

Benchmarking Report
Sustainability-Driven Innovation Management

Your Company

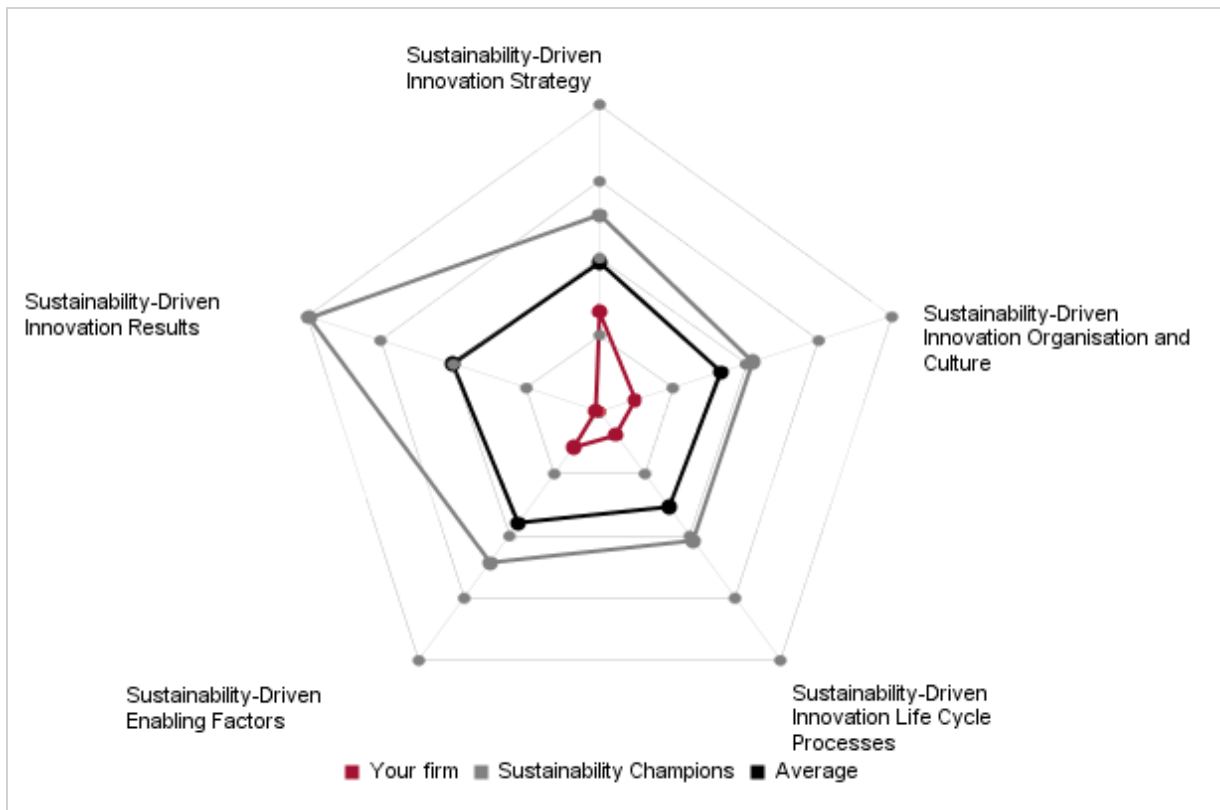
February 2011

- Confidential -



Management Summary

This evaluation assesses your firm's performance in Sustainability-Driven Innovation Management along five dimensions: Sustainability-Driven Innovation Strategy, Sustainability-Driven Innovation Organisation and Culture, Sustainability-Driven Innovation Life Cycle Processes, Sustainability-Driven Enabling Factors and Sustainability-Driven Innovation Results. The spider diagram shows your performance for each dimension.



IMP³rove 2011 - **Sustainability-Driven Innovation Management Performance Profile - Overall**

