
Evaluation Report
IMP³rove Assessment

Example Company

July 27, 2010

- Confidential -

Assisted and validated
July 27, 2010
by Mr. Consultant, IMP³rove Guide



European Commission
Enterprise and Industry



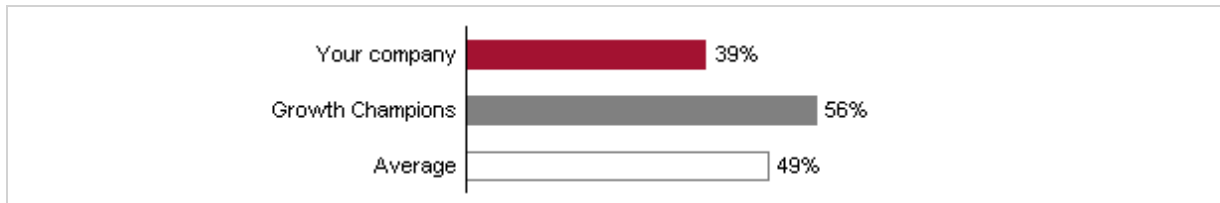
Innovation Management

IMP³rove



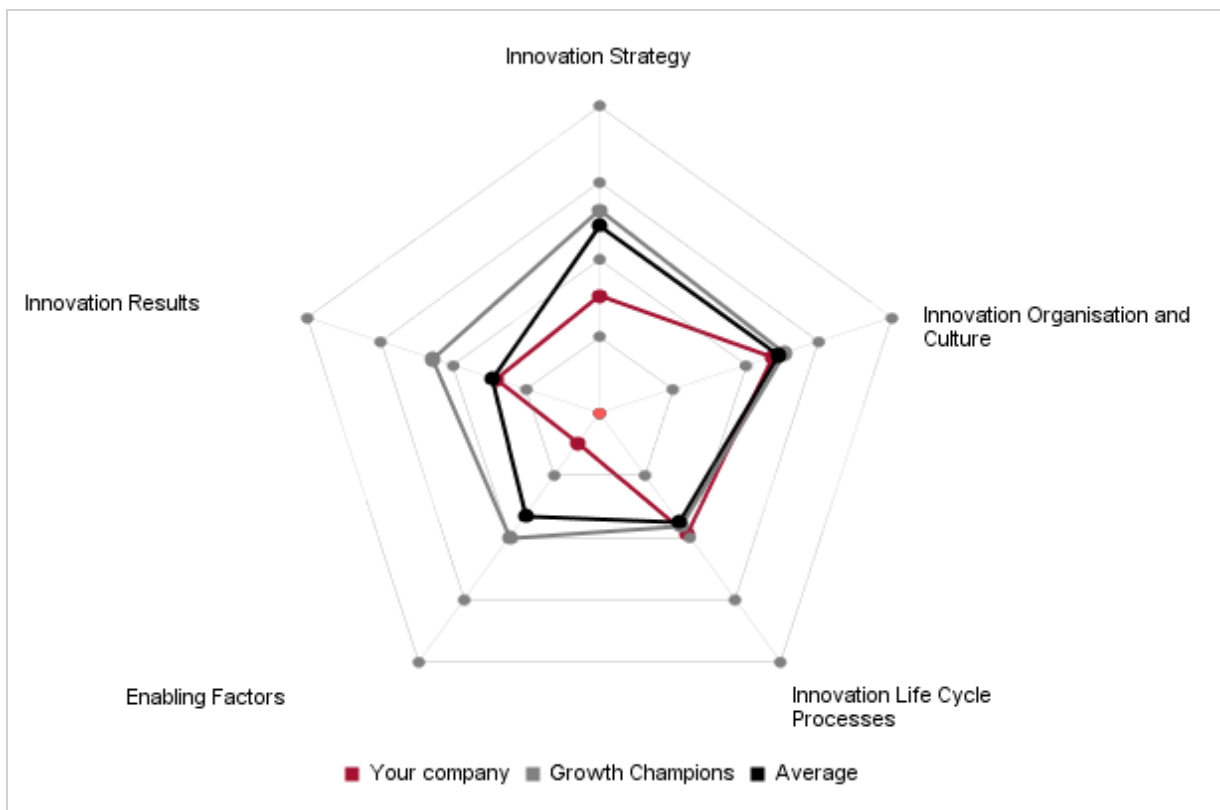
Management Summary

Your company has an overall score of 39% 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 1867 companies with the following profile: Industry group: All; size class: All, age class: All, country: All.

