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BPRI Best Practice Report Volume 9, Issue 3

Innovation



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Volume 9, Issue 3: Innovation

The Definition

What exactly does “innovation” mean? The Organisation for Economic Co-operation and Development defines innovation as the “implementation of a new or significantly improved product (good or service), a new process, a new marketing method, or a new organisational method in business practices, workplace, organisation, or external relations”. The word itself is derived from the Latin verb *innovare*, which means “to renew”. From an economic point of view, innovation is something new that brings benefits to an organisation and/or society.

You will often find that the terms “idea” and “invention” are associated with innovation; however, they are somewhat different in meaning. An invention has not yet been developed as a creative solution to a new problem; an idea is a creative thought of something new. Innovation is renewal. “Improvement” also refers to the implementation of something new, but there is a lesser degree of newness; usually, it is the optimisation or extension of something existing.

The Stage

Why should an organisation be interested in developing a culture of innovation within the workplace? The answer is simple: an investment in building an innovative culture is a crucial investment in an organisation's development of world-class processes, products, and services. Evidence from decades of research has shown the level of innovation in a workplace to have a direct impact on the value of products and services; by extension, it can have a significant impact on profits. Innovation also improves productivity and leads to substantial cost savings.

An innovative culture provides workers with opportunities to share their ideas and turn them into reality. Both workers and the organisation benefit from the process, which results in superior products and services, and a fulfilling environment in which workers can thrive and make significant contributions. This, in turn, enables organisations to retain their best workers and attract top talent.

In This Report...

1. What is “innovation”?
2. Which organisations have been recognised for their high levels of innovation?
3. How have organisations achieved high levels of innovation?
4. What research has been undertaken into innovation?
5. What tools and methods are used to achieve innovation?
6. How is innovation measured?
7. What do business leaders say about innovation?

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1. What is “innovation”?

1.1 Ten Types of Innovation

Source: [Deloitte/Doblin](#) (date of information: various)

Link (slides): [10 Types of Innovation](#)

Application/Key learning points: Deloitte’s “ten-type” framework is divided into three categories: the configuration, the offering and the experience. Each of the ten types of innovation moves from an internal focus to an external focus; this is similar to the ten-step process to produce a customer experience. The framework is extremely useful for organisations wishing to identify where their innovation process is failing or might be improved.

1.2 A Framework for Strategic Innovation

Source: Innovation Point (date of information: 2016)

Download (PDF): [Strategic Innovation](#)

Application/Key learning points: This paper describes a multi-disciplinary approach to strategic innovation, combining both traditional and non-traditional methods. It emphasises the need for organisations to go beyond incremental improvements to grow their businesses. Instead, organisations should focus on a grand scale of strategic long-term innovative approaches with the potential to bring about significant breakthroughs. Along with some of these “big ideas”, there will inevitably be some “small ideas”, which may lead to short-term or incremental improvement.

1.3 Workplace Innovation

Source: European Workplace Innovation Network (EUWIN) Film Bank (date of information: 2013)

Link (videos): [EUWIN Film Bank](#)

Application/Key learning points: EUWIN is a Europe-wide learning network, which was launched to improve the performance of organisations and the quality of jobs in a sustainable way. It is an initiative of the European Commission’s Directorate General for Internal Market, Industry, Entrepreneurship and SMEs. This collection of short films shows how some of Europe’s most exciting companies are engaging employees in innovative practices to enhance performance and lead to a healthier work life.

“Innovation almost always is not successful the first time out. You try something and it doesn’t work and it takes confidence to say we haven’t failed yet. ... Ultimately you become commercially successful.”

—Clayton Christensen, Harvard Business School professor

2. Which organisations have been recognised for their high levels of innovation?

2.1 Top 25 of the World's Most Innovative Companies

Source: Forbes.com, United States (date of information: 2017)

Link: [Top 25 Innovative Companies](#)

Application/Key learning points: Discover how and why Forbes ranks 25 companies as being the most innovative in the world. Forbes uses criteria based on the investors' ability to identify companies that are already innovative, and are expected to be so in the future. Tesla, the electric car company, has transformed the automobile industry; it has been the top-ranked company for two years in a row. The article explains Tesla's "innovation premium" and shows how the company will continue to be at the forefront of innovation.

