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enterprise europe



Business Support on Your Doorstep

NRW.Europa

Innovation Audit

A Self-assessment Tool

1st Euro-Mediterranean Brokerage Event on Research and Innovation

Dr. Bernhard Iking, NRW.Europa - ZENIT GmbH,
Cairo, 13th February 2014



Key facts

Zentrum für Innovation und Technik in Nordrhein-Westfalen GmbH

Mission

Support of innovation and technology, above all in SMEs, in North Rhine-Westphalia

Management

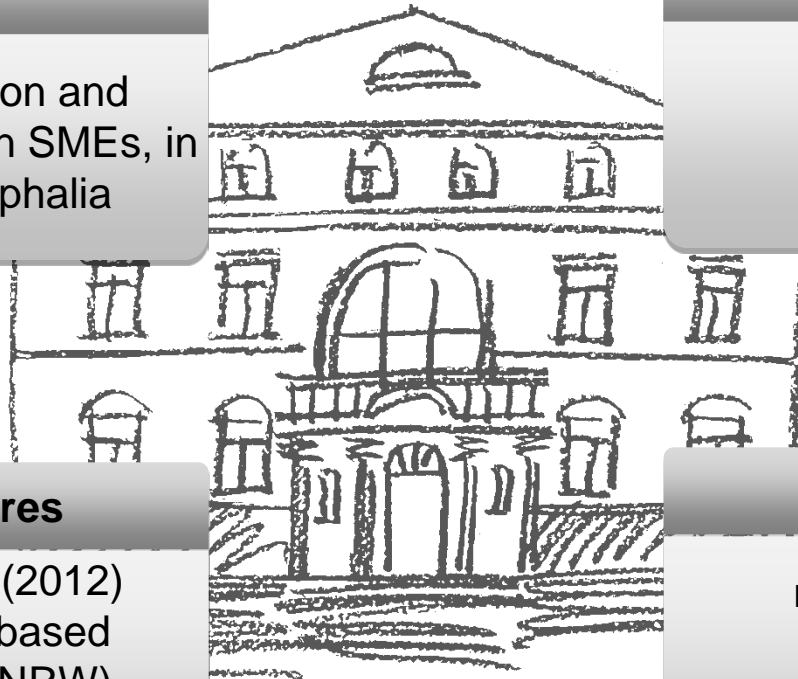
Dr. Herbert Rath
(Managing Director)

Facts and figures

€5 million turnover (2012)
Non-profit, project-based business, regional (NRW), nationwide and EU clients, established in 1984

Personnel

nearly 50 employees
Interdisciplinary team



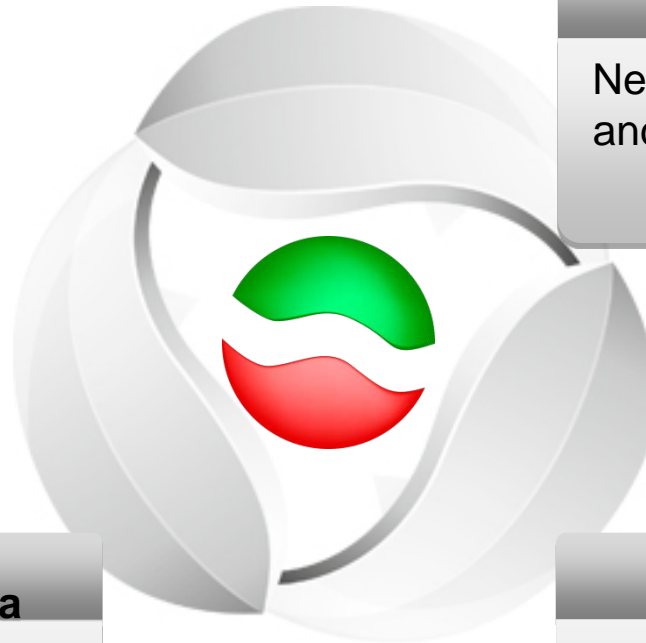
Shareholders

Established in 1984 as a Public-Private Partnership



Netzwerk ZENIT e.V.

