



Innovation Management

IMP³rove

IMP³rove - Increasing the Innovation Management capacity of SMEs

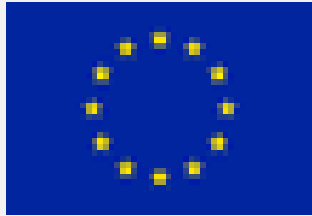
Dr. Eva Diedrichs

November 23, 2011

Agenda

- **IMP³rove – better support for SMEs in Innovation Management**
- **Benefiting from IMP³rove Innovation Management support**
- **Aiming at the sustainable growth with IMP³rove**

IMP³rove is the initiative of the European Commission, DG Enterprise and Industry to support better Innovation Management at SMEs



**European Commission,
DG Enterprise
and Industry**



IMP³rove

IMProve **I**nnovation
Management **P**erformance
with sustainable **IMP**act

Project details:

- Initiated 2006
- Duration: 4 + 2 years
- Current Consortium: 3 Partners plus more than 400 members in the IMP³rove network

Sponsor:

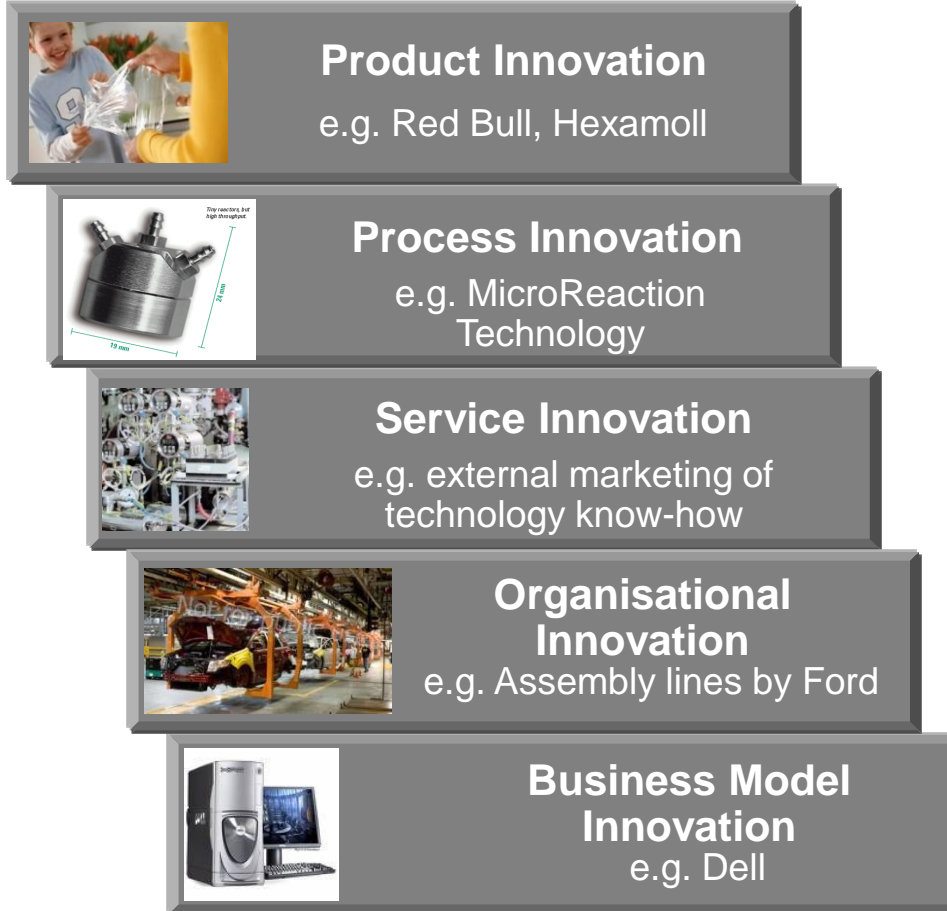
- European Commission
 - Directorate General Enterprise

ATKEARNEY



Fraunhofer
IAO

Innovation is more than just a new product – and needs to be managed systematically



An Innovation is ...

