
Evaluation Report IMP³rove Assessment

ABC AG

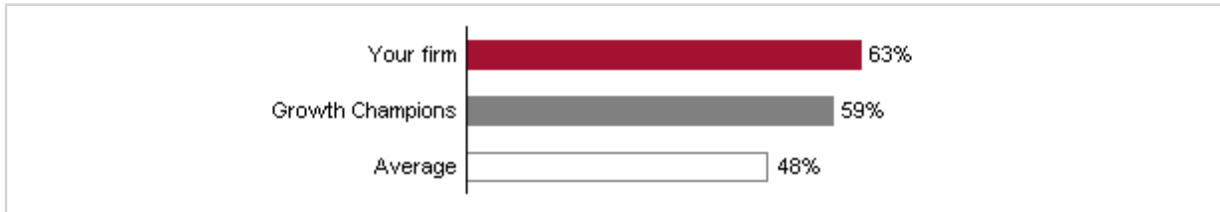
June 18, 2014

Confidential

Assisted and validated
June 18, 2014
by Dr. Gerner (XYZ AG), IMP³rove Guide

Management Summary

Your firm has an overall score of 63% on innovation management performance. Below, the score is compared with the Growth Champions and the average for your benchmarking class.



IMP³rove 2014 - **Innovation Management Performance - Overall**

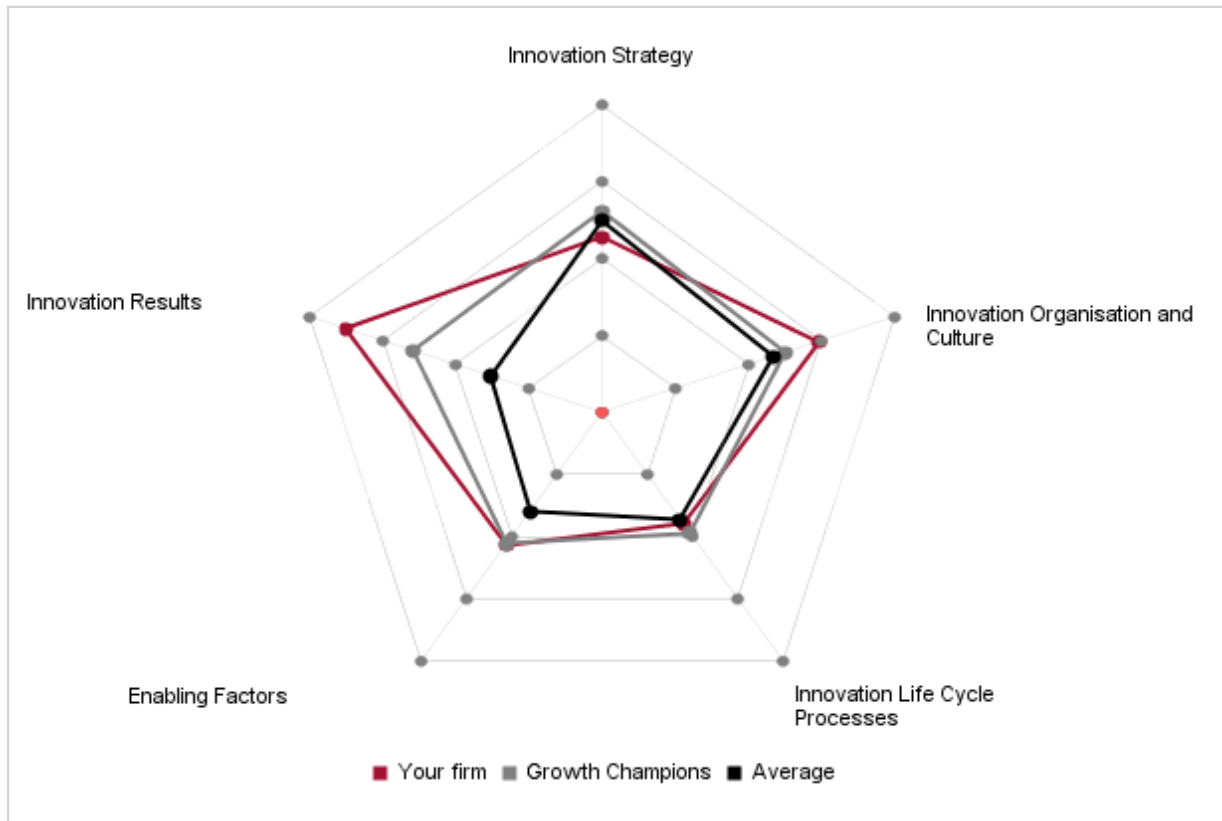
This IMP³rove Assessment report shows your firm's performance in the IMP³rove Assessment. The report has a main section with key information on your firm's innovation management performance (chapter 1 to 4) and a section with valuable detailed information on your firm (chapter 5).

