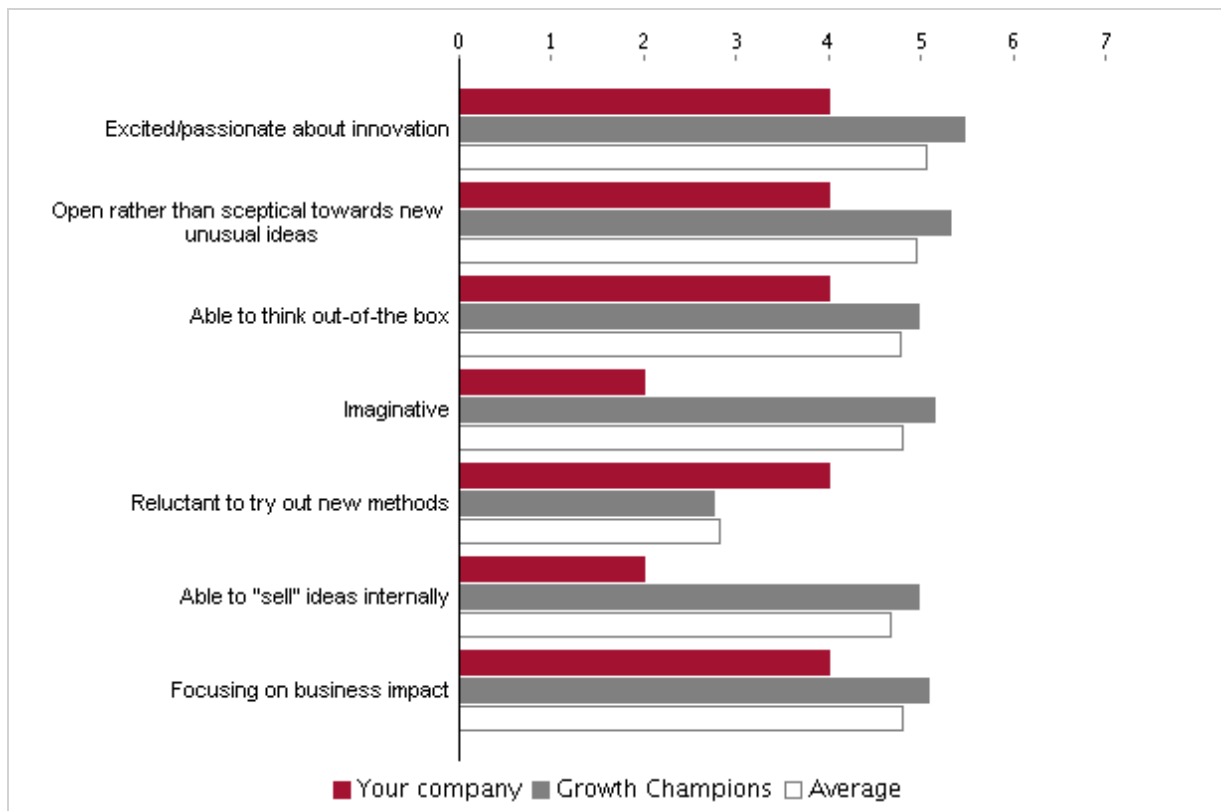
IMP³rove 2010 - Degree of cultural readiness for innovation

Detailed evaluation:

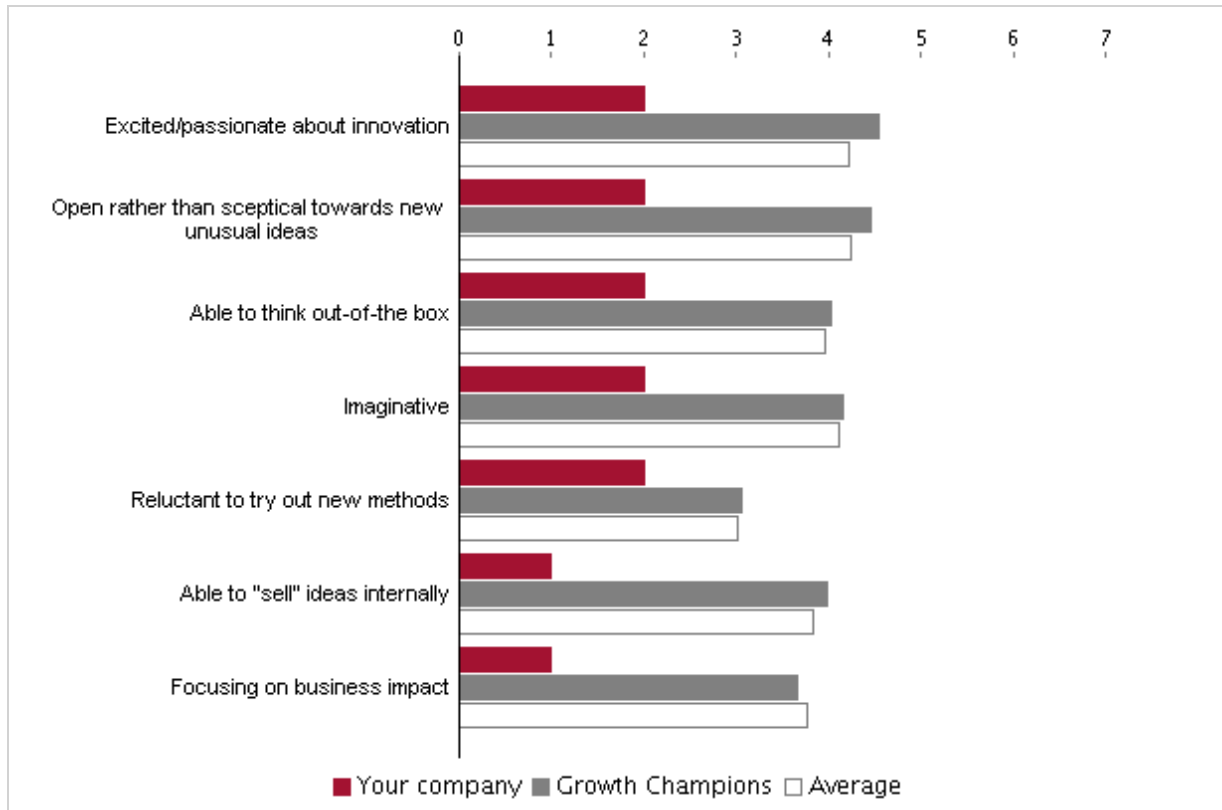
Below, the cultural readiness of each hierarchy level is presented. Absolute values specified for each item of the table are presented for each hierarchy level. For each item, a value between 1 and 7 can be specified. If you have selected the option "Hierarchy level does not exist", this column is not taken into account when calculating the overall question score.



IMP³rove 2010 - **Top management**



IMP³rove 2010 - **Level below top management**



IMP³rove 2010 - **Employees**

Capacity for innovation (Q2)

Question:

How do others view your company's capacity for innovation?

Please specify on a range from 1 (very low) to 7 (very high)?

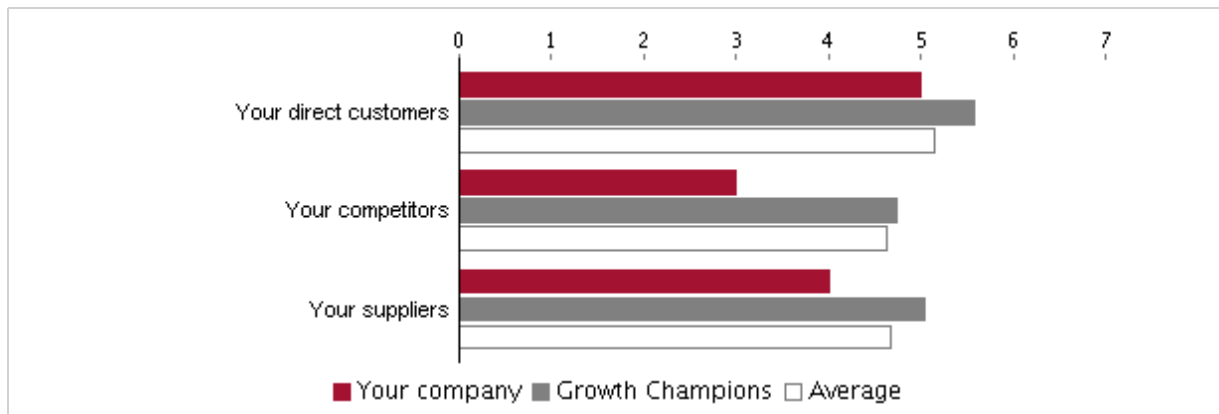
Answering options - your answers:

	(Very low) 1	2	3	4	5	6	(Very high) 7
Your direct customers					X		
Your competitors			X				
Your suppliers				X			

IMP³rove 2010 - Level of the perceived capacity for innovation

Detailed evaluation:

Below, absolute values specified for each item of the table are presented. For each row a value between 1 and 7 can be achieved. If you have selected the answering option "The perception of external actors cannot be assessed", you received a score of 0 in this question.



IMP³rove 2010 - Level of the perceived capacity for innovation

External cooperation (Q3)

Question:

If you work with any partners on innovation projects, to what degree do partnerships (formally established e.g. via agreements or contracts for co-developments) support and enhance each phase of the entire innovation life cycle?

Please specify for each of the following phases of the innovation life cycle on a scale from 1 (not at all) to 7 (to a very high degree).

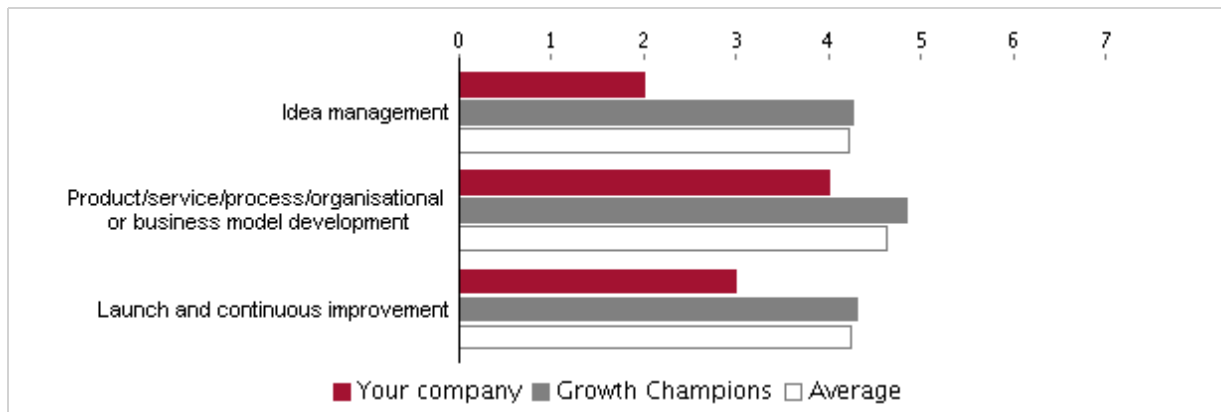
Answering options - your answers:

	(Not at all) 1	2	3	4	5	6	(To a very high degree) 7
Idea management		×					
Product/service/process/organisational or business model development				×			
Launch and continuous improvement			×				

IMP³rove 2010 - Degree of cooperation with external partners throughout the innovation life cycle

Detailed evaluation:

Below, the degree of cooperation with external partners is presented. Absolute values specified for each row of the table are presented. For each row a value between 1 and 7 can be achieved. If you have selected the answering option "The value of partnerships cannot be assessed", you received a score of 0



IMP³rove 2010 - **Degree of cooperation with external partners throughout the innovation life cycle**

Intensity of innovation partnerships (Q4)

Question:

How many external actors do you take into account and how many external partners are you in regular contact with for innovation purposes? How many of your external partners have you cooperated with in at least one project related to innovation during the last three years? How many people currently work on innovation projects in which external partners are involved?

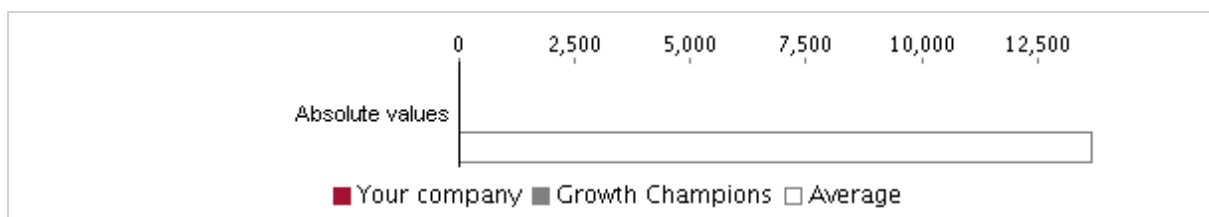
Answering options - your answers:

	Number of external actors you draw innovation related information from without any active communication and exchange of information (e.g. monitoring)	Innovation partners you are in regular contact with and exchange information and knowledge	Partners amongst the regular network partners you have cooperated with in at least one innovation project in the last 3 years	Number of employees working on innovation projects with external partners
Absolute values	2.0	3.0	1.0	3.0

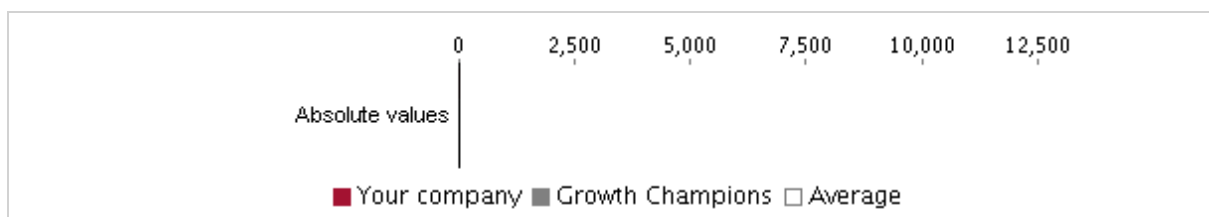
IMP³rove 2010 - Intensity of innovation partnerships

Detailed evaluation:

Below, absolute values specified for each item in the table are shown. The "Intensity of innovation partnerships" shows the ratio of column 3 to column 2.



IMP³rove 2010 - Number of external actors you draw innovation related information from without any active communication and exchange of information (e.g. monitoring)



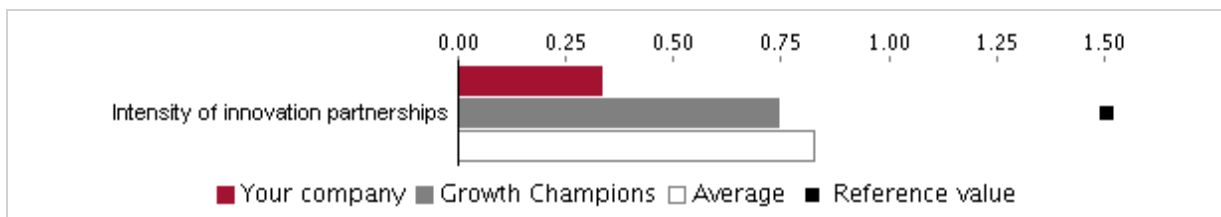
IMP³rove 2010 - Innovation partners you are in regular contact with and exchange information and knowledge



IMP³rove 2010 - **Partners amongst the regular network partners you have cooperated with in at least one innovation project in the last 3 years**



IMP³rove 2010 - **Number of employees working on innovation projects with external partners**



IMP³rove 2010 - **Intensity of innovation partnerships**

Exploitation of external sources via informal relationships (Q5)

Question:

How much do informal relationships with external sources without any formal agreement (e.g. without confidentiality agreements etc.) enhance each phase of the entire innovation life cycle?

Please specify for each of the following phases of the innovation life cycle on a scale from 1 (not at all) to 7 (to a very high degree).

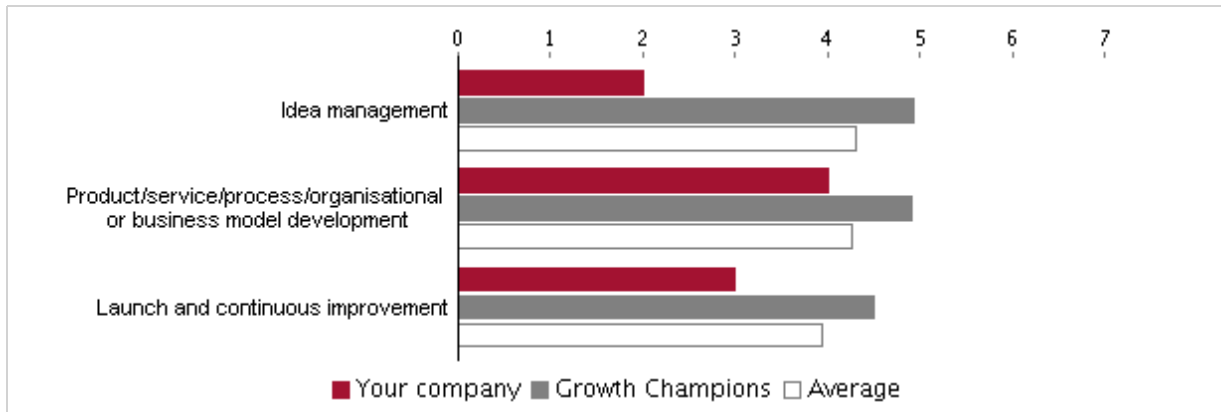
Answering options - your answers:

	(Not at all) 1	2	3	4	5	6	(To a very high degree) 7
Idea management		×					
Product/service/process/organisational or business model development				×			
Launch and continuous improvement			×				

IMP³rove 2010 - Degree of exploitation of external sources via informal relationships throughout the innovation life cycle

Detailed evaluation:

Below, the degree of exploitation of external sources via informal relationships is presented. Absolute values specified for each row of the table are presented. For each row a value between 1 and 7 can be achieved. If you have selected the answering option "The value of informal relationships with external sources cannot be assessed", you received a score of 0



IMP³rove 2010 - Degree of exploitation of external sources via informal relationships throughout the innovation life cycle

Languages (Q6)

Question:

Which languages do you and/or your management team speak fluently enough to do business effectively?

