



Innovation Survey

This document should be used as a guide in the offline collection of data. APQC cannot accept submissions using this file. Please contact the APQC helpdesk on osbc@apqc.org for more information about offline submission.

OSBC DATABASE PRIVACY AND PROTECTION OF PERSONAL INFORMATION

Please refer to APQC's [privacy statement](#) for disclosures relating to the collection and use of your personal information.

Instructions

Research project structure

APQC OSBC research projects are designed to collect a wide variety of information about your entire organization, with a specific emphasis on the particular business entity for which the research is being collected.

Each survey is divided into a number of sections, separated by a block of introductory text. The first section contains questions about your organization as a whole. The second section contains general questions about your particular business entity. Each of the subsequent sections of the research project presents questions about specific processes and activities in your business entity.

Navigation, saving results, and submitting a survey

The survey is presented in pages. Each page has at least one question on it. Each question on each page should be answered. A survey may also have a question that must be answered in order to proceed. Required questions are identified by the word "Required" in red letters.

Use the buttons at the bottom of each page to navigate throughout the survey. To avoid data loss, do not use the browser "Back" and "Forward" buttons to navigate through the survey. As you navigate through the survey using the "Back" and "Forward" buttons, your data are saved to APQC's secure servers.

The progress indicator at the bottom of each page displays a bar graph and a percentage that indicate your progress in navigating through the survey. The progress indicator does not account for completed questions, only for your relative position in the survey.

To exit the survey before you have completed all questions, click the "Save" button at the bottom of the survey page, then close your browser. The system will present you a link to your particular instance of the survey. Use that link to return to the survey at any time.

Once you have completed the survey, click the "Submit" button on the last survey page. By submitting your survey results, you will notify APQC that your data are ready for validation. You will not be able to create, review, update or delete your answers after you have submitted the survey, so ensure that you have accurately documented your answers before you submit.

Cookies, one browser

The APQC OSBC survey tool uses a "cookie" to associate you to a particular survey instance. Your cookie is unique to the computer you used to start the survey and is the only key that you have to access your data. Should you lose your cookie, you will be unable to complete the survey and will need special assistance from APQC. Do not delete your APQC cookies until after you have submitted your survey data.

Because this cookie is unique to the computer you used to start the survey, other users will be unable to contribute results and data to the survey unless they have physical access to the browser you used to start the survey.

Visit the [Browser Setup](#) page for more information about configuring your browser to use cookies.

JavaScript

The APQC survey application uses JavaScript for enhanced validation and usability features. In order to complete these surveys, you must use a browser that supports JavaScript, and you must have JavaScript enabled. Visit the [Browser Setup](#) page for more information.

Printing

To print a copy of the entire survey, you should use the "Preview" version of the survey. This view consolidates all of the questions associated with the particular survey onto a single printable browser page. No answers or personal data are contained on the "Preview" version of the survey.

As you navigate through the survey, you may print each page to record your answers. There is no facility to review all of your answers on one page.

Definitions

Each survey has a set of definitions associated with it that are unique to the process grouping covered by the survey. Throughout the survey, questions may have links to survey definitions.

Accurate results depend on a common understanding of the terminology used across survey respondents, so take special care to review the definitions in the glossary thoroughly. Common terms may be defined differently than you expect. When in doubt, contact APQC for guidance.

Reasonable numbers

The survey asks for a number of detailed pieces of information. If you do not have the exact information that a question asks for, please provide a reasonable approximation. If you cannot provide a reasonable approximation, please leave the answer blank. If you are not sure, contact APQC for guidance.

Reporting period

All questions in the survey, unless expressed otherwise, request data from the last complete fiscal year of your organization's or business entity's operations. Please be sure to provide the end-date of the fiscal year for which you are providing data. If you have any questions about the reporting period, please contact the OSBC help desk. (Contact information is provided below.)

Question numbers may skip

Occasional changes to the survey may result in the addition or removal of questions. Due to this activity, the question numbers in the survey may occasionally skip one or more numbers. Furthermore, some surveys will hide questions depending upon answers to previous questions. If you have any questions about the order of questions in the survey, please contact the OSBC help desk.

Contacting APQC with questions

For any questions regarding the survey mechanics, the survey content, or general survey inquiries, please contact the OSBC help desk via telephone at +1.800.776.9676 (toll free, U.S. only) or +1.713.681.4020, or via e-mail at osbc@apqc.org.