The main section provides a comprehensive picture of your firm'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 firm'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.

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.



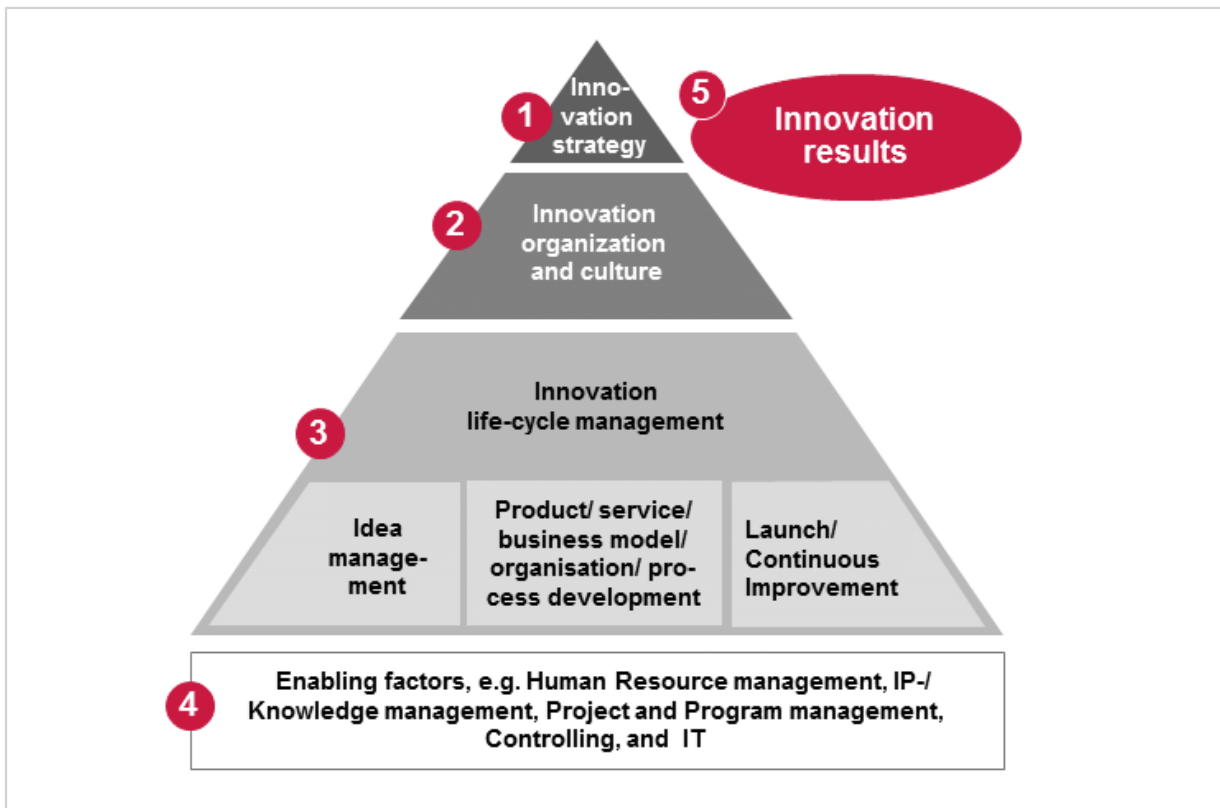
IMP³rove 2014 - **Innovation Management Performance Profile - Overall**

