



Developing innovation management capabilities: the IMP³rove approach

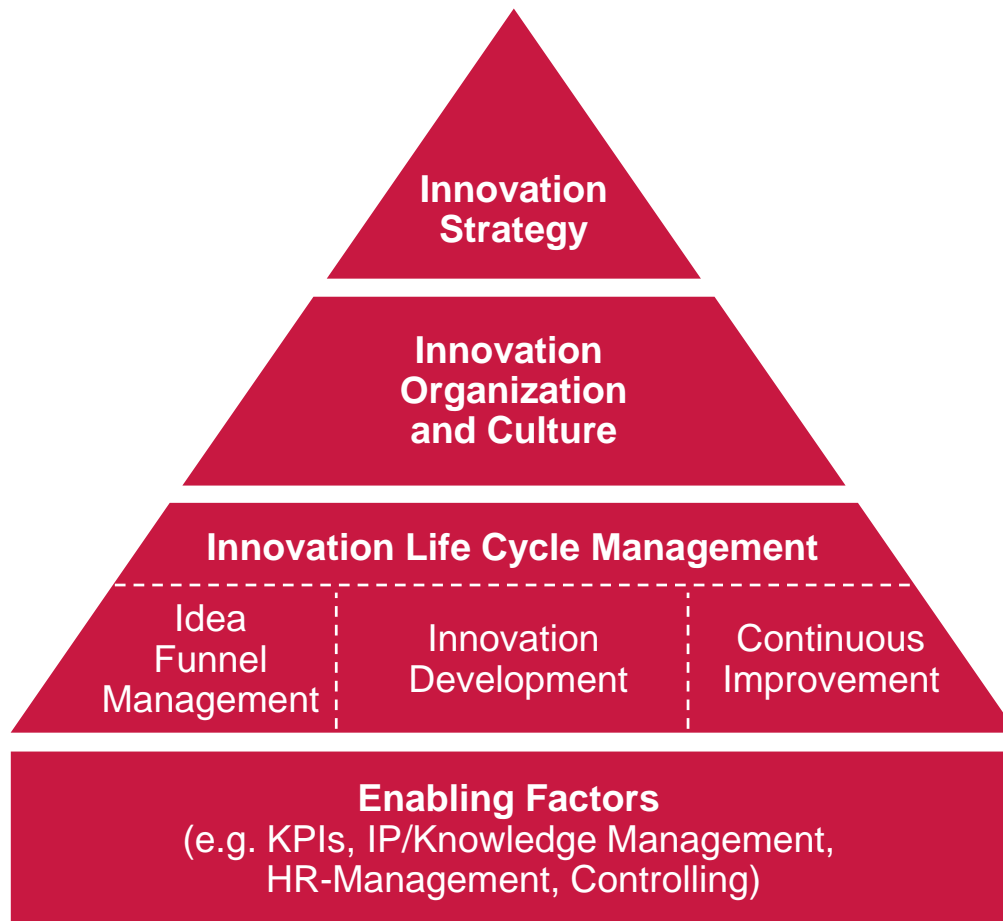
Dr. Eva Diedrichs

*17th March 2013,
Technology Innovation and Entrepreneurship Center*

Cairo Smart Village, Egypt

Excellent innovation management requires capabilities in all dimensions of the “A.T. Kearney House of Innovation”