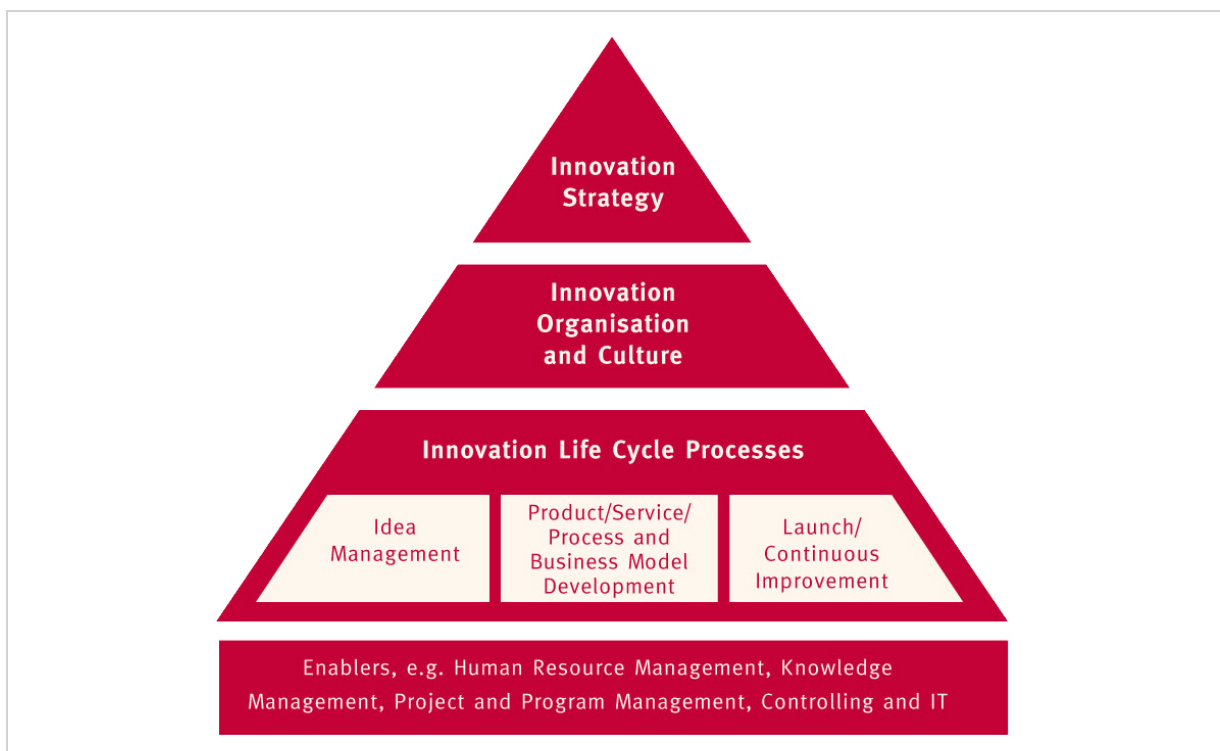
The evaluation is based on the benchmarking class of 54 companies with the following profile: Country: All, industry group: All; age class: All, size class: All.

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1 How to read this report

This IMP³rove Sustainability-Driven Innovation Management report provides you with a comparison of your firm's performance in Sustainability-Driven Innovation Management with that of the Sustainability Champions and of the average. Sustainability is defined in the three areas economic, ecologic and social sustainability. Sustainability Champions are defined as those companies that achieved the highest score in growth in income, growth in operational margin, growth in number of employees and sustainability-driven business performance. For your convenience you will find the overall performance followed by the detailed benchmarking per dimension of the A.T. Kearney "House of Innovation" (Chapter 2), and then further detailed for each dimension (Chapter 4).



IMP³rove 2011 - The A.T. Kearney "House of Innovation"

The benchmark is defined by the average of the 10 percent strongest growing companies that are currently represented in the IMP³rove benchmarking database. These companies have demonstrated the highest

- rate of income growth
- growth in operational margin and
- growth in number of employees
- rate of sustainability-driven business performance

over the last 4 years.

The average is constituted by the average value for the respective question of all companies

of the benchmarking class that you have selected. When you requested the IMP³rove report you were asked to indicate against which country, industry sector, age and size class you wanted to benchmark your firm.