Network of 180 primarily small and medium-sized enterprises from NRW



German State of North Rhine-Westphalia

Represented by:
Ministry of Innovation, Science and Research

Consortium of banks

NRW.BANK
WGZ BANK
Bankenvereinigung NRW



Consulting fields

Priorities and areas of expertise



Europe

EU information
Internationalisation strategies
Cooperation partner search

Funding

Information on funding
Evaluation of project ideas
Choice of programme
Application support

 **Funding Hotline (0208 30004-39)**

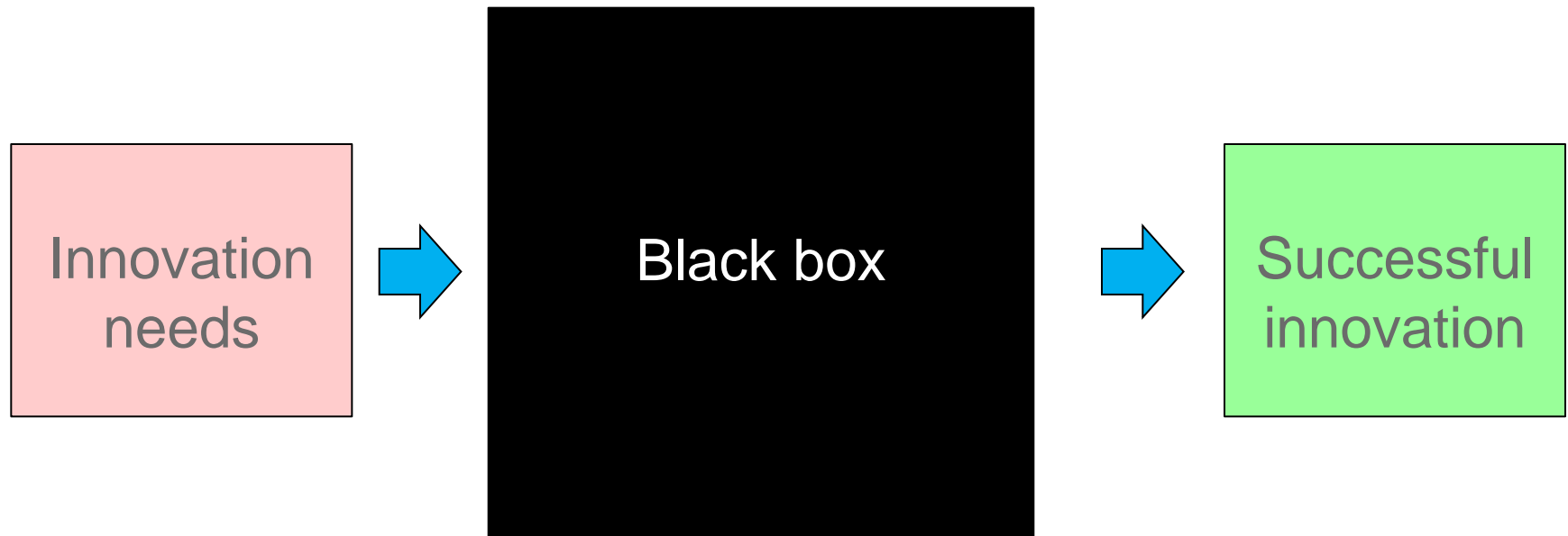
Innovation

International
technology transfer,
innovation management,
technology searches and
appraisals



What are we talking about?