A.T. Kearney House of Innovation



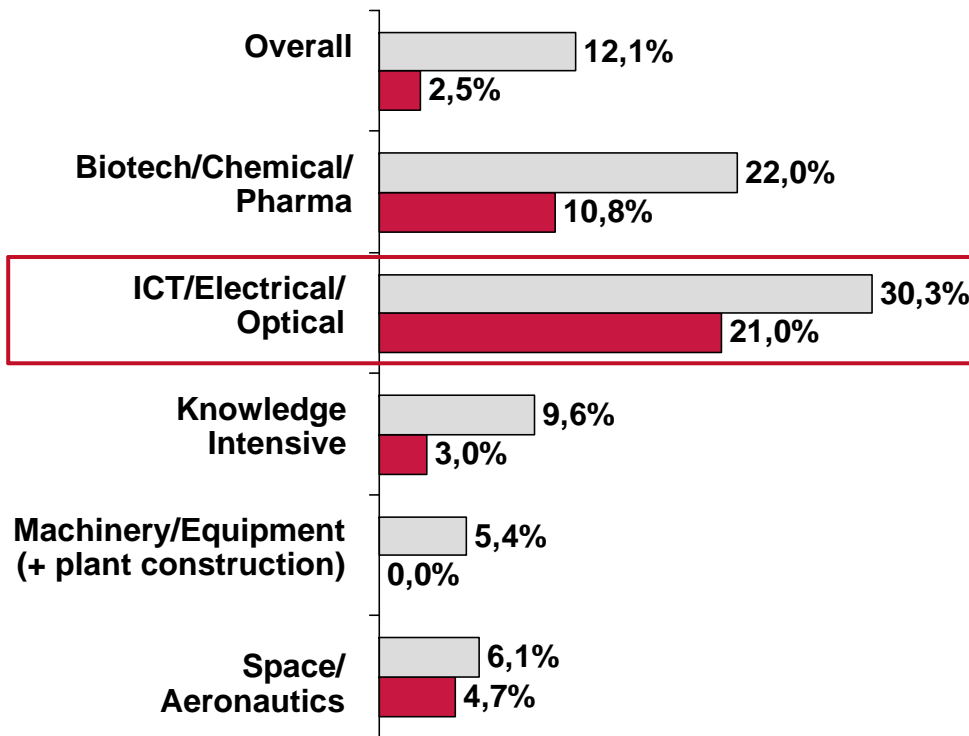
Best Practice Innovation Management

- ☑ Sharply defined **innovation strategy**
- ☑ **Organized for innovation** with entrepreneurial culture
- ☑ Comprehensive **innovation life cycle management** optimized for efficiency, speed, and continuous improvement
- ☑ Right **enabling factors** in place

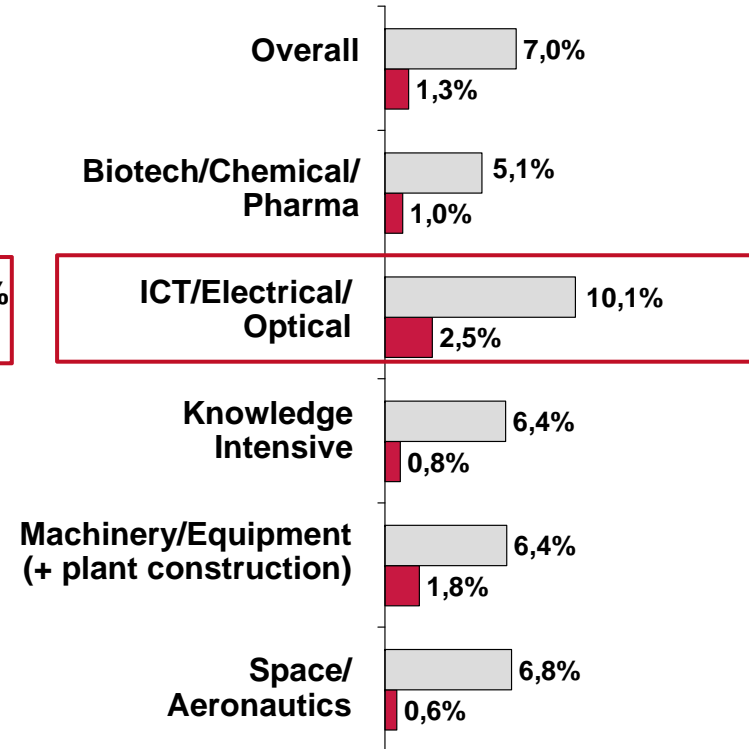
In some industries risk-taking and fast innovation are key success factors

Preliminary results

Innovation profile of Growth Champions
(Innovation income as % of total income; median)



Innovation profile of other SMEs
(Innovation income as % of total income; median)