The evaluation is based on the benchmarking class of 438 companies with the following profile:
 Industry group: Own industry; size class: All, age class: All, country: All.

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1 How to read this report



IMP³rove 2014 - 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 firms 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 firm. 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 firms 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 438 companies with the following profile:

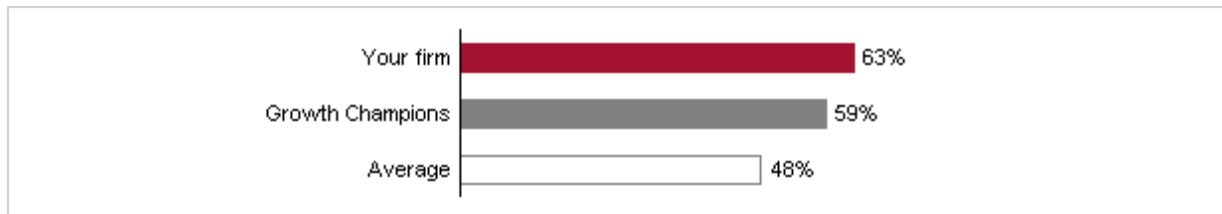
- Industry group: Own industry
- Size class: All
- Age class: All
- Country: All

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 firm's score for each indicator is shown to further detail your performance in each dimension.

2 Overview: Overall performance

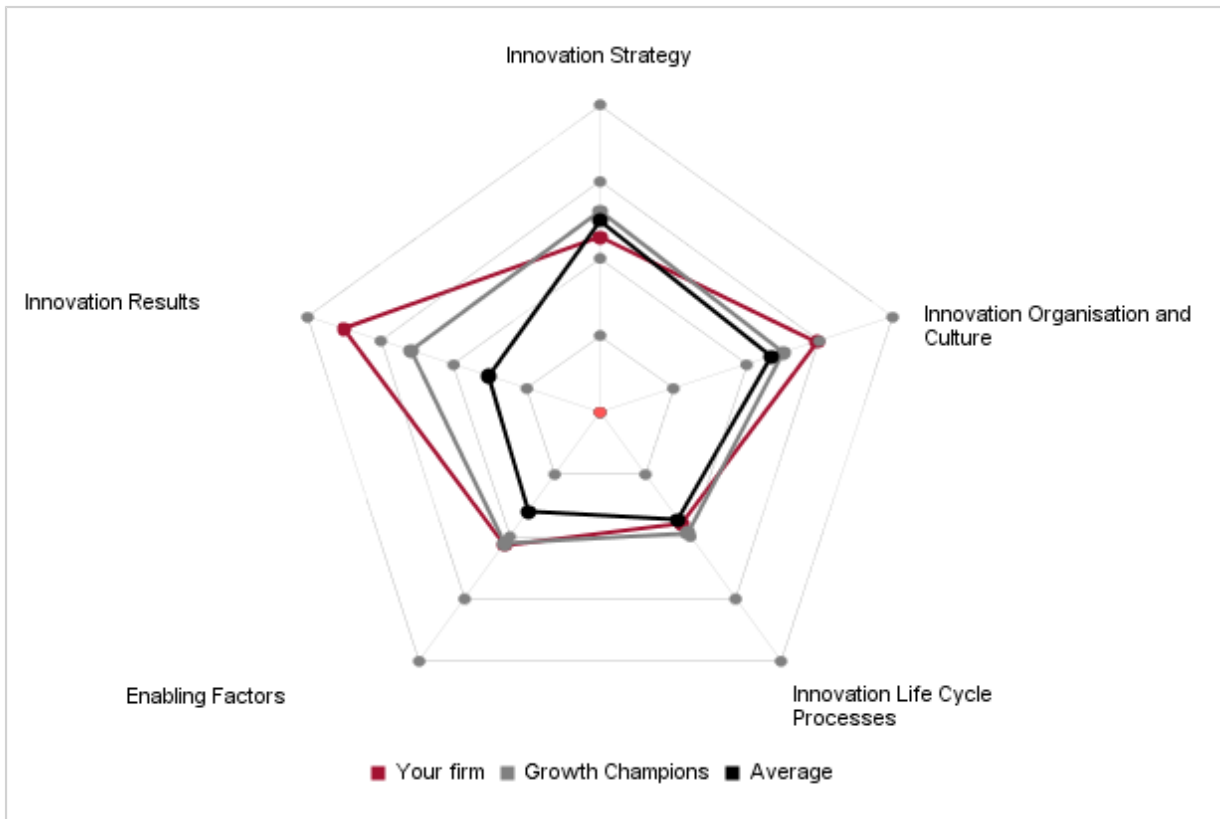
Your firm has an overall score of 63% on innovation management performance. Below, the score is compared with the Growth Champions and the average for your benchmarking class.