This survey asks about your business entity's approach to and sources of innovation, both internally and externally. Please provide your most candid assessment. All responses are confidential and governed by APQC's privacy policy and terms and conditions.

*51.0010. Please indicate the currency (e.g., U.S. Dollar, Euro, Japanese Yen, etc.) used for monetary responses in this survey. ***This question must be answered in order to proceed to the next page.***

Choose one

51.0020. Provide the end date of the 12-month period for which your [business entity](#) will be providing data. (Use the date format MM/DD/YY)

Reporting period end date

51.0030 Which of the following statements best describes the role your business entity performs in the corporate organization? (Select only one.)

- Headquarters
- Shared services/centralized processing center
- Manufacturing, operating, or business unit

51.0031 Does your organization use an [enterprise resource planning \(ERP\) system](#) to coordinate key business information, resources, and activities across the value chain?

- Yes
- No

51.0032 Which of the following best describes your business entity's compliance with currently accepted accounting standards? (Please contact your company's financial reporting department for guidance in answering this question if needed.) (Please select only one option.)

- My business entity is currently compliant with the [International Financial Reporting Standards \(IFRS\)](#).
- My business entity is currently compliant with [United States Generally Accepted Accounting Principles \(US GAAP\)](#).
- My business entity is currently converting from United States or local Generally Accepted Accounting Principles (GAAP) to the International Financial Reporting Standards (IFRS).
- My business entity is currently compliant with local Generally Accepted Accounting Principles (GAAP) other than US GAAP and IFRS.

If you selected other please specify with which standard your business entity is compliant:

If you selected "Manufacturing, operating, or business unit," please describe here.

51.0040. How often does your business entity assemble [cross-functional teams](#) from different disciplines to resolve specific problems or perform specific tasks related to innovation?

We never employ cross-functional teams			50% of the time			We always employ cross-functional teams
1	2	3	4	5	6	7

51.0050. Please think about how your business entity goes about the process of developing or generating [new ideas](#). What percent of the development of new ideas would you attribute to external (outside the organization) or internal sources?

	Percentage
51.0050a. External sources	%
51.0050b. Internal sources	%

51.0050c. Total (Sum of percentages must equal 100%)	%
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51.0060. Of the percentage of ideation you attributed to external sources, how much would you attribute to each of the following groups?

	Percentage
51.0060a. Competitors (market intelligence, direct moves by competitors)	%
51.0060b. Suppliers	%
51.0060c. Partners	%
51.0060d. Clients/Customers	%
51.0060e. Consultants	%
51.0060f. Other	%
51.0060g. Total (Sum of percentages must equal 100%)	%

51.0060h. If you selected *Other* please describe.

51.0070. Approximately, what percentage of employees in your business entity is tasked with the achievement of at least one innovation goal which is documented for the purposes of measuring his or her annual performance?

Percentage of employees

%

External Collaboration among Functions

Questions 8 to 14 ask about how much various functions collaborate externally. Please respond to the best of your knowledge for the functions you work with. For other functions less well known to you, please ask a manager from that function or leave blank.

51.0080. To what extent does your business entity's **product and service development function** (e.g., research and development) collaborate externally?

No external collaboration is attempted			Some external collaboration to define requirements for product/service			Extensive external collaboration to co-develop products/services
1	2	3	4	5	6	7

51.0090. To what extent does your business entity's **marketing function** collaborate externally?

No external collaboration is attempted			Some external collaboration (e.g., joint promotions)			Extensive external collaboration (e.g., joint promotions, bundled pricing)
1	2	3	4	5	6	7

51.0100. To what extent does your business entity's **sales function** collaborate externally?

No external collaboration is attempted			Some external collaboration with distribution channels to provide sales collateral			Extensive external collaboration with distribution channels (e.g., shared sales forces, shared customer feedback)
1	2	3	4	5	6	7

51.0110. To what extent do **operations** for your business entity collaborate externally? (For purposes of this survey, operations would include manufacturing, procurement, distribution, finance and accounting, and human resources.)

