Introduction to our new assessment tool:
Innovation Management Excellence Assessment (IMEA)

Webinar on January 29, 2021
Content

1. How to register
2. How to start an assessment
3. How to request a report
4. The Innovation Management Excellence Assessment
1. How to register

1. Click on “Register”
Fill out the form.
The red fields are mandatory fields.

Source: IMP³ROVE, 2021
Automatic forwarding

This text appears. You will be automatically forwarded to the login page.
Log in with your registration data.

Log In

Email

Password

Forgot Password?

Register

LOG IN
Email verification

Log in to your email provider and confirm the verification link. The link will be active for 30 minutes.

IMP³ROVE

Email verification

You need to verify your email address to activate your account. An email with instructions to verify your email address has been sent to you. Haven't received a verification code in your email? Click here to re-send the email.

Source: IMP³ROVE, 2021
2. How to start an assessment

1. Start the assessment by clicking on "start assessment".
No changes possible after submitting

<table>
<thead>
<tr>
<th>Revenue driven by digital innovation</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>0</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>Cost reduction driven by digital innovation</td>
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<td>Process speed driven by digital innovation</td>
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<td>Adaptability enabled by digital innovation</td>
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<td>Development of new assets (material or immaterial) enabled by digital innovation</td>
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<td>Brand recognition driven by digital innovation</td>
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<td>Integration in value network enabled by digital innovation</td>
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<td>Sustainability driven by digital innovation</td>
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</table>

Please be careful when submitting the assessment as there will not be a chance to reopen the assessment for changes again.

Source: IMPROVE, 2021
3. How to request a report

Click on "Request Report" after submitting.

Assessments

The IMPROVE Digital Innovation Quotient (DIQ) is a structured assessment of your firm's current performance in digital innovation compared to benchmarks provided by firms across the world. Once you have completed and submitted the questionnaire, you can request a customised evaluation report based on your choice of the benchmarking class.
Fill out the form

1. Please ensure to define a relevant benchmark.

2. Fill out the form and enter the access code you received from IMP³ROVE.
The Innovation Management Excellence Assessment (IMEA)
Companies have access to four assessments of their choice.
IMP³ROVE has developed a shorter tool in the form of the Stages-of-Excellence model

<table>
<thead>
<tr>
<th>Concept</th>
<th>Feedback from the network</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rationale</td>
<td>EEN members testing the Stages-of-Excellence in Innovation Management Model</td>
</tr>
<tr>
<td>Some EEN members indicated a need to have a shorter and more qualitative assessment tool to be used complementarily to our in-depth assessments</td>
<td>&gt;40</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessments completed with SMEs all over Europe during the testing phase</th>
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<tbody>
<tr>
<td>Holistic assessment of companies' innovation management system along 18 questions</td>
<td>&gt;30</td>
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<tr>
<td>Per aspect, performance is assessed based on concrete qualitative stages of excellence and benchmarked against average performance and the Innovation Champions</td>
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</table>

<table>
<thead>
<tr>
<th>Benefits</th>
<th>&quot;I found the tool straightforward to use&quot;</th>
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<tr>
<td>More qualitative discussions allow in-depth understanding of specific issues and lower entry barriers for companies</td>
<td>&quot;Results were easy to read and interpret&quot;</td>
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<tr>
<td>Concrete input to guide conversations with SMEs</td>
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</tbody>
</table>

Source: IMP³ROVE, 2021
## IMP³ROVE Innovation Management Excellence Assessment mapped against ISO 56002:2019