2.2 The Most Innovative Companies - An Interactive Guide

Source: [The Boston Consulting Group](#), United States (date of information: 2017)

Link: [Most Innovative Companies Interactive Guide](#)

Application/Key learning points: The interactive guide shows how The Boston Consulting Group's list of the most innovative companies has changed from 2005 to 2016. The website's Stories tab allows you to examine companies according to four categories:

- *Steady Innovators*: companies that have been on the list every year of the decade;
- *Movers*: companies that have advanced ten or more positions from 2015 to 2016;
- *New Entrants*: companies that first appeared on the list in 2016;
- *Returnees*: companies that returned to the list in 2016 after falling off in 2015 or before.

In the Industries tab, you can examine movements within nine industries on the list: automotive; consumer and retail; energy; financial services; health care; industrial products; media and entertainment; technology and telecommunications; and, transportation and travel.

2.3 2016 Global Innovation 1000 Study: Top R&D Spenders and Innovators

Source: PwC (date of information: 2017)

Link: [Top 1000 Spenders on Innovation](#)

Application/Key learning points: The study shows the world's top 1000 spenders on research and development from 2005 to 2016. Unsurprisingly, most of them are also the top innovators. It is interesting to see how leading companies are investing in software programming to improve their service offerings and make their machines more effective. For example, the ability to connect and network products, customers, and suppliers through the Internet of Things is becoming increasingly important to customers.

2.4 2016 World's Top 100 Most innovative Companies

Source: Forbes.com, United States (date of information: 2016)

Link: [Top 100 Innovative Companies](#)

Application/Key learning points: Forbes has ranked the world's leading 100 companies in order. The list allows you to learn about each of the top 100 companies according to rank or by industry type. It is a useful site to browse or review how these companies are unique in their approaches.

3. How have organisations achieved high levels of innovation?

3.1 10 Lessons from 10 Years from the World's Most Innovative Companies

Source: [Fast Company](#), United States (date of information: 2017)

Link & Download: [10 Lessons from 10 Years from the World's Most Innovative Companies](#)

Application/Key learning points: These companies have stood the test of time and continued to set trends — even during the 2008 recession. Amongst the ten lesson pointers, the author makes an interesting suggestion that the music industry is a great model for any company wanting to be successful. Although most of the companies highlighted are from the United States, the lessons to be learned are international – and useful to any company looking to adapt the innovative practices of these top companies.

3.2 Entrepreneurial Innovation at Google

Source: Google Inc. (date of information: 2011)

Download (PDF): [Entrepreneurial Innovation at Google](#)

Application/Key learning points: Google defines the innovation potential of any organisation to be the combination of its human, intellectual, physical, market, leveraged, and financial resources. To maximise innovation and avoid the dilemmas that mature companies face, Google complements its model of top-down innovation with its own brand of entrepreneurial innovation, as well as open and closed innovation models. In addition to having a very flat organisational structure, Google has a unique 20 per cent time policy: engineers are allowed to invest a day a week pursuing projects outside their official area of responsibility. This promotes an entrepreneurial innovation culture within the organisation, and results in new product offerings to customers.

3.3 National Library Board (NLB), Singapore: Organisation-Wide Innovation Award Winner 2017

Source: [BPIR.com](#), New Zealand (date of information: 2017)

Link (video): [Organisation-Wide Innovation Award \(International Best Practice Competition\)](#)

Application/Key learning points: The NLB leadership, from the Board of Directors to all members of the Senior Management team are torch-bearers of innovation. The vision and mission are fully supported by an innovation board with a data-driven strategy, based on the latest analytics tools. NLB also has a robust life-cycle management system. The impressive proof of concept tests out ideas at low cost with minimal risks; at the same time, it is capable of reaping huge rewards if successful. NLB's excellent rating for customer satisfaction is a testament to the organisation's consistent improvements to its system. In addition, the organisation's planning is aligned to Singapore's "Smart Nation" agenda.

