



Open innovation audit

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Managing Innovation

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How ready are you for open innovation?

The potential of open innovation is clear – in a world where there is such a wealth of knowledge already available and new knowledge coming on-stream at an accelerating rate even the largest organization has to recognize that ‘not all the smart people work for us!’ That opens up enormous opportunities, especially for smaller organizations who may lack internal R&D or market research capabilities – they don’t need to own them, only how to connect to them. But that’s the challenge – in a world which is increasingly about knowledge *flow* how well equipped are we to find, absorb and deploy it in new products, services and processes?

There’s a rich body of research which has looked at this question and it highlights the need for multiple capabilities. This simple self-assessment tool helps you reflect on how well developed these capabilities are in your organization and suggests what you might do to strengthen them further.

For each of the statements below, simply put a score from 1 (= strongly disagree) to 7 (= strongly agree) indicating how far you think it is true for your organization.

	Key Questions	Strongly disagree – Strongly agree
1	New knowledge plays an important part in my organisation’s business strategy	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
2	My organisation is well aware of the knowledge most important to its business	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
3	We rarely get surprised by developments in our sector/ market – we know we constantly need to change and why	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
4	My organisation is well equipped to assess new opportunities	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
5	We have our finger on the pulse of developments in the outside world – how and in what directions competitors, legislation, technologies, etc. are changing	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8

6	We can assess threats without difficulty – we regularly pick up on the important changes in our sector/ market	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
7	We have specialised knowledge which we know how to exploit and to create a competitive edge	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
8	We know our strengths – and how to develop and keep them sharp	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
9	We know what makes us competitive in the market-place – and we try to build on this distinctive edge	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
10	We understand how new knowledge will help us grow	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
#	Key Questions	Strongly disagree – Strongly agree
11	Our management is skilled at exploiting new knowledge to meet business goals	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
12	Our organisation has a well developed ‘vision’ for exploiting knowledge in the future	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
13	Our organisation knows what we need to develop and what new knowledge we need to acquire	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
14	Our organisation is good at selecting the know-how to grow our organisation	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
15	We know what’s out there (in terms of sources of new knowledge) and how to get at it	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
16	Our organisation knows which are the best sources of knowledge	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
17	Our organisation is effective at acquiring knowledge from external sources	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
18	Our organisation has good links with external sources of knowledge	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
19	Our organisation is effective in running the most knowledge-intensive processes (e.g. R&D, market research)	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
20	We’re good at connecting new knowledge from outside to the people inside who need to know –	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8

	we can absorb new ideas quickly into our 'organisation bloodstream'	
21	We're good at translating people's knowledge into something we can use in our business	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
22	We have clear processes for carrying out knowledge-based projects (e.g. developing a new product or service)	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
23	Our organisation has a good system for assessing and reviewing progress on our knowledge based projects	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
24	We're good at mix'n'match – using new knowledge from outside with what we already know inside to create new products, services, processes	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
#	Key Questions	Strongly disagree – Strongly agree
25	Our organisation carries out post-project reviews and uses the learning to improve next time around	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
26	We have procedures and systems in place to manage and continuously update our knowledge-based projects	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
27	We are able to learn from one knowledge project to another	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
28	We are growing our business through offering a steady stream of new knowledge-based products and services	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
29	We get a good return from our investment in acquiring and using new knowledge	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
30	A significant proportion (more than 25%) of our sales come from new products/services we've introduced during the past 3 years	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
31	We are aware of government policies encouraging us to invest in innovation (e.g. R&D, new product development, etc)	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8
32	We use external organisations other than University (e.g. consultancy organisations) to assist	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8

	us with choosing where and how we source new knowledge	
33	We work with universities and other research institutes to support our development activities	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8