Answering options - your answers:

- ✓ English
- ✓ French
- ✓ German
- Italian
- Spanish

Detailed evaluation:

Relative frequencies of the selected options are presented below.

	Your organisation	Growth Champions	Average
English	✗	96 %	89 %
French	✗	30 %	30 %
German	✗	33 %	38 %
Italian		14 %	13 %
Spanish		18 %	19 %

IMP³rove 2010 - Languages spoken fluently to do business effectively

Language of partners and export markets (Q7)

Question:

What are the local languages spoken on markets you are exporting to or by your innovation partners?

Answering options - your answers:

- ✓ English
- French
- ✓ German
- ✓ Italian
- Spanish

Detailed evaluation:

Relative frequencies of the selected options are presented below.

	Your organisation	Growth Champions	Average
English	✗	42 %	30 %
French		12 %	10 %
German	✗	18 %	15 %
Italian	✗	11 %	7 %
Spanish		8 %	9 %

IMP³rove 2010 - Languages spoken on export markets or by innovation partners



5.3 Innovation Life Cycle Processes

The following section outlines your company's performance in the dimension Innovation Life Cycle Processes.

5.3.1 Innovation Life Cycle Management

Life cycle (Q1)

Question:

What is the length of time (in months) for your most profitable product/service groups from the beginning of the development (project authorization) until you take (or envisage that you will take) your product/service off the market?

Please specify in months. If your company has not yet gone through an entire life cycle, please estimate the total time, including phase-out.

Group 1: Top contribution to profitable growth in the past 3 years; Group 2: Second highest contribution to profitable growth in the past 3 years

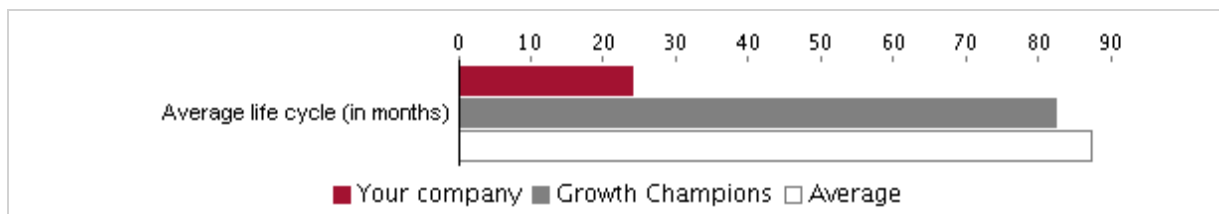
Answering options - your answers:

	Product/service group 1	Product/service group 2
Average life cycle (in months)	24.0	24.0

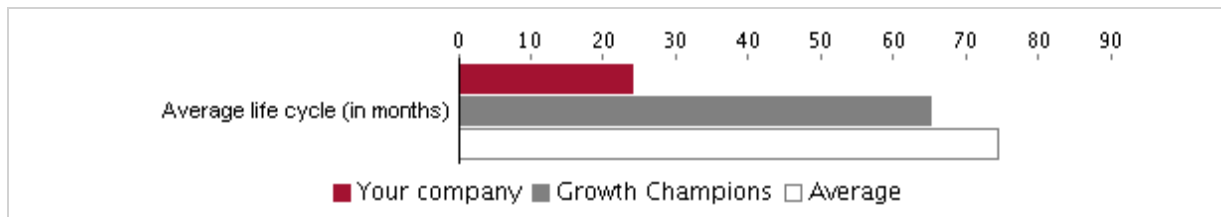
IMP³rove 2010 - Life cycle

Detailed evaluation:

Below, absolute values specified for this question are presented for each product/service group in the table. This question is not included in the overall dimension score.



IMP³rove 2010 - Product/service group 1



IMP³rove 2010 - **Product/service group 2**

Time-to-market (Q2)

Question:

How many months does it take for your most profitable product/service groups (see previous question) from beginning of the development (project authorization) to getting new products/services on sale?

Please specify in months. Group 1: Top contribution to profitable growth in the past 3 years; Group 2: Second highest contribution to profitable growth in the past 3 years.

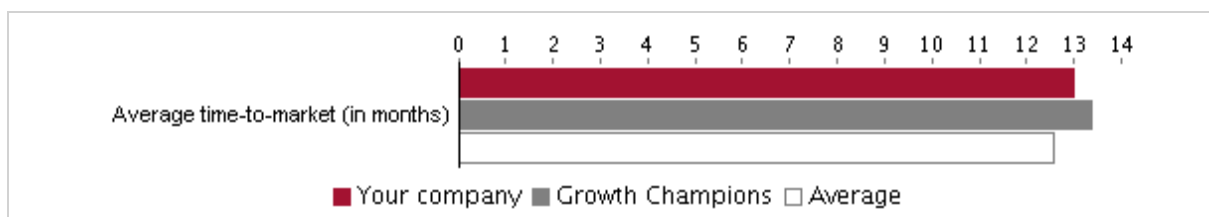
Answering options - your answers:

	Product/service group 1	Product/service group 2
Average time- to-market (in months)	13.0	13.0

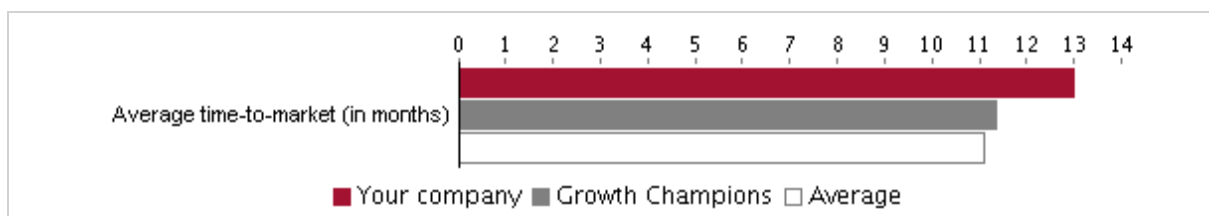
IMP³rove 2010 - Time-to-market

Detailed evaluation:

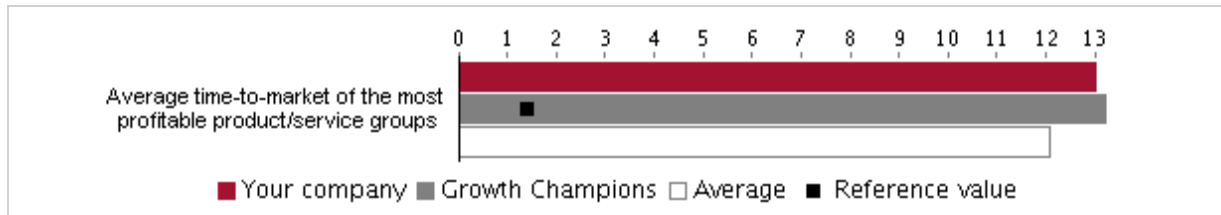
Below, the average time-to-market (in months) for each product/service group is presented. The "Average time-to-market of the most profitable product/service groups" shows the mean of the individual values of both product/service groups. The reference value represents the lowest average time-to-market achieved by companies of your reference class.



IMP³rove 2010 - Product/service group 1



IMP³rove 2010 - Product/service group 2



IMP³rove 2010 - **Time-to-market in months**

Time-to-profit (Q3)

Question:

On average, how many months did it take for your most profitable product/service groups from project authorization to reach the break even point?

Please specify in months. Group 1: Top contribution to profitable growth in the past 3 years; Group 2: Second highest contribution to profitable growth in the past 3 years.

Attention: The time-to-profit should be higher than the time-to-market value(s) you entered in the previous question, and lower than the life cycle value(s) in the question before that.

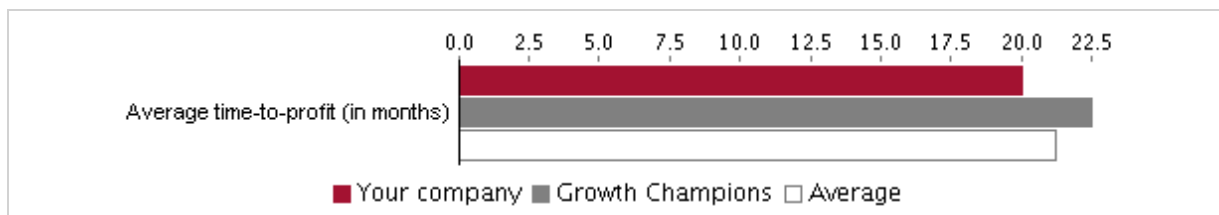
Answering options - your answers:

	Product/service group 1	Product/service group 2
Average time- to-profit (in months)	20.0	20.0

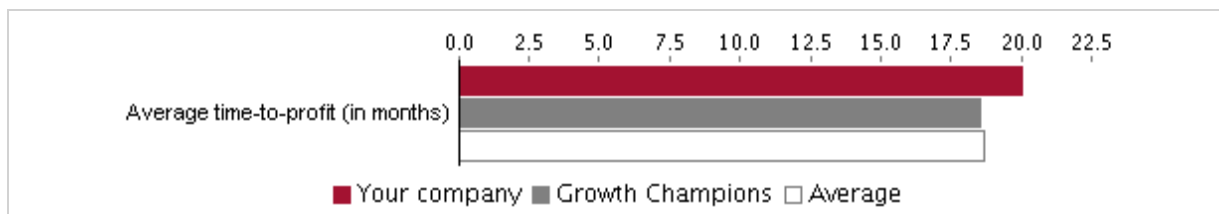
IMP³rove 2010 - Time-to-profit

Detailed evaluation:

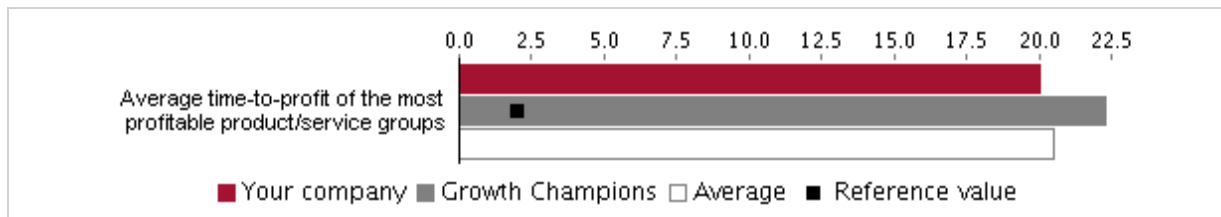
Below, the average time-to-profit (in months) for each product/service group is presented. The "Average time-to-profit of the most profitable product/service groups" shows the mean of the individual values of both product/service groups. The reference value represents the lowest average time-to-profit by companies of your reference class.



IMP³rove 2010 - Product/service group 1



IMP³rove 2010 - Product/service group 2



IMP³rove 2010 - **Time-to-profit in months**

Success rate of incremental innovation projects (Q4)

Question:

Have you started any incremental innovation project(s) to improve existing products/services/processes/organisational or business models in the last 4 years? How many have you started in the last 4 years? How many of these projects showed success (e.g. reached break even) within the last 4 years?

Please specify your answer with respect to the main type of innovation that was addressed. If you are in the service industry, please assign your service innovations to "service innovations" only. For each cell a number input is required. Do not use symbols such as "-", "/" or "_".

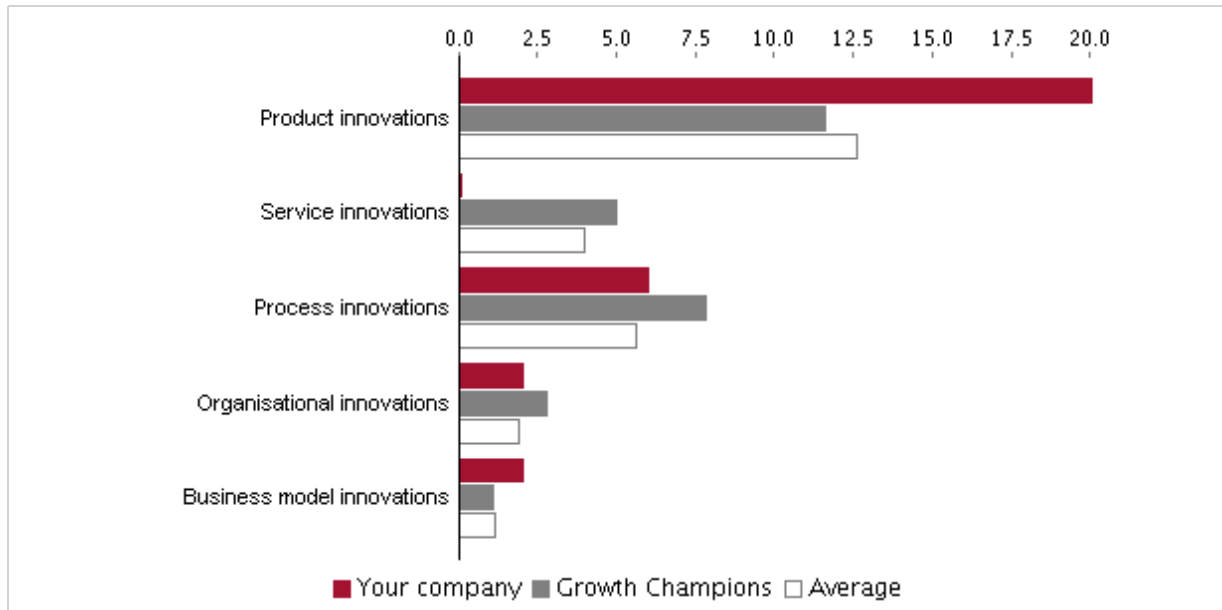
Answering options - your answers:

	Number of incremental innovation projects started within the last 4 years	Number of incremental innovation projects (of these started projects) that were successful within the last 4 years
Product innovations	20.0	15.0
Service innovations	0.0	0.0
Process innovations	6.0	4.0
Organisational innovations	2.0	2.0
Business model innovations	2.0	2.0

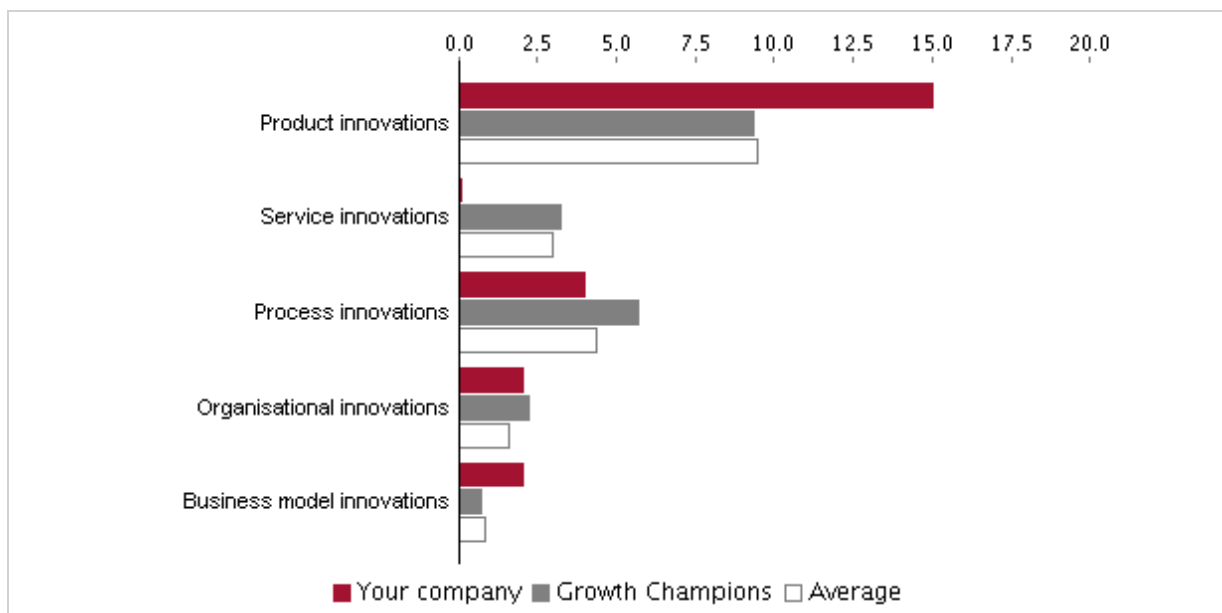
IMP³rove 2010 - **Success rate of incremental innovation projects**

Detailed evaluation:

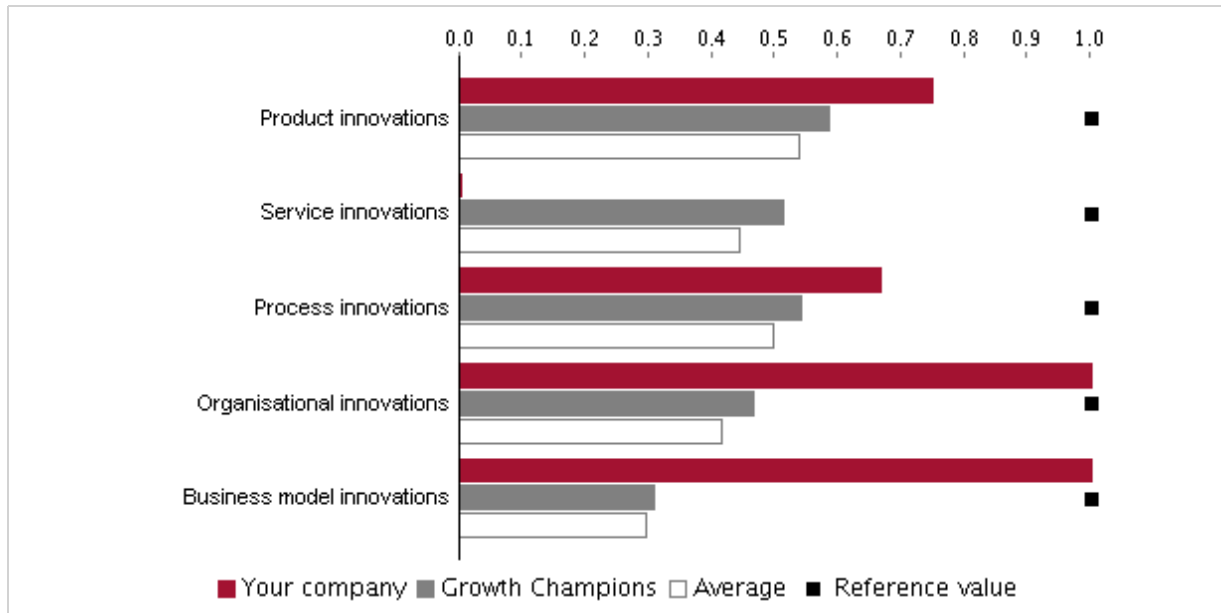
Below, the number of incremental innovation projects started and completed are presented. The scoring of the success rate is based on the ratio of column 2 to column 1. The "Ratio of incremental projects to successful projects" shows the individual ratios for each innovation type. The chart "Average success rate of incremental innovation projects" shows the mean of those individual ratios. The reference value represents the highest success rates achieved by companies of your reference class.