Incremental Innovation
 Radical Innovation

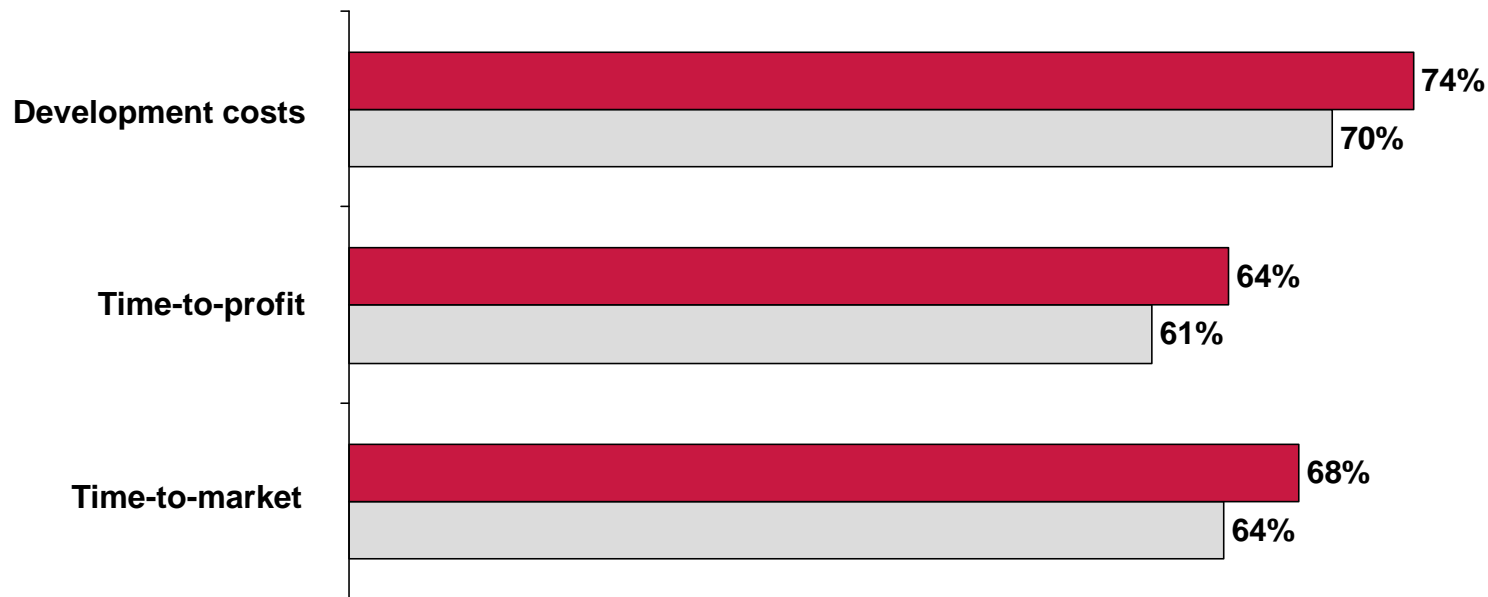
Source: IMP³rove, 2011; N = 1516; www.improve-innovation.eu

Source: IMP³rove Global Coordination Team, 2011; www.improve-innovation.eu; IMP³rove is a registered trademark

Growth Champions more systematically define innovation-specific process parameters in order to measure their innovation activities

Preliminary results

Average percentage of projects where the following process parameters are defined (median values)