“Move fast and break things. ... and the idea was, unless you are breaking some stuff you are not moving fast enough.”
—Mark Zuckerberg, founder and CEO, Facebook

3.4 Maritime Port Authority (MPA), Singapore: Organisation-Wide Innovation Award Runner-Up 2017

Source: BPIR.com, New Zealand (date of information: 2017)

Link (video): [Organisation-Wide Innovation Award \(International Best Practice Competition\)](#)

Application/Key learning points: MPA senior management team actively fosters an innovation culture, and has a far-reaching strategy that is integrated with technology and research and development efforts. There are multiple platforms to harness innovation from staff, and strong collaboration with partners alongside innovation-centric learning and training programmes. Best practices are gathered and shared internationally; knowledge management systems are in place to store and manage them. MPA's strong funding process and use of resources enable it to test innovative concepts; these are strengthened by a structured approach to the development of mutually beneficial relationships with a suite of stakeholders. Key performance indicators and metrics from simple suggestions to distinguished awards show compelling evidence of innovative success in their results

3.5 Best Practice Report: New Product Development – Innovation Strategy

Source: BPIR.com, New Zealand (date of information: various)

Link: [New Product Development - Innovation Strategy](#)

Application/Key learning points: An innovation strategy is one which seeks to create, exchange, evolve, and apply new ideas, and thereby produce goods and services that will contribute to the success of an organisation. This best practice report provides case studies, expert opinions, measures and innovative strategies for organisations to develop strong product and services. It also compares different business propositions that would suit different business strategies.

4. What research has been undertaken into innovation?

4.1 Innovation, Growth, and Business Strategy

Source: PwC (date of information: 2013)

Link: [Global Innovation Survey: Innovation, Growth, and Business Strategy](#)

Application/Key learning points: Results from a PwC survey of 1,757 executives indicate that innovation is a key driver for the organic growth of all types of organisations—regardless of sector or geography. The report supports that view and draws from the findings from a further survey of 246 CEOs worldwide. The findings show that innovation is evolving, and an increasing number of CEOs take it upon themselves to seek breakthroughs rather than small incremental improvements. However, most employees do not see innovation as mainstream. The report explores the practices and lessons of strong innovators and shows how they overcome barriers.

4.2 Innovation Survey: Clear Vision, Cloudy Execution

Source: Accenture Consulting (date of information: 2015)

Link: [2015 US Innovation Survey: Clear Vision, Cloudy Execution](#)

Application/Key learning points: The belief among American executives that innovation is a critical tool for growth and market differentiation is stronger than ever. It is not the lack of enthusiasm or capabilities that prevent companies from successfully innovating products and services, but the know-how to drive each innovation effort distinctly. This Accenture report gives a strong opening analysis of what it takes to build different approaches and models to fulfil a vision of a truly innovative company.

4.3 Understanding the Best Approaches and Tools to Manage the Complexity of Innovation

Source: Oracle.com (date of information: 2013)

Link (PDF): [How to Manage Innovation as a Business](#)

Application/Key learning points: An innovation management survey was conducted by Oracle with a large number of companies in multiple industries in 2013. The outcome was stunning. While 76 per cent of companies agreed that product innovation was critical to its business, 90 per cent of them admitted they were slow to market and often over budget. Another 84 per cent confessed significant overhead to track people, cost and monitor results. Another 84 per cent said they had no time to focus to ensure they are investing in the right things. This paper provides an in-depth discussion of the findings and gives recommendations on how to overcome the challenges of managing innovation as a business.

4.4 The Eight Essentials of Innovation

Source: [McKinsey & Company](#) (date of information: 2015)

Link: [The Eight Essentials of Innovation](#)

Application/Key learning points: “The Eight Essentials of Innovation” is a result of a multi-year study comprising in-depth interviews, workshops, and surveys of more than 2,500 executives in over 300 companies. These include both leaders and laggards, in a wide range of industries and countries. The authors discovered the eight essential attributes present in all companies that are blazing a trail of high performance in their products, process, services or business-model innovation.

4.5 Emerging Role of the Chief Innovation Executive

Source: [Innovation Resource](#), United States (date of information: 2007)

Download (PDF): [Overcoming Barriers to Innovation: Emerging Role of the Chief Innovation Executive](#)

Application/Key learning points: An Accenture survey of 601 senior executives’ show that 18 per cent intended to use innovation for total transformation, and 44 per cent were using innovation to drive change in their core businesses. Key findings show a 2:1 ratio of success between those who have a chief information officer and those who do not.