IMP³rove 2014 - **Innovation Management Performance - Overall**

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

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 2014 - Innovation Management Performance Profile - Overall

The following dimensions have been evaluated:

- Innovation Strategy that gives your firm 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 firm'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.

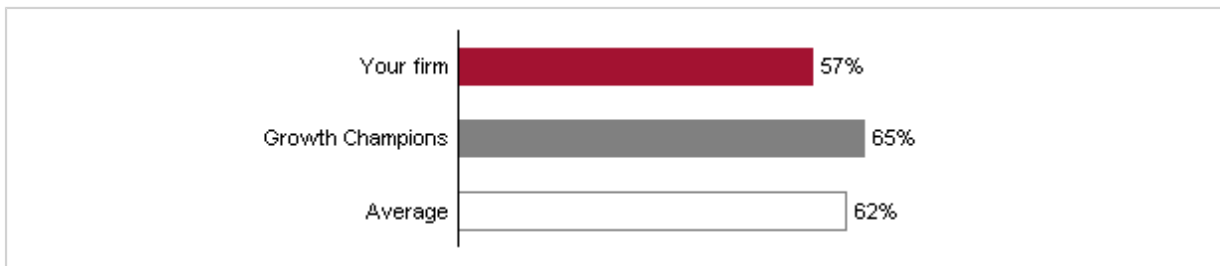
- Innovation Results dealing with the output of innovation management activities and the impact on indicators of business success, e.g. income from sales and operational profit.