Innovation Management



Illuminating the black box

Innovation Management

-
-
- Idea generation
- SWOT
- R&D
- Technology transfer
- Customized product development
- Market access
-
-

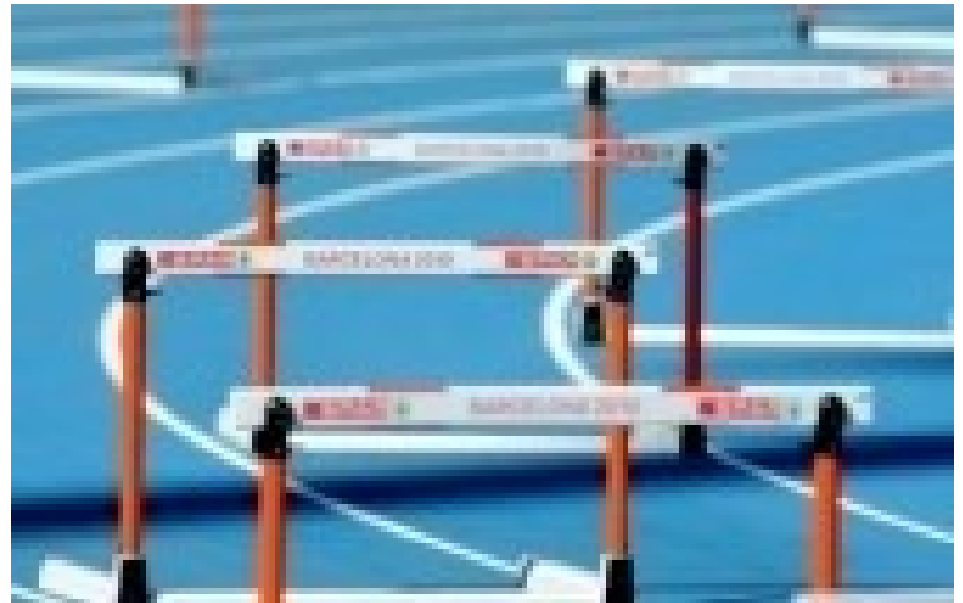
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Portfolio of innovation management tools

1. Innovation audit: Self-assessment Tool
nrweuropa.de/Innovationsaudit
(three levels: basic, advanced, professional)
2. Innovation audit (face-to-face)
3. SWOT Analysis
4. Structured but flexible innovation management support in cooperation with the NRW.Europa consultant
5. Technology Roadmapping with the goal of Technology Transfer
6. Others (depending on the needs of the SME)

Hurdles in innovation management

1. Identifying innovation management demands
2. Selecting innovation management tools
3. Applying innovation management tools
4. Achieving results, e.g. technology transfer etc.



Hurdle 1

Different views on what must be done to identify a demand and implement innovation management

- Time



+ Consultant: as much as necessary

+ Enterprise: as little as possible

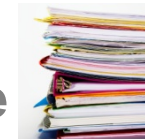


- Volume of information disclosed



+ Consultant: as much as possible

+ Enterprise: as little as possible



Hurdle 1

Different cultures / human factor

- Consultant

- + Innovation management has a business rationale

- + Innovation management support is goal-oriented

- Enterprise

- + Needing a consultant is considered defeatist

- + EEN service / consultant is not known

- + Disbelief that external solutions could help

- + Lack of awareness that external help is needed

- + NIH (Not-Invented-Here) syndrome

- + Tooth-brush paradoxon

Hurdle 2

Different evaluation about the benefit of an innovation management audit

- **Consultant**
 - + Basis for any further innovation management activity
 - + Creates “stomach ache” and thus demand for more
- **Enterprise**
 - + Cannot decide as outcome is uncertain
 - + An audit just makes the consultant smarter

Requirements of an innovation management self-assessment tool

- Closing the gap between the consultant's and the enterprise's point of view
- Easily handled by the enterprise
- Quickly applied by the enterprise
- Immediate results for the enterprise
- An eye-opening effect
- Awareness that more support is needed/advisable/useful