■ Growth Champions □ Other SMEs

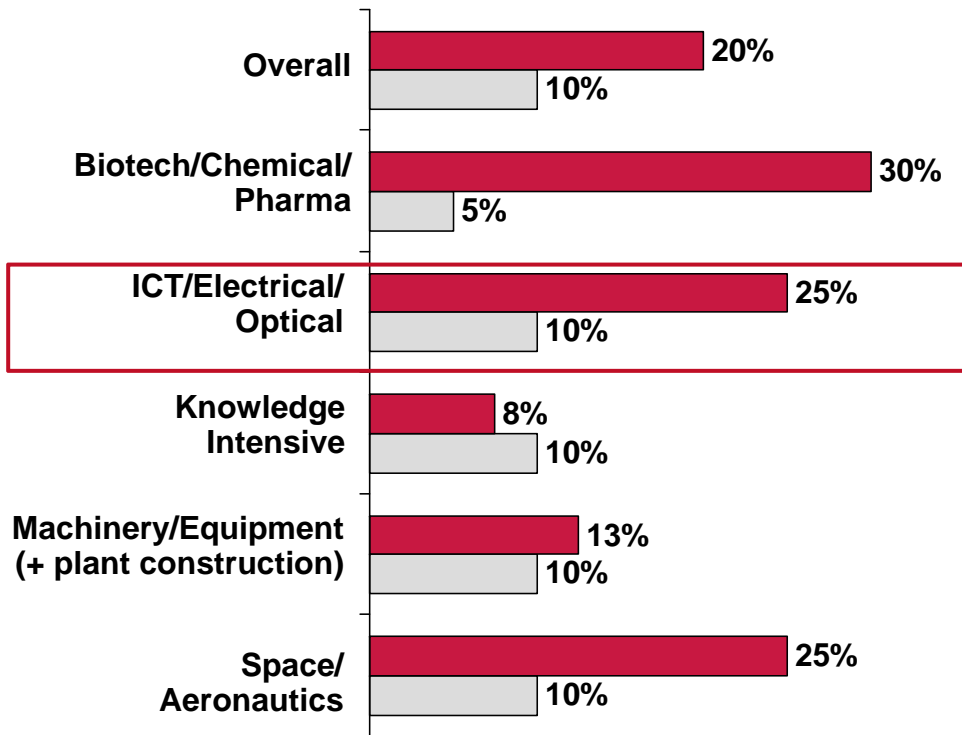
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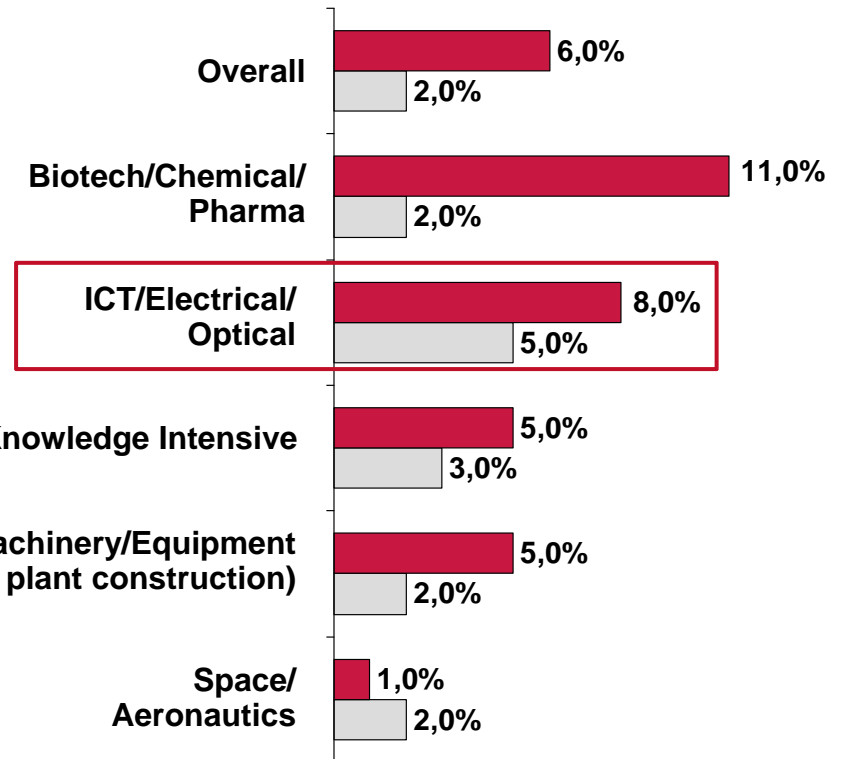
Growth Champions plan their innovation activities more for the long term than others

Preliminary results

Budget set aside for long-term innovation projects, in % (median values)



Past expenditures on innovation as % of income from sales (median values; average over the last 4 years)



■ Growth Champions □ Other SMEs

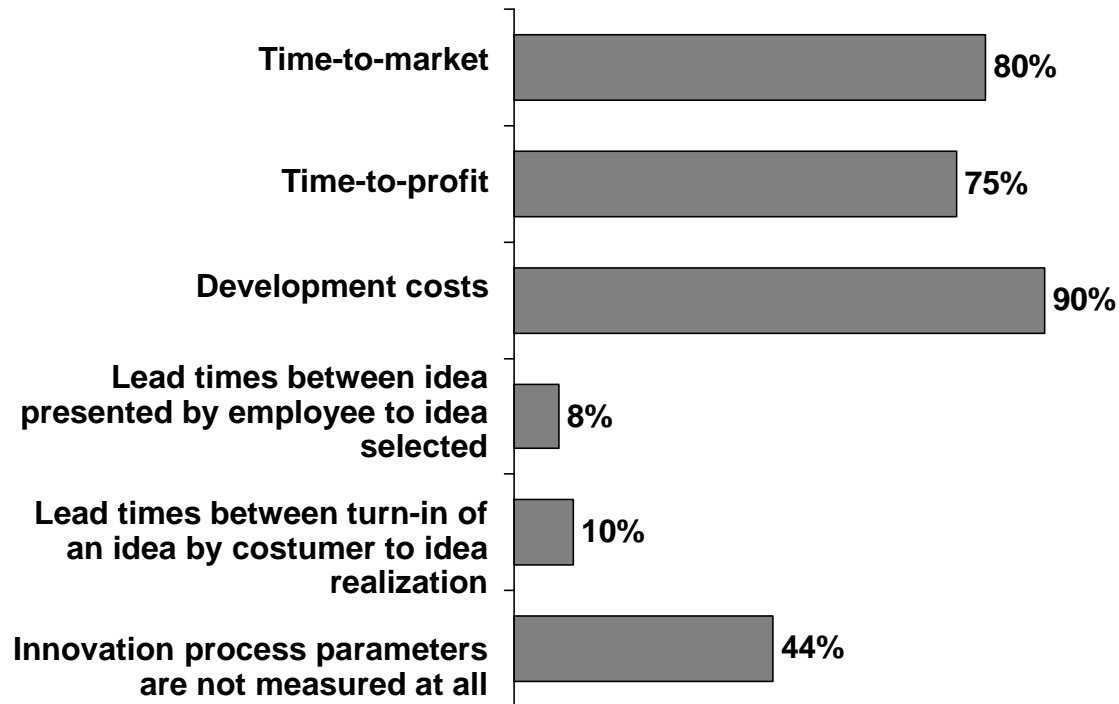
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Results show that SMEs lack transparency on their performance in Innovation Life Cycle Management....