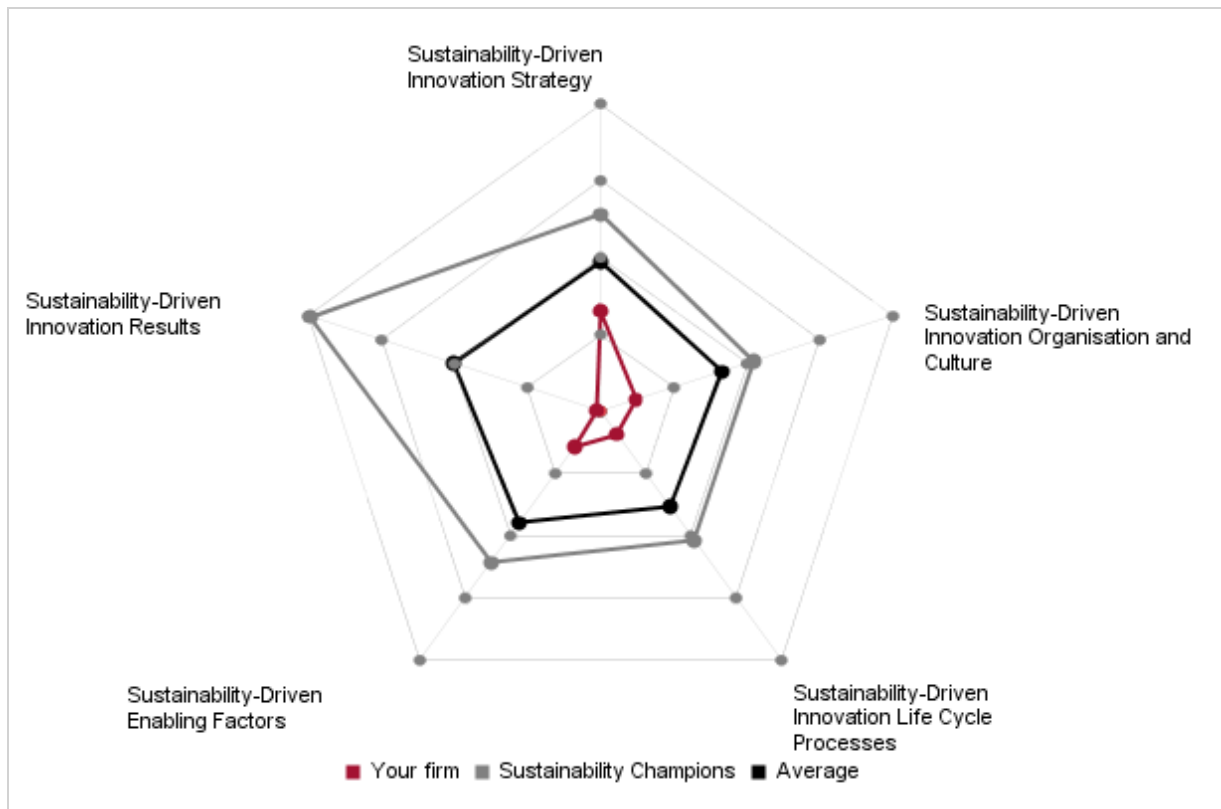
Thus this IMP³rove report provides you with a clear picture where your firm has strengths in the Sustainability-Driven Innovation Management and where there is still room for improvement. Follow your firm's score in the IMP³rove spider diagram and you will quickly identify the areas where action might be needed.

If you would like to identify the specific issues that you should address for improving your Sustainability-Driven Innovation Management, check in Chapter 4 the detailed results provided, and you may be able to derive first improvement measures.

An IMP³rove Consultant is available to support you in drawing the right conclusions from this IMP³rove report and in developing the most effective measures for improving your firm's competitiveness based on strong Sustainability-Driven Innovation Management.

2 Overview on performance

Your firm’s score in each dimension of the A.T. Kearney “House of Innovation” is presented below as a value between 0% and 100%.



IMP³rove 2011 - Sustainability-Driven Innovation Management Performance Profile - Overall

The following dimensions have been evaluated:

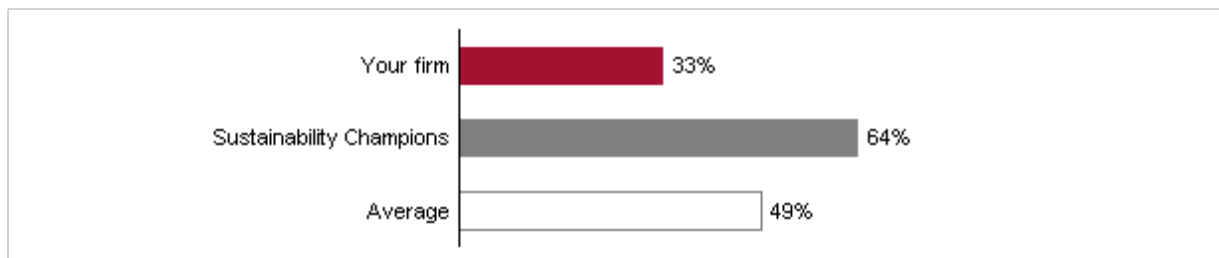
- Sustainability-Driven Innovation Strategy that gives your firm direction for sustainability of your business, and focuses all Innovation Management activities on maximum impact e.g. ensuring that all three aspects of sustainability - economic, ecologic and social - are covered.
- Innovation Organisation and Culture, gearing the firm's organisation network and culture towards sustainable Innovation Management.
- Sustainability-Driven Innovation Life Cycle Processes, integrating all processes from idea management to development and launch and continuous improvement of your firm’s innovation e.g. products, services, processes, organisational and business models.
- Sustainability-Driven 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 on sustainable Innovation Management.
- Sustainability-Driven Innovation Results highlight the output of Sustainability-Driven Innovation Management activities and its impact on indicators of business success, e.g. income from sales and operational profit.