Summary / Conclusion

An innovation management self-assessment tool is perhaps not

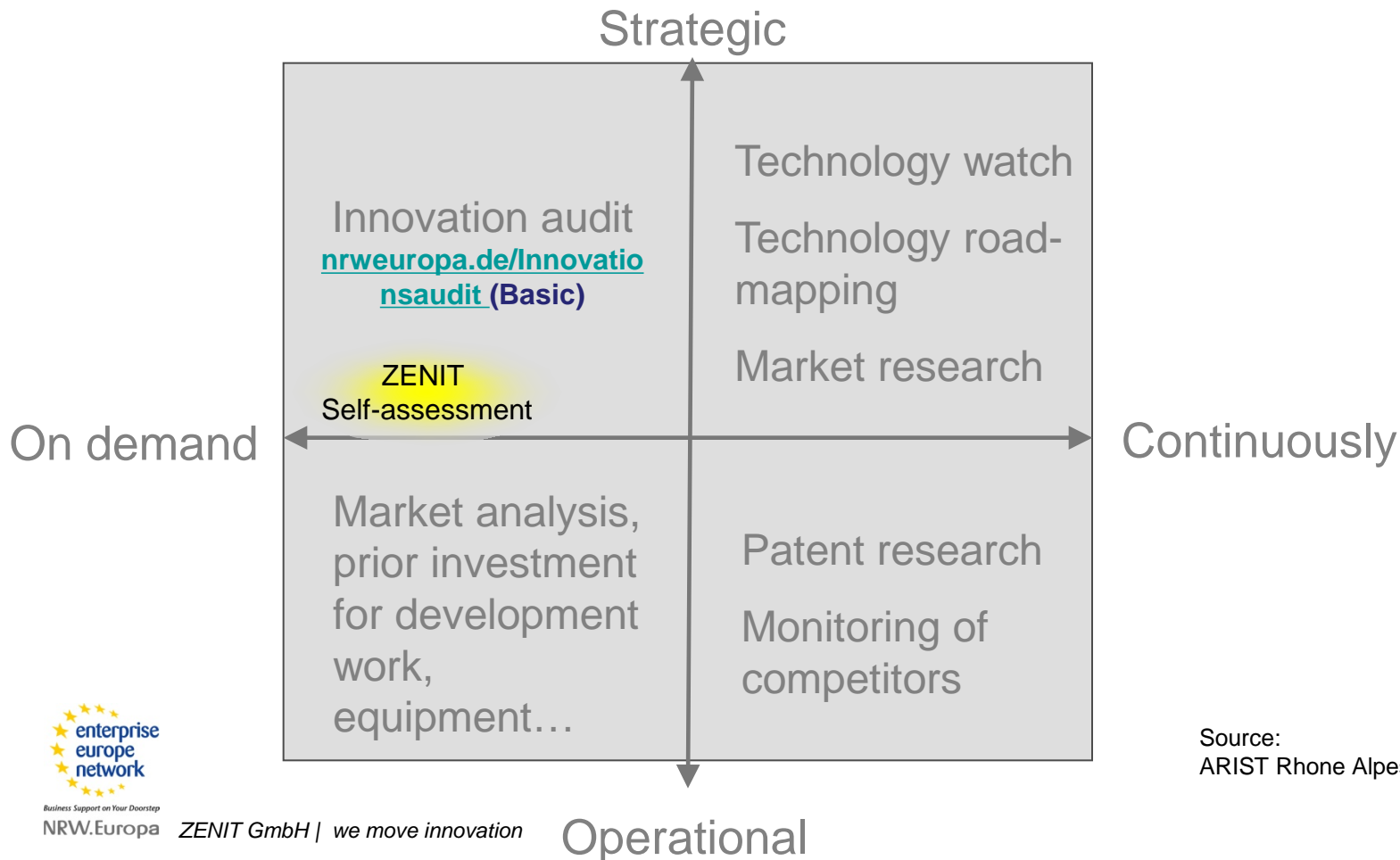
- **a highly sophisticated instrument**
- **sufficient to start successful innovation management support or technology transfer**

But it

- **is an appropriate first-step approach**
- **Is suitable to attract new clients**
- **creates awareness and paves the way for the application of special tools/support for successful innovation**

Innovation Self-assessment Tool: “Basic” version

How innovative is my company?