... an invention/idea of

- new products, processes, production methods, organisational forms

or

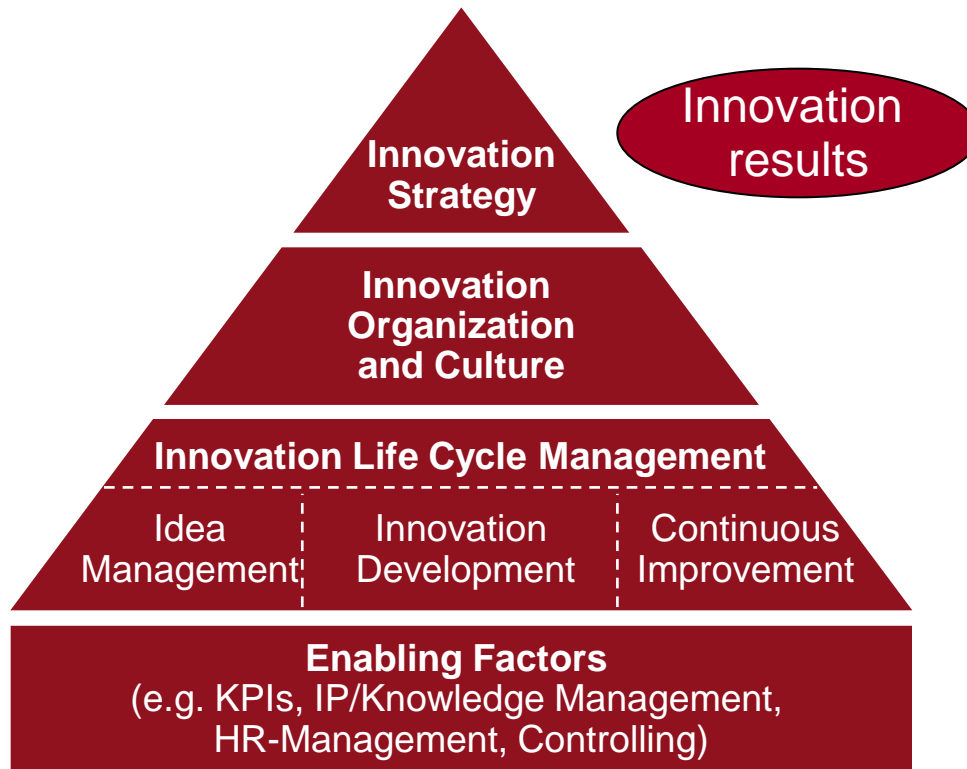
- an elementary improvement of a system

and its successful commercialisation

Adoption of satellite navigation technology will drive innovation

Systematic Innovation Management addresses all dimensions

A.T. Kearney “House of Innovation”



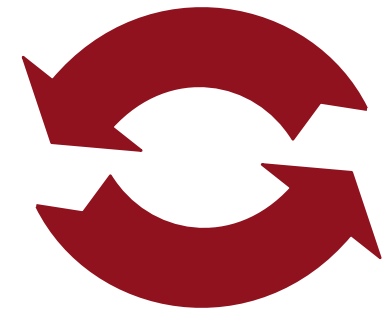
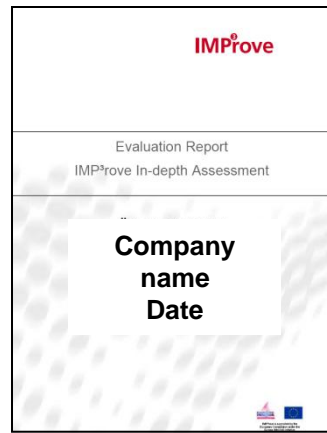
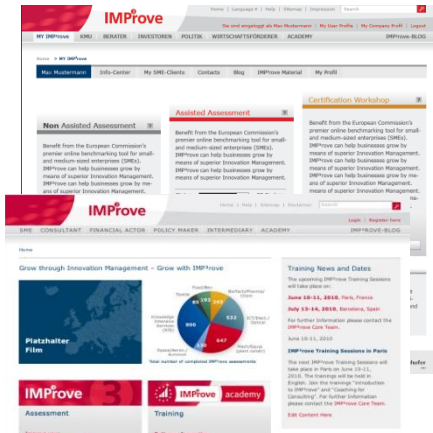
Best Practice Innovation Management

- ☑ 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
- ☑ Strong focus on **business impact** from Innovation Management

Benefiting from IMP³rove Innovation Management support

The IMP³rove Approach offers a systematic process aiming for improved Innovation Management performance