2.1 Sustainability-Driven Innovation Strategy

Your firm's score - Sustainability-Driven Innovation Strategy

Your firm received a score of 33% in the dimension Sustainability-Driven Innovation Strategy.



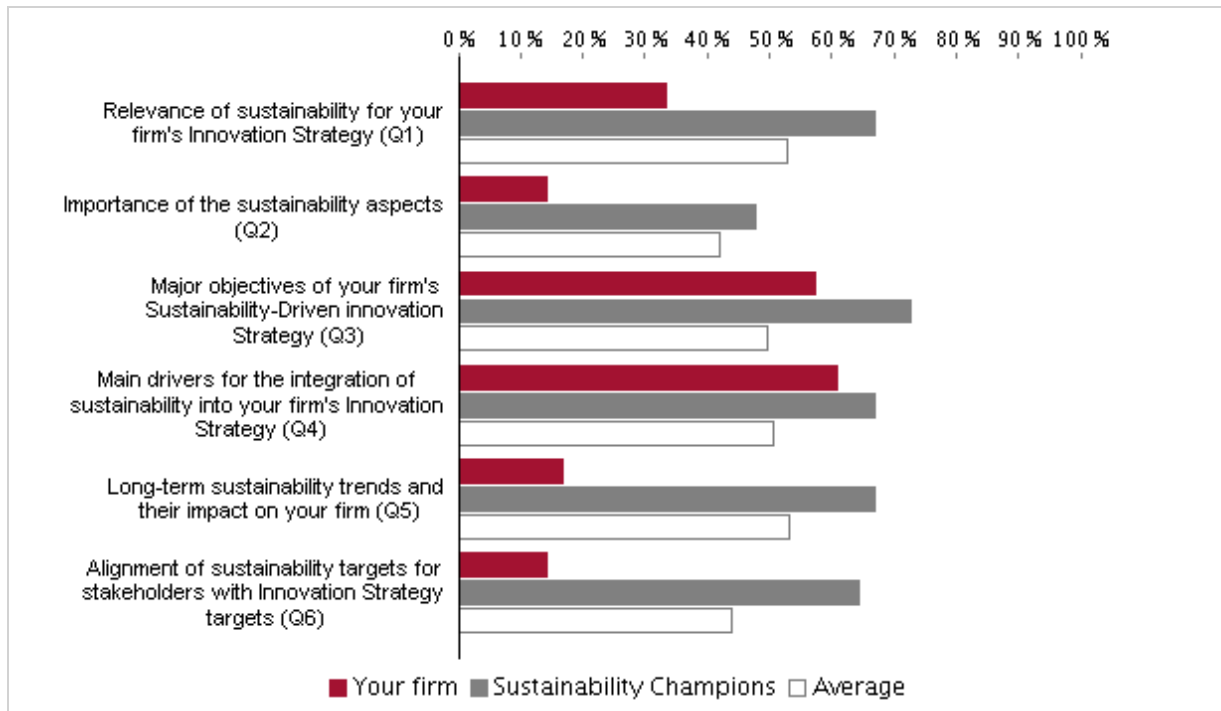
IMP³rove 2011 - Sustainability-Driven Innovation Management Performance – Sustainability-Driven Innovation Strategy

Your detailed scores for each sub-dimension of Sustainability-Driven Innovation Strategy are outlined in the following subsections.

2.1.1 Sustainability-Driven Innovation Strategy

Your detailed results in the section Sustainability-Driven Innovation Strategy are outlined below.