ZENIT Self-assessment

- **“Litmus” test with no differentiation between**
 - Sector
 - Targeted client
 - Size of enterprise
- **Online application**
- **Broad questions which may not always match reality**
- **Answers range from “I strongly agree”, “Never done it” to “Not applicable”**

ZENIT Online Self-assessment

- **45 questions in 8 categories**
 - All questions must be answered
 - 15 to 20 minutes
 - No fakes possible; check of mail address
- **Results**
 - Two diagrams/charts
 - Explanations for each category, comments and recommendations especially in categories with high amplitudes
 - Company-specific report by email (PDF)
- **Print view of both sides**
- **All data are recorded**
 - Individual data as well as choice of instrument
 - Answers and calculated results



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Self-assessment

In order to gain an unbiased impression from a bird's eye view, the analysis of an enterprise's innovation skills is generally performed by external consultants with specialist expertise.

"Guided" self-assessment along validated questions related to innovation activities in the enterprise can provide the entrepreneur with valuable information on measures to improve innovation.

We can offer you three possibilities to implement such an innovation analysis for your own enterprise. The level of detail and the quality of the report at the end naturally depends on the data you enter. The times given at the top of each module refer solely to the time needed to enter the data and are average values. It is possible to save data at intermediate stages in all the modules, so that data can be entered during several sessions if necessary.

DE **EN**

Welcome to the Innovation Audit

Email

First Name

Family Name

Organisation

[Terms of use](#)

I do accept I do not accept

You can test your enterprise's innovation skills here:

Basic	Advanced	Professional
Strengths-Weaknesses-Analysis in eight innovation management categories Simplified Evaluation 20 minutes)	Validated innovation audit in co-operation with TCW Benchmarking Report (90 minutes)	INNOSCORE – Scientifically tested innovation audit, including validated benchmarking option and exclusively for enterprises in the mechanical engineering and electrical industry Benchmarking Report - Short version (free of charge) 150 € *) (120 minutes)

Contact

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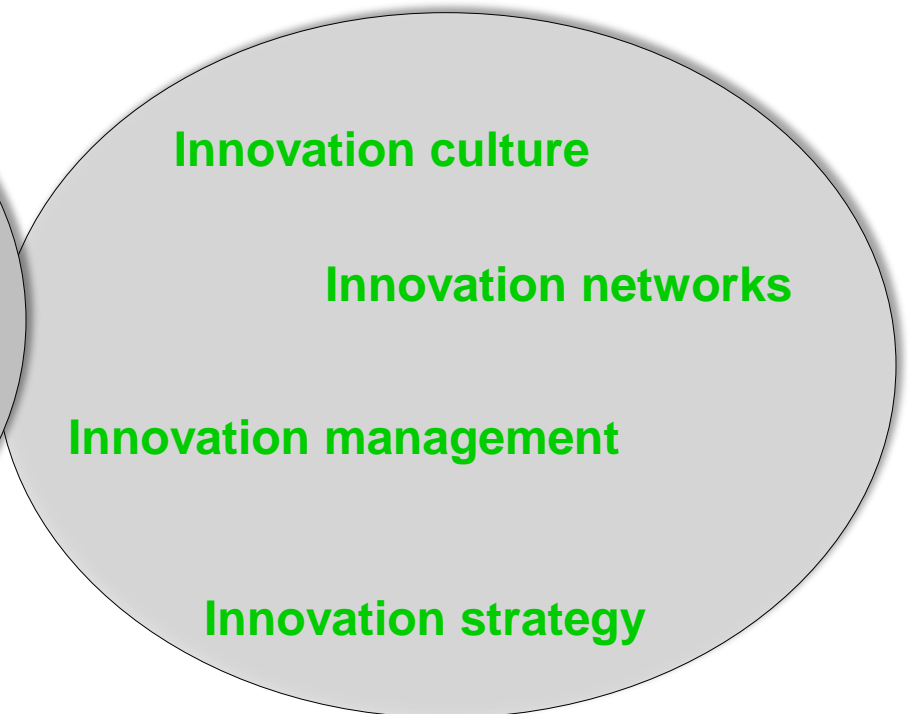