IMP³rove Approach



Covering all dimensions of Innovation Management and its economic results

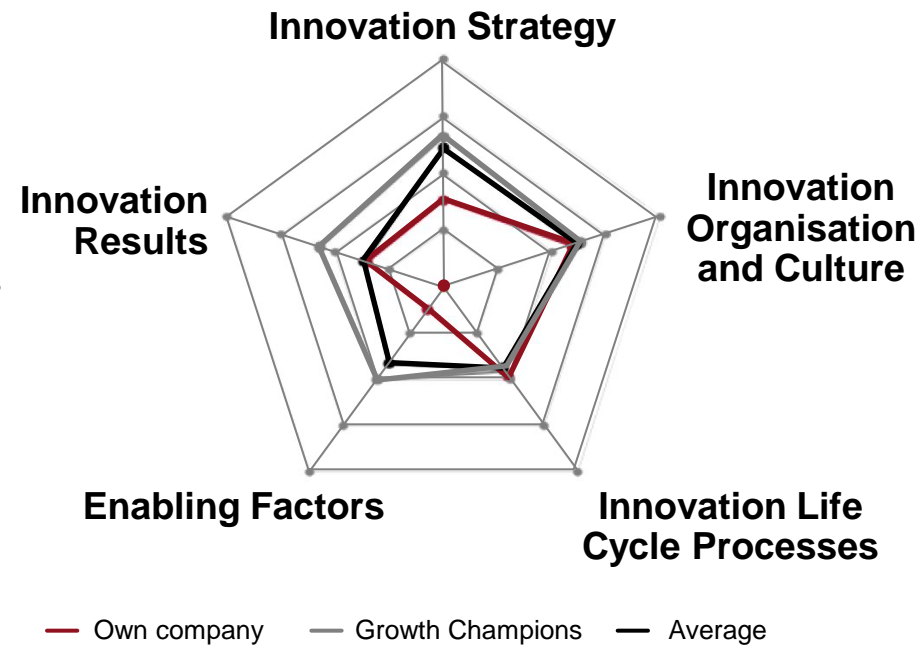
Transparency on current Innovation Management performance

Concrete measures with high impact on Innovation Management performance

Continuous improvement of Innovation Management for profitable growth

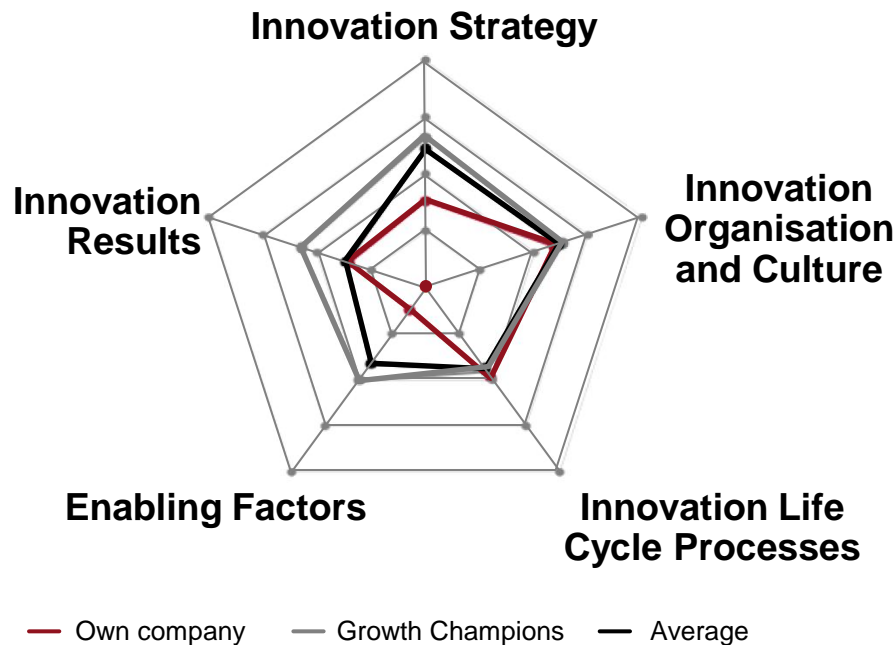
The IMP³rove Assessment delivers crucial input for your company's future competitiveness and growth

From IMP³rove Assessment to transparency on the areas for improvement



Transparency based on the IMP³rove Report gives clear direction for capability improvement

Action plan for improving Innovation Management performance



Action Plan Example	
•	Develop an Innovation strategy in line with the company's growth ambition
•	Further build and leverage a strong innovation culture for implementation of the innovation strategy
•	Analyze the reasons for the weak innovation results and develop a solid growth path for high return on innovation spend
•	Increase the innovation results by also deploying the innovation enabling factors
•	...

