



Arthur D. Little Innovation Management Health Check

Goal and Benefit

We encourage you to spend a few minutes and take the **Arthur D. Little Innovation Management Health Check**. We have identified those characteristics that are associated with highly innovative companies and structured them in a way that highlights those areas that may be of concern to your business. By checking the degree to which these characteristics are present in your company, you will get a fresh look of where you stand regarding innovation management and which **weak links** probably need attention. At no cost to you, we'll compare your answers with your industry peers and outline the gaps on how innovation is managed in your company. You will receive a summary of our findings which will help you examine how well innovation is managed in your business unit or company.

Please fill in the information below:

First Name			
Last Name			
Job Title			
Parent Company			
Company/Division/Business Unit			
Phone:		Fax:	

Information provided in this questionnaire will be treated confidentially by Arthur D. Little

Welcome to the Innovation Management Health Check

To be good at innovation, five innovation management areas of your organization have to be in good shape:



For each of the five areas this questionnaire highlights the most important points that innovative companies use to be successful and asks you to rate how well you believe your Company/Division works.

A few words about definitions of terminology in the questionnaire:

Innovation is generating new solutions that create value for our customers and for our companies.

It has a broad scope, and covers for example:

- new products
- new services
- new ways of working (work processes)
- new ways of producing, sourcing, distributing, etc.

The term **Partners** refers to the various organizations and people - be it inside or outside the company - who could help your company become more innovative, for example:

- suppliers offering new manufacturing equipment, services, processing methods or ideas
- customers identifying new opportunities
- experts bringing new ideas for services or development of your customers
- industry associations to exchange best practices

Descriptions for innovation in each management area are given in the next pages. Please rate how well your organization is doing on these descriptions (10 = we are excellent at this; 1 = we are very poor at this; NA = not applicable). For each area you have the opportunity to describe any additional concerns and issues. Please add your comments, especially to describe very low (1-3) or very high scores (9-10).

This survey will take you about 20-30 minutes to complete.

If you should have any questions regarding this questionnaire, please feel free to contact:

Claudine Bossin phone: +32 2 7617 231

Please return your questionnaire **per e-mail to innovmgmt.hchkglobal@adlittle.com**

Rating the quality of innovation management in your organization

Please rate on a scale of 1 to 10 how well you feel your organization is doing on the descriptions:

- 10 = we are excellent at this
- 1 = we are very poor at this
- NA = not applicable

1. Innovation vision & strategy

1 = Poor, 10 = Excellent

- a. Our Company's vision and strategy explains explicitly and clearly the role of innovation 1 2 3 4 5 6 7 8 9 10 NA
- b. There is a clearly defined innovation strategy in alignment with the overall Company's strategy 1 2 3 4 5 6 7 8 9 10 NA
- c. Our innovation strategy is regularly updated and changes are communicated clearly 1 2 3 4 5 6 7 8 9 10 NA
- d. Our Company's strategies explicitly set innovation targets, e.g. challenging growth objectives, new service objectives, etc. 1 2 3 4 5 6 7 8 9 10 NA
- e. Explicit attention is given to the creation of new business areas, outside the segments we are now in 1 2 3 4 5 6 7 8 9 10 NA
- f. Our innovation strategy explicitly addresses the role of partnerships and where we focus our partnership efforts 1 2 3 4 5 6 7 8 9 10 NA
- g. Our innovation vision, strategy and targets are well-communicated, shared and accepted in the whole organization 1 2 3 4 5 6 7 8 9 10 NA
- h. Our innovation strategy is a key differentiator vs. direct competitors 1 2 3 4 5 6 7 8 9 10 NA

Comments:

Rating the quality of innovation management in your organization

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- 10 = we are excellent at this
- 1 = we are very poor at this
- NA = not applicable

2. Resources

1 = Poor, 10 = Excellent

- a. We have good forward looking business intelligence capabilities that help us to develop new revenue sources and improved ways to run a Company 1 2 3 4 5 6 7 8 9 10 NA
- b. There are sufficient internal resources to quickly investigate feasibility of new ideas 1 2 3 4 5 6 7 8 9 10 NA
- c. Our organization is able to turn quality ideas (ideas with high potential for success) into implemented solutions swiftly 1 2 3 4 5 6 7 8 9 10 NA
- d. We actively look for internal / external partners with whom we can work to improve our innovation 1 2 3 4 5 6 7 8 9 10 NA
- e. We have an effective working relationship with our suppliers who contribute to our innovation practice 1 2 3 4 5 6 7 8 9 10 NA
- f. We have an effective working relationship with our customers who contribute to our innovation practice 1 2 3 4 5 6 7 8 9 10 NA
- g. We have an effective working relationship with experts and other providers of science and technology who contribute to our innovation 1 2 3 4 5 6 7 8 9 10 NA
- h. We collaborate with competitors, where appropriate, to develop innovations that are mutually beneficial 1 2 3 4 5 6 7 8 9 10 NA

Comments:

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- 10 = we are excellent at this
- 1 = we are very poor at this
- NA = not applicable

