



# I-SCORE

## INNOVATION SCORECARD FOR BUSINESS EXCELLENCE

| Name of Organisation  |      |          |           |            |           |            |
|-----------------------|------|----------|-----------|------------|-----------|------------|
| APPROACH              | NONE | REACTIVE | DEFINED   | INTEGRATED | REFINED   | INNOVATIVE |
| DEPLOYMENT            | NONE | SOME     | SOME KEY  | MOST KEY   | ALL KEY   | ALL        |
| RESULTS               | NONE | LIMITED  | FAIR      | GOOD       | VERY GOOD | EXCELLENT  |
| LEADERSHIP            |      |          |           |            |           |            |
| PLANNING              |      |          |           |            |           |            |
| INFORMATION           |      |          |           |            |           |            |
| PEOPLE                |      |          |           |            |           |            |
| PROCESSES             |      |          |           |            |           |            |
| RESULTS               |      |          |           |            |           |            |
| INNOVATION EXCELLENCE |      |          |           |            |           |            |
| BAND                  | 1    | 2        | 3         | 4          | 5         | 6          |
| SCORE                 | 0    | 1 - 199  | 200 - 399 | 400 - 599  | 600 - 799 | 800 - 1000 |



|  |  | APPROACH                 |                          |                          |                          |                          |                          |
|--|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  |  | NONE                     | REACTIVE                 | DEFINED                  | INTEGRATED               | REFINED                  | INNOVATIVE               |
|  |  | DEPLOYMENT               |                          |                          |                          |                          |                          |
|  |  | NONE                     | SOME                     | SOME KEY                 | MOST KEY                 | ALL KEY                  | ALL                      |
| 1 LEADERSHIP   | <b>A Senior Executive Leadership</b>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 1 Senior executives develop organisation's values that focus on innovation   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 2 Senior executives communicate organisation's vision, mission and innovation-focused values to employees & stakeholders | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 3 Senior executives demonstrate and reinforce their commitment to innovation excellence in day-to-day activities         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 4 Senior executives evaluate and improve the effectiveness of their innovation-focused leadership                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | <b>B Organisational Culture</b>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 5 Organisation translates its values into desired behaviours that encourage and support innovation                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 6 Organisation adopts innovation-focused policies and practices that support values                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7 Organisation has programmes to promote innovation culture  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |
| 8 Organisation reviews and closes gaps between current and desired innovation culture                                      | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |
| 2 PLANNING   | <b>A Strategy Development &amp; Deployment</b>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 9 Organisation has strategies that focus on innovation   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 10 Organisation's innovation strategies are aligned to the organisation's objectives and goals                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 11 Organisation establishes short-term and long-term goals for innovation strategies                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 12 Organisation develops action plans aligned to innovation strategies and goals   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 13 Organisation allocates resources for innovation activities  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 14 Organisation sets targets for employees linked to innovation strategies and goals                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15 Organisation measures its innovation performance against plans and reviews them regularly                               | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |
| 3 INFORMATION  | <b>A Management of Information</b>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 16 Organisation selects, collects and captures information related to innovation   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 17 Organisation shares information to encourage innovation and learning  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 18 Organisation analyses and uses information from various sources related to innovation                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 19 Organisation retains knowledge to support innovation  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | <b>B Comparison &amp; Benchmarking</b>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20 Organisation develops criteria for selecting comparative and benchmarking information to improve innovation performance | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |
| 21 Organisation uses comparative and benchmarking information to support its focus on innovation                           | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |

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|   |   | APPROACH                 |                          |                          |                          |                          |                          |
|---|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|   |   | NONE                     | REACTIVE                 | DEFINED                  | INTEGRATED               | REFINED                  | INNOVATIVE               |
|   |   | DEPLOYMENT               |                          |                          |                          |                          |                          |
|   |   | NONE                     | SOME                     | SOME KEY                 | MOST KEY                 | ALL KEY                  | ALL                      |
| 4 PEOPLE  | <b>A Human Resource Planning</b>  |                          |                          |                          |                          |                          |                          |
|   | 22 Organisation has human resource plans based on the organisation's innovation strategies  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 23 Innovation capabilities of potential recruits are assessed to support the innovation culture                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | <b>B Employee Involvement &amp; Commitment</b>  |                          |                          |                          |                          |                          |                          |
|   | 24 Organisation develops mechanisms to involve employees in innovation  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 25 Organisation develops mechanisms to encourage cross-functional activities and cross-cultural learning for innovation.              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | <b>C Employee Education, Training &amp; Development</b>   |                          |                          |                          |                          |                          |                          |
|   | 26 Organisation determines education, training and development needs of its employees based on organisational's innovation strategies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 27 Organisation delivers programmes to meet the education, training and development needs   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | <b>D Employee Health &amp; Satisfaction</b>   |                          |                          |                          |                          |                          |                          |
| 28 Organisation creates a conducive work environment for employees that support its focus on innovation | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |
| 29 Organisation measures and assesses employee satisfaction with the innovation focus                   | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |
| <b>E Employee Performance &amp; Recognition</b>   |   |                          |                          |                          |                          |                          |                          |
| 30 Organisation aligns performance appraisal to support innovation goals                                | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |
| 31 Organisation recognises and rewards employees for contributions to innovation                        | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |
| 5 PROCESSES   | <b>A Innovation Processes</b>   |                          |                          |                          |                          |                          |                          |
|   | 32 Organisation generates, gathers and screens creative ideas from all sources  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 33 Organisation incorporates new developments and changing requirements into innovations  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 34 Organisation involves employees and partners in the new product/service design and introduction process                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 35 Organisation has a relationship with customers to identify and address innovation opportunities                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 36 Organisation validates innovation projects   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 37 Organisation implements innovation to achieve business outcomes  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 38 Organisation reviews the management of innovation projects   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 39 Organisation protects knowledge related to innovation  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 40 Organisation assesses risks related to innovation  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | <b>B Process Management &amp; Improvement</b>   |                          |                          |                          |                          |                          |                          |
|   | 41 Organisation seeks breakthrough improvements in key business processes for value creation  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 42 Organisation evaluates and improves its management of innovation processes for product, service and business process innovations   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | <b>C Supplier &amp; Partnering Processes</b>  |                          |                          |                          |                          |                          |                          |
| 43 Organisation involves suppliers and partners in innovation activities                                | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |
| 44 Organisation incorporates feedback from partners and suppliers into innovation plans                 | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |

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| RESULTS   |  | NONE                     | LIMITED                  | FAIR                     | GOOD                     | VERY GOOD                | EXCELLENT                |
|---|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|   |  | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        |
| 6 RESULTS   | <b>A Customer Results</b>  |                          |                          |                          |                          |                          |                          |
|   | 45 Current levels and trends for customer satisfaction and retention indicators linked to innovation-focused strategies      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 46 Current levels and trends for relevant product and service performance indicators linked to innovation-focused strategies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | <b>B Financial &amp; Market Results</b>  |                          |                          |                          |                          |                          |                          |
|   | 47 Current levels and trends for the financial results linked to innovation-focused strategies                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 48 Current levels and trends for the marketplace results linked to innovation-focused strategies                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 49 Favourable comparison of financial and marketplace results with competitors or benchmarks                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | <b>C People Results</b>  |                          |                          |                          |                          |                          |                          |
|   | 50 Current levels and trends in employee involvement in innovation   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 51 Current levels and trends on employee education, training and development related to innovation                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | 52 Current levels and trends in employee satisfaction indicators related to innovation                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|   | <b>D Operational Results</b>   |                          |                          |                          |                          |                          |                          |
| 53 Current levels and trends for innovations  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |
| 54 Current levels and trends in the value created by innovation projects  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |
| 55 Favourable comparison with competitors and benchmarks on operational results linked to innovation-focused strategies | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                          |

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