Trained IMP³rove Consultants are available to support you in defining your action plan

Each step in the IMP³rove process is of value for the enterprise to grow with better Innovation Management



Feedback from SMEs highlight the value of the IMP³rove Approach for improving their Innovation Management

Feedback of SMEs on benefits of the IMP³rove Approach

"It was worth the time we spent – now we will continuously monitor"

"The report points out the key strengths and weaknesses and is well structured"

"We gained transparency on why we are not making money with our innovations"

"Filling in the assessment in a team resulted in very valuable discussions"

"The personal discussion with the IMP³rove expert turned insights into action"

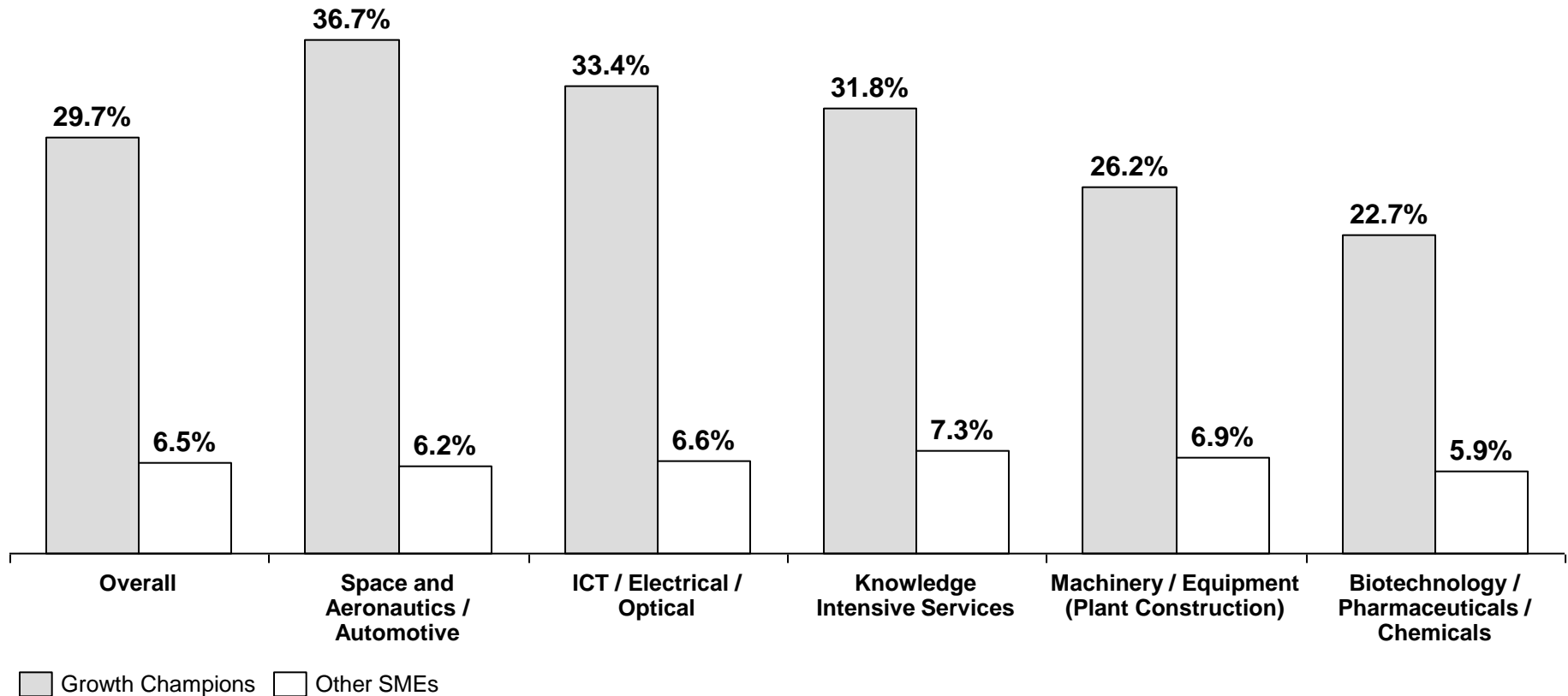
IMP³rove is an "eye-opener" that triggers actions to improve competitiveness by better Innovation Management