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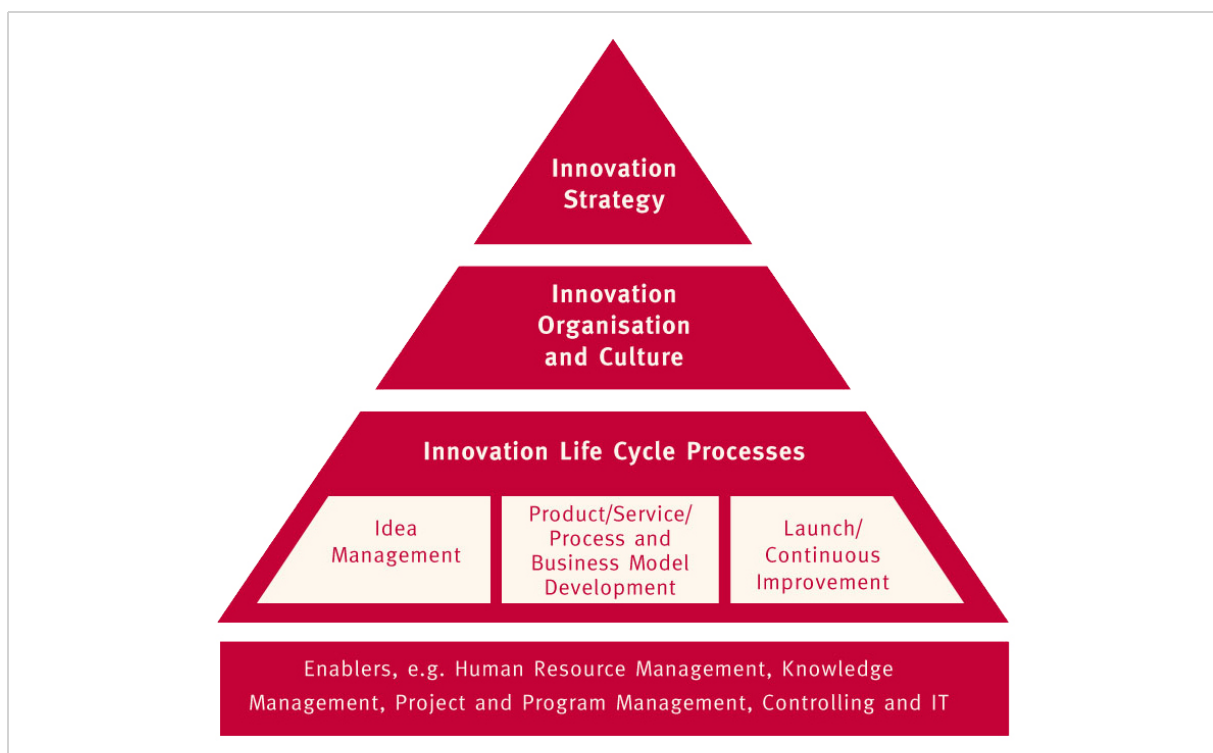
1 How to read this report

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 1867 companies with the following profile:

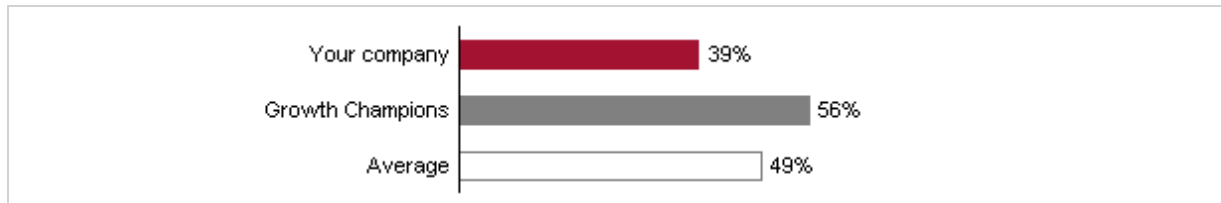
- Industry group: All
- Size class: All
- Age class: All
- Country: All