4.6 Are Chief Innovation Officers Delivering Results?

Source: [Innovation Excellence](#), United States (date of information: 2013)

Link: [Are Chief Innovation Officers Delivering Results?](#)

Application/Key learning points: Since the global financial crisis, innovation has been on an upswing, and more chief innovation officers (or similar) have been appointed. In an annual survey of 1,500 executives, 76 per cent ranked innovation as a ‘top three priority’, while 40 per cent ranked it as the top priority. The Boston Consulting Group says this is at its highest level since the survey began in 2004.

4.7 The Five Requirements of a Truly Innovative Company

Source: Harvard Business Review, United States (date of information: 2015)

Link: [The 5 Requirements of a Truly Innovative Company](#)

Application/Key learning points: Likening innovation to an automobile, the Harvard Business Review argues most organisations are missing several critical components in their innovation powertrain: a long-term ability to keep on innovating. To build a systemic capability, a systematic approach is required. Skills, tools, metrics, processes, platforms, incentives, roles, and values all have to come together in an all-wheel-drive winning innovation machine.

5. What tools and methods are used to achieve high levels of success in knowledge management?

5.1 Innovation Management Standards

Source: National Standards Authority of Ireland (NSAI) (date of information: 2015)

Link: [Innovation Management Standards](#)

Application/Key learning points: NSAI has published a package of innovation management standards developed by the European Committee for Standardization (CEN). The new European standards, known as SR CEN/TS 16555 Parts 1-6, were adopted by all CEN member bodies as of March 31, 2015. The first part addresses setting up an innovation management system; parts 2-6 deal with related topics such as strategic intelligence, innovation and design thinking, intellectual property management, collaboration, and creativity management. The six parts are available to purchase from the [NSAI website](#).

5.2 ISO/TC 279 Innovation Management: a Work in Progress

Source: [International Organization for Standardization \(ISO\)](#) (date of information: 2017)

Link: [ISO/TC 279 Innovation Management](#)

Application/Key learning points: ISO is an independent, non-governmental international organisation with a membership of 163 national standards bodies. ISO is working on the standardisation of terminology; tools and methods; and, interactions between relevant parties to enable innovation. The programme includes fundamentals and vocabulary; an innovation management system; assessment; tools and methods for collaborative innovation; strategic intelligence management; and, intellectual property management.

5.3 Innovation and Change Management in Small and Medium-Sized Manufacturing Companies

Source: Smeal College of Business, The Pennsylvania State University, United States
(date of information: 2006)

Download (PDF): [Innovation and Change Management](#)

Application/Key learning points: This guide provides a compilation of both time-tested and emergent thinking relating to change in SMEs. While a little dated, it provides a good overview of innovation and change management, and provides many practical examples. Regardless of the type of change being pursued, the recommendations in this article can help SMEs to manage change and innovation successfully, and to develop capability to adapt quickly to a changing environment.

5.4 Brainstorming Techniques for Innovation, Creativity and Problem Solving

Source: [RapidBI](#), United Kingdom (date of information: 2016)

Link: [Brainstorming](#)

Application/Key learning points: The article introduces an age-old technique of generating ideas: brainstorming. It outlines the rules and conditions needed for brainstorming to thrive, and provides different types of brainstorming to be used in different settings.

5.5 Innovation Teams and Labs: Practical Guide

Source: [Nesta](#), United Kingdom (date of information: 2014)

Download (PDF): [Innovation Teams and Labs](#)

Application/Key learning points: The guide mainly targets government organisations seeking to address social and public challenges, but is also applicable to the private sector. By extensive study and collaboration across the globe, Nesta has produced a structured and disciplined approach to developing innovative capability. If you are new to building an innovation lab, team or unit, this is an excellent guide with many practical examples, tips and tools on how to get off to an excellent start on your innovation journey.

5.6 Innovation Labs: Do-It-Yourself Guide

Source: United Nations Children's Fund (UNICEF) (date of information: 2012)

Download (PDF): [Innovation Labs - A Do-It-Yourself Guide](#)

Application/Key learning points: This comprehensive 129-page guide details the steps you need to take to set up your own innovation lab. The document is structured to give the specific, operational steps required to get a lab up and running. There are examples of existing labs in Denmark, Uganda, Zimbabwe, and Kosovo. Technical documents—such as terms of reference, partnership agreements, and worksheets—can be adapted for your own use. In addition, there are case studies of the successes, failures, and lessons learned from the practices of UNICEF innovation labs.