3. Organization structure

1 = Poor, 10 = Excellent

- a. People in our Company are able to cooperate well across organizational borders (department, area) 1 2 3 4 5 6 7 8 9 10 NA
- b. Roles and responsibilities around innovation are clearly defined 1 2 3 4 5 6 7 8 9 10 NA
- c. Responsibilities are clearly defined for finding, developing and managing partnerships and working with partners 1 2 3 4 5 6 7 8 9 10 NA
- d. Appropriate innovation enabling structures and mechanisms exist e.g. Innovation Board, Business Development capability, etc. 1 2 3 4 5 6 7 8 9 10 NA
- e. Small teams are easily and often established, including external partners, to conduct focused innovation projects 1 2 3 4 5 6 7 8 9 10 NA
- f. Internal and external networks are encouraged in support of sharing knowledge, insights and capabilities 1 2 3 4 5 6 7 8 9 10 NA
- g. Responsibilities are clearly defined for people to manage and spread learning 1 2 3 4 5 6 7 8 9 10 NA
- h. HR policies promote diversity / innovative profiles 1 2 3 4 5 6 7 8 9 10 NA

Comments:

Rating the quality of innovation management in your organization

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- 10 = we are excellent at this
- 1 = we are very poor at this
- NA = not applicable

4. Culture and climate

1 = Poor, 10 = Excellent

- a. Senior management leads by example, making time for innovation and seeking opportunities wherever they can 1 2 3 4 5 6 7 8 9 10 NA
- b. People trust each other and there is an open culture of sharing 1 2 3 4 5 6 7 8 9 10 NA
- c. It is OK to make a mistake as long as the organization learns something 1 2 3 4 5 6 7 8 9 10 NA
- d. Innovators are valued/rewarded and there are explicit incentives (e.g. financial rewards) to do so 1 2 3 4 5 6 7 8 9 10 NA
- e. People are happy to share ideas and to build upon ideas of others. There is no sense of 'not invented here' syndrome (a situation in which a person or team refuses to apply an idea that they didn't create themselves) 1 2 3 4 5 6 7 8 9 10 NA
- f. When faced with a challenge we first check to see if others have solved the problem already, looking both inside and outside our organization 1 2 3 4 5 6 7 8 9 10 NA
- g. There is a tolerance for uncertainty and ambiguity, exploration is encouraged and it is easy to enroll other people in explorative thinking and projects 1 2 3 4 5 6 7 8 9 10 NA
- h. Diversity is valued, opinions and insights are sought from across the company and also from outside the company 1 2 3 4 5 6 7 8 9 10 NA
- i. There is room to innovate (Our organization's culture allows devoting time and energy to innovation) 1 2 3 4 5 6 7 8 9 10 NA
- j. Innovation is everybody's business! 1 2 3 4 5 6 7 8 9 10 NA

Comments:

Rating the quality of innovation management in your organization

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- 10 = we are excellent at this
- 1 = we are very poor at this
- NA = not applicable

5. Innovation processes

1 = Poor, 10 = Excellent

- a. Market, technology and business information is captured and integrated into a dynamic picture as a strategic resource
- b. External partners contribute systematically to the information flow and to interpreting the implications
- c. Process and skills for idea generation, enrichment and screening exists and are routinely practiced
- d. External partners and sources are part of our idea management processes
- e. We have effective and robust new service development processes
- f. Technology / competency roadmaps* are routinely used to plan ahead our innovation resources
- g. Innovation processes are managed to effectively achieve cost, quality and timing targets
- h. Innovation performance indicators and feedback are in place

* *Technology roadmap definition: "a picture of the technologies required say the next 5 years in the company so that they can be developed internally or collaboratively with external partners"*

Comments:



E Overall Questions

6. Main focus / core industry of your company?

Aerospace and Defense	
Automotive manufacturing and suppliers	
Chemicals	
Food, beverage and retail	
Consumer electronics	
Energy and Resources	
Electrical engineering and electronics incl. industrial electronics	
Engineering and machinery (incl. High-Tech)	
Medical Tech. (Med. Tech.) and Optics	
Financial institutions and insurance	
Logistics and services	
Pharmaceuticals	
Public services	
Telecommunications, IT / software and media (TIME industries)	
Utilities	
White goods (household appliances: refrigerator, stove, washing machine etc.)	
Other	

E Overall Questions

7. Sales / turnover of your company / unit

		2009 or newest data available
Sales / turnover of the unit your answers are related to	In Mil. €	
	In Mil. US \$	
Data is valid for	Year	
	Group	
	Subsidiary/ Organizational unit	

8. Number of employees in your company / unit

		2009 or newest data available
Number of employees of the unit your answers are related to	In FTE	
Data is valid for	Year	
	Group	
	Subsidiary/ Organizational unit	

Thank you very much for your participation

Send

Please use the "Send" button to send the completed questionnaire directly to Arthur D. Little

Save

Alternatively you can save the questionnaire and attach it to an Email to innovmgmt.hchkglobal@adlittle.com

Print

The print button allows you to print the document, if a hard copy is desired