Preliminary results

Percentage of projects in the last 3 years where innovation specific process indicators have been defined (median values)



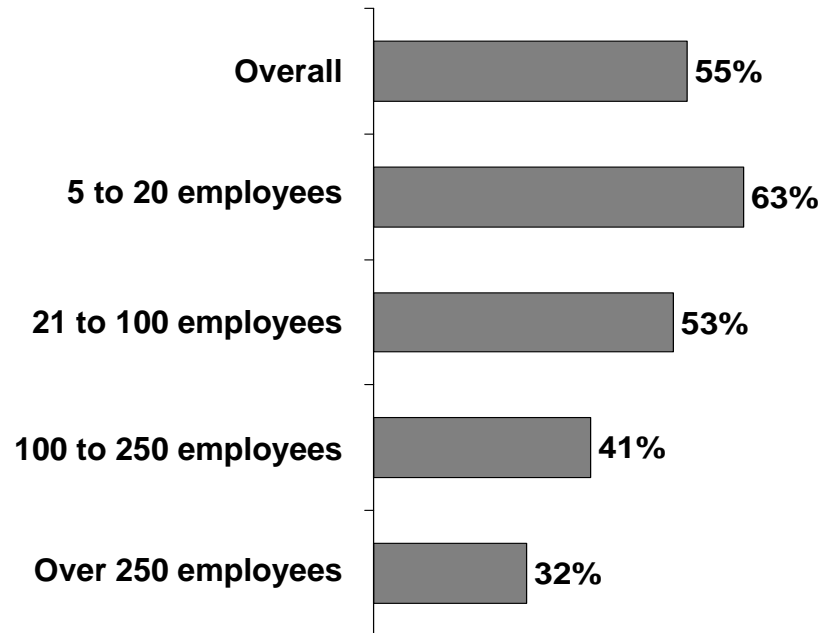
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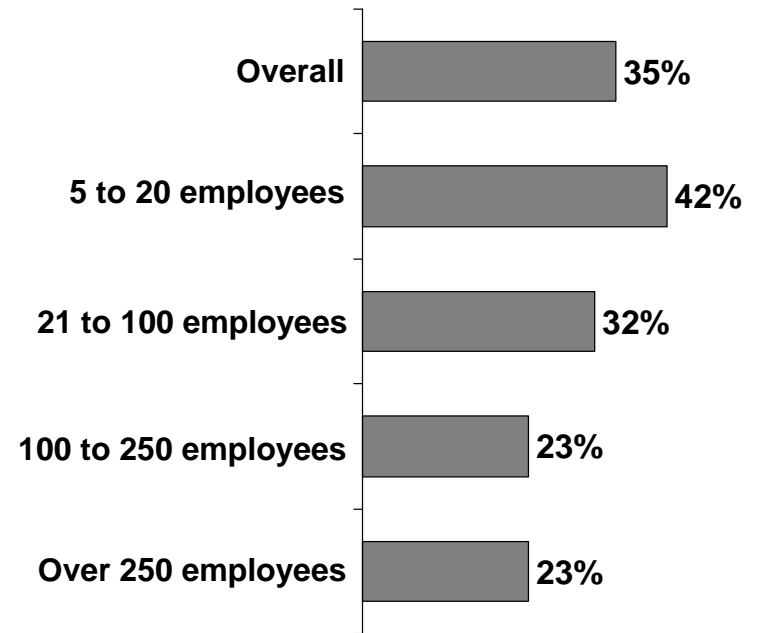
.... and lack a systematic approach towards Innovation Management; especially smaller ones