3.1 Innovation Strategy

Your firm's score - Innovation Strategy

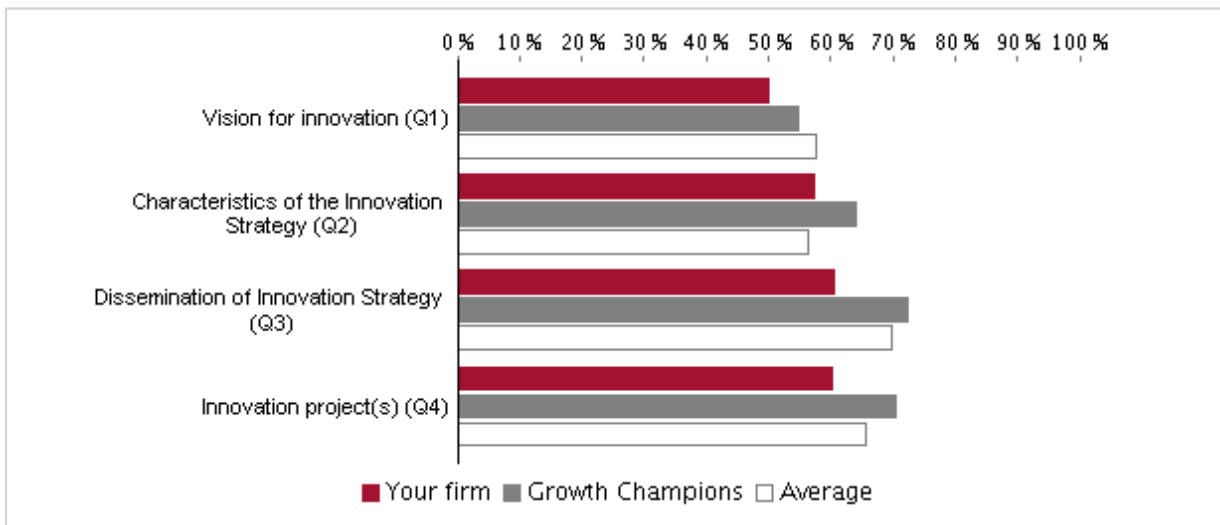
Your firm received a score of 57% in the dimension Innovation Strategy.



IMP³rove 2014 - Innovation Management Performance – Innovation Strategy

Detailed score – Innovation Strategy

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



IMP³rove 2014 - Innovation Management Performance Profile - Innovation Strategy

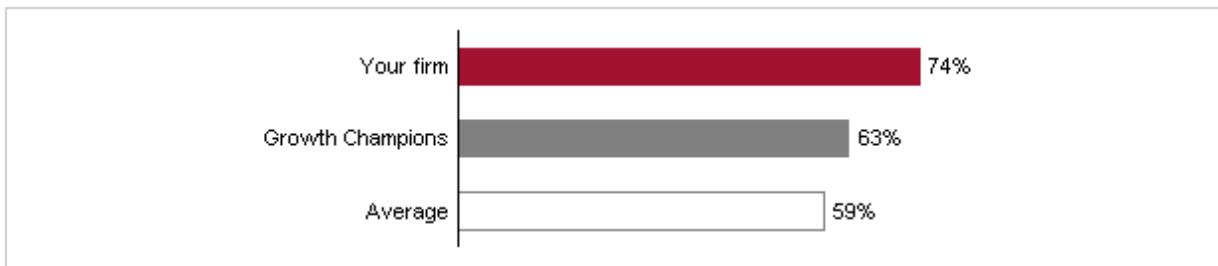
For detailed information please refer to chapter 5.1 on page 20.



3.2 Innovation Organisation and Culture

Your firm's score - Innovation Organisation and Culture

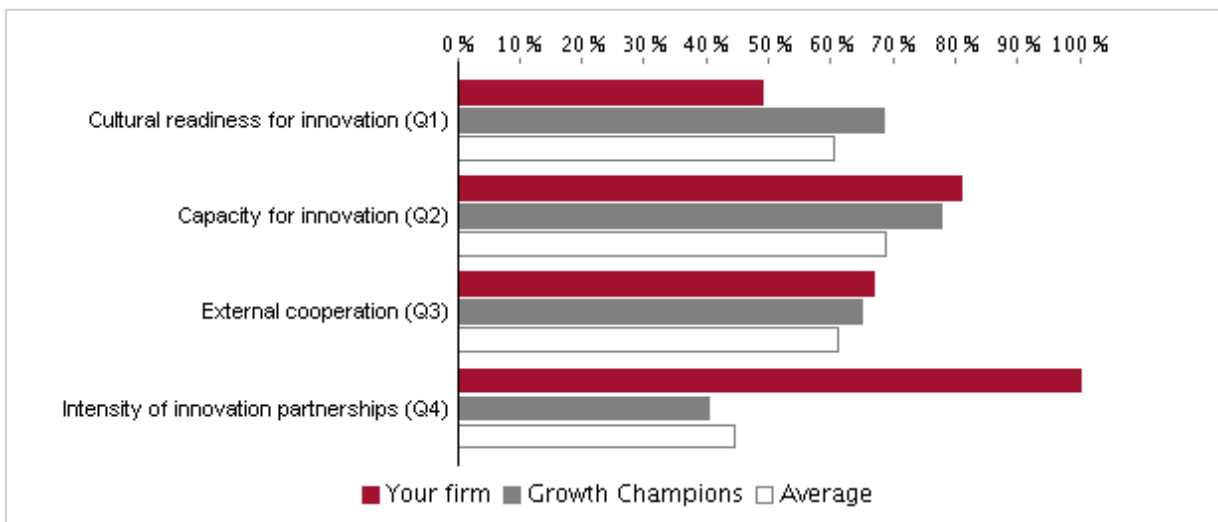
Your firm received a score of 74% in the dimension Innovation Organisation and Culture.