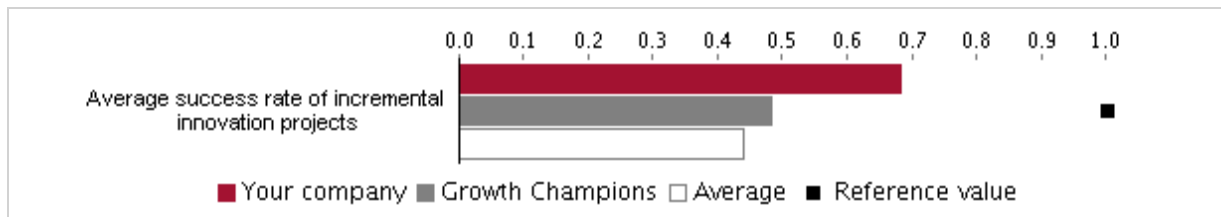
IMP³rove 2010 - Number of incremental innovation projects started within the last 4 years



IMP³rove 2010 - Number of incremental innovation projects (of these started projects) that were successful within the last 4 years



IMP³rove 2010 - Ratio of started incremental projects to successful projects



IMP³rove 2010 - Success rate of incremental innovation projects (in percentage)

Success rate of radical innovation projects (Q5)

Question:

Have you started any radical innovation project(s) to develop completely new products/services/processes/organisational or business models in the last 4 years? How many have you started in the last 4 years? How many of these projects showed success (e.g. reached break even) within the last 4 years?

Please specify your answer with respect to the main type of innovation that was addressed. If you are in the service industry, please assign your service innovations to "service innovations" only. For each cell a number input is required. Do not use symbols such as "-", "/" or "_".

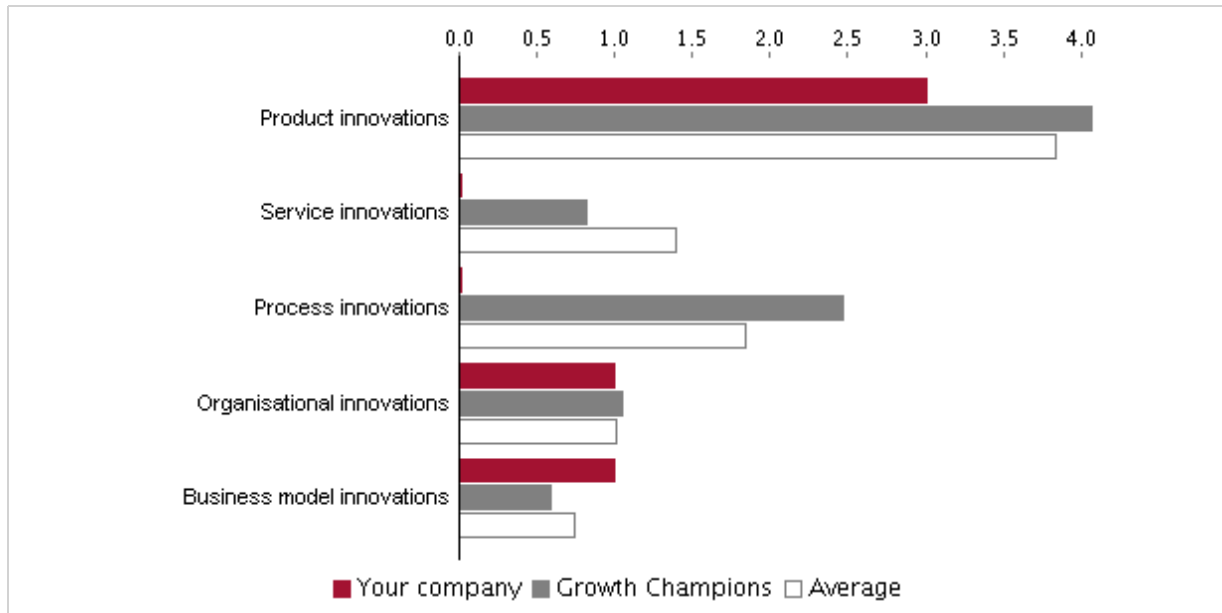
Answering options - your answers:

	Number of radical innovation projects started within the last 4 years	Number of radical innovation projects (of these started projects) that were successful within the last 4 years
Product innovations	3.0	1.0
Service innovations	0.0	0.0
Process innovations	0.0	0.0
Organisational innovations	1.0	1.0
Business model innovations	1.0	1.0

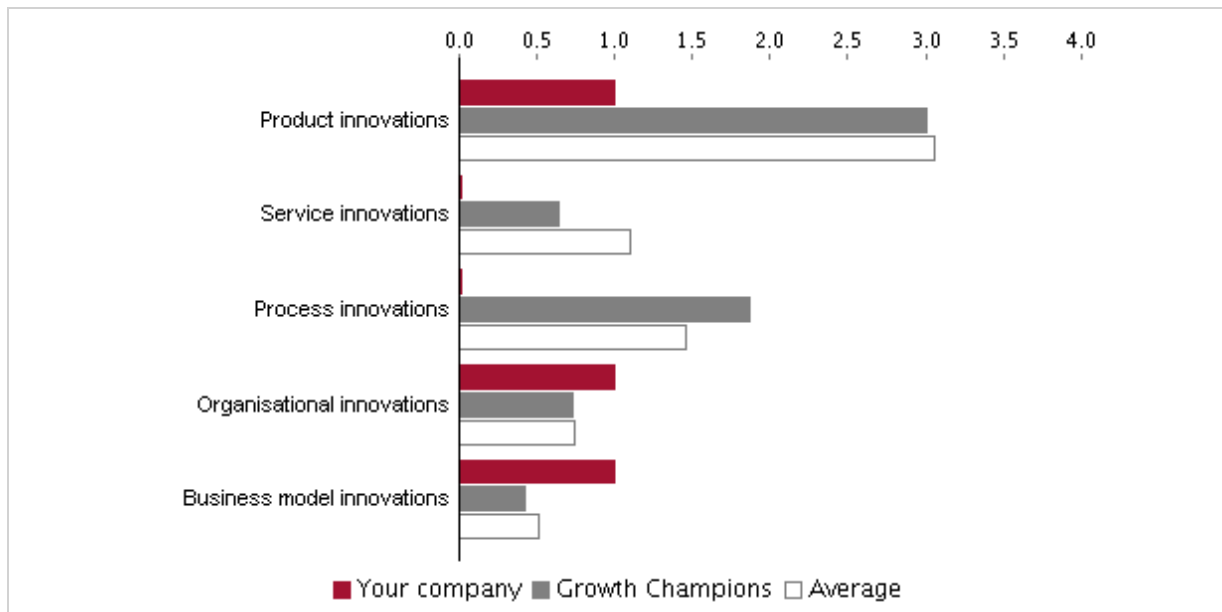
IMP³rove 2010 - **Success rate of radical innovation projects**

Detailed evaluation:

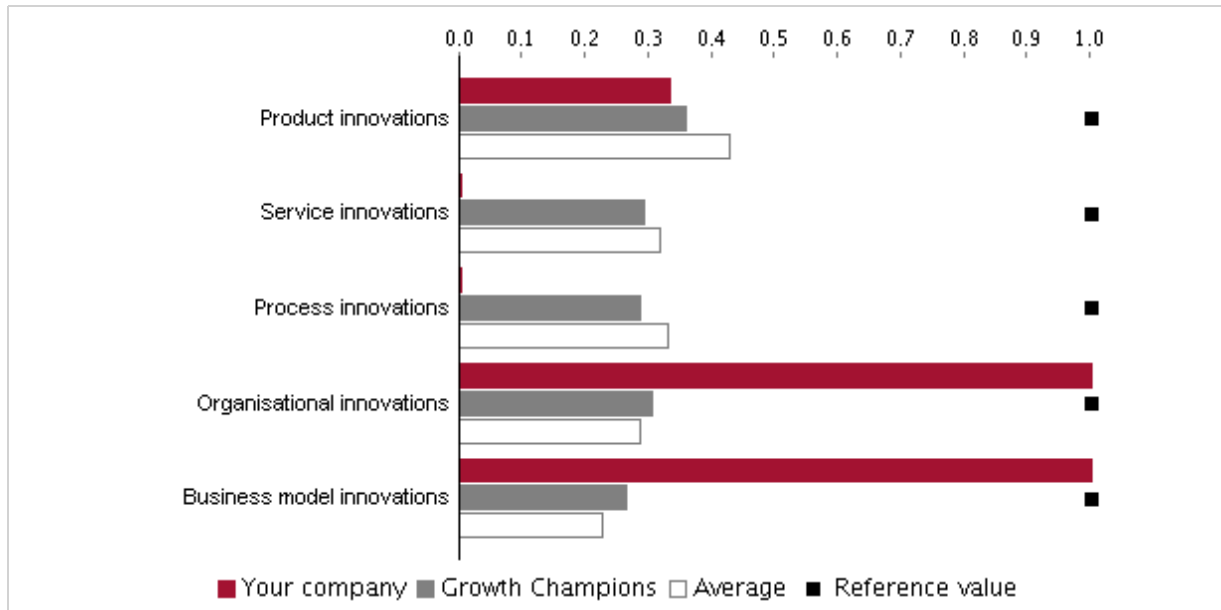
Below, the number of radical innovation projects started and completed are presented. The scoring of the success rate is based on the ratio of column 2 to column 1. The "Ratio of radical projects to successful projects" shows the individual ratios for each innovation type. The "Average success rate of radical innovation projects" shows the mean of those individual ratios. The reference value represents the highest success rate achieved by companies of your reference class.



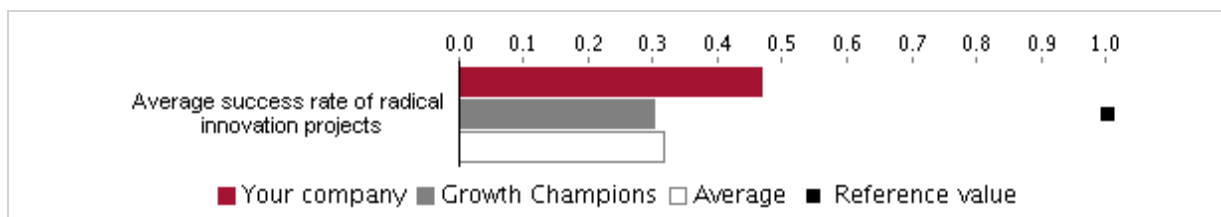
IMP³rove 2010 - Number of radical innovation projects started within the last 4 years



IMP³rove 2010 - Number of radical innovation projects (of these started projects) that were successful within the last 4 years



IMP³rove 2010 - Ratio of started radical projects to successful projects



IMP³rove 2010 - Success rate of radical innovation projects (in percentage)

Integrated life cycle processes (Q6)

Question:

How do you assess new ideas and ways of developing business?

Please specify which attributes are applicable at different decision gates.

Answering options - your answers:

	Idea screen and evaluation	Project definition	Project launch	Project re-view	Launch and authorization of innovation	Success re-view of implemented innovation
Assessment by an interdisciplinary team		×		×		×
A set of pre-defined criteria applied to all innovation projects (i.e., standards in place)						
Criteria tailored per project defined in the early development phase (i.e., no standards in place)	×	×				
Criteria derived from innovation strategy						

IMP³rove 2010 - Characteristics of life cycle processes

Detailed evaluation:

The percentage of growth champions and average selecting each of the possible options are presented below.

	Idea screen and evaluation		
	Your organisation	Growth Champions	Average
Assessment by an interdisciplinary team		52 %	56 %
A set of predefined criteria applied to all innovation projects (i.e., standards in place)		19 %	24 %
Criteria tailored per project defined in the early development phase (i.e., no standards in place)	✘	34 %	32 %
Criteria derived from innovation strategy		22 %	25 %

IMP³rove 2010 - Characteristics of life cycle processes - Idea screen and evaluation

	Project definition		
	Your organisation	Growth Champions	Average
Assessment by an interdisciplinary team	✘	43 %	51 %
A set of predefined criteria applied to all innovation projects (i.e., standards in place)		28 %	30 %
Criteria tailored per project defined in the early development phase (i.e., no standards in place)	✘	35 %	40 %
Criteria derived from innovation strategy		21 %	23 %

IMP³rove 2010 - Characteristics of life cycle processes - Project definition

	Project launch		
	Your organisation	Growth Champions	Average
Assessment by an interdisciplinary team		45 %	44 %
A set of predefined criteria applied to all innovation projects (i.e., standards in place)		23 %	27 %
Criteria tailored per project defined in the early development phase (i.e., no standards in place)		31 %	32 %
Criteria derived from innovation strategy		18 %	19 %

IMP³rove 2010 - Characteristics of life cycle processes - Project launch

	Project review		
	Your organisation	Growth Champions	Average
Assessment by an interdisciplinary team	✗	50 %	45 %
A set of predefined criteria applied to all innovation projects (i.e., standards in place)		28 %	28 %
Criteria tailored per project defined in the early development phase (i.e., no standards in place)		35 %	33 %
Criteria derived from innovation strategy		24 %	21 %

IMP³rove 2010 - Characteristics of life cycle processes - Project review

	Launch and authorization of innovation		
	Your organisation	Growth Champions	Average
Assessment by an interdisciplinary team		54 %	41 %
A set of predefined criteria applied to all innovation projects (i.e., standards in place)		27 %	24 %
Criteria tailored per project defined in the early development phase (i.e., no standards in place)		40 %	29 %
Criteria derived from innovation strategy		27 %	20 %

IMP³rove 2010 - Characteristics of life cycle processes - Launch and authorization of innovation

	Success review of implemented innovation		
	Your organisation	Growth Champions	Average
Assessment by an interdisciplinary team	✗	53 %	45 %
A set of predefined criteria applied to all innovation projects (i.e., standards in place)		29 %	23 %
Criteria tailored per project defined in the early development phase (i.e., no standards in place)		37 %	28 %
Criteria derived from innovation strategy		29 %	21 %

IMP³rove 2010 - Characteristics of life cycle processes - Success review of implemented innovation

Feedback loops (Q7)

Question:

How regularly do you involve the following groups to generate new ideas and to collect suggestions for improvements?

Please specify on a range between 1 (not at all) and 7 (highly regularly).

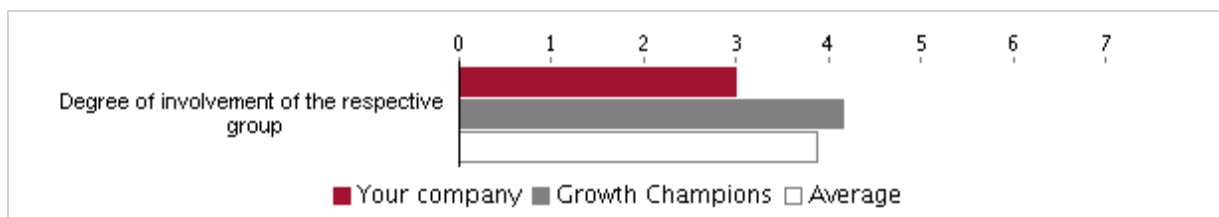
Answering options - your answers:

	Suppliers	Purchasing	Direct customers	Indirect customers	Marketing & sales	Production/ service development	Research institutes & universities	Experts on intellectual property rights	Network partners
Degree of involvement of the respective group	3	4	2	3	7	2	1	1	1

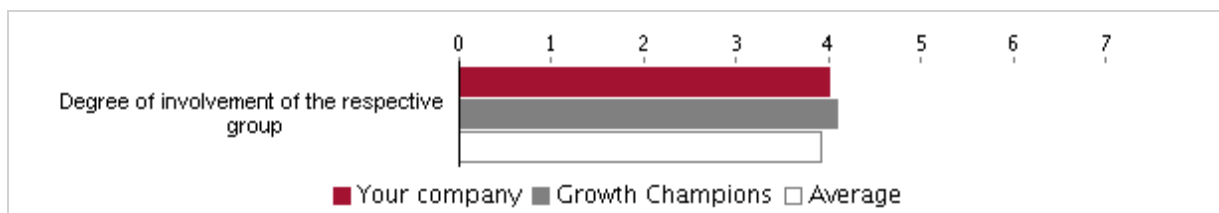
IMP³rove 2010 - Regularity of feedback

Detailed evaluation:

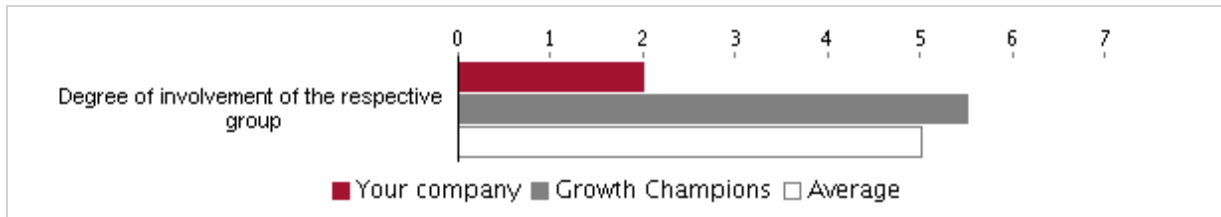
Below, absolute values specified for each row of the table are presented. For each row a value between 1 and 7 can be achieved.