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

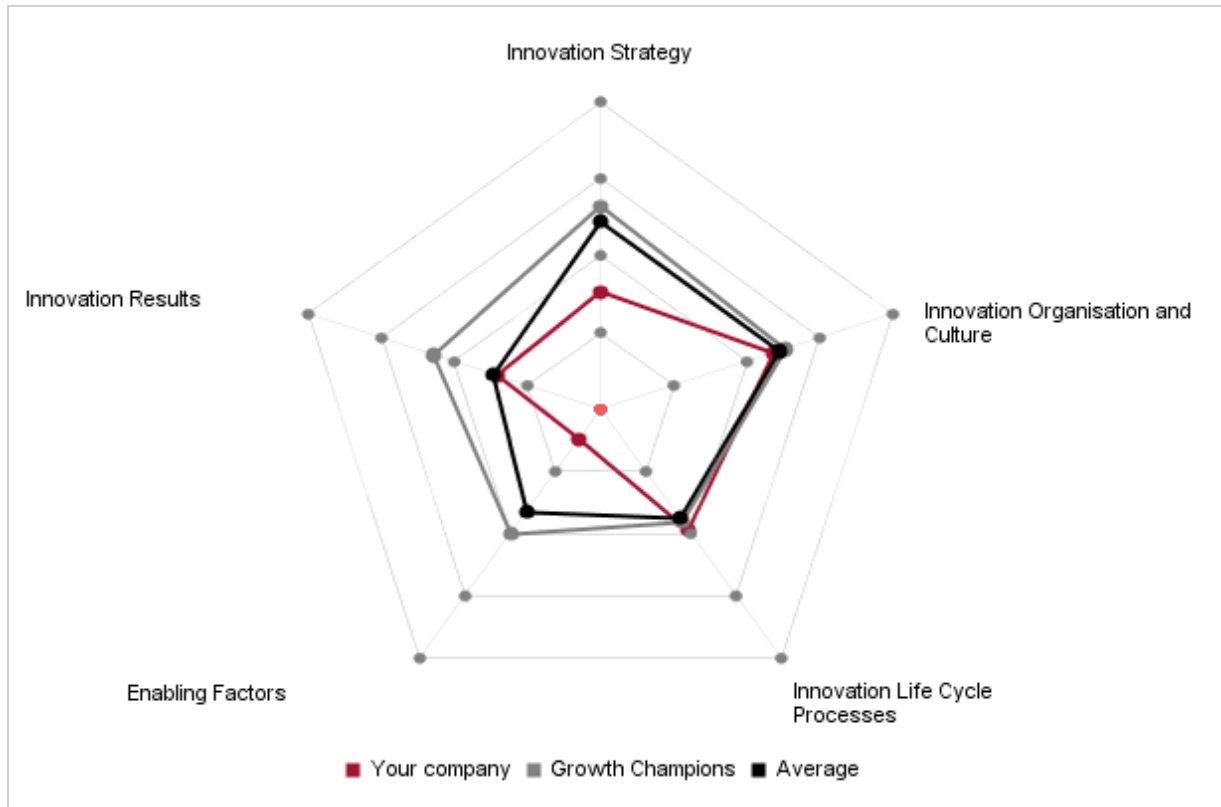
Your company has an overall score of 39% on Innovation Management performance. Below, the score is compared with the growth champions and the average for your benchmarking class.



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:

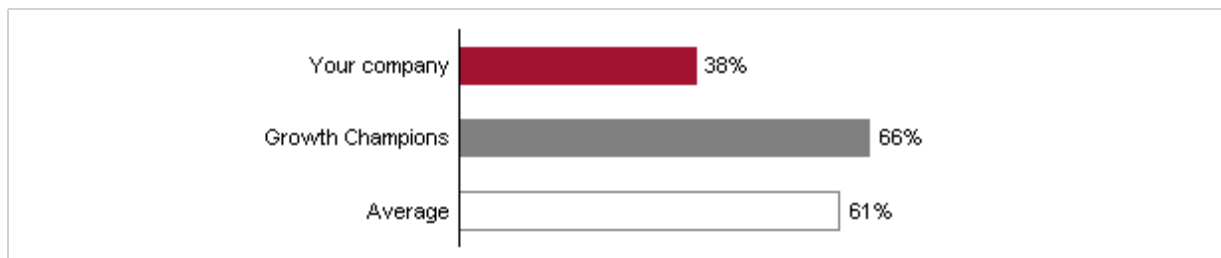
- Innovation Strategy that gives your company direction and focuses all Innovation Management activities for maximum impact e.g. ensuring that the most promising innovation projects are pursued.
- Innovation Organisation and Culture, covering the gearing of organisation and innovation networks towards 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

