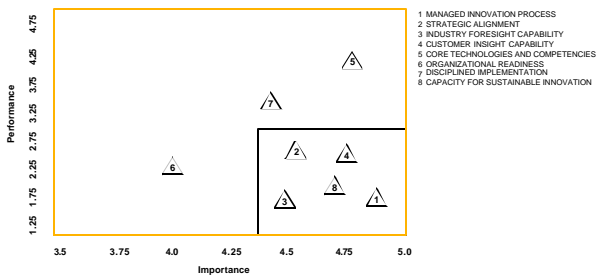


Innovation Diagnostic

Establishing a baseline for creating a culture of innovation

The *Innovation Diagnostic* is the first step in building a culture that embraces, applies and supports innovation as a key driver of competitive advantage. InnovationPoint's proprietary diagnostic makes a quantitative and qualitative assessment of an organization's innovation effectiveness along eight key dimensions, identifying the ways in which current organizational structures, practices and cultural norms enable or inhibit successful innovation.



The diagnostic identifies current strengths and methodologies that can be leveraged more broadly across the organization.

Organization-wide Innovation Best Practices

	BU 1	BU 2	BU 3	BU 4	BU 5	BU 6	BU 7	BU 8
1 MANAGED INNOVATION PROCESS	0		0		0			
2 STRATEGIC ALIGNMENT								
3 INDUSTRY FORESIGHT CAPABILITY	0		X					
4 CUSTOMER INSIGHT CAPABILITY	0		0		0			
5 CORE TECHNOLOGIES AND COMPETENCIES								
6 ORGANIZATIONAL READINESS	X	0						
7 DISCIPLINED IMPLEMENTATION	X	X						
8 CAPACITY FOR SUSTAINABLE INNOVATION	X		X		X		X	

0 = Area of strength/Competency to share
X = Area of weakness

It identifies specific barriers to innovation and captures respondents' ideas for overcoming them. The final deliverable includes analysis and interpretation of findings and a preliminary road map for developing sustainable innovation practices.

Process

After a brief planning phase, the diagnostic tool is customized depending on the organization's situation. It can be administered either by email or as a web-based tool.

The process seeks input from key stakeholders from different levels, functions, business units and geographies across the organization, gathering not only their opinions and insights but also building

enthusiasm, momentum and commitment to their role in driving change.

If appropriate, the assessment may be supplemented with qualitative interviews with selected stakeholders. After synthesizing and analyzing the results, a planning session engages a decision-making/implementation team to review the results and implications and develop a plan of action.

Next Steps

The diagnostic leads to a variety of next steps that enable the organization to begin building a culture of innovation, for example:

- ▶ Refining current best practices and planning how to leverage them across the organization
- ▶ Benchmarking the innovation best practices of other companies, so they can be adopted and modified
- ▶ Redefining organizational structures/ functions in ways that foster cross-functional collaboration
- ▶ Building an "Innovation Community of Practice" that enables an organization to maintain a central repository of innovation knowledge, research, insights, market drivers, opportunity areas and "seed ideas", share and leverage best practices, and collaborate across business units and geographies

About InnovationPoint

InnovationPoint LLC helps Fortune 1000 and fast-track organizations drive profitable topline growth by taking a strategic approach to innovation. By blending non-traditional and conventional consulting approaches we work with forward-looking teams to identify breakthrough opportunity areas, define innovative strategies and business models, pursue new markets and ventures, revitalize partner and customer relationships, and create customer-inspired products and services. We help organizations create sustainable competitive advantage by developing and institutionalizing a capacity for strategic innovation.

InnovationPoint's clients include Hewlett-Packard, Cisco, Philips, 3M, Frito-Lay and Nestlé.