IMP³rove 2014 - Innovation Management Performance – Innovation Organisation and Culture

Detailed score – Innovation Organisation and Culture

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



IMP³rove 2014 - Innovation Management Performance Profile - Innovation Organisation and Culture

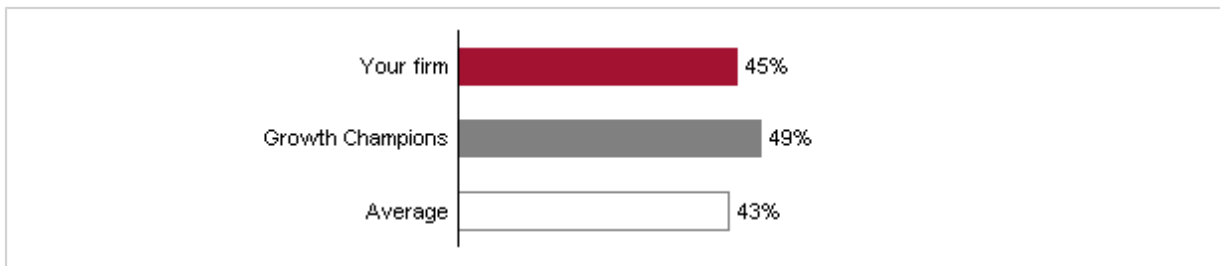
For detailed information please refer to chapter 5.2 on page 29.



3.3 Innovation Life Cycle Processes

Your firm's score - Innovation Life Cycle Processes

Your firm received a score of 45% in the dimension Innovation Life Cycle Processes.



