



# 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 Leadership</b>						
	1 Senior leaders 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 leaders 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 leaders 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 leaders 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>						
	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>						
	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 and Knowledge</b>						
	16 Organisation selects, collects and captures information and knowledge 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 and knowledge 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 and knowledge 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>						
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 Engagement</b>						
	24 Organisation develops mechanisms to engage 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 Learning &amp; Development</b>						
	26 Organisation determines learning 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 learning and development needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>D Employee Well-being &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; Partnership Management</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 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 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 for employee engagement 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 for employee learning 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 for employee well-being and 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 for 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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