5.7 Innovation Teams in Government

Source: [Nesta](#), United Kingdom (date of information: 2014)

Download (PDF): [i-Teams: The Teams and Funds Making Innovation Happen in Governments around the World](#)

Application/Key learning points: This research publication documents 20 world-class i-teams that have made a significant impact on their government. Some initiatives have gone world-wide. The researchers conducted 80 interviews with the i-teams, their patrons and partners, along with site visits, observations, surveys, and secondary sourcing to perform a complete analysis of the projects. Based on the analysis, the activities of the i-teams fall into four categories:

- Creating solutions to solve specific challenges.
- Engaging citizens, non-profits and businesses to find new ideas.
- Transforming the processes, skills and culture of government.
- Achieving wider policy and systems.

Most of the teams combine two or more of these features to achieve their results.

5.8 Emirates National Oil Company (ENOC) Suggestion Scheme

Source: [BPIR.com](#), New Zealand (date of information: 2014)

Link (video): [Emirates National Oil Company Suggestion Scheme](#)

Application/Key learning points: This video shows how ENOC introduced its suggestion scheme and quickly achieved impressive results in terms of participation rates and ideas implemented. ENOC has benchmarked its suggestion scheme against other domestic and international organisations.

5.9 Industry Web Portal on Ideas Management Systems (IMS)

Source: Australian Government: Department of Industry (date of information: 2011)

Link: [Ideas Management Systems](#)

Application/Key learning points: The IMS is a formal process by which ideas from any staff member can be recorded, filtered, and selected for implementation. It is a powerful way of acquiring large numbers of suggestions very quickly. A team is needed, however, to evaluate these ideas. This article provides a comprehensive overview of how you can start an IMS in your organisation. It gives examples of various ideas management systems, the process of development, common issues, desirable features and a checklist to review your system.

5.10 The International Association of Innovation Professional (IAOIP) Certification Program

Source: IAOIP (date of information: 2017)

Link: [IAOIP Certification Program and Benefits](#)

Application/Key learning points: The IAOIP is the only innovation certification program that meets the criteria of certifying bodies. It is suitable for anyone who wishes to bring the science of innovation to their place of work.

5.11 HYPE Innovation Management

Source: [HYPE Innovation](#), Germany and the United States (date of information: 2017)

Link: [What is Innovation Management?](#)

Application/Key learning points: HYPE Innovation is a global leader in enterprise social software for idea and innovation management. The website is an excellent resource for innovation management. Its powerful software provides the backbone for innovation and helps drive long-term repeatable success for clients. HYPE supports a full life-cycle innovation process from ideas to market, enabling clients to transform ideas from the crowd into revenue for their business.

5.12 Three Box Solution for Sustainable Innovation

Source: [InnovationManagement.se](#), Sweden (date of information: 2016)

Link: [Three Box Solution for Sustainable Innovation](#)

Application/Key learning points: *The Three Box Solution – a Strategy for Leading Innovation* is a recent book by Vijay Govindarajan, one of the world's leading experts on strategy and innovation. He believes successful innovation leaders are conscious of a "preservation-destruction-creation" life cycle. He translates this timeless cycle into his three-box leadership practice:

- Box 1: Manage the present core business at peak efficiency and profitability.
- Box 2: Escape the traps of the past by identifying and divesting businesses, and abandoning practices, ideas and attitudes are no longer relevant in a changed environment.
- Box 3: Generate breakthrough ideas and convert them into new products and businesses.

He challenges leaders to pay attention to boxes 2 and 3, where chains to old ways are broken to make way for real breakthroughs in thinking. This can result in a radical, positive shift in products and services.

5.13 Innovative Business Strategies

Source: Harvard Business Review (date of information: 2015)

Link: [You Need an Innovation Strategy](#)

Application/Key learning points: The biggest problem with innovation improvement efforts is not the failure to execute, it is the lack of an innovation strategy. The strategy refers to a coherent commitment to a set of principles, behaviours, and policies to build competitive advantage. Without seeing the big picture, organisations often adopt practices in silos: they will divide research and development into decentralised autonomous teams; spawn internal entrepreneurial ventures; pursue external alliances; embrace open innovation and crowdsourcing; collaborate with customers; and implement rapid prototyping. All of these might be good practices, but organisations need to understand how these initiatives affect each other; how they complement each other; and, how important it is to make trade-offs in an organisation-wide innovative system.