Detailed scores:



IMP³rove 2011 - **Sustainability-Driven Innovation Strategy - Sustainability-Driven Innovation Strategy**

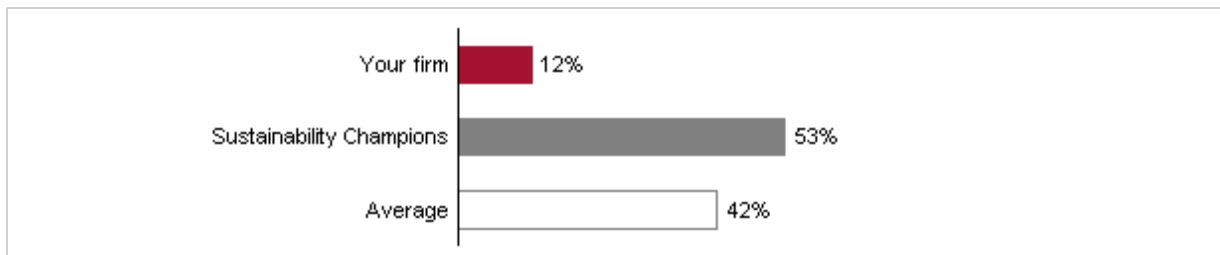
For detailed information please refer to chapter 4.1.1 on page 17.



2.2 Sustainability-Driven Innovation Organisation and Culture

Your firm's score - Sustainability-Driven Innovation Organisation and Culture

Your firm received a score of 12% in the dimension Sustainability-Driven Innovation Organisation and Culture.



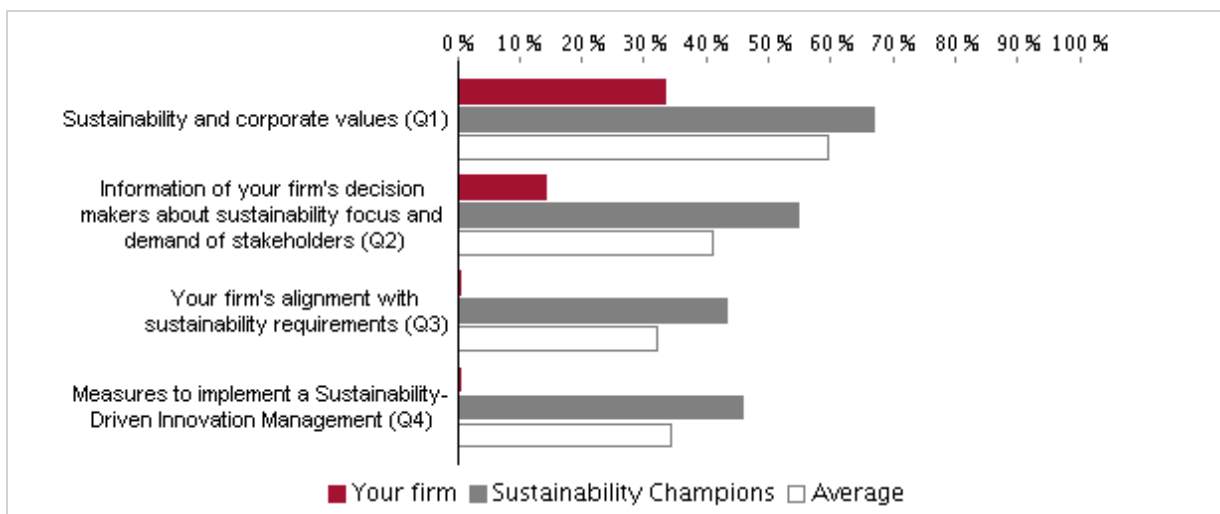
IMP^{rove} 2011 - Sustainability-Driven Innovation Management Performance – Sustainability-Driven Innovation Organisation and Culture

Your detailed scores for each sub-dimension of Sustainability-Driven Innovation Organisation and Culture are outlined in the following subsections.

2.2.1 Sustainability-Driven Innovation Organisation and Culture

Your detailed results in the section Sustainability-Driven Innovation Organisation and Culture are outlined below.