Eight categories for the self-assessment

“Hard” factors



“Soft” factors



<http://nrweuropa.zenit.de/Innovationsaudit>



Self Assessment

Basic

Questionnaire

Evaluation Summary

DE EN

RANDOM

RESET

BRIEF/EXTENSIVE

PRINT VIEW

1. Innovation Culture

- Innovation in new products and/ or new processes and/ or new organisational issues is of most importance for our company.

I strongly agree I strongly disagree
- In our company, people can bring in ideas, opinions and suggestions for improvements without being criticised.

I strongly agree I strongly disagree
- Our management devotes the following percentage of total working time to innovation topics:

Almost 100 % Approx. 80 % Approx. 60 % Approx. 40 % Approx. 20 % No time at all
- In our company, failure and trying again with new ideas, technical developments and innovations is not a problem.

I strongly agree I strongly disagree
- Different ideas, views, experiences and knowledge can be discussed frankly and openly.

I strongly agree I strongly disagree
- We train our personnel in new technologies and innovation-related aspects.

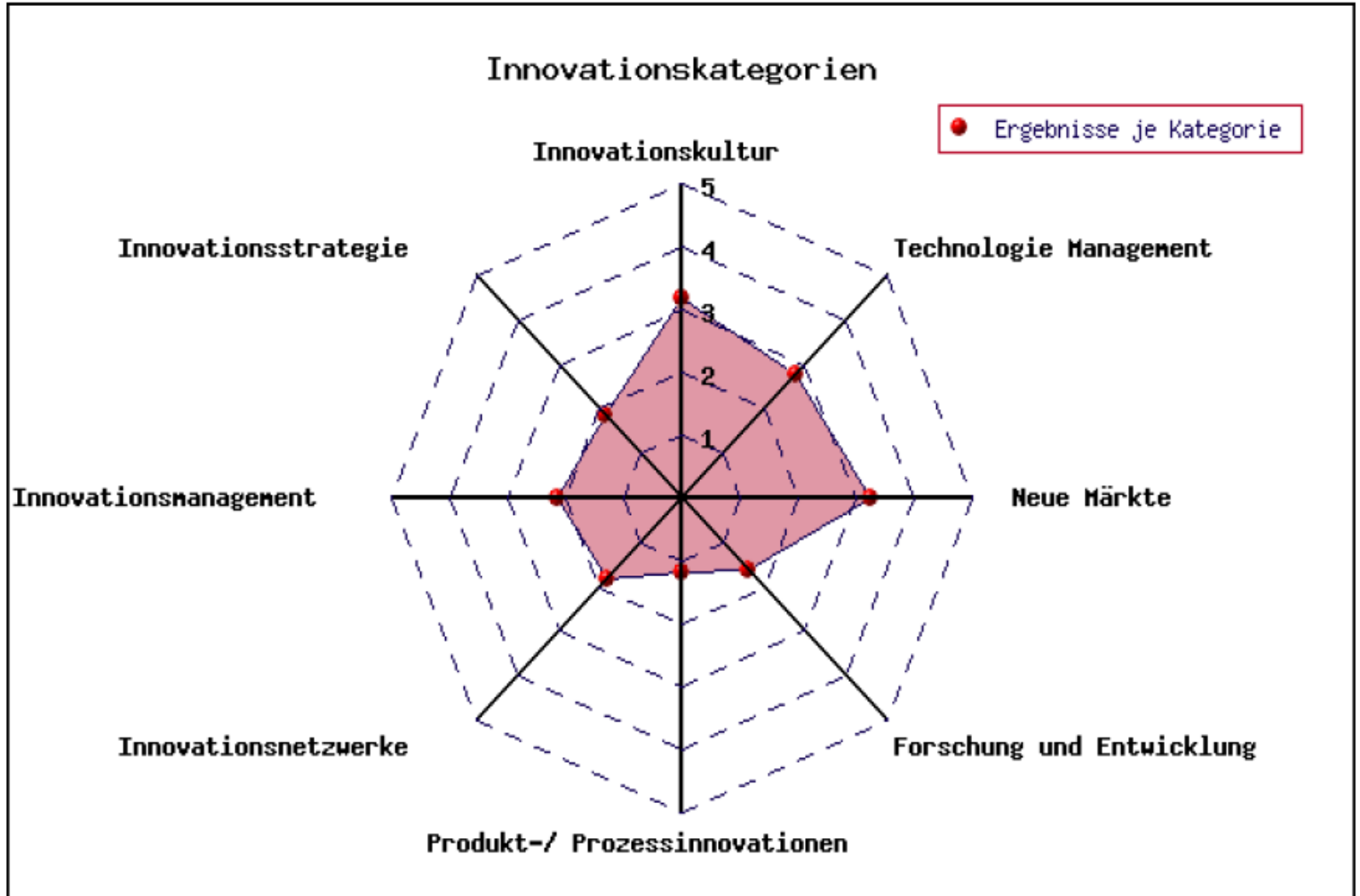
Very often and proactively Often When necessary From time to time Only very rarely Never