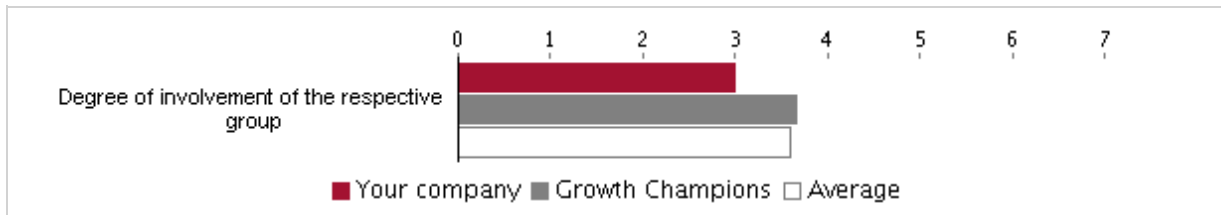
IMP³rove 2010 - Suppliers



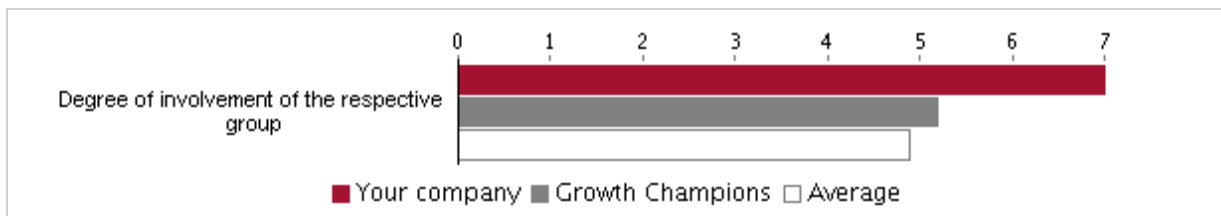
IMP³rove 2010 - Purchasing



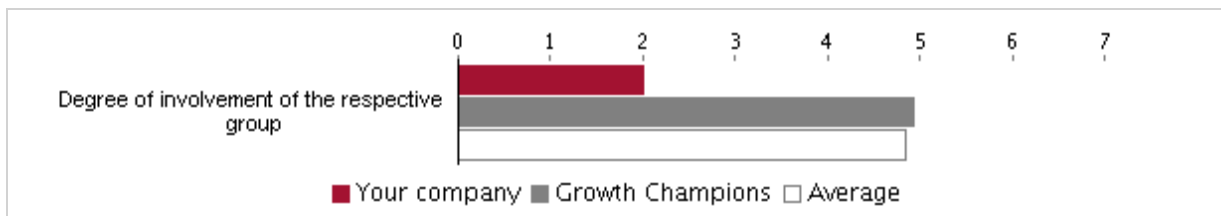
IMP³rove 2010 - **Direct customers**



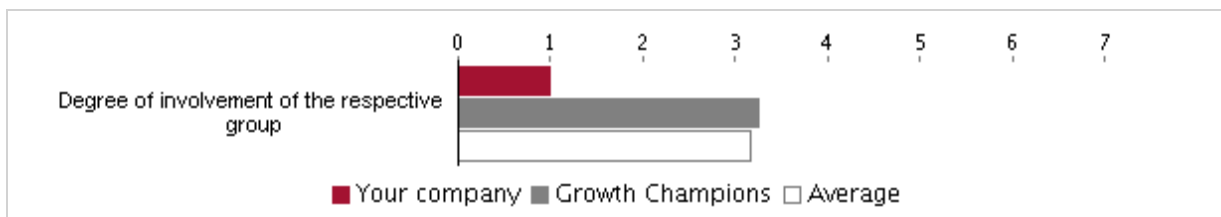
IMP³rove 2010 - **Indirect customers**



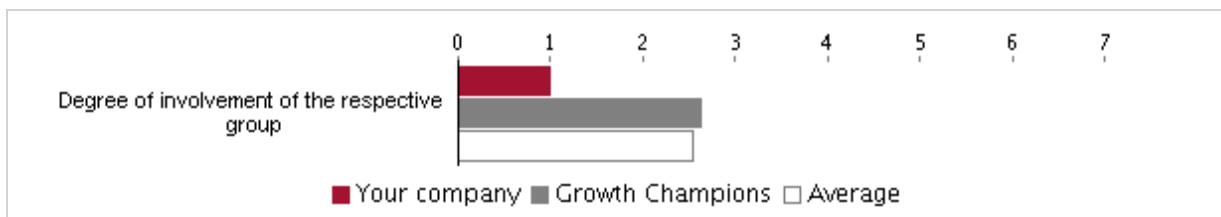
IMP³rove 2010 - **Marketing & sales**



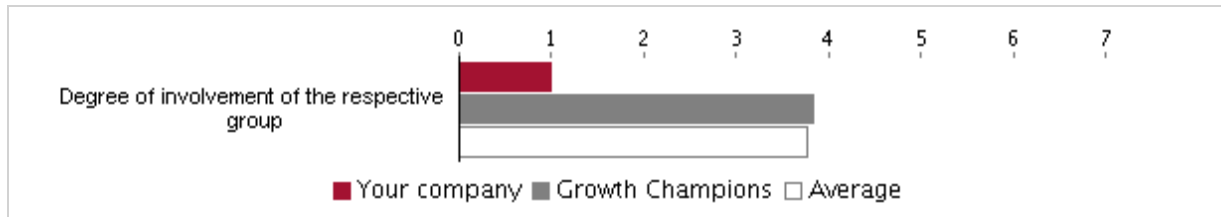
IMP³rove 2010 - **Production/service development**



IMP³rove 2010 - **Research institutes & universities**



IMP³rove 2010 - **Experts on intellectual property rights**



IMP³rove 2010 - **Network partners**

5.3.2 Idea Management

Systematic idea generation (Q8)

Question:

Do you have a formal system for generating and assessing ideas? If yes, how many ideas per year are related to radical new products, processes, services, organisational or business models (radical ideas) and how many are related to improvements (incremental ideas)?

Please specify the average number per year.

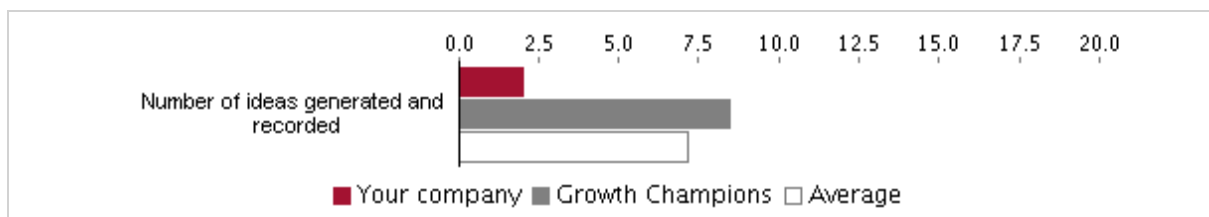
Answering options - your answers:

	Average number of radical ideas (per year)	Average number of incremental ideas (per year)
Number of ideas generated and recorded	2.0	15.0

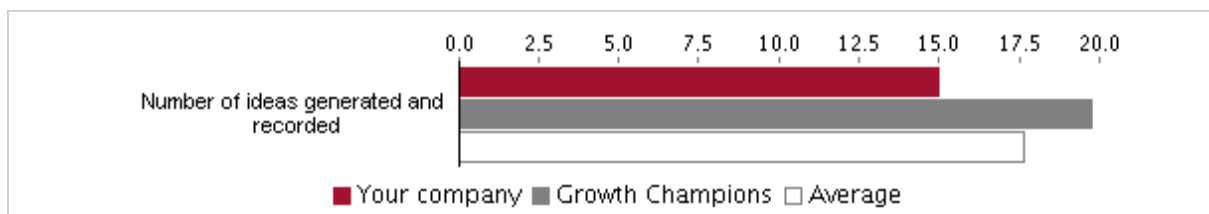
IMP³rove 2010 - Systematic idea generation

Detailed evaluation:

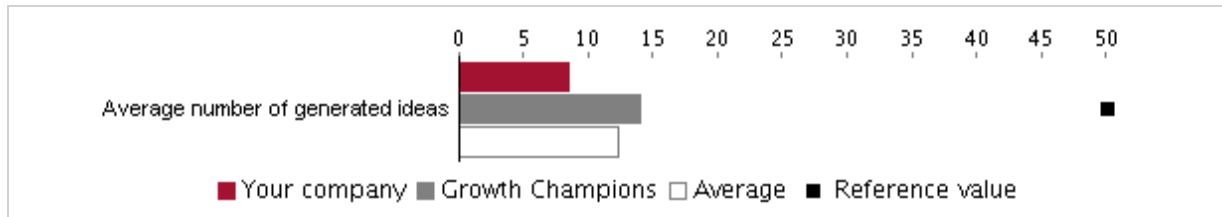
Detailed values specified for this question are presented below. The "Average number of generated ideas" presents the mean of column 1 and column 2. The reference value represents the highest scores achieved by companies in your reference class.



IMP³rove 2010 - Average number of radical ideas (per year)



IMP³rove 2010 - Average number of incremental ideas (per year)



IMP³rove 2010 - **Number of generated ideas**

Idea management (Q9)

Question:

How many ideas are reviewed, selected and taken further into development? How many ideas are sold or licensed to external partners?

Please specify the average number per year.

Attention: the number of ideas reviewed and selected should be less than the number generated, as specified in the previous question.

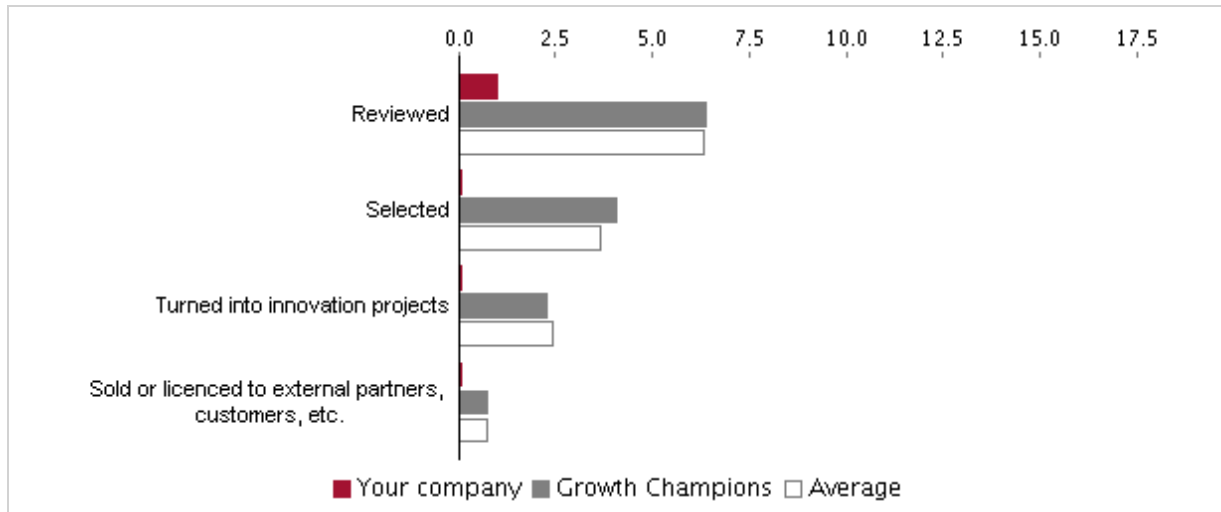
Answering options - your answers:

	Average number of radical ideas (per year)	Average number of incremental ideas (per year)
Reviewed	1.0	12.0
Selected	0.0	9.0
Turned into innovation projects	0.0	5.0
Sold or licenced to external partners, customers, etc.	0.0	0.0

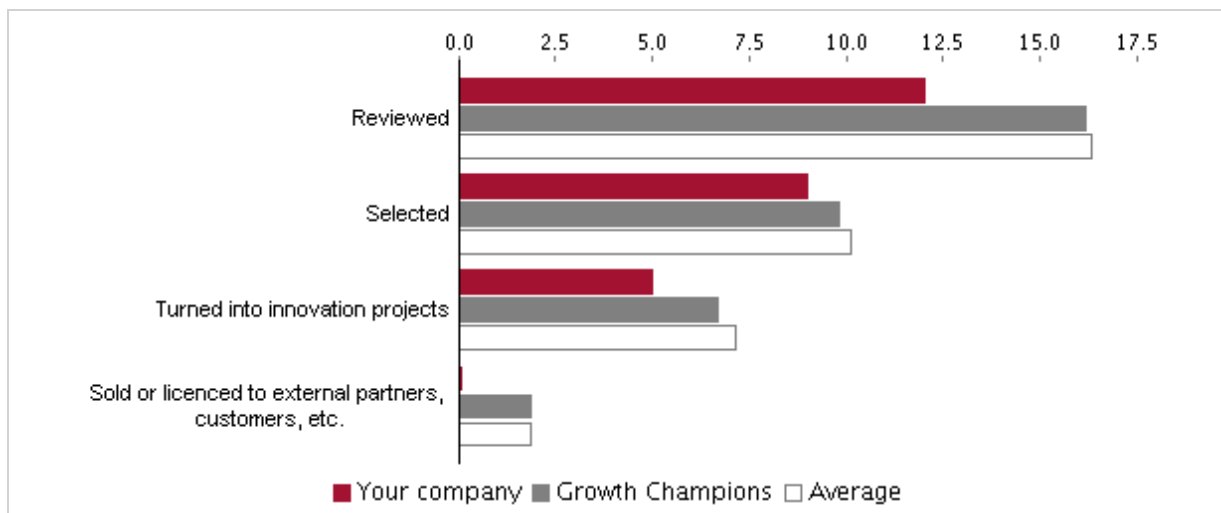
IMP³rove 2010 - **Idea management**

Detailed evaluation:

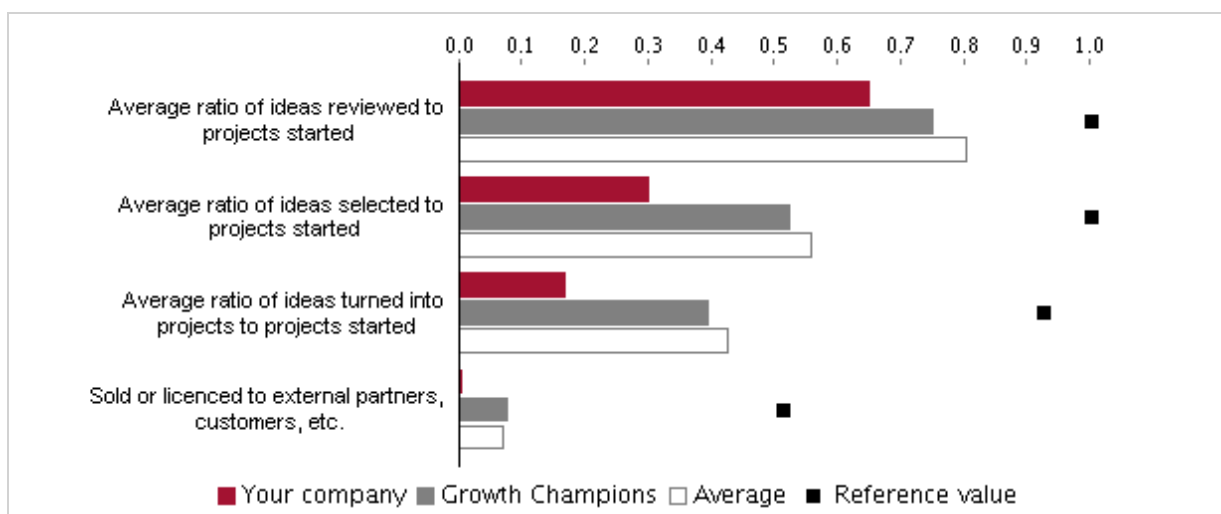
Below, absolute values are presented for each item in the table. The scoring of this question is based on the ratio number of ideas reviewed, selected and turned into innovation projects, to the number of ideas generated (see previous question). Three ratios are calculated for each of incremental and radical idea groups. The "Average ratio of ideas reviewed, selected or turned into projects to ideas generated" presents the mean of the ratios for incremental and radical ideas. The reference value represents the highest ratios achieved by companies of your reference class.