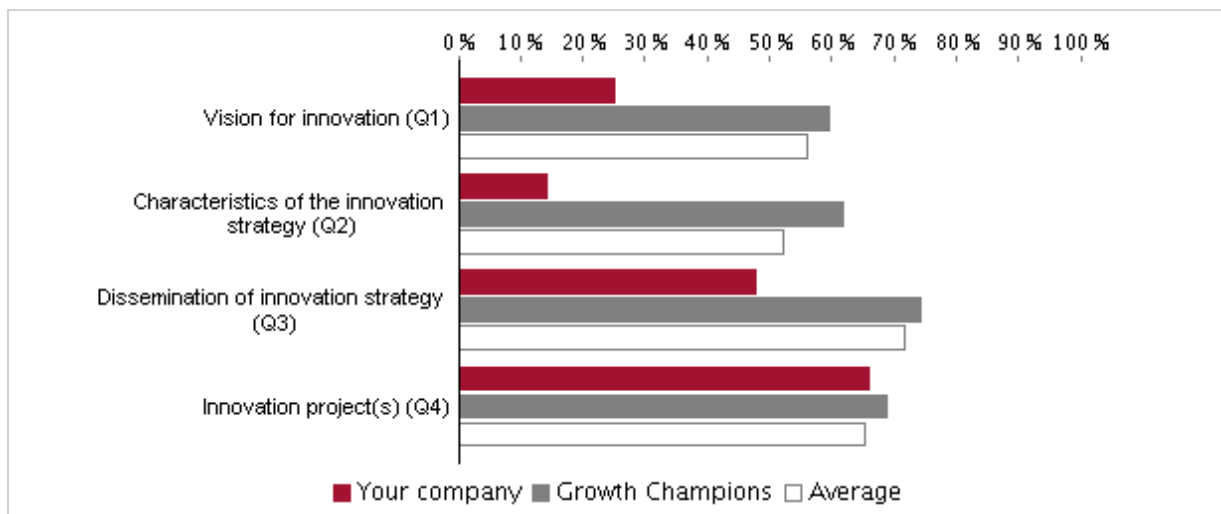
Your company received a score of 38% in the dimension Innovation Strategy.



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

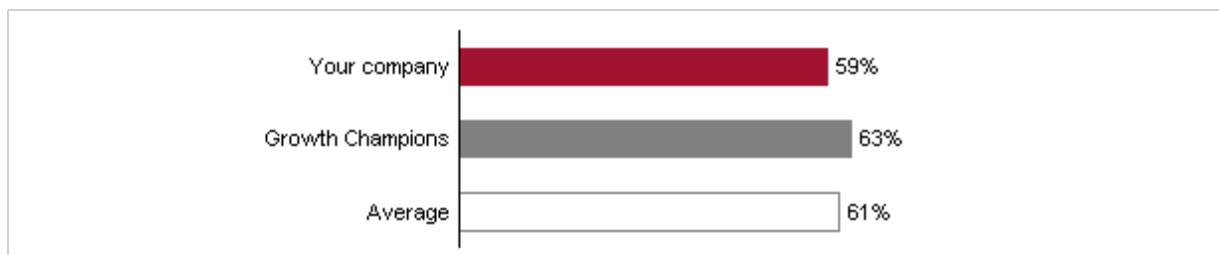
For detailed information please refer to chapter 5.1 on page 17.



3.2 Innovation Organisation and Culture

Your company's score - Innovation Organisation and Culture

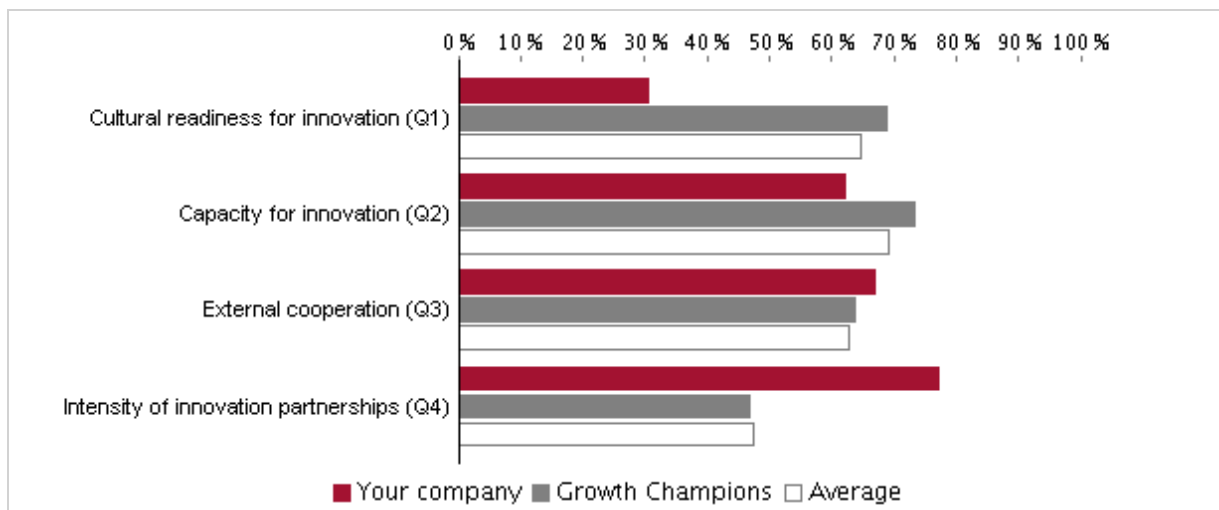
Your company received a score of 59% in the dimension Innovation Organisation and Culture.