### Stages-of-Excellence aspects

<table>
<thead>
<tr>
<th>Innovation strategy</th>
<th>Organisation and culture</th>
<th>Innovation life-cycle management</th>
<th>Enabling factors</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision for innovation</td>
<td>Characteristics of innovation strategy</td>
<td>Innovation portfolio</td>
<td>Development strategy</td>
<td></td>
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<tr>
<td>Characteristics of innovation strategy</td>
<td>Organisational culture</td>
<td>Innovation governance</td>
<td>Open innovation</td>
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<td>Innovation life-cycle management</td>
<td>Development process</td>
<td>Development culture</td>
<td>Customer experience</td>
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<tr>
<td>Innovation culture</td>
<td>Innovation outcome</td>
<td>Innovation incentives</td>
<td>Measurement approach</td>
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<td>Open innovation</td>
<td>Innovation outcome</td>
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<td>Idea management</td>
<td>Innovation outcome</td>
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<td>Development process</td>
<td>Innovation outcome</td>
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<td>Launch</td>
<td>Innovation outcome</td>
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<tr>
<td>Customer centricity</td>
<td>Innovation outcome</td>
<td>Innovation outcome</td>
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<tr>
<td>Resources</td>
<td>Innovation outcome</td>
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<tr>
<td>Intellectual capital</td>
<td>Innovation outcome</td>
<td>Innovation outcome</td>
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<td>Digital tools</td>
<td>Innovation outcome</td>
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<td>Innovation incentives</td>
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</table>

### ISO dimensions

- Context of the organisation
- Leadership
- Innovation process
- Support
- PDCA cycle

### Context of the organisation

**External & Internal issues**
- Culture
- Diversity

**Leadership**
- Commitment

**Innovation process**
- Opportunities intent
  - Identify opportunities
  - Create concepts
  - Validate concepts
  - Develop solutions
  - Deploy solutions

**Support**
- Competences & other support

**PDCA cycle**

* PDCA cycle: Plan, Do, Check, Act is included in stage 5 of all dimensions

Source: IMP³ROVE, 2021

Our IMEA is fully compliant with the new standard on innovation management systems (ISO)
IMP³ROVE builds on the Kearney “House of Innovation” to ensure a holistic view and the focus on results.

Kearney House of Innovation

1. Innovation strategy
   - Vision for innovation
   - Characteristics of the innovation strategy
   - Innovation portfolio

2. Organization and culture
   - Organisational structure
   - Diversity

3. Innovation life cycle processes
   - Idea management
   - Development process
   - Launch
     - Customer centricity

4. Enabling factors
   - Resources
   - Intellectual capital
   - Digital tools
   - Innovation incentives

5. Innovation results
   - Measurement approach
   - Innovation outcome

Source: Kearney; IMP³ROVE, 2021
The benchmarking report serves as a solid base for a structured analysis.
The IMP³ROVE Benchmarking Reports facilitate effectiveness and efficiency of data analysis.

**1st Level**
- Your Organization: 57%
- Innovation Champions: 57%
- Average: 48%

**Results from data analysis**
- Indicates overall level of company’s competitiveness
- Triggers interest in more detailed insight on strengths and weaknesses

**2nd Level**

**3rd Level**

**4th Level**
- Your Organization: 5%
- Innovation Champions: 1%
- Average: 2%

**Presentation of the results**
- Indicates areas of strengths and weaknesses
- Provides guidance for the high priority macro-dimensions to take a closer look at

**Results from data analysis**
- Indicates competitive performance of the sustainability management and on the company’s competitiveness
- Highlights areas to focus on

**Results from data analysis**
- Reveals the detailed strengths and weaknesses of the client’s sustainability management
- Creates basis for the recommendations for improvement

Source: IMP³ROVE, 2021
The benchmarks are based on the following criteria

<table>
<thead>
<tr>
<th>Definition of the Innovation Champions</th>
<th>Selection of benchmarking class</th>
<th>Definition of the average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basis:</strong> All questions of the company</td>
<td><strong>Choose the geographic scope</strong></td>
<td><strong>Basis:</strong> All data-sets from enterprises who are at that point in the database</td>
</tr>
<tr>
<td><strong>Selection:</strong> 10% of the enterprises with the highest scores in the defined benchmarking sample</td>
<td><strong>Choose the industry group</strong></td>
<td>Average of the values for every question</td>
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<tr>
<td><strong>Benchmark:</strong> Average of the 10% with the highest scores</td>
<td><strong>Choose the age class</strong></td>
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<td></td>
<td><strong>Choose the size class</strong></td>
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Thank you and have a great weekend!

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Academy EWIV

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