IMP³rove 2010 - Average number of radical ideas (per year)



IMP³rove 2010 - Average number of incremental ideas (per year)



IMP³rove 2010 - Average ratio of ideas reviewed, selected or turned into projects to ideas generated

Idea management cycle (Q10)

Question:

On average, how long does it take for the most promising ideas to be selected and to get to the development phase?

Please specify in days.

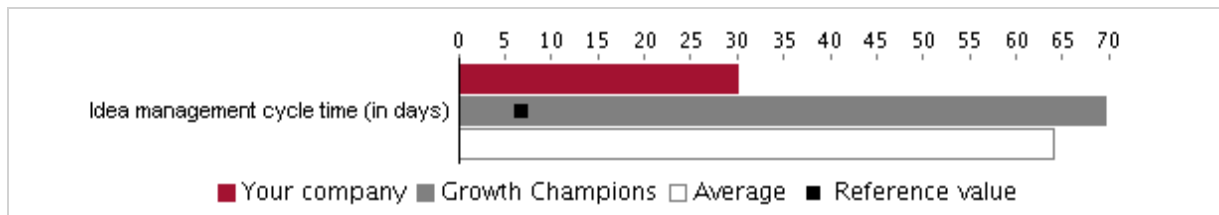
Answering options - your answers:

	Duration (in days)
Idea management cycle time	30.0

IMP³rove 2010 - Idea management cycle

Detailed evaluation:

Below, the duration of idea management cycle time is presented. The reference value represents the shortest idea management cycle times by companies in your reference class.



IMP³rove 2010 - Idea management cycle time

5.3.3 Product/Service/Process and Organisational or Business Model Development

Development process (Q11)

Question:

To what degree do you have a formal process (with clearly defined stages, milestones etc.) in place for product, service, process, organisational or business model development?

Please specify with respect to different innovation types. If you are in the service industry, please fill in for service innovations only.

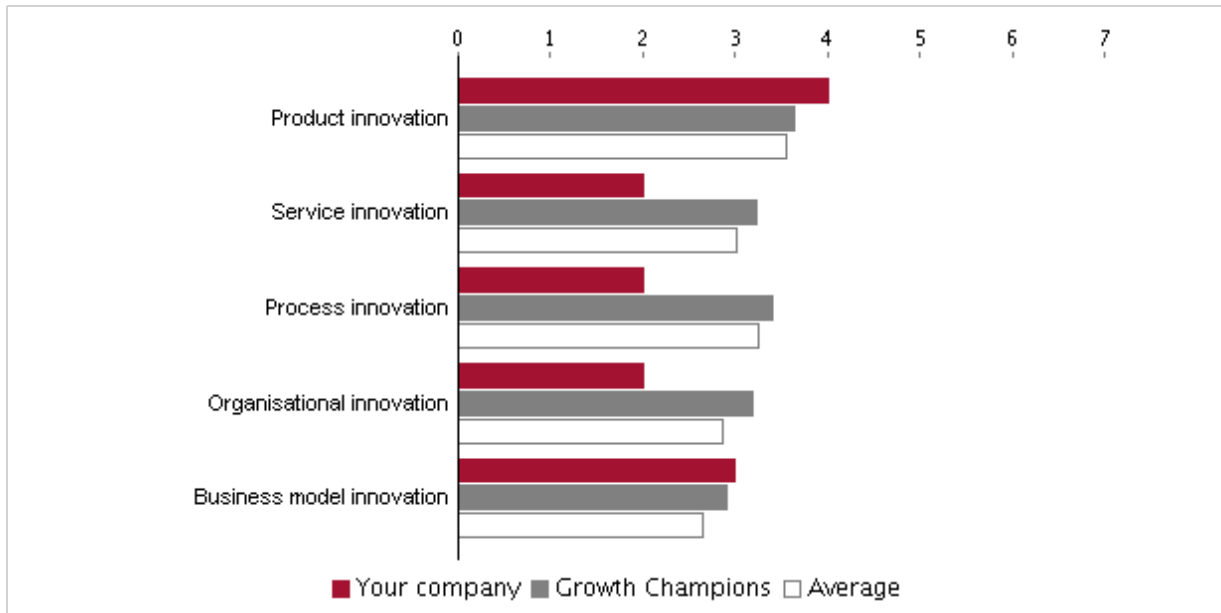
Answering options - your answers:

	(Not at all) 1	2	3	4	5	6	(Successfully in place) 7
Product innovation				X			
Service innovation		X					
Process innovation		X					
Organisational innovation		X					
Business model innovation			X				

IMP³rove 2010 - Degree of a systematic implementation of a development process for different innovation types

Detailed evaluation:

Below, absolute values specified for each item of the table are presented. For each item a value between 1 and 7 can be achieved.



IMP³rove 2010 - Degree of a systematic implementation of a development process for different innovation types

5.3.4 Launch and Continuous Improvement

Successful innovation launches (Q12)

Question:

When launching your innovations, for what percentage of your projects launched during the last 3 years have you defined launch-specific targets such as "number of sales within a specific time frame", "turnover from these sales", "timing of first sales" etc.? What percentage of those projects met launch-specific targets?

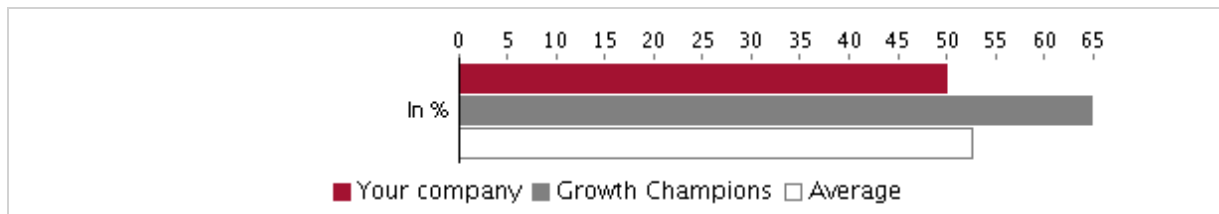
Answering options - your answers:

	Percentage of projects launched during the last 3 years where launch-specific targets were defined	Percentage of those projects launched where launch-specific targets were met
In %	50.0	42.0

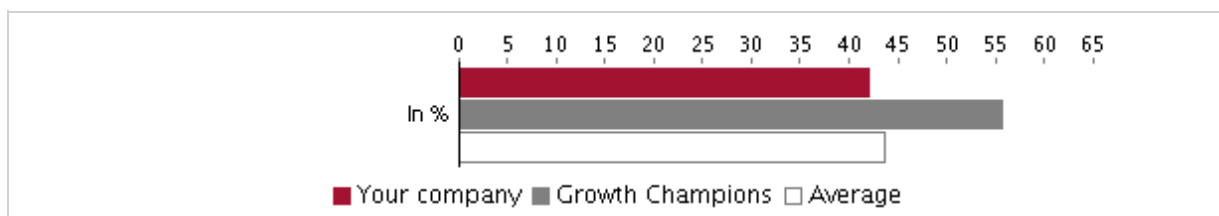
IMP³rove 2010 - Successful innovation launches

Detailed evaluation:

Detailed values specified for this question are presented below.



IMP³rove 2010 - Percentage of projects launched during the last 3 years where launch-specific targets were defined



IMP³rove 2010 - Percentage of those projects launched where launch-specific targets were met

Integration of customer information (Q13)

Question:

In a given year, how many times do you analyse customer data and customer feedback?

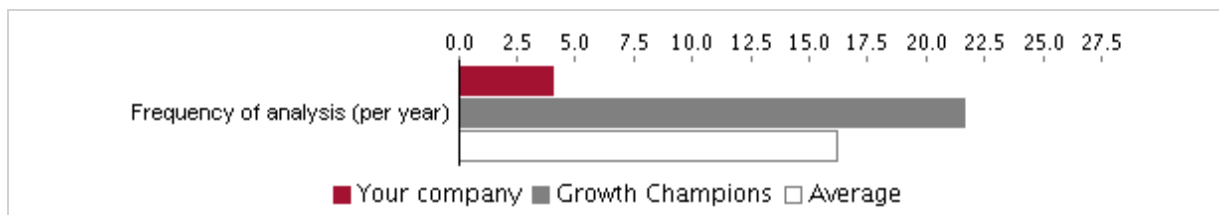
Answering options - your answers:

	Customer data	Customer feedback
Frequency of analysis (per year)	4.0	1.0

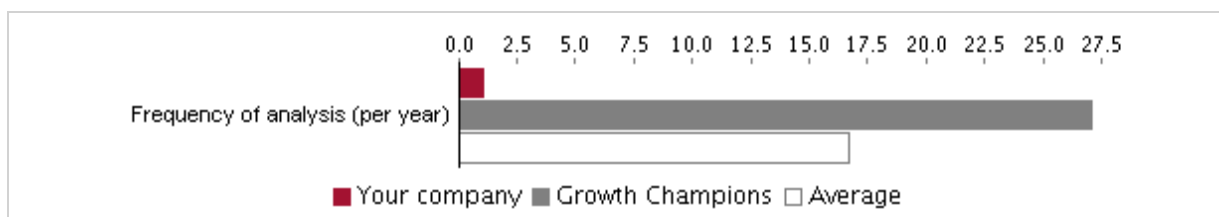
IMP³rove 2010 - Integration of customer information

Detailed evaluation:

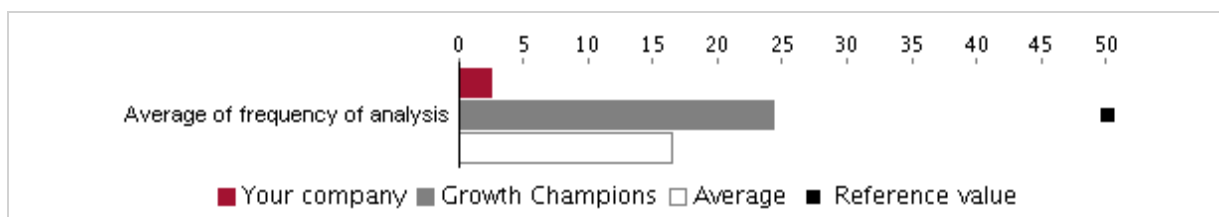
Detailed values specified for this question are presented below. The "Average frequency of analysis" is the mean of column 1 and column 2. The reference value represents the highest frequencies specified by companies in your reference class.



IMP³rove 2010 - Customer data



IMP³rove 2010 - Customer feedback



IMP³rove 2010 - Integration of customer information

Continuous improvement on process parameters (Q14)

Question:

Have you defined innovation-specific process indicators to measure your innovation activities? In what percentage of your projects in the last 3 years have you defined such indicators? On average, how much have you improved (from one year to the next) on each of these aspects over the last 3 years?

Please provide a realistic answer. If you have deteriorated on one process parameter, please enter a negative value.

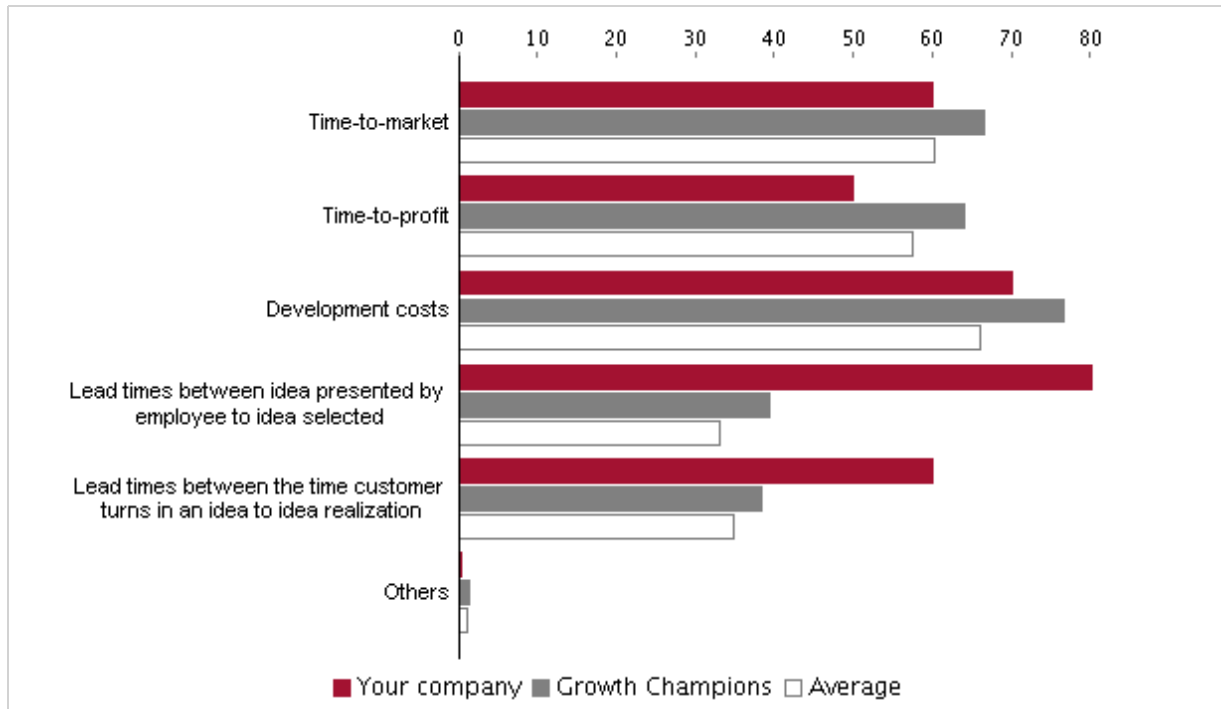
Answering options - your answers:

	Percentage of projects where process parameters are defined (in%)	Average improvement from one year to the next on each process parameter (in%)
Time- to- market	60.0	20.0
Time- to- profit	50.0	30.0
Development costs	70.0	25.0
Lead times between idea presented by employee to idea selected	80.0	5.0
Lead times between the time customer turns in an idea to idea realization	60.0	10.0

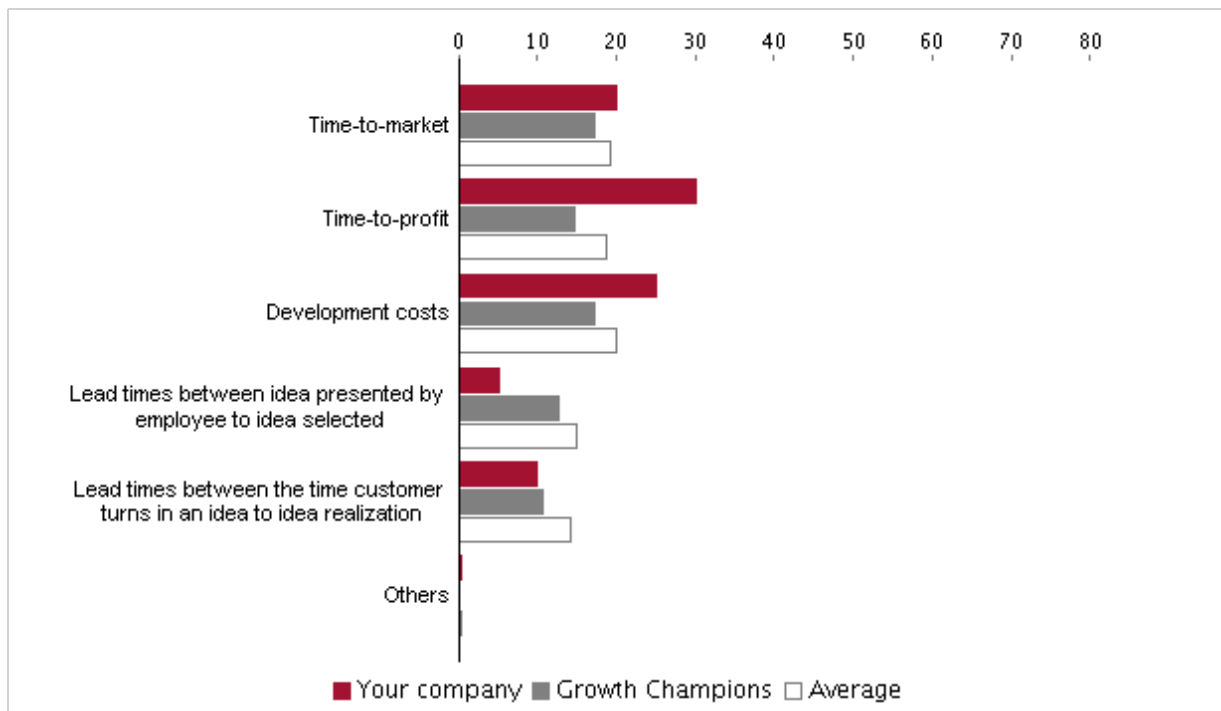
IMP³rove 2010 - **Continuous improvement on process parameters**

Detailed evaluation:

Absolute values specified for this question are presented for each item in the table.



IMP³rove 2010 - Percentage of projects where process parameters are defined (in%)



IMP³rove 2010 - Average improvement from one year to the next on each process parameter (in%)



5.4 Enabling Factors

The following section outlines your company’s performance in the dimension Enabling Factors.

Incentives and rewards (Q1)

Question:

Do you offer any incentives to your staff with regards to innovation? If yes, which of the following do you offer?

Answering options - your answers:

- Awarding extra money
- ✓ Giving them direct recognition with the help of managers
- A company innovation award
- Allowing them to use your facilities for free to test and develop their own ideas
- Providing administrative support to get external (public) funding
- No incentives for innovation are in place

Detailed evaluation:

The percentage of growth champions and average selecting each of the possible options are presented below.