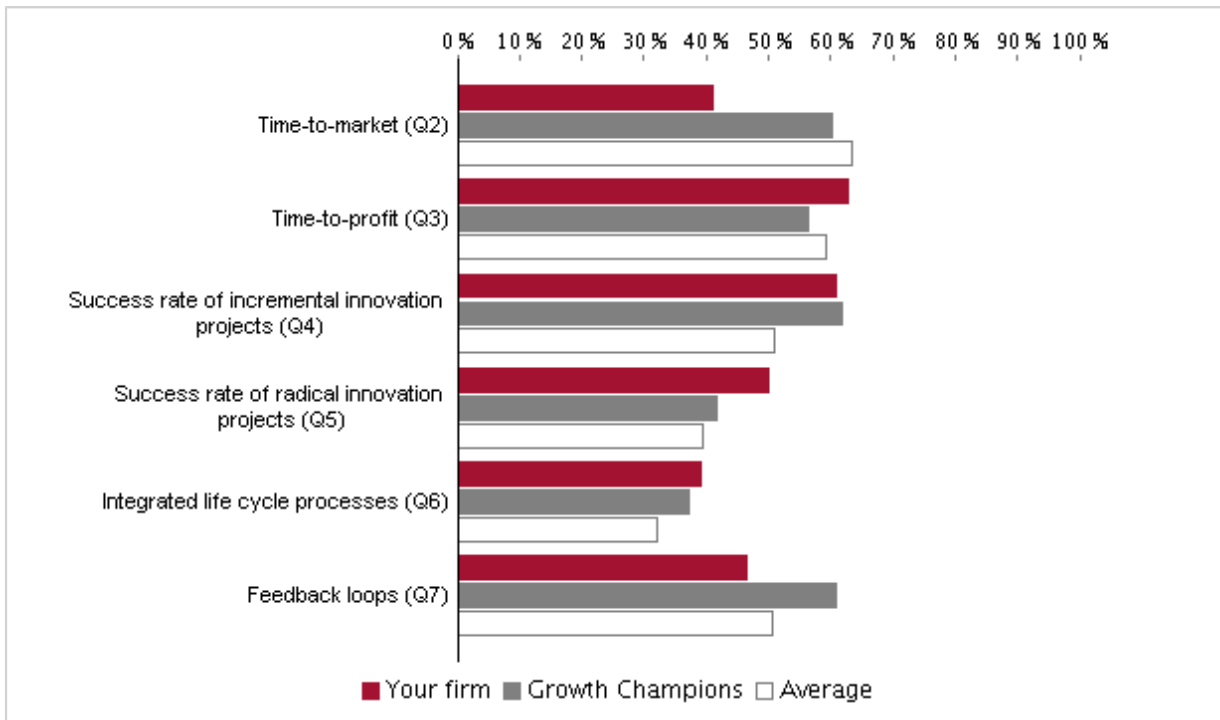
IMP³rove 2014 - Innovation Management Performance – Innovation Life Cycle Processes

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 firm's detailed results in the section Innovation Life Cycle Management are outlined below.

Detailed scores:



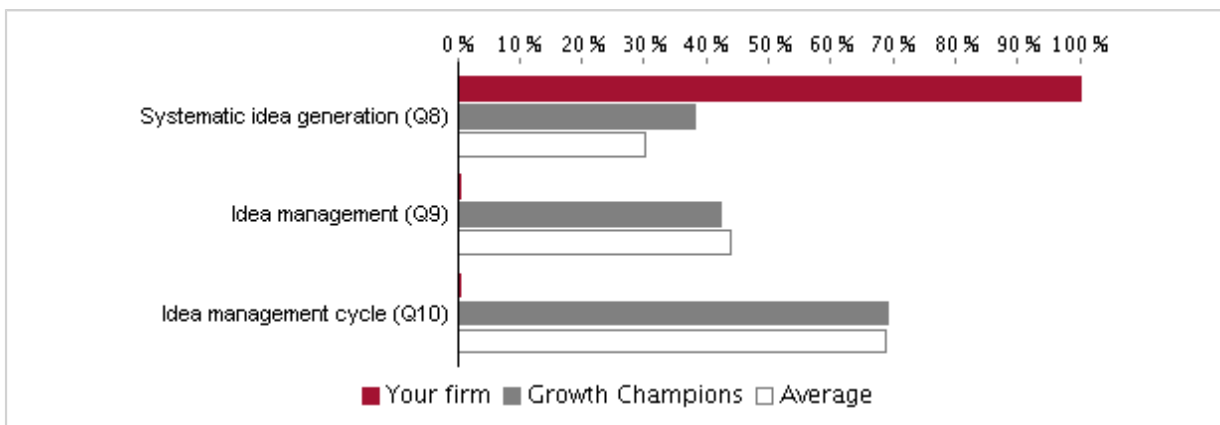
IMP³rove 2014 - Innovation Life Cycle Processes - Innovation Life Cycle Management

For detailed information please refer to chapter 5.3.1 on page 41.

3.3.2 Idea Management

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

Detailed scores:



IMP³rove 2014 - Innovation Life Cycle Processes - Idea Management