Preliminary results

% of companies that have hardly any formal development processes in place



% of companies that have NO formal system of idea generation and recording in place



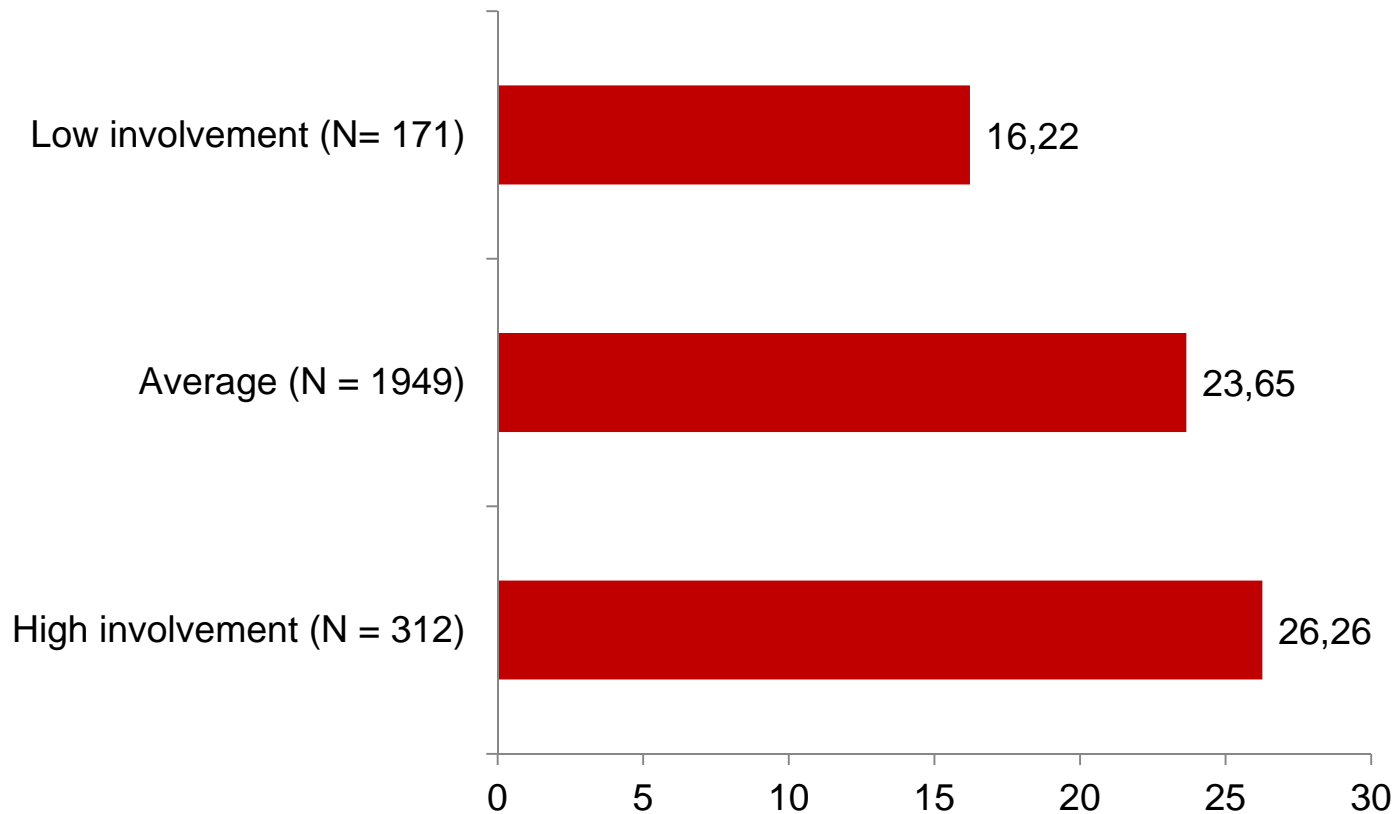
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Customer involvement increases the share of EBIT from innovation