No external collaboration is attempted			Some external collaboration to selectively out task one or more activities/processes			Extensive external collaboration to fully outsource one or more business functions
1	2	3	4	5	6	7

51.0120. To what extent does your business entity's **customer service function** collaborate externally?

No external collaboration is attempted			Some external collaboration to selectively out task one or more customer activities			Extensive external collaboration, e.g., fully outsource the running of customer service function
1	2	3	4	5	6	7

51.0130. To what extent does your business entity's **information technology function** collaborate externally?

No external collaboration is attempted			Some external collaboration to selectively out task one or more IT support activities			Extensive external collaboration, e.g., fully outsource the running of IT and communications infrastructure
1	2	3	4	5	6	7

51.0140. To what extent does your business entity's **environmental health and safety function** collaborate externally?

No external collaboration is attempted			Some external collaboration			Extensive external collaboration
1	2	3	4	5	6	7

Page Break

Innovation Capacity and Processes

51.0150. To what extent does your business entity have a formal process for fostering and vetting new ideas?

We have no formal process for fostering and vetting new ideas			We are developing a formal process for fostering and vetting new ideas			We have fully developed a formal process for fostering and vetting new ideas
1	2	3	4	5	6	7

51.0160. To what extent does your business entity have a documented and managed portfolio plan for innovation initiatives?

We have no innovation portfolio plan			We have an innovation portfolio that is documented but not actively managed			We have an innovation portfolio that is documented and actively managed
1	2	3	4	5	6	7

51.0170. To what extent does your business entity track the progression of product or service innovations through a staged/gated process?

No innovations are tracked		Innovations tracked but not in stages		Only major innovations tracked in stages		All innovations tracked in staged process
1	2	3	4	5	6	7

51.0180. To what extent does senior management get involved in the innovation process?

Not actively involved			Communicates broadly about innovation			Takes an active sponsorship role
1	2	3	4	5	6	7

51.0183. To what extent does this statement apply to your business entity: "Senior management has tightly defined innovation priorities (e.g., innovation initiatives are subject to rigorous checks, or we try hard to find risk-sharing partners for major initiatives).

Does not apply at all			Neutral / not sure			Fully applies
1	2	3	4	5	6	7

51.0186. To what extent does this statement apply to your business entity: "Innovation projects are chosen here due to their support from the ranks, not because of mandates coming from senior management?" (Select only one.)

Does not apply at all			Neutral / not sure			Fully applies
1	2	3	4	5	6	7

51.0190. What percentage of innovation spend in products/processes/business models fall into the following categories?

	Percentage
51.0190a. Enhancements to existing products/processes/business models	%
51.0190b. Major extensions to products/processes/business models	%
51.0190c. New or white space opportunities (new category of products/processes/business models)	%
51.0190d. Other	%
51.0190e. Total (Sum of percentages must equal 100%)	%

51.0190f. If you selected *Other* please describe.

51.0200. To what extent does your business entity use different evaluation methods and measures for each of the three categories of innovation above?

Use the same evaluation methods/measures regardless of category			Some methods and measures are specific to a category			All methods and measures are specific to the category
1	2	3	4	5	6	7

51.0210. To what extent does your business entity have the ability to provide resources to an accepted new idea?

Little to no resources are made available			50% of the time			Resources are identified and readily made available
1	2	3	4	5	6	7

Page Break

51.0220. To what extent does your business entity pilot innovations before launching them broadly?

Not at all			Some of the time			Always when appropriate
1	2	3	4	5	6	7

51.0230. To what extent do your innovation initiatives change to reflect new circumstances before they are launched?

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Generally don't change			Occasionally change			Always change
1	2	3	4	5	6	7

51.0240. Tell us about the nature of your customer satisfaction program. Does your business entity possess a formal process for collecting customer satisfaction?

We have no formal process			We are developing a formal process			We possess a formal customer satisfaction process that regularly collects customer information
1	2	3	4	5	6	7

51.0250. Please tell us how satisfied you think your customers are with the present level of product/service capabilities provided by your business entity.

Our customers are extremely dissatisfied			Our customers are somewhat satisfied			Our customers are extremely satisfied
1	2	3	4	5	6	7

51.0260. How efficient is your business entity at reviewing your projects, learning from your mistakes, and capturing the knowledge so that it can be easily used by others in your organization?