5.14 Key Points to Consider when Developing Innovative Strategies

Source: Accenture (date of information: 2013)

Link: [5 Key Points to Consider When Developing an Innovation Strategy](#)

Application/Key learning points: Accenture presents a pragmatic approach to executing an integrated innovation strategy. The five key points are:

- An innovation strategy needs to be inspirational and describe a desirable future state for the company.
- An innovation strategy needs to be ambitious in terms of providing the basis to break away from the competition, beat the competition, and create new spaces.
- The process of developing the strategy needs to be open.
- An innovation strategy must be specific to the time in which it is developed.
- An innovation strategy needs to be adaptive and to evolve over time.

6. How is innovation measured?

6.1 Global Innovation Index (GII)

Source: The Global Innovation Index (date of information: 2016)

Link (PDF): [Global Innovation Index](#)

Application/Key learning points: The 2016 edition of the GII contributes to global innovation as a win-win proposition, and so aims to facilitate improved policy making. Over the last nine years, the GII has established itself as a leading reference on innovation and a 'tool for action' for decision makers. Evidence shows that organisation and outcomes of the new global innovation model are lacking. It also shows that governments and institutions need to approach global innovation as a positive-sum proposition and tailor policies accordingly. You can customise this comprehensive report to your needs using the tabs and drop-down menu.

6.2 Self-Assessment on the Effectiveness of Employee Suggestion Schemes

Source: [Centre for Organisational Excellence Research](#), New Zealand (date of information: 2015)

Download (PDF): [Self-Assessment on the Effectiveness of Employee Suggestion Schemes](#)

Application/Key learning points: This self-assessment will help organisations to assess the effectiveness of their employee suggestion schemes and involvement in the generation of valuable new ideas.

6.3 Innovation Management: Measuring Innovation

Source: InnovationManagement.se, Sweden (date of information: 2016)

Link: [How Do You Measure Innovation Results and Outcomes?](#)

Application/Key learning points: The all-important issue of measuring innovation is discussed by long-standing expert practitioners in the field. The two pertinent questions they tackle are:

- How do you measure innovation results and outcomes and motivate the organisation to deliver across all stages of the process?
- What are the best metrics for measuring innovation performance?

While the experts agree there is no single best metric for innovation, their favourite metrics to get organisations off to an excellent start are listed in the final analysis.

6.4 Measuring Maturity of an Employee Suggestion Scheme

Source: University of Wollongong in Dubai, Faculty of Business (date of information: 2015)

Download (PDF): [A Tool to Measure Maturity of an Employee Suggestion Scheme](#)

Application/Key learning points: The research is based on findings from 273 users from various organisations that used suggestion schemes. It proposes a new, structured evaluation tool for assessing the maturity of an organisational employee suggestion scheme. The five building blocks for the assessment are: leadership and work environment; system capability; system effectiveness; organisational encouragement; and, system barriers. Each of these blocks is characterised by several indicators and a three-level grading scale: initial stage, development stage or advanced stage. Organisations can then use the assessment to draw up a roadmap for possible improvements in each of the five building block categories.

6.5 Measuring Innovation

Source: [BearingPoint](#) & [BearingPoint Institute](#) (date of information: 2011)

Download (PDF): [Measuring Innovation](#)

Application/Key learning points: BearingPoint is an independent management and technology consultancy. The report contains key messages on how to make Innovation work for you. It discusses the ever-increasing need for innovation and various ways of managing it. Page 22 is particularly useful as it touches on creating the right operating model of innovation to work for you. This is an important step in being able to use the appropriate key performance indicators to measure the innovation process.

6.6 Innovation Maturity (Organisational-Wide) Self-Assessment

Source: Landgate, Australia (date of information: 2015)

Link: [Innovation Maturity Self-Assessment](#)

Application/Key learning points: This provides an overall assessment of your organisation's innovation maturity. It assesses eleven areas: leadership, strategic planning, people, culture, processes, tools and techniques, training, facilities, idea capture, idea management, and metrics. It considers those activities that should be in place to effectively manage and encourage innovation.