Preliminary: Status Jan. 2013

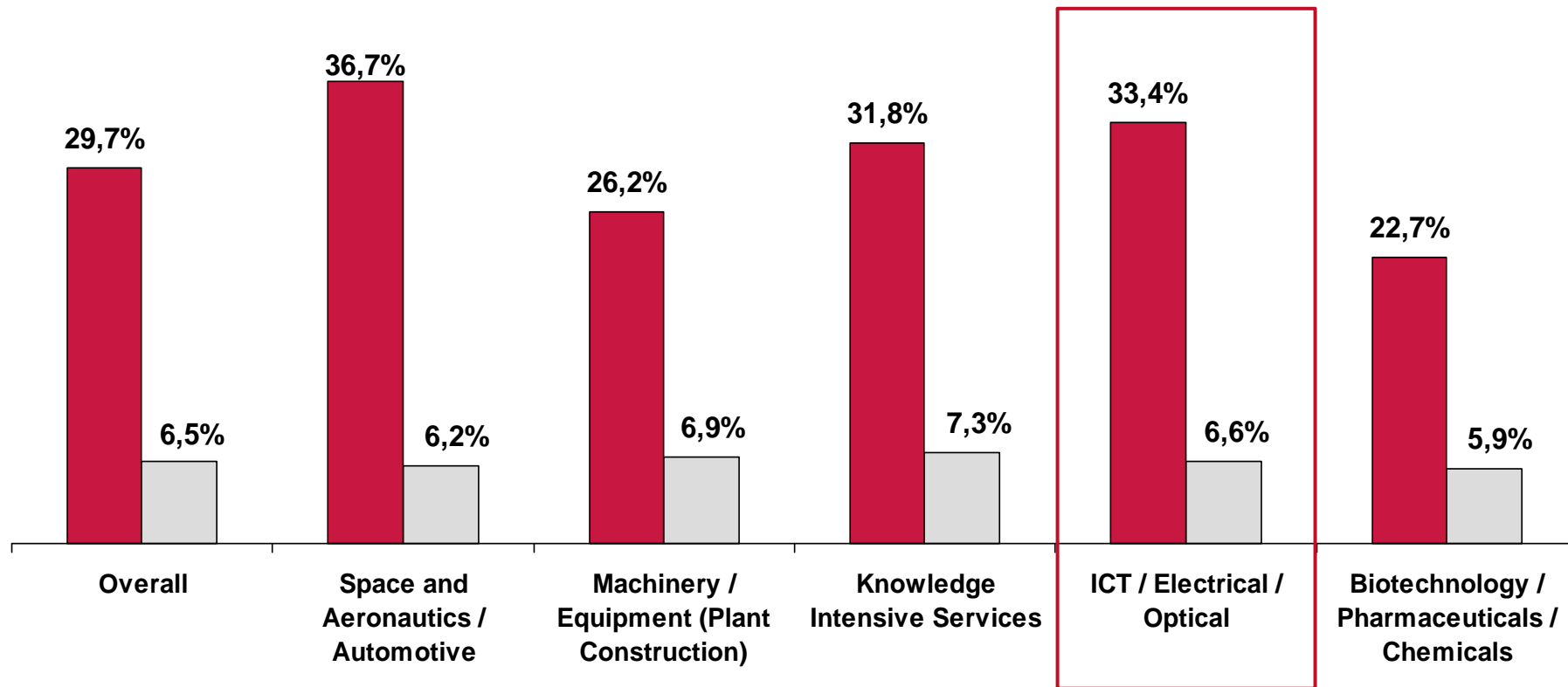
Overview on estimated share of EBIT from innovation in relation to customer involvement (in per cent)



Innovation results: The IMP³rove database delivers the proof for innovation management as a key driver of growth

Annual growth rate of income from sales over the last 4 years (median)

