Information Material
Key Questions Addressed by the IsP®

The IsP® answers some of your most pressing questions regarding the success and management of innovation.

- Do we fully make use of our growth potential through innovations?
- How can we enhance the contribution of innovations to our financial bottom line?
- What do I need to do to become an innovation leader?
- How should we improve our innovation management? What factors are important?
- How do successful companies manage innovation? What can we learn from them?
Gap Analyses Against Innovation Leaders with IsP®

The IsP® tells you where you stand with your innovation success and management compared with innovation leaders.
The IsP® tells you where you stand with your innovation management with regard to key drivers of innovation performance.

**Characteristics**

- The IsP® offers you an **easy and actionable** way to check your innovation management against **best practices**.

- The IsP® is based on **scientifically founded** results on success factors of innovations.

- Through **benchmarking**, we directly compare your company’s innovation management with **innovation leaders**.

- The IsP® follows a **holistic approach** and considers a broad spectrum of **factors that influence innovation success** (e.g. process, culture, portfolio management, strategy, project management, cross-functional collaboration, organization, open innovation etc.).
The Benchmarking Process

By means of a survey, we define your individual benchmarking score. Subsequently, we are able to derive a first set of recommendations.

1. **Questionnaire Analysis**
   - Survey among multiple experts in your company by means of a standardized questionnaire.
   - Determination of the status quo of your company’s innovation management.

2. **Benchmarking Results**
   - Evaluation of your innovations’ economic performance in comparison to innovation leaders.
   - Comprehensive benchmarking profile of strengths and weaknesses of your company’s innovation management in comparison to innovation leaders.

3. **Recommendations**
   - Derivation of practical recommendations in order to improve your company’s management of innovations.
The Benchmarking Process (continued)

Through personal interviews, we adapt the results of the benchmarking analysis to the specific needs of your company. Subsequently, we present and discuss them with you.

4 Personal interviews
- In-depth interviews in your firm in order to verify quantitative benchmarking results.
- Adaptation of the recommendations to the specific situation of your company.

5 Customized recommendations
- Derivation of customized and detailed recommendations to improve your company’s management of innovations.
- Prioritization of recommendations.

6 Presentation of the results/Implementation
- Presentation of the results in your company.
- Discussion on implementing the recommended actions items in your firm.
- If required, support of implementation process.
The Benchmarking Data

Your innovation management is compared to the management of innovations of highly successful companies (innovation leaders).

The survey among various experts from differing functional areas and hierarchical positions allows the analysis of diverging perspectives in the firm.

<table>
<thead>
<tr>
<th>Your Firm</th>
<th>Our Database</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professionals (experts) from differing functional areas and hierarchical levels:</td>
<td></td>
</tr>
<tr>
<td>Top Management</td>
<td></td>
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<tr>
<td>Research &amp; Development</td>
<td></td>
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<tr>
<td>Manufacturing</td>
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<tr>
<td>Marketing</td>
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<tr>
<td>Sales</td>
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<tr>
<td>Innovation Management</td>
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<tr>
<td>New Business Development etc.</td>
<td>• Database: &gt; 300 companies/SBUs</td>
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<tr>
<td></td>
<td>• Each firm surveyed on their innovation management and innovation performance.</td>
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<tr>
<td></td>
<td>➔ &quot;Best Practices&quot; from the data base are used as the benchmark.</td>
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<tr>
<td></td>
<td>➔ These (innovation leaders) are the firms with the highest level of innovation performance.</td>
</tr>
</tbody>
</table>

Benchmarking of Innovation Management

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The Innovation Success Matrix

The innovation success is measured in two dimensions: Growth and Profitability

Profitability through innovations:
- Profitability (RoI) of innovations
- Contribution of innovations to firm profitability
- Relative profitability of innovations compared to competitors

Growth through innovations:
- Commercial success rate of innovations
- Percentage of sales generated by innovations
- Contribution of innovations to the firm’s sales growth

Growth through innovations:

Profitability through innovations:

Innovation Leaders

Followers
Various benchmarking analyses give you a detailed view on the quality of your innovation management.

Internally perceived need for action

Comparison to innovation leaders

Comparison to innovation leaders/followers with regard to most relevant aspects

Prioritization of areas of improvement and derivation of actionable recommendations
Executive Summary - Advantages of the IsP®

The IsP® …

... is based on solid scientific research. It uses the results from many years of scientific research into the drivers of innovation success.

… brings in a lot of experience. The benchmarking team has the expertise from more than 300 similar benchmarking projects across multiple industries.

… provides a comprehensive and accurate picture of a firm’s innovation management. We address multiple drivers of innovation success such as processes, strategy, portfolio management, organization, teams, project management, culture, incentives, cross-functional collaboration, international orientation, open innovation etc.

… offers a customized report. The benchmarking provides a detailed strength and weakness profile of the participating client vis-à-vis innovation leaders. Recommendations are tailored to the needs of the respective client.

... delivers actionable solutions. Recommendations based on the benchmarking can be implemented very quickly.

... has a long-term approach. Participants can repeat the benchmarking process to check the progress being made.

... is very efficient. Participants receive their benchmarking results and recommendations in a short period of time. Action items can be focused on the most relevant bottlenecks. Time-consuming and costly consulting projects can be avoided.

… is affordable. The costs of the benchmarking are low to moderate and depend on your individual requirements.
References

In the past, many well-known companies from various industries participated in the InnovationsuccessPanel (IsP®).

„The IsP® showed us in a straightforward and actionable way on how to improve our management of innovations. “

Manfred Quirmbach,
Director Research and Development, Grohe

„The IsP® gives us the ideal possibility to benchmark our strength in innovation against our competitors on a regular basis. “

Dr. Werner Wessling,
Head of Corporate Development, LTS

„With the help of the IsP®, we analyzed the efficiency and effectiveness of our innovation process in a comprehensive way. Learning from the key success factors, we were able to quickly implement solutions to improve our innovation management. “

Jürgen Griebsch,
Senior Executive President, Corporate Marketing, BSH – Bosch und Siemens Hausgeräte GmbH
Customized Benchmarking Offers

Based on your individual set of preferences, we offer three customized packages.

<table>
<thead>
<tr>
<th>1. Questionnaire analysis</th>
<th>Basic</th>
<th>Standard</th>
<th>Premium</th>
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<tbody>
<tr>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>2. Benchmarking results</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>3. Recommendations</td>
<td>✗</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>4. Personal interviews</td>
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<td>5. Customized recommendations</td>
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<td>✔</td>
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<td>6. Presentation of the results</td>
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