*“Innovation isn't an idea problem, it's a recognition problem”
—Mark Burkus, writer, Harvard Business Review*

6.7 International Best Practice Competition's First Organisation-Wide Innovation Award

Source: Centre for Organisational Excellence Research (COER), New Zealand (date of information: 2017)

Link (video): [Organisation-Wide Innovation Award \(International Best Practice Competition\)](#)

Application/Key learning points: This First Organisation-Wide Innovation Award was held at the Narsee Monjee Institute of Management Studies (NMIMS), Mumbai, India, in April 2017. The award recognises organisations that excel in inculcating an innovation culture throughout all facets of their operation, from the leadership to employees and covering all stakeholders leading to innovative processes, products, and services. The Organisation-Wide Innovation Award was designed by the COER, the developers of the Business Performance Improvement Resource. The criteria for the 1st Organisation-Wide Innovation Award consist of:

1. **Leadership:** describe how your senior leaders foster and support an organisation-wide innovation culture.
2. **Strategic Planning:** describe how your strategy—vision, mission, values and objectives—supports an organisation-wide innovation culture.
3. **People and Culture:** describe how your people are encouraged to be innovative and how your culture encourages risk-taking and collaborative innovation efforts.
4. **Training and Development:** describe the training and development activities that support innovation within your organisation.
5. **Processes, Tools, and Techniques:** describe the processes, systems, tools, and techniques that are used to encourage idea generation, problem solving, and the capture of best practices.
6. **Ideas and Best Practice Management:** describe how ideas and “better practices” are managed from concept to implementation.
7. **Facilities and Resources:** describe how the physical working environment and use of resources supports organisation-wide innovation.
8. **Stakeholder Relationships:** describe how the relationships with your stakeholders—customers, suppliers and partners—support organisation-wide innovation.
9. **Metrics:** describe the metrics used to measure innovation within your organisation.
10. **Results:** describe the key results achieved in the last two years which demonstrate your success in achieving organisation-wide innovation—across processes/products and services.



**Organisation-Wide
Innovation Award**

*“We are all looking for the magic formula. Well, here you go:
Creativity + Iterative Development = Innovation.”
—James Dyson, founder, Dyson*

7. What do business leaders say about innovation?

“You can’t solve a problem on the same level that it was created. You have to rise above it to the next level.”
—*Albert Einstein, Nobel Prize winner for theoretical physics*

“The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function.”
—*F. Scott Fitzgerald, author of The Great Gatsby*

“Move fast and break things. ... and the idea was, unless you are breaking some stuff you are not moving fast enough.”
—*Mark Zuckerberg, founder and CEO, Facebook*

“Innovation almost always is not successful the first time out. You try something and it doesn’t work and it takes confidence to say we haven’t failed yet. ... Ultimately you become commercially successful.”
—*Clayton Christensen, Harvard Business School professor*

“It’s always about timing. If it’s too soon, no one understands. If it’s too late, everyone’s forgotten.”
—*Anna Wintour, editor-in-chief, Vogue*

“We are all looking for the magic formula. Well, here you go: Creativity + Iterative Development = Innovation.”
—*James Dyson, founder, Dyson*

“Innovation has nothing to do with how many R&D dollars you have. When Apple came up with the Mac, IBM was spending at least 100 times more on R&D. It’s not about money. It’s about the people you have, how you’re led, and how much you get it.”
—*Steve Jobs, former CEO, Apple*

“In the modern world of business, it is useless to be a creative original thinker unless you can also sell what you create. Management cannot be expected to recognise a good idea unless it is presented to them by a good salesman.”
—*David Ogilvy, former chairman, Ogilvy & Mather*

“We often see companies with too many projects that are too incremental in nature.”
—*Accenture*

“Innovation isn’t an idea problem, it’s a recognition problem”
—*Mark Burkus, writer, Harvard Business Review*

Conclusion

This report outlines the best practices research undertaken by BPIR.com in the area of innovation. The best practices have been compiled under seven main headings. This new layout is designed to enable you to scan subjects that are of interest to you and your organisation, quickly assess their importance, and download relevant information for further study or to share with your colleagues.

Disclaimer: Recent information has been included in this report to ensure our readers are kept up to date with the latest research; where possible, permanent links have been provided. At the time of publishing, all links are live. We apologise in advance for any broken links that might occur after publication due to matters beyond our control.

We hope you have enjoyed this latest BPIR.com Best Practice Report.

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