	Your organisation	Growth Champions	Average
Awarding extra money		63 %	45 %
Giving them direct recognition with the help of managers	✗	61 %	46 %
A company innovation award		14 %	10 %
Allowing them to use your facilities for free to test and develop their own ideas		46 %	34 %
Providing administrative support to get external (public) funding		26 %	21 %
No incentives for innovation are in place		12 %	30 %

IMP³rove 2010 - Characteristics of incentives and rewards

Exploitation of patents (Q2)

Question:

How many patents have you generated (filed and granted) within the last 10 years? How many of those were within the last 5 years? How many of those were within the last 3 years?

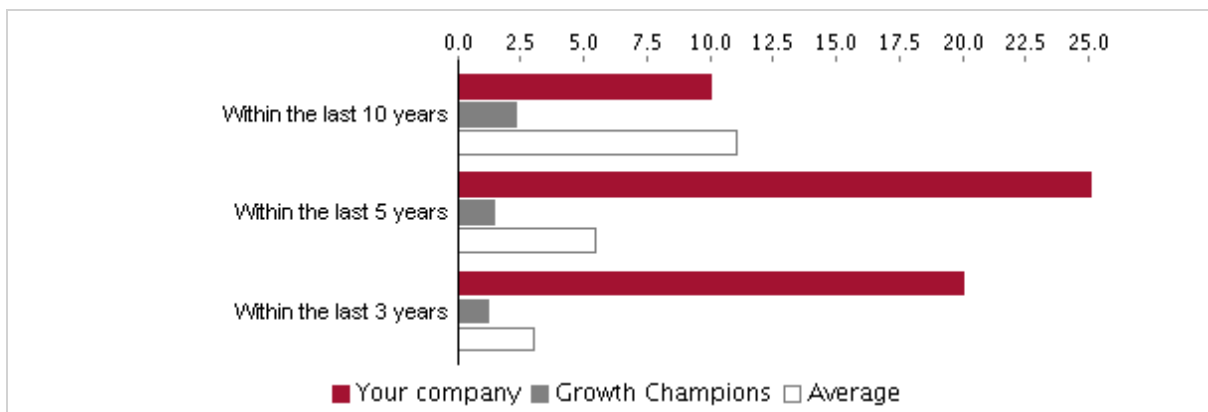
Answering options - your answers:

	Number of patents generated (filed and granted)	Number of patents that were generated and turned into market success within this time-frame
Within the last 10 years	10.0	8.0
Within the last 5 years	25.0	15.0
Within the last 3 years	20.0	15.0

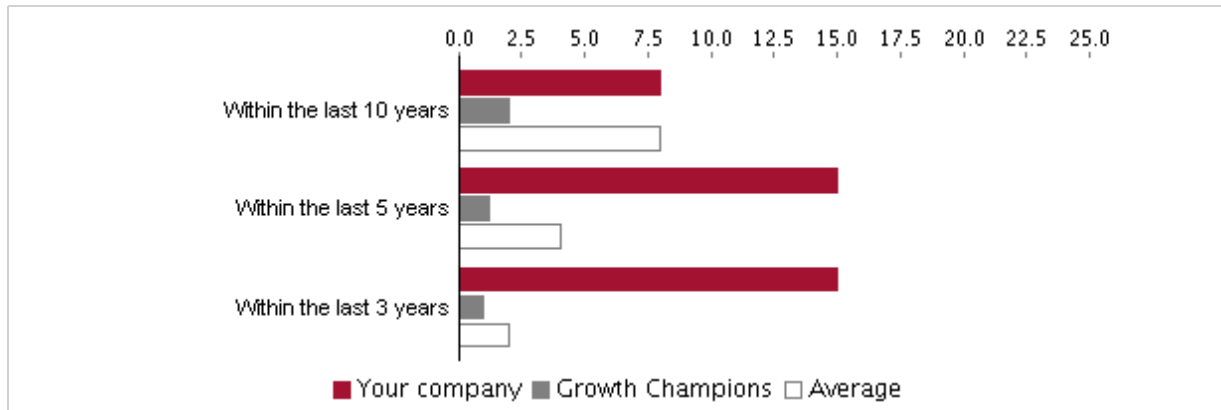
IMP³rove 2010 - Exploitation of patents

Detailed evaluation:

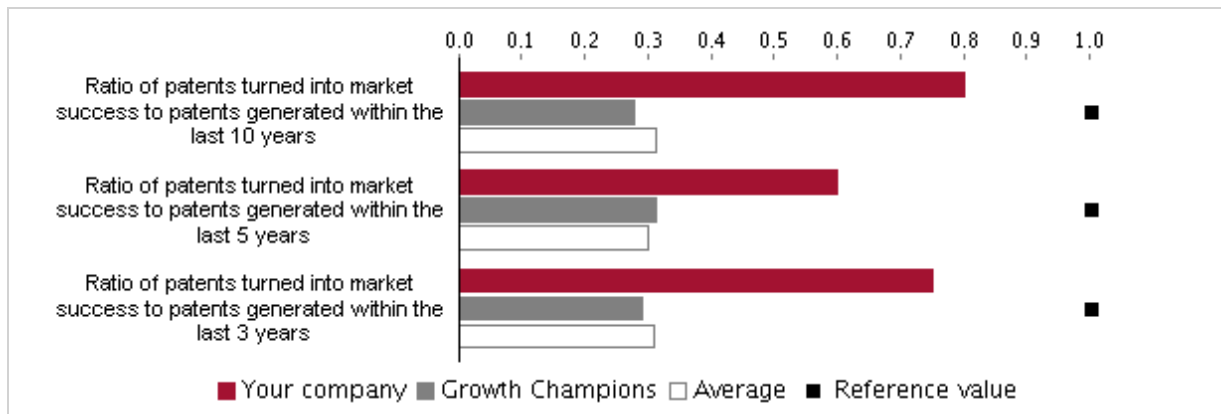
Below, the number of patents generated and the number of patents successfully turned into market success are presented. The scoring of this question is based on the ratio of column 2 to column 1. The reference value represents the highest ratios achieved by companies of your reference class. If you have selected the answering option "In your industry patents are not appropriate to prevent competitors from imitations", you received a score of 0. This score is not taken into account when calculating the overall dimension score.



IMP³rove 2010 - Number of patents generated (filed and granted)



IMP³rove 2010 - Number of patents that were generated and turned into market success within this time-frame



IMP³rove 2010 - Ratio of patents turned into market success to patents generated

Learning and knowledge (Q3)

Question:

What percentage of innovative projects have benefited from documented and shared lessons learnt in project management in the last 3 years?

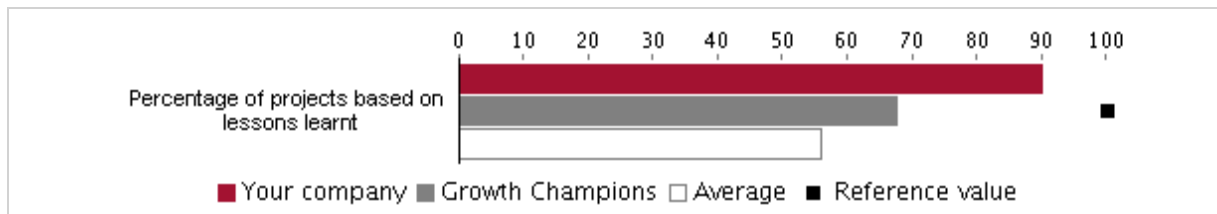
Answering options - your answers:

	Average percentage (in %)
Projects based on lessons learnt (documented and shared)	90.0

IMP³rove 2010 - Learning and knowledge

Detailed evaluation:

Absolute values specified for this question are presented below. The reference value represents the highest values achieved in your reference class.



IMP³rove 2010 - Proportion of projects based on lessons learnt

Projects and targets (Q4)

Question:

For innovation projects in the last three years, what percentage had targets defined with respect to time, budget and quality? How many met these targets?

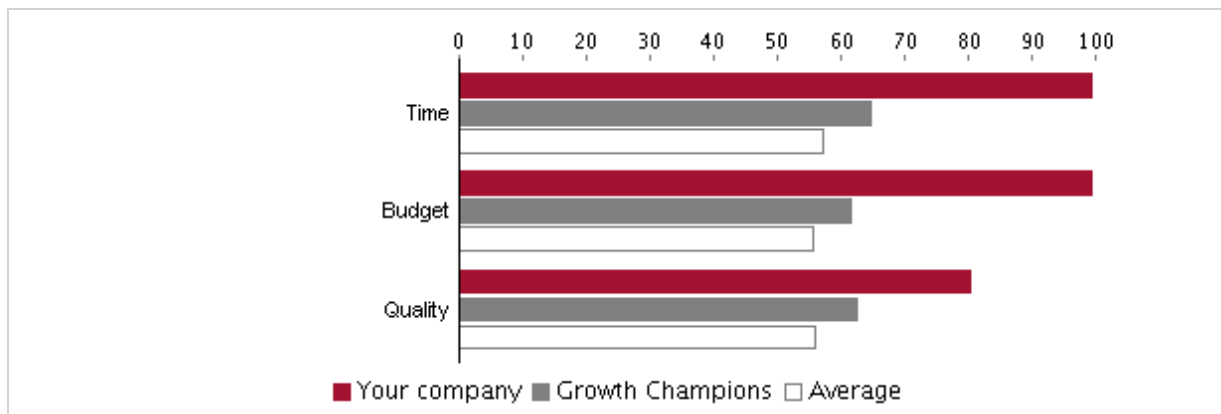
Answering options - your answers:

	Percentage of projects where the targets were defined (in%)	Percentage of these projects where targets were met (in%)
Time	99.0	95.0
Budget	99.0	75.0
Quality	80.0	95.0

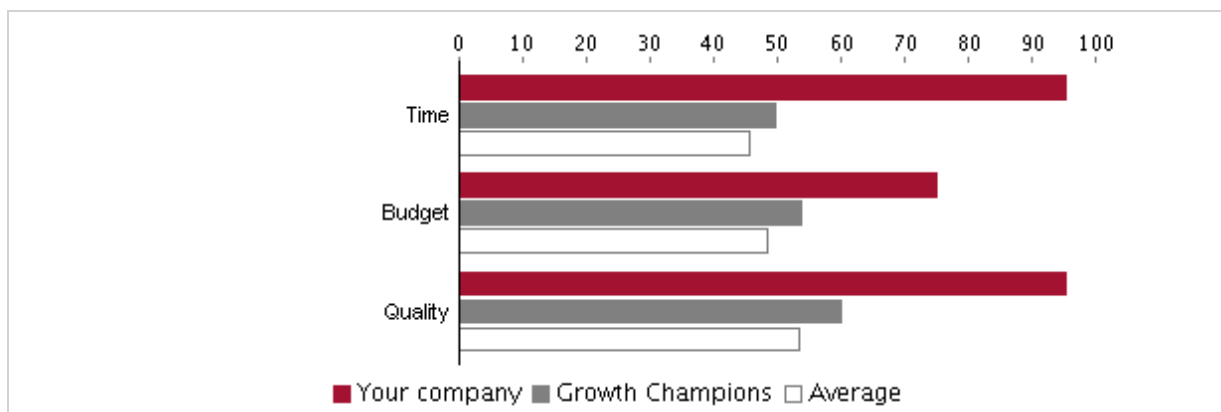
IMP³rove 2010 - **Projects and targets**

Detailed evaluation:

Below, absolute values specified for this question are presented for each item in the table.



IMP³rove 2010 - **Percentage of projects where the targets were defined (in%)**



IMP³rove 2010 - **Percentage of these projects where targets were met (in%)**

Long-term innovation projects (Q5)

Question:

What percentage of your innovation budget do you set aside for long-term projects (i.e. with a timeframe longer than the usual time-to-profit for the industry)?

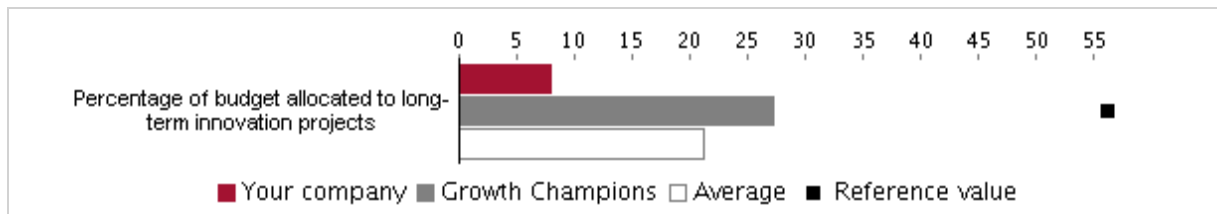
Answering options - your answers:

	Percentage (%)
Proportion of budget allocated for long- term innovation projects	8.0

IMP³rove 2010 - **Long-term innovation projects**

Detailed evaluation:

Absolute values specified for this question are presented below. The reference value represents the highest values achieved in your reference class.



IMP³rove 2010 - **Budget set aside for long-term innovation projects**

Design management as a lever for innovation (Q6)

Question:

Do you rely on design and design management as lever for innovation?

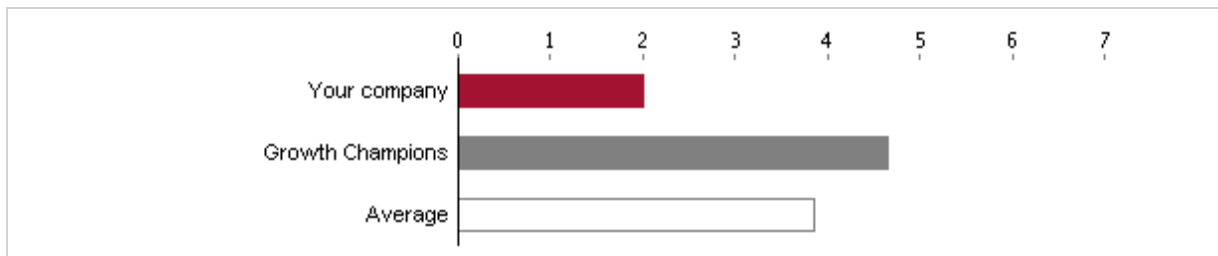
Answering options - your answers:

(Not at all) 1	2	3	4	5	6	(To a very high extent) 7
	✗					

IMP³rove 2010 - Awareness towards design as a lever for innovation

Detailed evaluation:

Absolute values are presented below. A score between 1 and 7 can be achieved.



IMP³rove 2010 - Awareness towards design as a lever for innovation

Impact of design management on Innovation Management (Q7)

Question:

Over the last 3 years, to what extent has design contributed to your Innovation Management in the following way?

Please specify your level for each attribute!

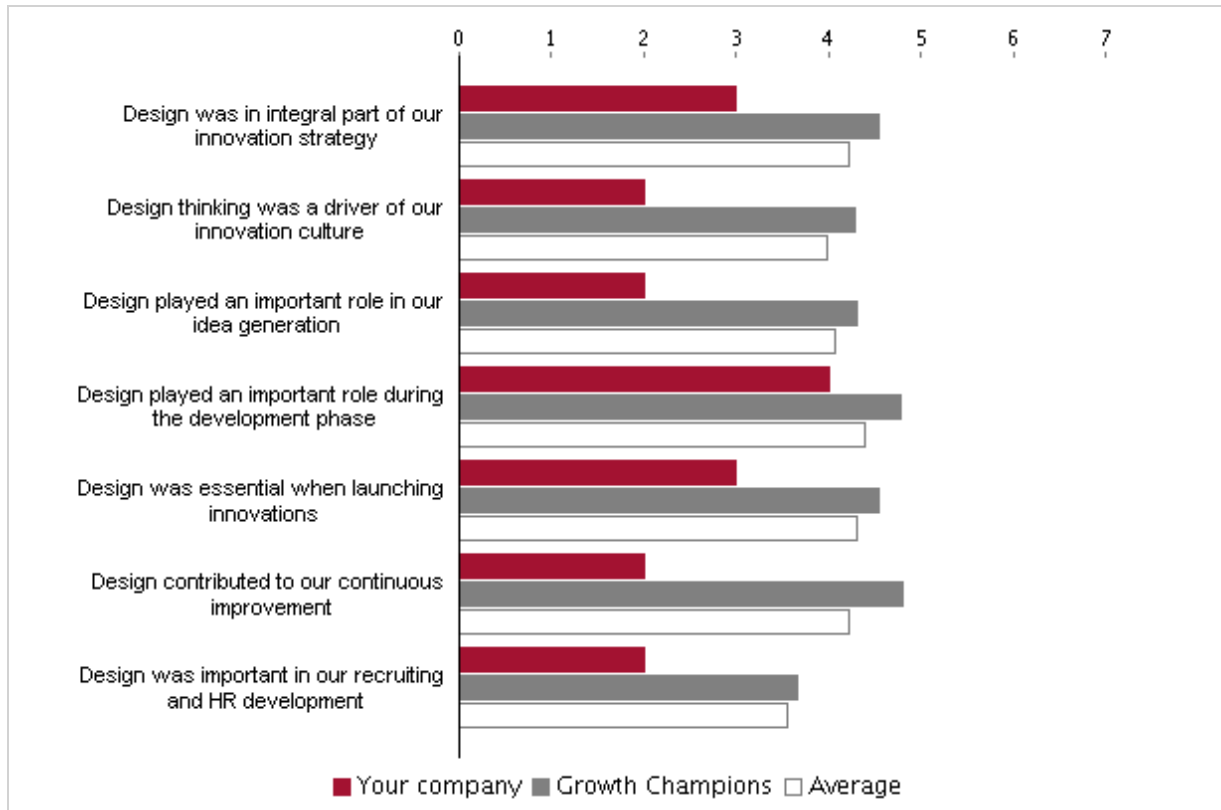
Answering options - your answers:

	(Not at all) 1	2	3	4	5	6	(To a very high extent) 7
Design was in integral part of our innovation strategy			×				
Design thinking was a driver of our innovation culture		×					
Design played an important role in our idea generation		×					
Design played an important role during the development phase				×			
Design was essential when launching innovations			×				
Design contributed to our continuous improvement		×					
Design was important in our recruiting and HR development		×					

IMP³rove 2010 - Impact of design management on innovation management

Detailed evaluation:

Below, absolute values specified for each item of the table are presented. For each item a value between 1 and 7 can be achieved. If you have selected the answering option "I have never heard of design and design management as a lever for innovation before", the overall score of this question is 0.