Not efficient. Knowledge only available through the human network			Somewhat efficient. Explicit knowledge sources exist but not yet easy to use			Extremely efficient. Explicit knowledge sources exist and are easy to locate and use
1	2	3	4	5	6	7

51.0270. To what extent does your business entity deploy formal methods to identify opportunities to improve your processes for innovation management? *(Methods may include, but need not be limited to, benchmarking, opportunity vetting, "venture" teams, supplier forums, company "jams," executive championing, etc.)*

Never use methods			Multiple methods deployed but not to full potential			Multiple methods used rigorously and regularly
1	2	3	4	5	6	7

Page Break

51.0280. What are your **top three** innovation priorities over the next 12 months? *(Rank your top three in order of importance with 1 being most important and 3 least important.)*

	Priority
51.0280a. Better understand customer needs	
51.0280b. Agree on innovation priorities	
51.0280c. Generate more ideas	
51.0280d. Begin specific projects	
51.0280e. Improve speed of project execution	
51.0280f. Build innovation capabilities and culture	
51.0280g. Innovate the business model	
51.0280h. Enhance internal collaboration	
51.0280i. Enhance external collaboration	

51.0290. What is the biggest barrier standing in the way of achieving your innovation goals? *(Please briefly describe)*

Data regarding the business entity completing the survey

This section deals with the inputs and outcomes of innovation within your business entity.

51.0300. How many [new businesses](#) (new services) has your business entity launched over the past three years? *For the purposes of this survey new business includes new ways of generating revenue and profits (e.g. moving from physical sale of music to digital distribution, moving from products to services), or new ways of operating within your value networks (e.g., outsourcing, alliances, go to market). Non-revenue and public organizations should use new services for constituents.*

Number of new businesses

51.0310. What is the total number of employees (temporary, part-time, and full-time) at your business entity?

Number of employees (headcount)

51.0320. What is your [entire organization's total annual revenue](#) for the current 12-month reporting period?

Note that this question refers to the entire organization rather than the business entity defined for purposes of this survey effort. For example, the surveyed business entity could be a business unit of a publicly traded company, in which case this question should be answered as the corporate parent's total annual revenue.

"Revenue" for government agencies participating in benchmarking surveys is defined as budget authority, fees and other funding that is associated with the delivery of services under the agency's mission. To avoid potential distortions of revenue as compared with private sector organizations, government agencies should exclude from revenue funds that "pass through" the agency to other organizations. These exclusions cover grants, benefit payments, and royalties, fees, debt collections, etc. where the funds are not retained within the agency for internal use.

Total annual revenue

51.0330. What is the [total annual revenue](#) for your business entity for the current 12-month reporting period (You entered,) and three reporting periods ago?

For the purpose of this survey total annual revenue is net revenue generated from the sale of products or services. This should reflect the selling price less any allowances such as quantity, discounts, rebates and returns. Where possible, obtain this value from your annual financial statements or derive from your quarterly financial statements. "Revenue" for government agencies participating in benchmarking surveys is defined as budget authority, fees and other funding that is associated with the delivery of services under the agency's mission. To avoid potential distortions of revenue as compared with private sector organizations, government agencies should exclude from revenue funds that "pass through" the agency to other organizations. These exclusions cover grants, benefit payments, and royalties, fees, debt collections, etc. where the funds are not retained within the agency for internal use.

If you are providing revenue and cost data for reporting periods ending 10/31/2006; three reporting periods ago represents the reporting period ended 10/31/2003.

	Total annual revenue
51.0330a. Current reporting period	
51.0330b. Three reporting periods ago	

51.0340. What percentage of [sales \(revenue\)](#) for your business entity in the current reporting period is a result of products/services that have been launched 12-months prior to the reporting period end?

%

51.0350. For your business entity, what percentage of the total annual revenue (total interactions with constituents) is attributed to each of the following fulfillment channels in the current 12-month reporting period and three reporting periods ago? *For purposes of this survey, revenue generating organizations should use total annual revenue to arrive at percentages. Non-revenue and public organizations should use total fulfillment transactions with constituents. If you are providing revenue and cost data for year ending 10/31/2006; three years ago represents year ended 10/31/2003.*

Fulfillment Channels	i. Current Reporting Period	ii. Three Reporting Periods Ago

51.0350a(i,ii). E-commerce (e.g., internet online)	%	%
51.0350b(i,ii). Direct (e.g., face to face, sales force)	%	%
51.0350c(i,ii). c. Indirect (e.g., partnerships)	%	%
51.0350d(i,ii). Total (Sum of percentages must equal 100%)	%	%

51.0360. Please describe the most significant, if any, innovation your business entity has made in your channels in the past three 12-month reporting periods. *(Please enter "none" if no significant innovations in the past three years)*

51.0370. What is your business entity's [total annual cost of continuing operations](#) for the current 12-month reporting period? *(If your business entity is a support unit such as a shared services center, then include the costs for the units/business entities you support.)*