Detailed scores:



IMP^{rove} 2011 - Sustainability-Driven Innovation Organisation and Culture - Sustainability-Driven Innovation Organisation and Culture

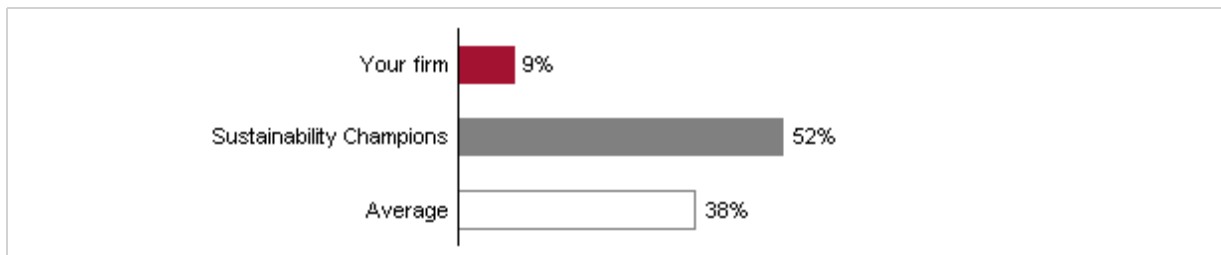
For detailed information please refer to chapter 4.2.1 on page 28.



2.3 Sustainability-Driven Innovation Life Cycle Processes

Your firm's score - Sustainability-Driven Innovation Life Cycle Processes

Your firm received a score of 9% in the dimension Sustainability-Driven Innovation Life Cycle Processes.



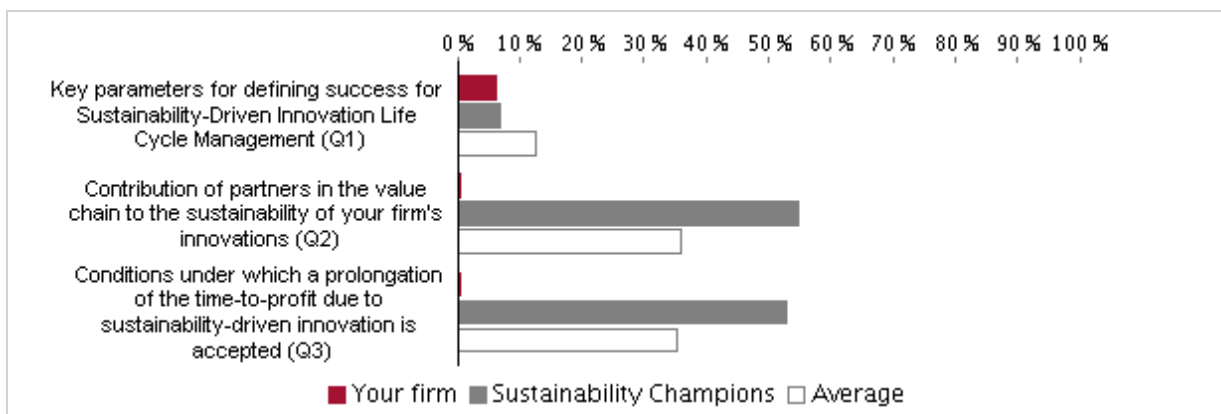
IMP³rove 2011 - Sustainability-Driven Innovation Management Performance – Sustainability-Driven Innovation Life Cycle Processes

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

2.3.1 Sustainability-Driven Innovation Life Cycle Processes

Your detailed results in the section Sustainability-Driven Innovation Life Cycle Processes are outlined below.

Detailed scores:



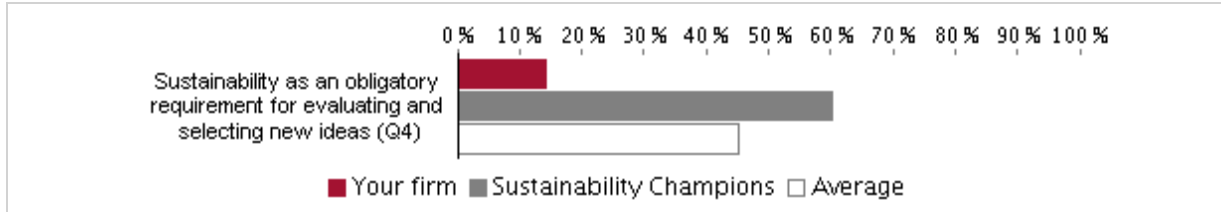
IMP³rove 2011 - Sustainability-Driven Innovation Life Cycle Processes - Sustainability-Driven Innovation Life Cycle Processes

For detailed information please refer to chapter 4.3.1 on page 35.