IMP³rove 2010 - Impact of design management on innovation management

Contribution of design management to innovation results (Q8)

Question:

Where design is relevant to your company, what was the impact on the innovation results over the last 3 years?

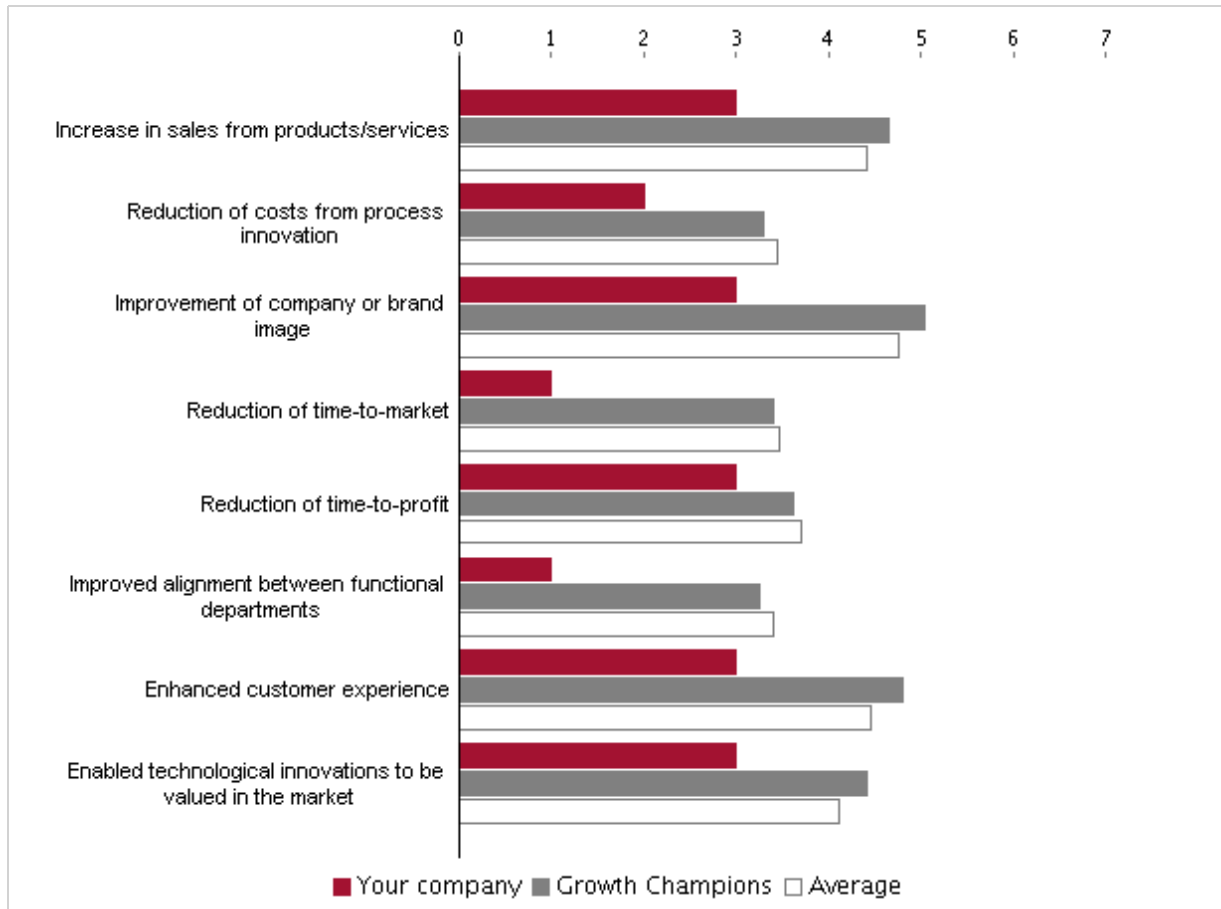
Answering options - your answers:

	(Not at all) 1	2	3	4	5	6	(Very high im- pact) 7
Increase in sales from products/services			x				
Reduction of costs from process innovation		x					
Improvement of company or brand image			x				
Reduction of time- to-market	x						
Reduction of time- to-profit			x				
Improved alignment between functional departments	x						
Enhanced customer experience			x				
Enabled technological innovations to be valued in the market			x				

IMP³rove 2010 - Contribution of design management to innovation results

Detailed evaluation:

Below, absolute values specified for each item of the table are presented. For each item a value between 1 and 7 can be achieved. If you have selected the answering option "I have never heard of design and design management as a lever for innovation before", the overall score of this question is 0.



IMP³rove 2010 - Contribution of design management to innovation results

Maturity in design management (Q9)

Question:

Which of the following measures related to design management do you have in place?

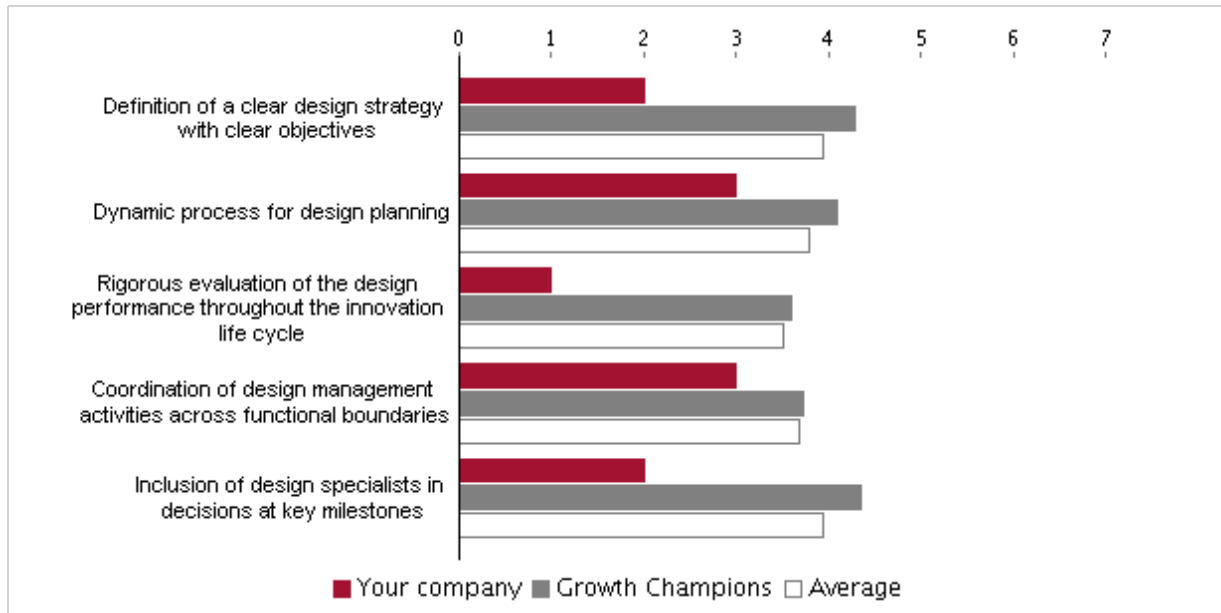
Answering options - your answers:

	(not at all) 1	2	3	4	5	6	(To a very high extent) 7
Definition of a clear design strategy with clear objectives		×					
Dynamic process for design planning			×				
Rigorous evaluation of the design performance throughout the innovation life cycle	×						
Coordination of design management activities across functional boundaries			×				
Inclusion of design specialists in decisions at key milestones		×					

IMP³rove 2010 - Maturity in design management

Detailed evaluation:

Below, absolute values specified for each item of the table are presented. For each item a value between 1 and 7 can be achieved. If you have selected the answering option "I have never heard of design and design management as a lever for innovation before", the overall score of this question is 0.



IMP³rove 2010 - **Maturity in design management**



5.5 Innovation Results

The following section outlines your company’s performance in the dimension Innovation Results.

Growth in income (Q1)

Question:

What is your income data for the last 4 years (income from sales, grants and other income streams)?

This information is closely related to the benchmarking process; please ensure that data is as complete and accurate as possible. Income from sales data should be entered in thousands of Euros. Please ensure that data is accurate and please do not exaggerate. Please insert in the Anglosaxon style e.g. 1,000.00 representing one million Euro.

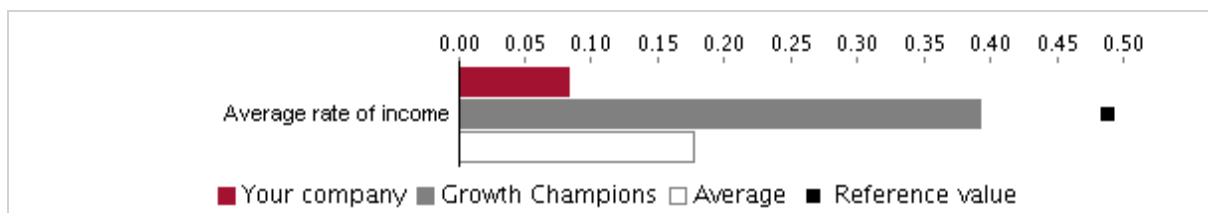
Answering options - your answers:

	Last year	Two years ago	Three years ago	Four years ago
Income from sales (in thousands of Euros)	17000.0	23000.0	12750.0	15700.0
Contribution of public research grants to income from sales (in %)	0.0	0.0	0.0	0.0
Contribution of exports to income from sales (in %)	75.0	70.0	35.0	34.0

IMP³rove 2010 - Growth in income

Detailed evaluation:

The average rate of income growth is based on a linear approximation of your increase of income over the last 4 years. The reference value shows the highest values achieved in your reference class. This score is part of the criteria for selection of the growth champions.



IMP³rove 2010 - Average rate of income growth over the last 4 years

Income from sales from new products or services (Q2)

Question:

Over the last 4 years, what was the income of your product or service innovations that are not more than 3 years old?

Please specify in thousands of Euros (where 1,000.00 represents one million Euro). The sum of income from sales from incremental and radical products entered here should be less than or equal to your total income.

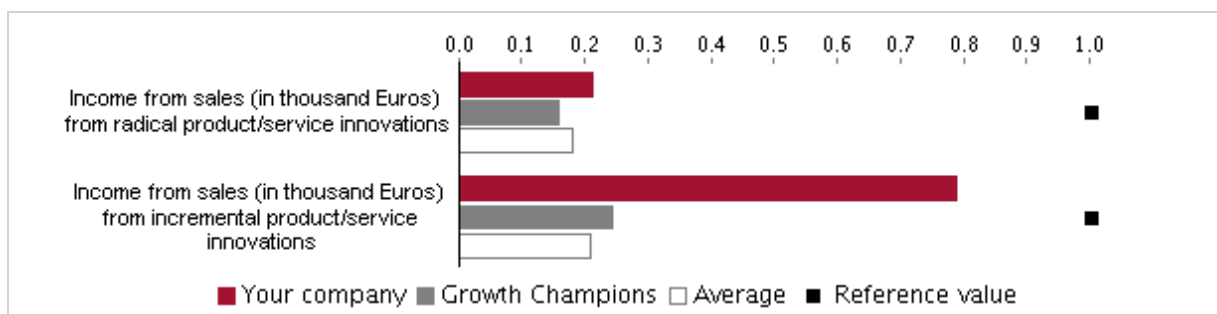
Answering options - your answers:

	Last year	Two years ago	Three years ago	Four years ago
Income from sales (in thousand Euros) from radical product/service innovations	3000.0	5000.0	2750.0	3700.0
Income from sales (in thousand Euros) from incremental product/service innovations	14000.0	18000.0	10000.0	12000.0

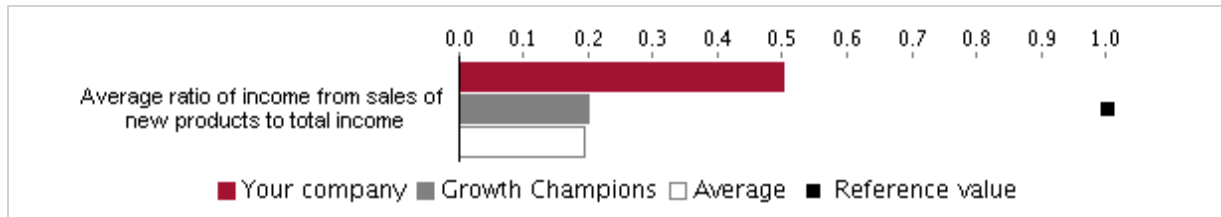
IMP³rove 2010 - Income from sales from new products or services

Detailed evaluation:

The average income from sales contribution of product and service innovations over the last 4 years is presented. The scoring is based on the ratio of income from new products/services to total income. The "Average ratio of income from sales of new products to total sales" is the mean of the ratios for radical and incremental products/service innovations. The reference value shows the highest values achieved in your reference class.



IMP³rove 2010 - Ratio of income from sales of new products to total income averaged out over the last 4 years



IMP³rove 2010 - **Income from sales of new products or services as percentage of total income**

Past expenditures for innovation (Q3)

Question:

What were your company's expenditures on innovation (including personnel costs, equipment costs, outsourced services, etc.) over the last 4 years?

Please specify in thousands of Euros (where 1,000.00 representing one million Euro). Please make sure that the data is consistent with your company's income from sales.

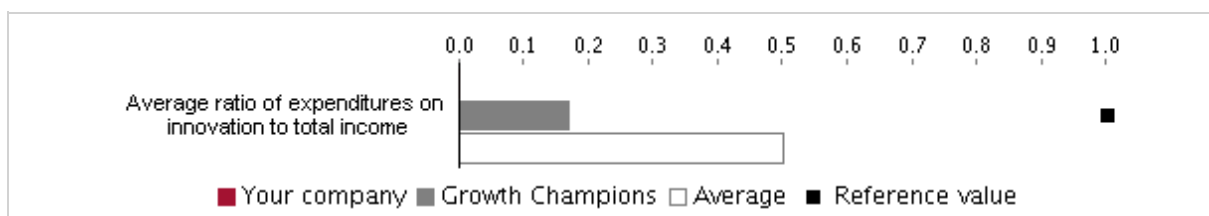
Answering options - your answers:

	Last year	Two years ago	Three years ago	Four years ago
Expenditures on innovation (in thousands of Euros)	25.0	40.0	17.0	23.0

IMP³rove 2010 - Past expenditures for innovation

Detailed evaluation:

The scoring for this question is based on the ratio of expenditures spent on innovation to total income. The average ratio of expenditures on innovation to total income from sales is the mean of individual ratios over the last 4 years. The reference value shows the highest average ratios in your reference class.



IMP³rove 2010 - Past expenditures for innovation as percentage of income from sales

Growth in operational profit (Q4)

Question:

What has your company's operational profit data (EBIT) been over the last 4 years?

Enter data in thousands of Euros (where 1,000.00 represents one million Euro). Operational profit values should be less than income from sales values.

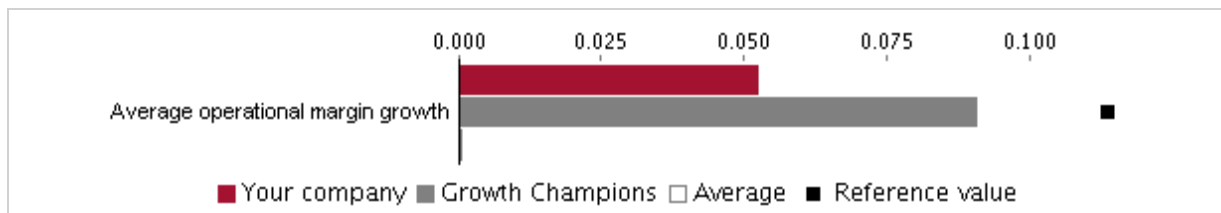
Answering options - your answers:

	Last year	Two years ago	Three years ago	Four years ago
Operating profit (EBIT) (in thousands of Euros)	2000.0	5000.0	1000.0	350.0

IMP³rove 2010 - **Growth in operational profit**

Detailed evaluation:

The "Average growth of the operational margin" is based on a linear approximation of your operational profit over the last 4 years in relation to your average sales of the last 4 years. The reference value shows the highest values achieved in your reference class. This score is part of the criteria for selection of the growth champions.



IMP³rove 2010 - **Average operational margin growth over the last 4 years**

Operational profit from innovation (Q5)

Question:

As a percentage, what is your estimation of the operational margins generated from innovation over the last four years?

Please make a rough but realistic estimation and specify as percentage of total operational profit.