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

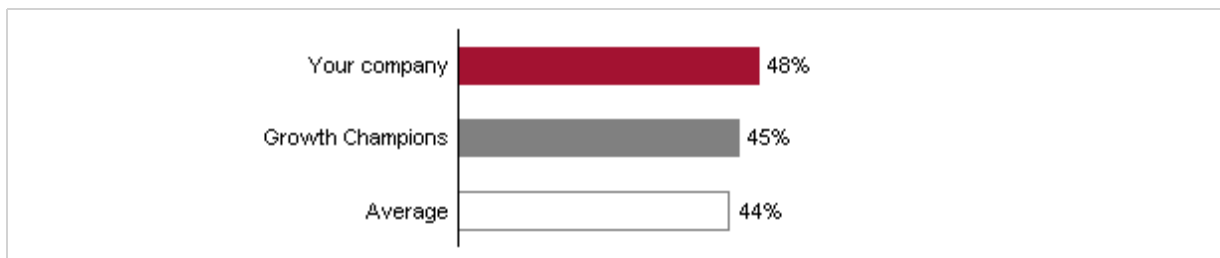
For detailed information please refer to chapter 5.2 on page 26.



3.3 Innovation Life Cycle Processes

Your company's score - Innovation Life Cycle Processes

Your company received a score of 48% in the dimension Innovation Life Cycle Processes.



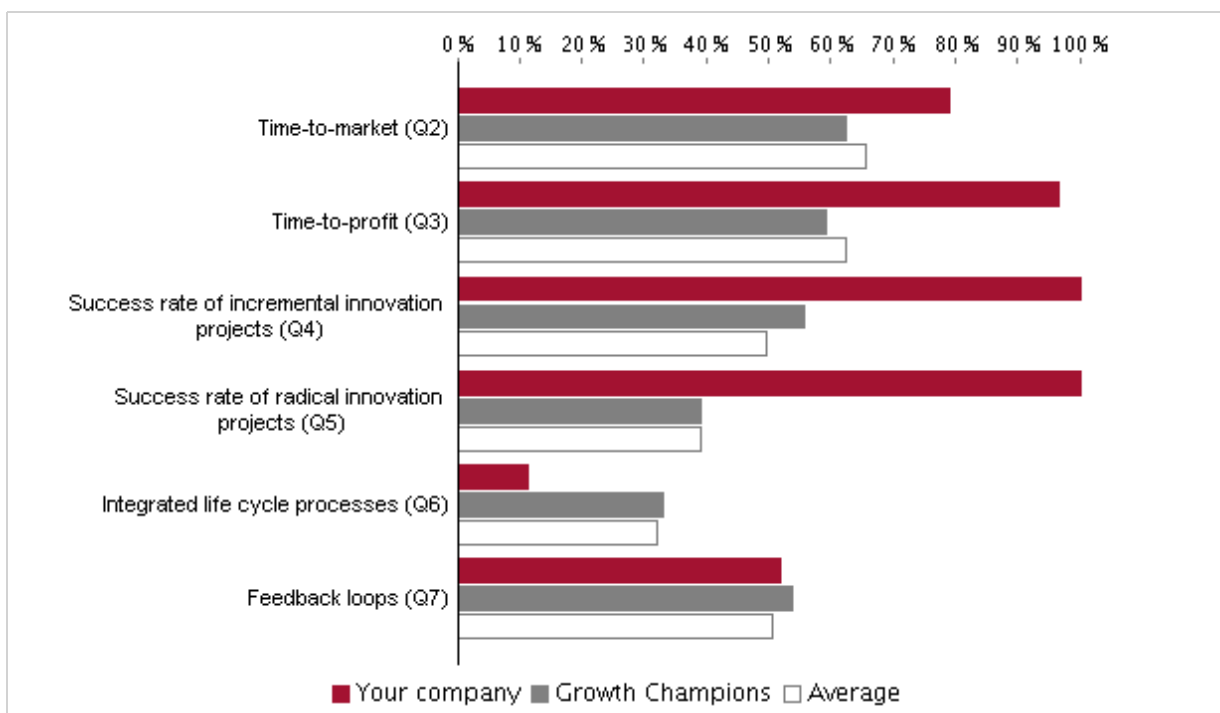
IMP³rove 2010 - Innovation Management Performance – Innovation Life Cycle Processes