2. Innovation Strategy

- Our company has a clearly defined strategy regarding innovations.

I strongly agree I strongly disagree





[CANCEL CHANGES](#)

After having filled in the "Company information" below you will get apart from the two diagrammes mentioned above a hint in which of the eight categories we regard your situation as critical.

[ANALYSIS AND RECOMMENDATION PER EMAIL](#)

As brief online analysis you get two charts: a radial diagramme reflecting the results of your answers per innovation category and a diagramme wich summarizes the overall situation of your company.

[BRIEF ONLINE ANALYSIS](#)

The results will only be displayed if all mandatory fields (*) are filled in.

Email*

First name*

Surname*

Company name*

Sectors according NACE code

If you mention your NACE code you can get an additional sectoral comparison (minimum number of data records required).

Main products / services (20 - 75 words)

No of employeeyes

Gender

Phone

Fax

Street/ address

Postcode

City

[Terms of use](#)

accepted not accepted



Benefits of ZENIT Innovation Self-assessment

- **“Guided” reflection of the innovation process**
- **First evaluation and recommendations**
- **Innovation process**
 - Position in the market and links with others
 - Simplified strengths-weaknesses profile from a “bird’s eye view”
 - Internal influence factors in the enterprise
 - Persons involved and their influence

Benefits of ZENIT Innovation Self-assessment

- **More innovation management**
 - Discover innovation potential and starting points for improvement
 - Use of more sophisticated instruments
 - Visit further events and/or use consulting services (EEN) more intensively
 - Implementation of recommendations through concrete action
- **NO individual but a broadly effective solution**
- **Trust-building instrument for later EEN services**

ZENIT Innovation Self Assessment: Some results

- Marketing of the tool via website, events, individual company meetings since mid 2010
- applied by 17 firms in 2010 (testing phase) and 36 institutions / companies in 2011 [23 firms (21 from NRW) plus 12 innovation service providers (5 DE, 7 EU)]
- Feedback from clients:
 - + confirmation that tools can easily be used by applying it during the coffee break at an in-house event at ZENIT
 - + positive feed back from other innovation service provider who wants to apply it for its own purposes

ZENIT Innovation Self Assessment: Some results

- **Good practice example: a small company**
 - + applied the self evaluation tool
 - + took part in an innovation management workshop managed by **ZENIT**
 - + considers a more in-depth technology roadmapping
 - + is in the process of drafting an partner search profile for the BBS

Where to find us! <http://nrw.enterprise-europe-germany.de>



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