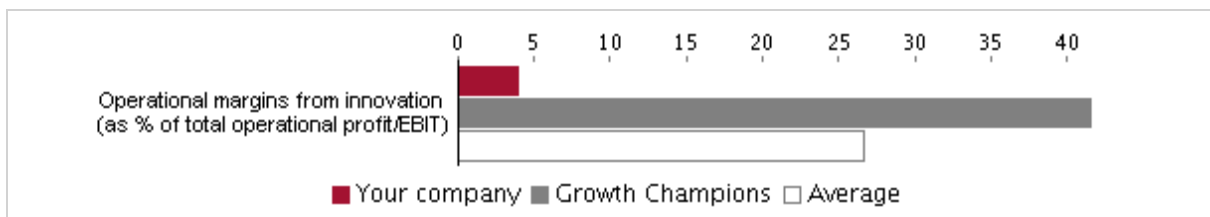
Answering options - your answers:

	Last year	Two years ago	Three years ago	Four years ago
Operational margins from innovation (as % of total operational profit/EBIT)	4.0	6.0	-	-

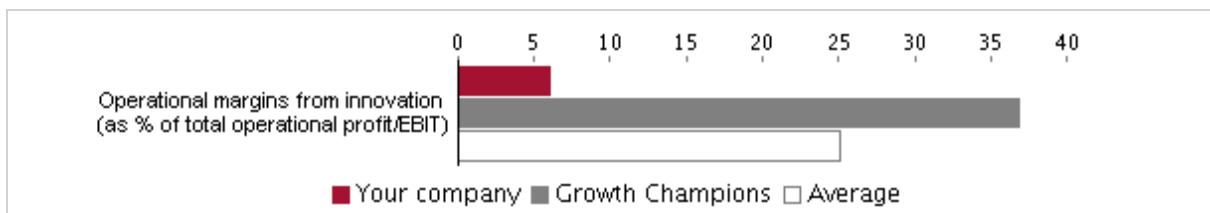
IMP³rove 2010 - Operational profit from innovation

Detailed evaluation:

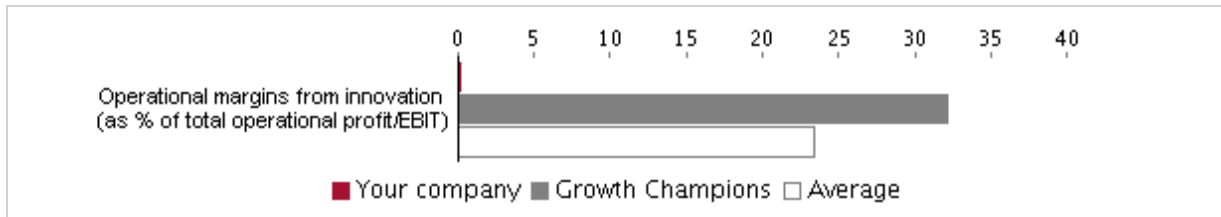
The operational margin (as % of total operational profit/EBIT) generated from innovation is presented for each year over the last 4 years. The average operational margin from innovation is the mean of the entered values for the last 4 years. The reference value shows the highest average values achieved in your reference class.



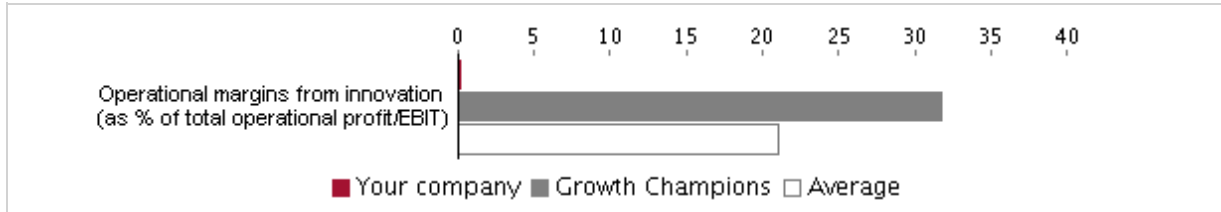
IMP³rove 2010 - Last year



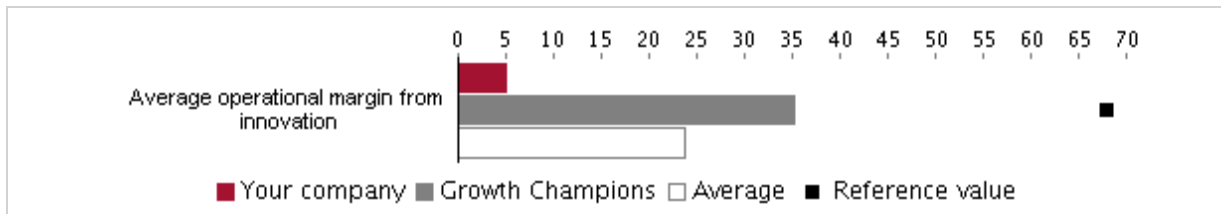
IMP³rove 2010 - Two years ago



IMP³rove 2010 - **Three years ago**



IMP³rove 2010 - **Four years ago**



IMP³rove 2010 - **Operational margin as ratio of operational profit from innovation to total operational profit**

Allocation of operational profit from innovation (Q6)

Question:

How were last year's operational profits gained from innovation projects distributed across different types of innovation?

Please distribute 100 percentage points across the following innovation types. Please make a rough but realistic estimation.

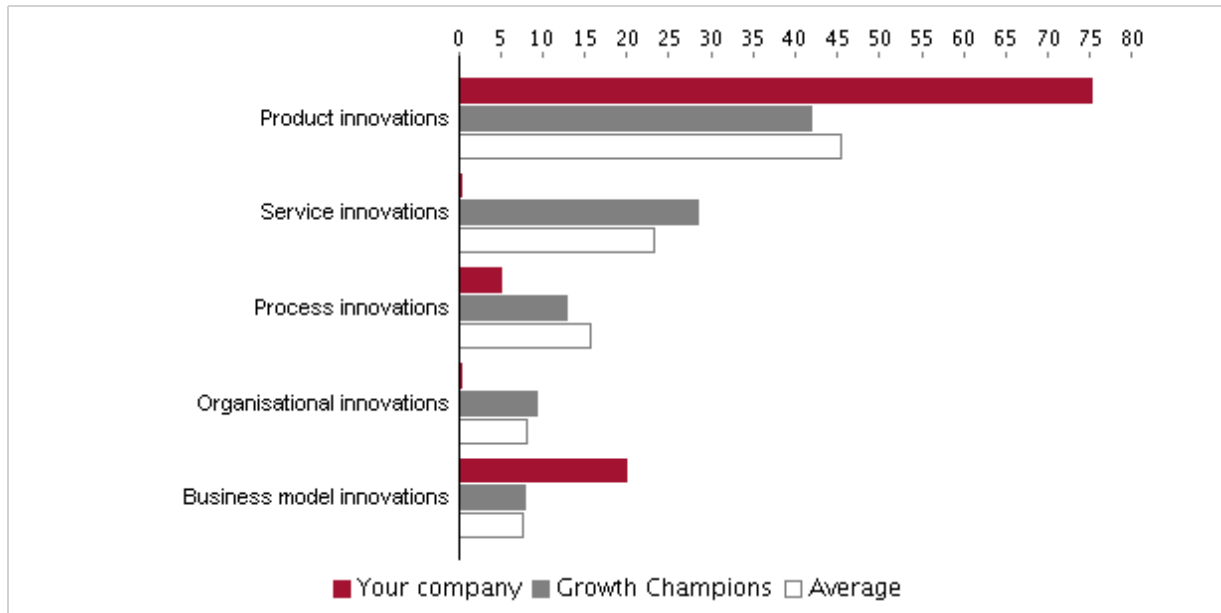
Answering options - your answers:

	Allocation of operational profits from innovation across different innovation types (in %)
Product innovations	75.0
Service innovations	0.0
Process innovations	5.0
Organisational innovations	0.0
Business model innovations	20.0

IMP³rove 2010 - Allocation of operational profit from innovation

Detailed evaluation:

Absolute values specified for this question are presented for each item in the table.



IMP³rove 2010 - Allocation of operational profits from innovation across different innovation types (in %)

Cost reduction (Q7)

Question:

What has been the reduction in operational costs resulting from innovation in processes or organisation over the last four years?

Please insert positive values.

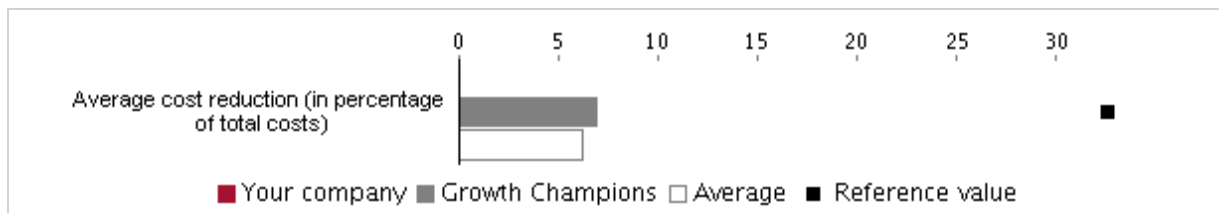
Answering options - your answers:

	Last year	Two years ago	Three years ago	Four years ago
Cost reduction (in percentage of total costs)	0.0	-	-	-

IMP³rove 2010 - **Cost reduction**

Detailed evaluation:

The average operational cost reduction achieved from innovation over the last 4 years is presented. If you selected "data is not available for this year", then that column is not taken into account. The reference value shows the highest average values achieved in your reference class.



IMP³rove 2010 - **Average operational cost reduction achieved from innovation over the last 4 years**

Profit growth drivers (Q8)

Question:

Which growth drivers had the highest impact on your profit growth over the last four years?
Please distribute 100 percentage points across the following growth drivers with respect to their impact on your company's growth.

Answering options - your answers:

	Impact (total 100%)
External growth (mergers and acquisitions)	65.0
Compliance with new standards (legal, environmental, etc.)	15.0
Internal, organic growth	20.0

IMP³rove 2010 - Profit growth drivers

Detailed evaluation:

Below, the distribution of 100 percentage points across the answers is presented. This question is taken into account for selection of the growth champions based on internal, organic growth.

Growth in number of employees (Q9)

Question:

How many employees worked for your company over the last four years (total number of people employed per year)?

Ensure that your entered values are consistent with the company size you entered in the company profile.

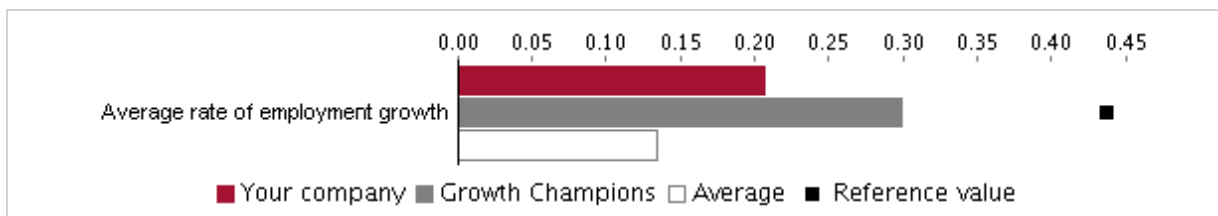
Answering options - your answers:

	Last year	Two years ago	Three years ago	Four years ago
Employment (absolute values)	65.0	60.0	40.0	37.0

IMP³rove 2010 - Growth in number of employees

Detailed evaluation:

The average rate of employment growth is based on a linear approximation of your employment growth over the last 4 years. The reference value shows the highest values achieved in your reference class. This score is part of the criteria for selection of the growth champions.



IMP³rove 2010 - Average rate of employment data

Impact of Innovation Management (Q10)

Question:

What is the current and future impact of Innovation Management on your business success?

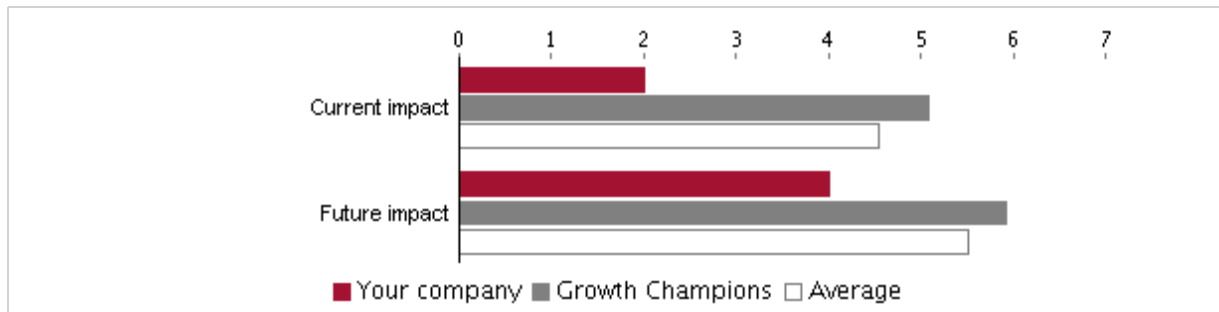
Answering options - your answers:

	(Very low) 1	2	3	4	5	6	(Very high) 7
Current impact		×					
Future impact				×			

IMP³rove 2010 - Impact of Innovation Management

Detailed evaluation:

Below the absolute values specified for each row of the table are presented. For each row a value between 1 and 7 can be achieved. This question is not taken into account when calculating the overall dimension score.



IMP³rove 2010 - Impact of Innovation Management

Innovation Management improvement (Q11)

Question:

How much can you still improve your current Innovation Management performance?

Please assess on a scale from 1 to 7.

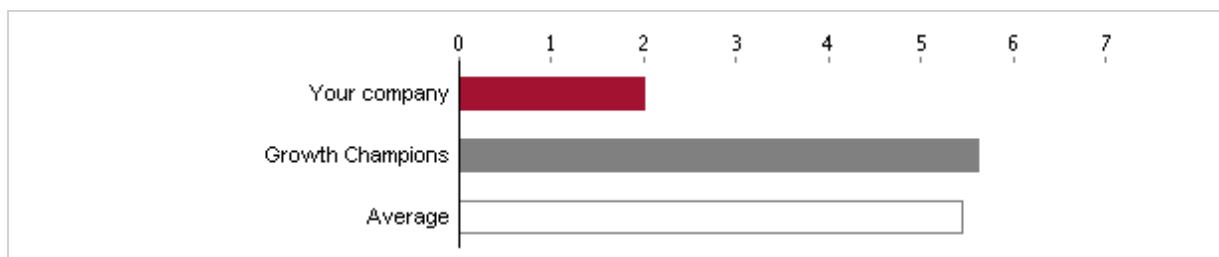
Answering options - your answers:

(not at all) 1	2	3	4	5	6	(very much) 7
	✗					

IMP³rove 2010 - Intensity of Innovation Management improvement

Detailed evaluation:

Absolute values are presented below. A score between 1 and 7 can be achieved. This question is not taken into account when calculating the overall dimension score.



IMP³rove 2010 - Intensity of Innovation Management improvement

Development of IMP³rove network (Q12)**Question:**

Help other small or medium sized enterprises within your network to benefit from IMP³rove! Please provide the following contact details of one or two companies you know in the free text field below: Name of company, Name of contact person, Address, Phone, E-mail. We greatly appreciate your cooperation! Please forward the link www.improve-innovation.eu to companies that might also benefit from IMP³rove!

Answering options - your answers:

test

6 Glossary

Average

The average score is the average performance of all companies of the benchmarking class that you have selected. It is calculated based on the mean of the scores of all companies that you compared yourself with.

Benchmarking class

The benchmarking class is the sample of companies that you chose for comparison when requesting your report. It defines which companies are included when calculating the score of the growth champions and the average. The following variables can be specified when selecting the benchmarking class:

- Industry groups: Biotechnology, chemical and pharmaceutical industry, Information and communication technologies, electronic technologies and optics, Mechanical and plant engineering, construction industry, Aerospace engineering and technologies, automotive, Knowledge-intensive services, Textile industry, Food and beverages
- Size classes (number of employees): 5 – 20, 21 – 100, 101 – 250, >250
- Age classes (number of years in business): 2 – 5, 6 – 10, 11 – 25, >25
- Countries: More than 25 European countries are represented in the database. You can benchmark yourself against the companies within your own country or against all countries.

The minimum number of companies in the benchmarking class required to generate meaningful benchmarks is 30. If you choose a sample of less than 30 companies the results are not fully reliable.

Growth Champions

The score for “Growth Champions” represents the average performance of the top 10% of companies from your benchmarking class with the highest rates of sales, employment and operational margin value growth. Only internal, organic growth is taken into account. Comparing your company’s scores with the average score achieved by the top 10% growth champions gives you a valuable indication of your competitive position and the gap that needs to be filled.

Question score

The overall score that can be achieved in one question is called the question score. If more than one item is investigated within a question (e.g. in matrix tables), the question score is the aggregation of the sub-scores. In most cases, this means the average of the sub-scores. Other times, the final score may be the sum of, or the ratio between, sub-scores. The benchmarking results in Chapter 3 draw upon the overall question score. All scores presented in Chapter 3 refer to the normalised overall question score. Normalisation occurs by taking the highest and lowest metric scores for a question in a reference class and setting them to

100% and 0%, respectively, and then calculating your score relative to those bounds. By asserting the relative position of a company with respect to the upper and a lower bound the scores of all companies in Chapter 3 are presented as values between 0% and 100%.

Reference class

The reference class is the sample of companies that come from your industry group and are in the same size class. The scoring of numerical questions draws upon this class to compare your score with the best scores achieved for that specific question. The minimum number of companies in your reference class is 30. If there is not a sufficient number of companies of the same size class in your industry, the reference class will contain all size classes within your industry group.

Reference value

The reference value that is shown for a specific question describes the best value (the average of the top 10%) achieved by your reference class, which is the sample of companies of the same industry group and of the same size class as your own. If a question includes a numerical value, e.g. estimation of the future turnover of the idea pipeline, the so-called “reference value” is provided in addition to the growth champions’ and average benchmarks. This “reference value” is based on those companies that perform best in this respective question and are from your industry group and your company size, and come from across all countries and all age classes. If the reference class is not filled with 30 SMEs only the industry group is used for the selection of the companies in the reference class.

SME

Small- and medium-sized enterprise