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:



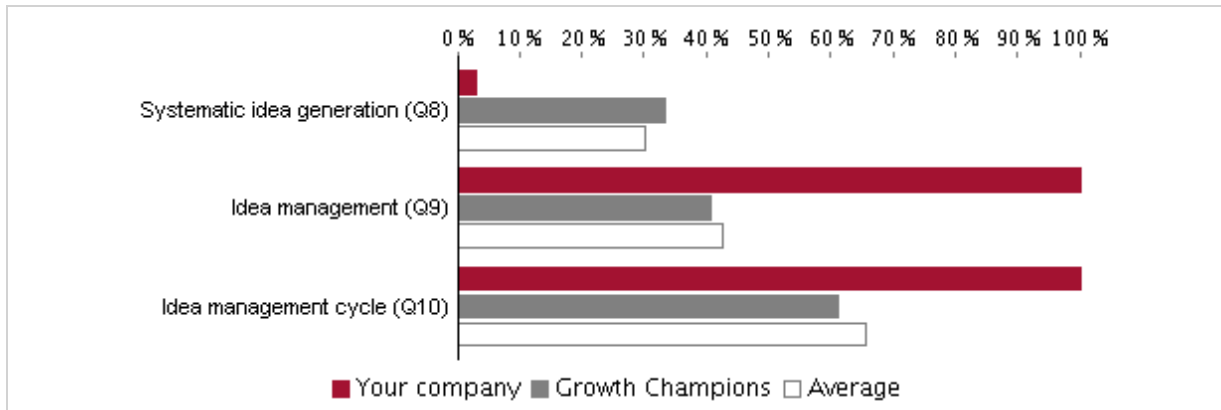
IMP³rove 2010 - Innovation Life Cycle Processes - Innovation Life Cycle Management

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:



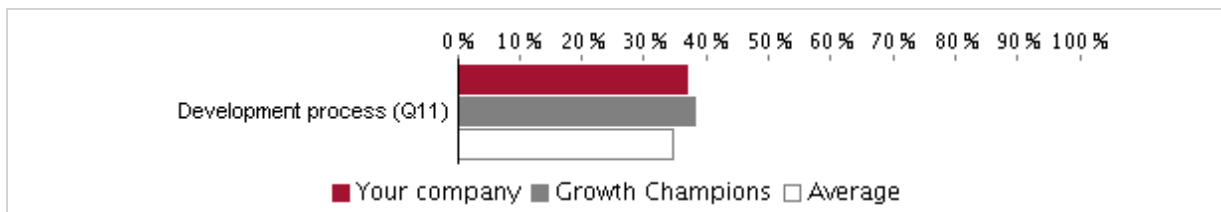
IMP³rove 2010 - Innovation Life Cycle Processes - Idea Management

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:



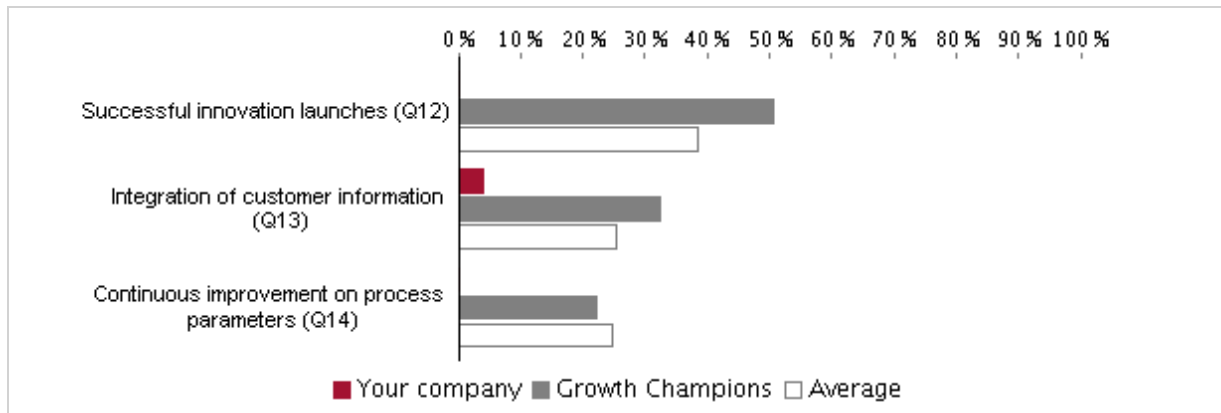
IMP³rove 2010 - Innovation Life Cycle Processes - Product/Service/Process and Organisational or Business Model Development

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

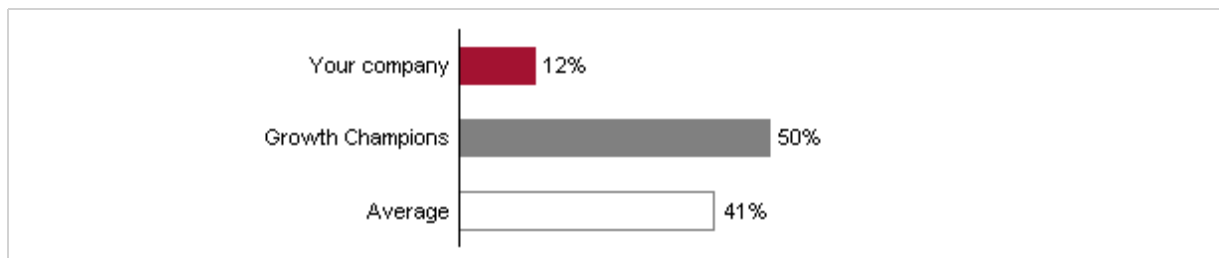
For detailed information please refer to chapter 5.3.4 on page 63.



3.4 Enabling Factors

Your company's score - Enabling Factors

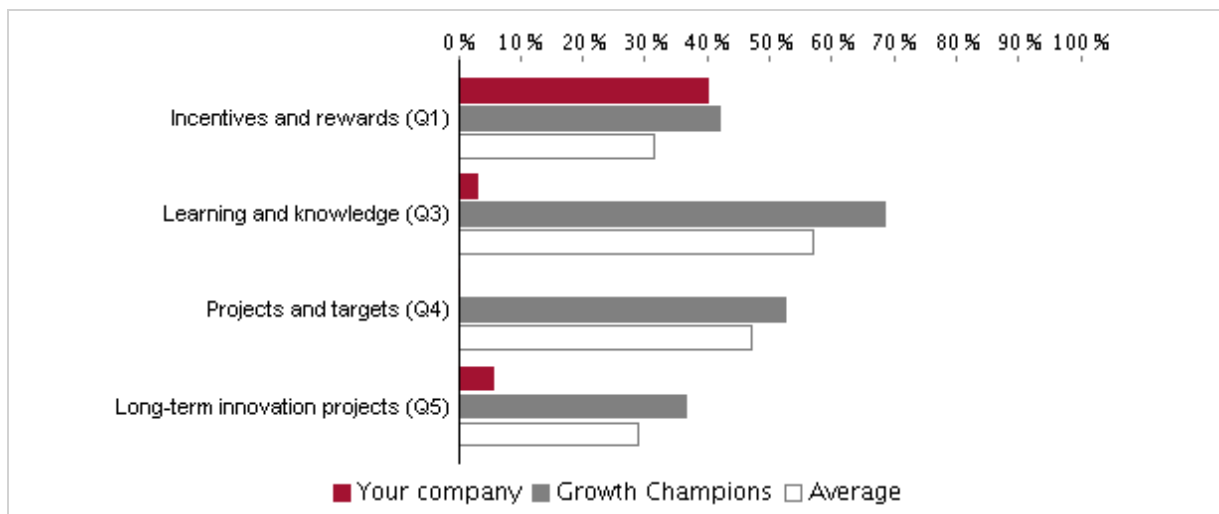
Your company received a score of 12% in the dimension Enabling Factors.