Total annual cost of continuing operations

51.0380. What is the total annual actual and/or allocated [research and development cost](#) (R&D) for your business entity for the current 12-month reporting period *(You entered,)* and three reporting periods ago? *(Where possible, obtain this value from your annual financial statements or derive from your quarterly financial statements.)*

	Total annual R&D expense
51.0380a. Current reporting period	
51.0380b. Three reporting periods ago	

51.0390. What is your business entity's [total annual cost of goods sold](#) for the current 12-month reporting period? *(Where possible, obtain this value from your annual financial statements or derive from your quarterly financial statements.)*

Total annual cost of goods sold

51.0400. What is the [total annual selling, general, administrative \(SG&A\) costs](#) for the current 12-month reporting period incurred by your business entity? *(Where possible, obtain this value from your annual financial statements or derive from your quarterly financial statements)*

Total annual SG&A cost

51.0410. What is your business entity's earnings before interest, taxes, depreciation and amortization (EBITDA) for the current 12-month reporting period and three reporting periods ago? *(Where possible, obtain this value from your annual financial statements or derive from your quarterly financial statements. EBITDA is calculated as follows: (revenue - cost of goods sold - selling, general, and administrative costs).*

	Total annual EBITDA
51.0410a. Current reporting period	
51.0410b. Three reporting periods ago	

51.0420. What is your business entity's total [net book value of fixed assets](#) for the current 12-month reporting period? *(Net book value represents book value less accumulated depreciation. Where possible, obtain this value from your annual financial statements or derive from your quarterly financial statements)*

Total net book value of fixed assets

51.0430. What is your business entity's [average total days in inventory](#)? *(Where possible, calculate this value from your annual financial statements or derive from your quarterly financial statements. Calculate by [(average of gross value of total inventory at standard cost) / (annual cost of goods sold / 365 days)].*

Days

51.0440. What is your business entity's average [time-to-market](#) (product development cycle time) in **days** from start of the design process until the new product/service is ready for sale/market?

Days

51.0450. What is your business entity's average [time to profitability/payback](#) in **months** for new products/services?

Months

51.0460. What is your business entity's [customer retention rate](#) for all customers?

%

51.0470. What percentage of your business entity's products and/or services orders are delivered on time as scheduled (*i.e., within the time frame requested by the customer*)?

	Percentage
51.0470a. Current reporting period	%
51.0470b. Three reporting periods ago	%

51.0480. Select only one of the following options, comparing finished inventory with delivery reliability, that best describes your business entity's change in performance over the past three 12-month reporting periods.

- Less finished inventory and improved delivery reliability
- Less finished inventory and about same or worse delivery reliability
- About same or more finished inventory and improved delivery reliability
- About same or more finished inventory and about the same or worse delivery reliability

51.0482. Is your business entity a good innovator? (Select only one.)

Industry laggard in innovation			Neutral / on par with peers			Industry leader in innovation
1	2	3	4	5	6	7

51.0484. Is your business entity more or less innovative than it was three years ago? (Select only one.)

- Less
- More
- No significant difference

51.0486. Given the age of your business entity (from young to mature) and its size (from small to large), which of the following best describes the present stage of evolution and the manner in which growth is achieved? (Select only one.)

- [Creativity](#) - Emphasis on creating a product or market
- [Direction](#) - Emphasis on sustained organizational growth
- [Delegation](#) - Emphasis on delegating responsibility in a decentralized organization
- [Coordination](#) - Emphasis on greater coordination across product groups
- [Collaboration](#) - Emphasis on a collaborative culture

51.0490. What additional measures would you like to see included in future reports?

51.0500. Please indicate whether your organization would like to discuss the benchmarking results to learn more about reasons for possible performance gaps.

- Yes
- No

You have reached the end of the survey. Thank you for your time and information.

You can use the **previous** button to review your answers for accuracy and reasonableness. After pressing the **submit** button, you will no longer be able to directly edit your data in this survey form.

The next step will be review and validation of your responses. APQC will contact you to conduct a final review of your responses and verify that your responses were as you intended.

Please click the **Submit** button to complete the survey and transmit your data.

In order to obtain a printed version of your completed survey, you will need to print each page **before** submitting your responses. After you select "submit", you will be unable to print your completed survey.

Please direct all survey-related questions to the OSBC Helpdesk at (800) 776-9676 or email the OSBC Helpdesk at [OSBC Helpdesk](#).

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