

MEASURING INNOVATION

Category	Innovation	Innovativeness	Readiness
Individual	Experience, Experience with risk technologies (1), Tenure (1), Knowledge generality (1), Extent of exploration (1)	No of ideas(9), Invention disclosures (10), Patent filings (9), Pilots created, Impact of work on current products/operations (8)	Experience with Technology(8), Risk taking(7), Interaction(8), Competetition acquisition(7)
Team	Employee satisfaction (2), Creativity, Number and quality of patents (2), Cost versus budget, IP management	Technology adaptiveness(8), Continuous Learning(8), No.of suggestions(8), Reward system(8), Patents per employee(9)	Failure tolerance(7), Goal stability(8), Collective orientation(7), Support of new ideas(11)
Project	Cost versus budget, Number and quality of patents (2), R&D spending (5), R&D effectiveness (3), Productivity (2)	Patent applications (9), Invention disclosures(10), Patent citations(9)	Technology analysis ability(16), Agile decision making(11), Talent integration(12), Tacit knowledge(15)
Product	Performance of creation (3), Product performance (3), Product risks (3), Product quality (3) , Innovation level (3)	Time to market(18), Product quality(6), Reliability(7), Innovation level(7), Sustaining competition(18)	Legality(7), Degree of uncertainty(18), Side effects(18), Environmental impact(7)
Process	R&D spending (5), Patents (1), Extent of exploration (1), Citations (1), Spin-out (1), Productivity (2), External collaboration	Effect on costs(17), Operational work flow(11), Performance monitoring(17), Productivity(11)	Risk planning(7), Project delay(7), Resource availability(14), Knowledge accumulation system(11)
Firm	Innovation culture and strategy (3), Knowledge absorption (3), R&D effectiveness (3), Top management commitment (3)	Maintaining leadership(11), No of new products(12), Need for new resources(11), Influence on strategy(12), Skills, Discontinuity product/service can generate (6)	R&D activity index(16), Technology analysis ability(16), Capicty to build the product(16), Marketing ability(16), Innovation management ability(16)
Industry	Sales of competitors, Margins and costs, Growth, Pipeline value (2), Extending patent lifetimes	Protection possibility[7], Competetive advantage[7], Product quality[7], Synergy potential[7]	Degree of uncertainty(12), Ease of production(12), Development efficiency(12), Competetiveness progress(14)
Ecosystem	New products/service (5), Talent creation, Live events, Project innovation, Technology transfer	Competition on market(14), Distribution channels (14), Entry strategy(13)	Readiness of partners(14), Dependance(7), Entry strategy(14), Spending on reputation and branding(7), Environmental support(7)
Service firm	Customer demand (3), Customer satisfaction (3), Market situation (3), Marketing effort (3), Marketing risks (3)	Ratio of new customers(14), Break even time(7), Retention rate(13), Customer complaints(7), Response time to requests(14), Perceived value(14),	Customer awareness(14), Product education(14), Integration/adaption costs(14), Trend/Duration of demand(14), Compatability(7)
Social Media	Number of hits/visits/views (4), Number of followers or friends (4), Repeat visits (4), Product/service ratings (4), Buzz indicators (4)	Community building(15), Product Information(15), Brand promotion (15) Reactional support (15), User education (15)	Support(initial) 15, Brand defense(15), Conference activities (15), User integration (15)

INNOVATION

Parameter	Description
Experience (1)	What is the experience of individual in handling new technologies?
Quality of patents (2)	How many patents got granted with respect to filings?
Product performance (3)	What is the improvement in performance with new innovation?
R&D spending (5)	How much money is being spent on research compared to the whole budget of product?
Top management commitment (3)	How encouraging is the top leadership about innovation, especially in terms of monetary commitments?
Customer demand (3)	What is the change in customer demand and does the change expected to hold on for long term?
Innovation level (3)	Is a high level of innovation reached?
Innovation culture and strategy (3)	Does the organization encourage an atmosphere of creativity?

INNOVATIVENESS

Parameter	Description
Ideas, Invention disclosures (9,10)	No of ideas produced and invention disclosures created towards the filing process
Pilots (8)	No of ideas transitioned into pilot projects
Patent filings (9)	Patent filing rate vs Invention discloures for effectiveness of ideas
Technology adaptiveness (8)	Span of technologies that a project team is comfortable with
Continuous learning (8)	Rate of new skills acquired over a period
Time to market (18)	Time taken for the new product to reach a critical mass
Effect on costs (17)	Cost of production and resulting amount in savings with new product/process
Need for new resources (11)	Resource requirements for new innovation, shows discontinuity
Protection possibility (7)	Is it easy to replicate by competitors? Status of IP protection
Customer complaints (7)	Complaints rate and resolution, to indicate the effect of new innovation on a service
New customers/Retention (14)	New customers acquired because of this innovation, Number retained
Reactional support (15)	Does you new social strategy helps in promotion while resolving basic issues?

READINESS

Parameter	Description
Experience with Technology (8)	Experience of an individual/team with the new technology
Risk taking (7)	Is the organization willing to take calculated risk in order to innovate?
Agile-decision making (11)	Are decisions made quickly?
Support of new ideas (11)	Are employees encouraged to submit new product ideas?
Goal stability (8)	Do the objectives of the innovation stay the same throughout the whole innovation process?
Project delay (7)	What was the average time of project delay? How many percent of the projects were delayed due to a lack of funding/lack of human resources?
Environmental support (7)	Does the environment support the innovation involving social and political factors, public interest and social acceptance of the product?
Education (14)	Is the innovation market ready? How much education is required to improve customer awareness?
Integration/Adaption costs (14)	How high are the costs of integrating this innovation with your current line-up?
Brand defense (15)	Is your social media team set up to act on flaming in the defense of your brand?

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