2.3.2 Sustainability-Driven Idea Management

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

Detailed scores:



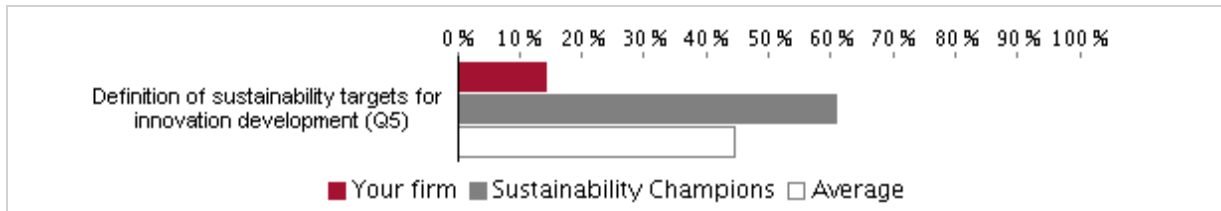
IMP³rove 2011 - **Sustainability-Driven Innovation Life Cycle Processes - Sustainability-Driven Idea Management**

For detailed information please refer to chapter 4.3.2 on page 41.

2.3.3 Sustainability-Driven Product/Service/Process and Organisational or Business Model Development

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

Detailed scores:



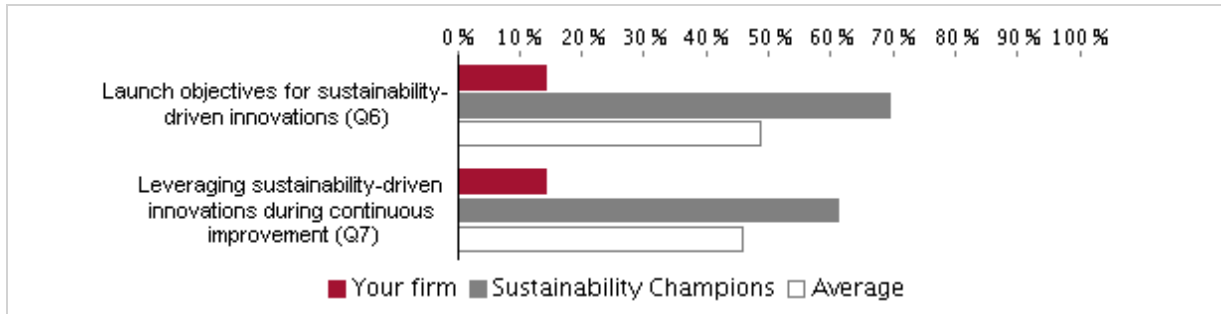
IMP³rove 2011 - **Sustainability-Driven Innovation Life Cycle Processes - Sustainability-Driven Product/Service/Process and Organisational or Business Model Development**

For detailed information please refer to chapter 4.3.3 on page 43.

2.3.4 Sustainability-Driven Launch and Continuous Improvement

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

Detailed scores:



IMP³rove 2011 - **Sustainability-Driven Innovation Life Cycle Processes - Sustainability-Driven Launch and Continuous Improvement**

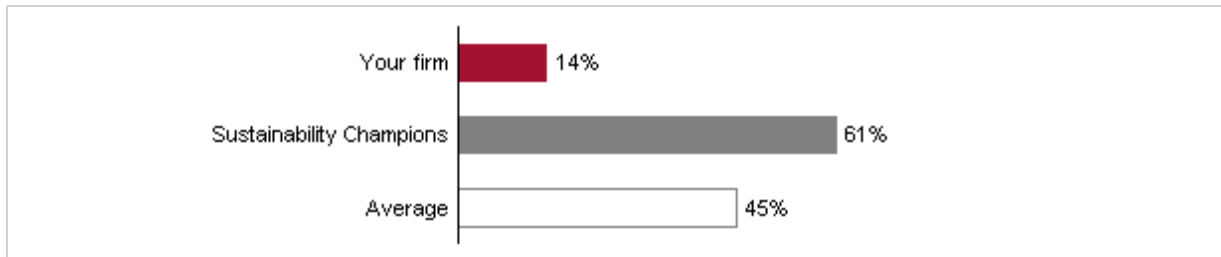
For detailed information please refer to chapter 4.3.4 on page 45.



2.4 Sustainability-Driven Enabling Factors

Your firm's score - Sustainability-Driven Enabling Factors

Your firm received a score of 14% in the dimension Sustainability-Driven Enabling Factors.