Aiming at the sustainable growth with IMP³rove

The IMP³rove Database shows: Systematic Innovation Management pays off

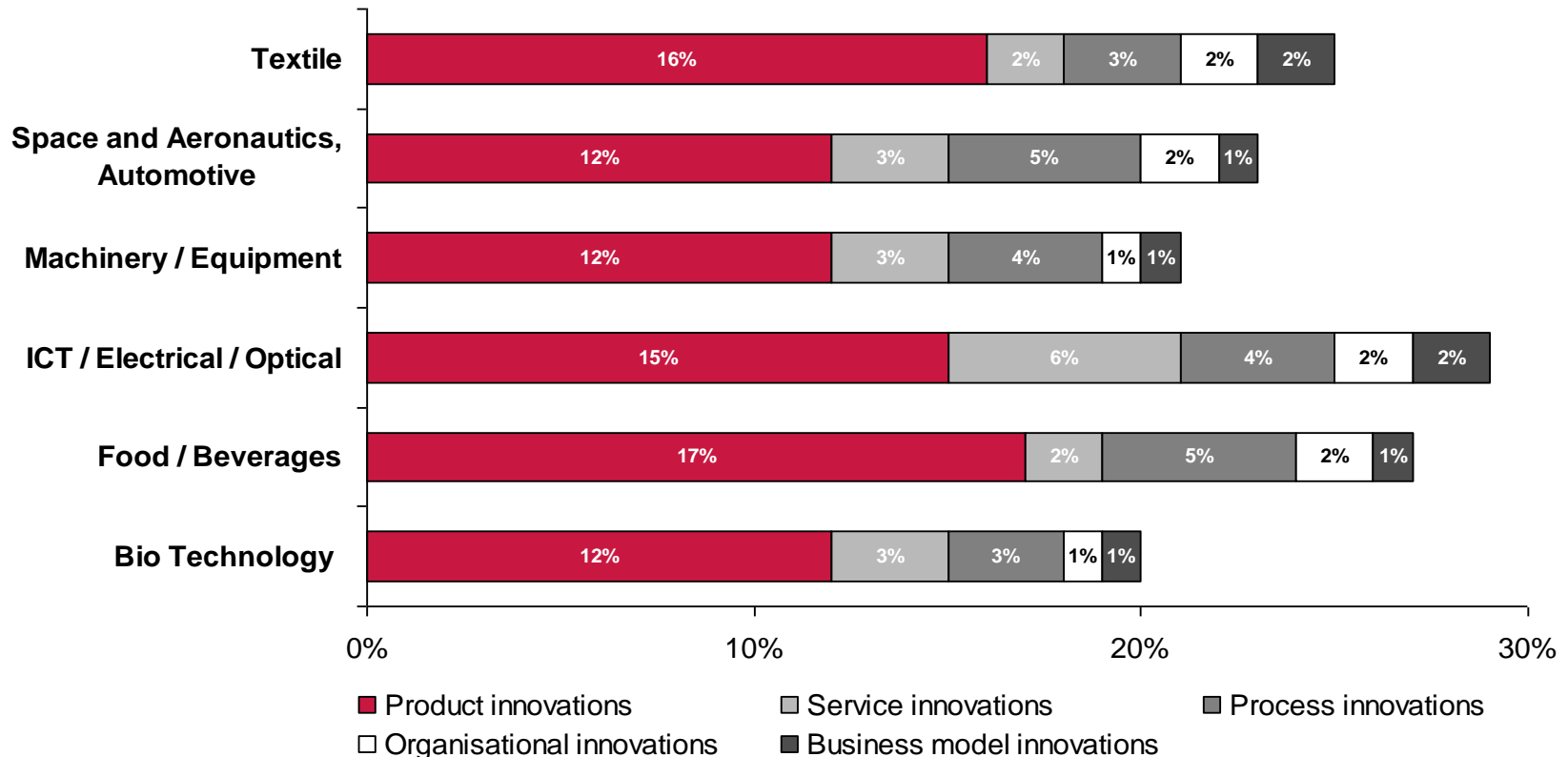
Annual growth rate of income from sales over the last 4 years (median)

Preliminary results



Don't forget: Innovation is not only product innovation; new technologies help to drive all kinds of innovation

Operational Profit by Type of Innovation in Manufacturing SMEs
(over the last 4 years; Mean)



By using IMP³rove companies across Europe have improved their competitiveness

Case examples of successful adoption of IMP³rove



UK-based automotive supplier

- **Situation:** Significant losses due to economic crisis
- **Approach:** Performance of the IMP³rove Assessment revealed new market potential by
 - Entering the wagon and train sector
 - Leveraging manufacturing licenses
- **Impact:** From a loss-making company to more than 1 mio GBP in profit 1 year after the IMP³rove Assessment



German-based book retailer

- **Situation:** Disruptive technology of e-books jeopardized the traditional book retail market
- **Approach:** Performance of the IMP³rove Assessment revealed new market potential from “book on demand” by
 - Establishing a new business unit
 - Maintaining the existing business
- **Impact:** Preparing for the maturing/shrinking business in the traditional book retail market by building a new business segment

You are invited to benefit from IMP³rove – make use of it for your own business success

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

Email:

improvecoreteam@atkearney.com

IMP³rove

www.improve-innovation.eu