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

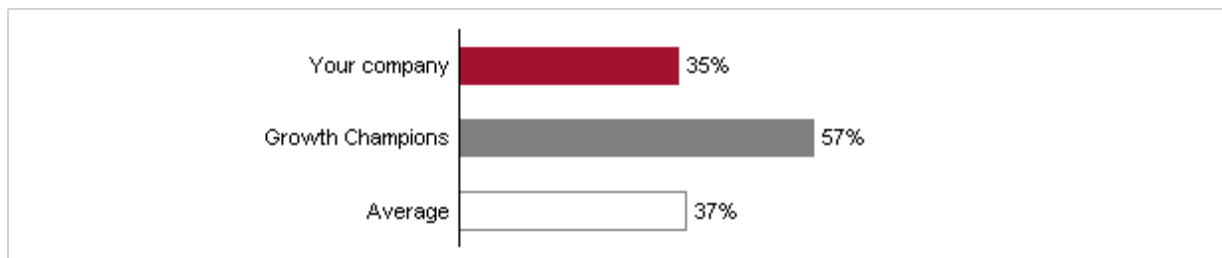
For detailed information please refer to chapter 5.4 on page 67.



3.5 Innovation Results

Your company's score - Innovation Results

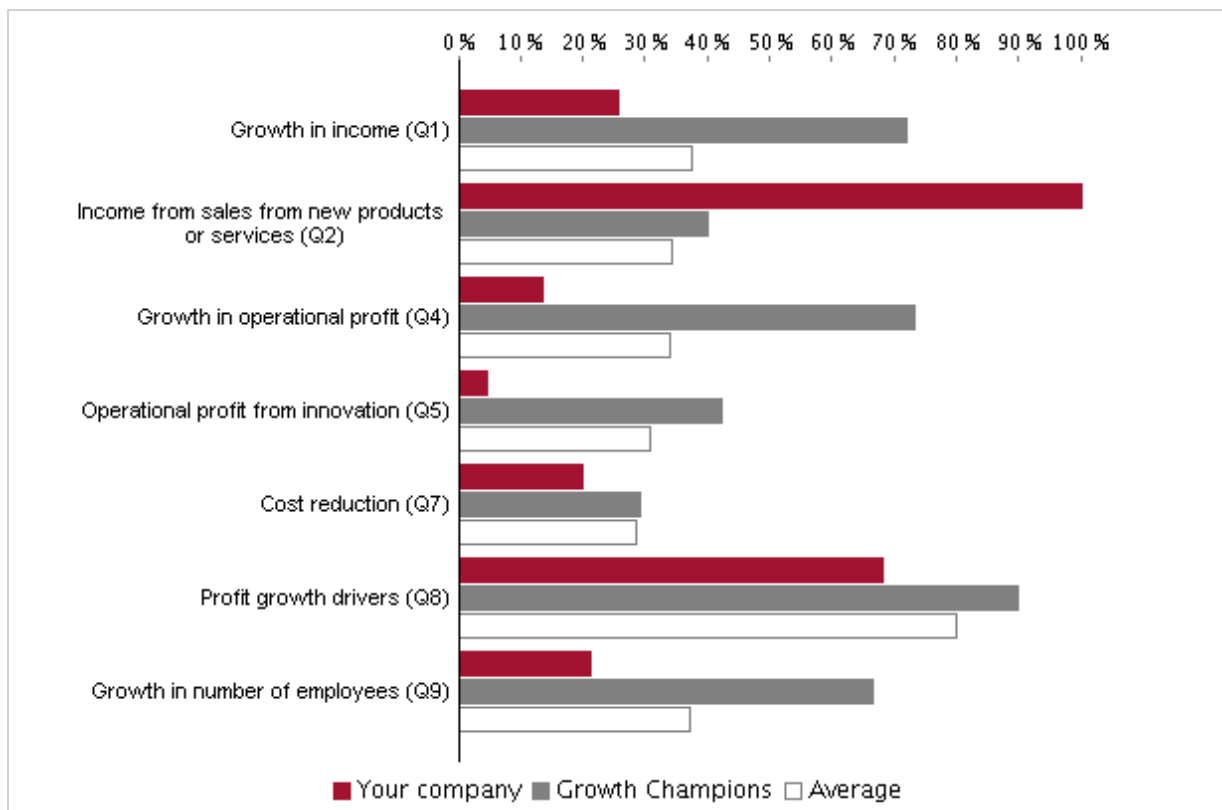
Your company received a score of 35% in the dimension Innovation Results.



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.