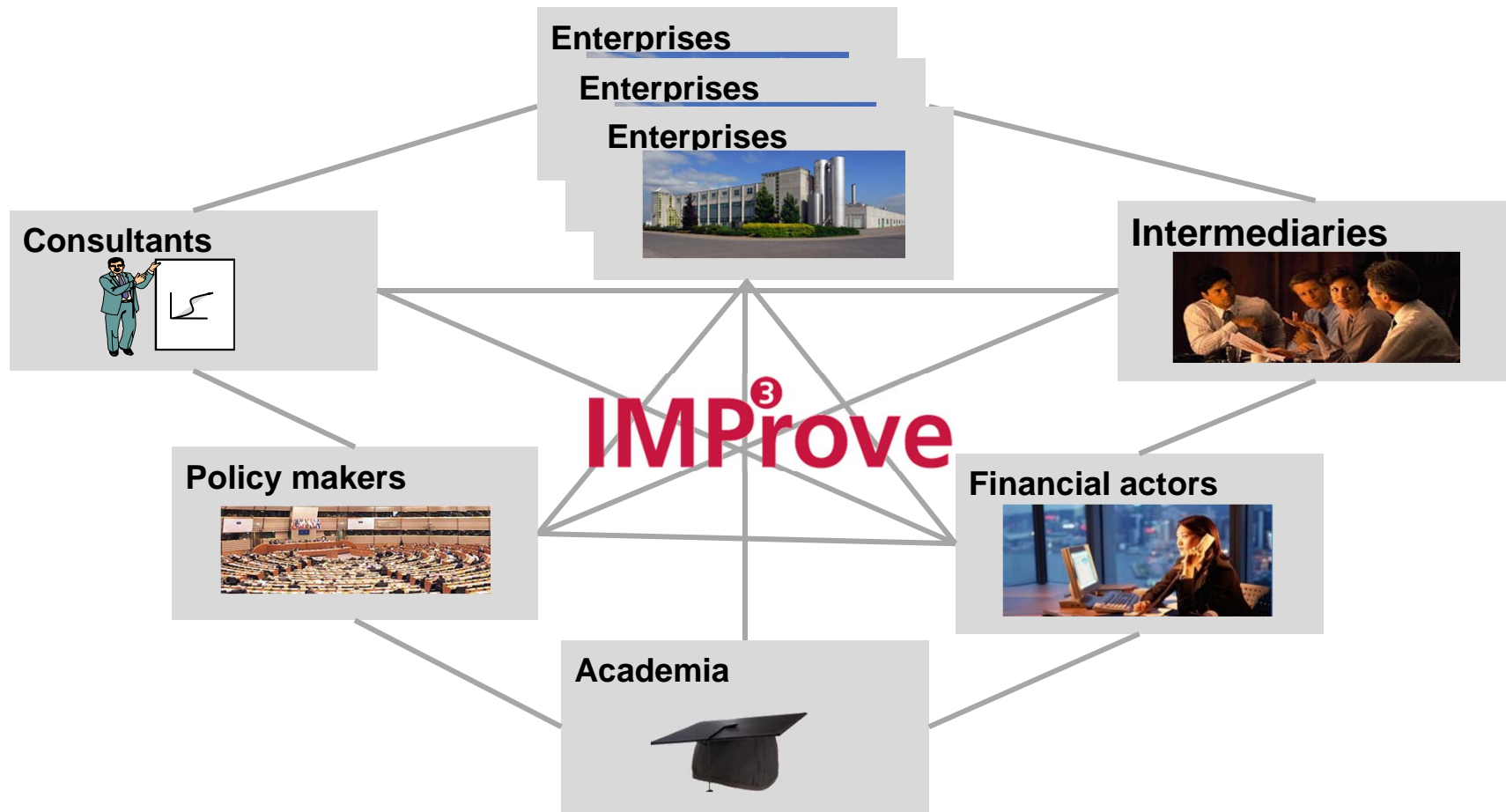
Preliminary results



■ Growth Champions □ Other SMEs

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The IMP³rove approach not only addresses the SMEs' innovation capabilities – the entire eco-system is included



Each stakeholder's needs will be met

Addressing innovation eco-system stakeholders' needs

Enterprises



Innovation Management support along the value chain

Financial actors



Increasing their portfolio's value by improved innovation management

Consultants



Innovation Management consulting effectiveness

Academia



Education programs in Innovation Management and entrepreneurship

Intermediaries



Increased proficiency in innovation management support

Policy makers



Providing insights in drivers and barriers of competitiveness and innovation capabilities

IMP³rove has been adopted around the globe

Publicly funded programs (examples)



Australia: Developing manufacturing companies in the state of Queensland



France: National innovation agency supported the IMP³rove Assessment for KIS companies



Germany: “Golnno” voucher program combining with the IMP³rove Assessment



UK: Scottish Enterprise to provide additional support services to high-growth SMEs



Hungary: Developing an IMP³rove based innovation eco-system by training consultants and supporting SMEs in improving their innovation capabilities and competitiveness



Serbia: Assessing 150 SMEs to further develop their innovation performance and competitiveness



North African countries: With the support of the European Union the innovation eco-system will be developed in **Tunisia, Morocco, Lebanon and Egypt**



Egypt: Assessing ICT companies and developing a national support program with the aid of the European Union

For further information please do not hesitate to contact:



**Dr. Eva Diedrichs
A.T. Kearney GmbH
Kaistrasse 16 A
D-40221 Düsseldorf**

Tel: +49 (0)211 1377 2266
Fax: +49 (0)175 13 2659 266
improvecoreteam@atkearney.com