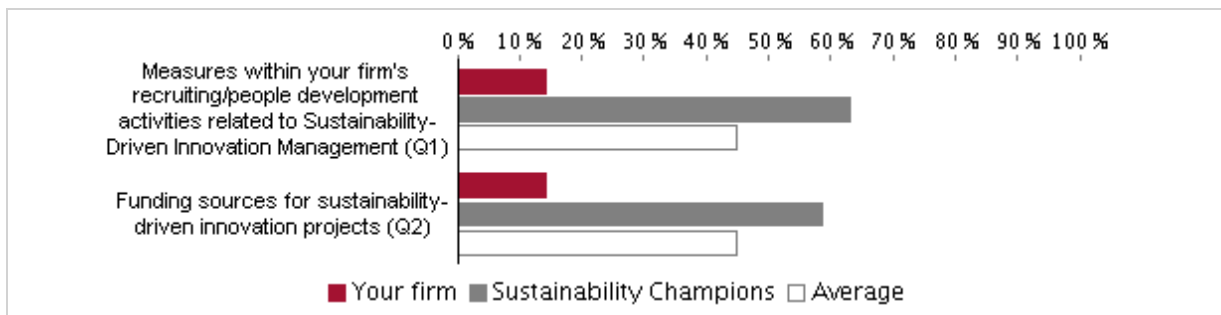
IMP³rove 2011 - Sustainability-Driven Innovation Management Performance – Sustainability-Driven Enabling Factors

Your detailed scores for each sub-dimension of Sustainability-Driven Enabling Factors are outlined in the following subsections.

2.4.1 Sustainability-Driven Enabling Factors

Your detailed results in the section Sustainability-Driven Enabling Factors are outlined below.

Detailed scores:



IMP³rove 2011 - Sustainability-Driven Enabling Factors - Sustainability-Driven Enabling Factors

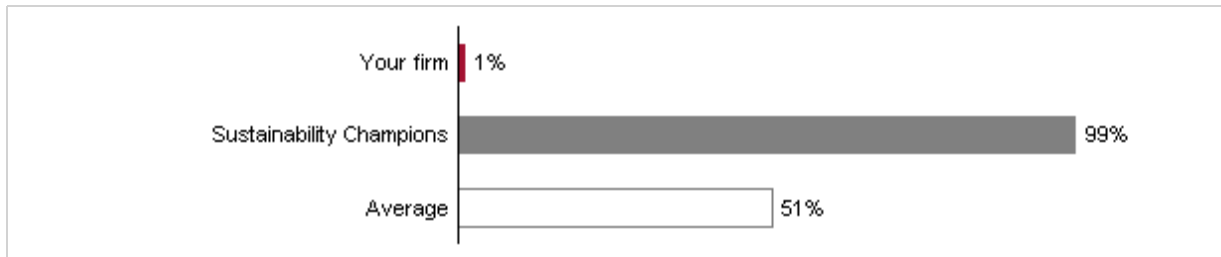
For detailed information please refer to chapter 4.4.1 on page 49.



2.5 Sustainability-Driven Innovation Results

Your firm's score - Sustainability-Driven Innovation Results

Your firm received a score of 1% in the dimension Sustainability-Driven Innovation Results.



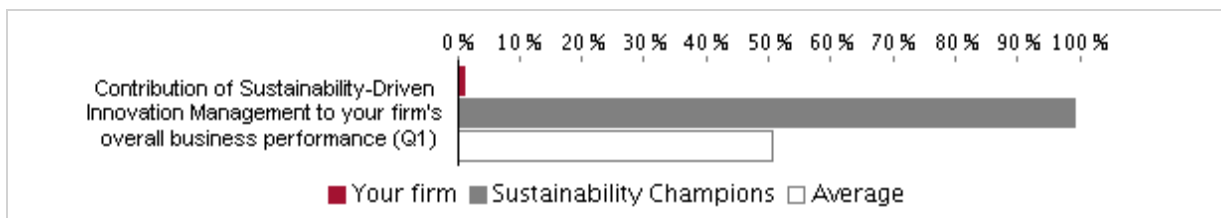
IMP³rove 2011 - Sustainability-Driven Innovation Management Performance – Sustainability-Driven Innovation Results

Your detailed scores for each sub-dimension of Sustainability-Driven Innovation Results are outlined in the following subsections.

2.5.1 Sustainability-Driven Innovation Results

Your detailed results in the section Sustainability-Driven Innovation Results are outlined below.

Detailed scores:



IMP³rove 2011 - Sustainability-Driven Innovation Results - Sustainability-Driven Innovation Results

For detailed information please refer to chapter 4.5.1 on page 56.