

=mc Innovation Value Chain – Self assessment questionnaire

This **value chain model** has been developed by =mc for charities and other non-profits from a piece of Harvard University research. It draws on Michael Porter's notion of a 7-element structured sequence in creating added value. So at various points in any innovation process 'value' can be added or subtracted.

Put simply the =mc value chain allows you to assess where in the innovation creation process your organization is succeeding or failing. By mapping this you can then improve your process, so creating extra value for you, your beneficiaries or your donors. =mc has used the model with a number of organizations¹ in Europe, USA and Asia to identify how to improve work in fields as diverse as fundraising, child protection, environmental campaigning, and cancer research.

This version is a simple self-scoring one to allow you record your own perception. As well as this version there is a more sophisticated online one which allows you to benchmark yourself against various other charities and business clusters. So you can be benchmarked against various *geographical* datasets:

- USA
- UK
- Europe
- International

You can also be benchmarked against various business/operational datasets such as Fundraising, Campaigning, Research, Helpline support, Healthcare and Administration.

More datasets are being added. Contact us for the latest clusters.

The survey can be used to:

- Design an innovation program for your organization
- Assess managers' and staff perception of how your culture supports innovation
- Create datasets to track the impact of various innovation initiatives

To find out more on how =mc can help you to transform your innovation process contact =mc's knowledge management specialist David Segal at d.segal@managementcentre.co.uk.

To find out more about =mc's innovation work you can visit our website at

http://www.managementcentre.co.uk/pages/innovation_knowledge.html.

¹ Among the UK organisations who have used the innovation value chain are NSPCC, CRUK, WaterAid, Greenpeace, RNIB.

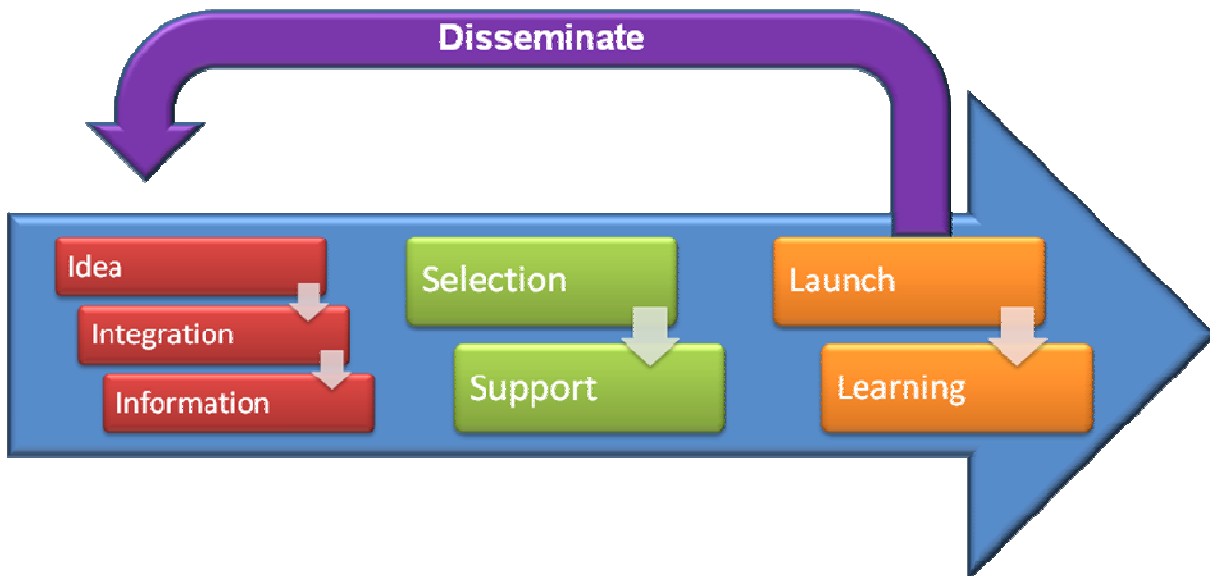
Please indicate the extent to which you agree with each of the statements below by inserting a tick in the Don't agree, Partially agree or Agree Score box:

	Don't agree	Partly agree	Agree	Score	Total Score
1. Our organizational culture makes it hard for people to put forward novel ideas.					Ideation
2. People in our organization don't consider themselves as creative types and don't enjoy too much 'blue sky' thinking.					
3. Most of the 'new' ideas in our organization are really 'more of the same' rather than genuinely different creative initiatives.					
4. Few of our innovation projects involve team members from different teams/departments/sections in active collaborations.					Integration
5. We're not good at joint projects between teams – challenges with shared work practices or ownership.					
6. There isn't a structured mechanism to encourage innovation collaboration across different teams/ departments/ sections.					
7. Few good ideas for new offerings and business propositions are identified and borrowed from outside the organization.					Information
8. We don't invest enough in competitor research, contacts or outside networks that might improve the inflow of ideas.					
9. Our people often exhibit a 'not invented here' attitude – outside ideas aren't considered as valuable as those from within.					
10. There are many shared stories of great ideas being killed off by the organizational bureaucracy or running out of steam.					Selection
11. The procedures and rules to get investment support for new projects are tough – it's often hard to get your ideas funded/supported.					
12. We're not always clear on how to get a project approved to try it out- or the agreement process is very bureaucratic.					
13. We often display a risk-adverse approach to new projects and ideas.					Support
14. Development projects for new offerings or ideas often don't finish on time or overrun on resources.					
15. Established teams or departments do not readily support newer teams or cross-functional projects.					
16. We've often missed great opportunities by being too slow to spot them and develop a response.					Launch
17. Even once it's been agreed we're slow to roll out new offerings or new projects.					
18. We're not always clear about what success means when we launch a new project or idea.					
19. We're not good at measuring how well our innovation project has worked.					Learning
20. We don't make an acceptable RoI on many of our initiatives.					
21. We're not good at feeding back or sharing across the organization learning about what's worked in a specific project.					

Scoring

- For each of the 21 statements, enter the following into the Score column:
 - 33 for *do not agree*
 - 17 for *partly agree*
 - 0 for *agree*
- Add the three scores in the same colour band to complete the Total Score column. For example, if the answer to the first question was 33 (do not agree), the answer to the 2nd was 0 (agree) and the answer to the 3rd was 17 (partly agree), you put 51 (33 + 17 + 0).
- Copy these to the Your Score boxes below

Stage	1. Ideation	2. Integration	3. Information	4. Selection	5. Support	6. Launch	7. Learning
Your score							
Meaning	Low scores indicate that you may be an <i>devising-poor organization</i>			Low scores indicate that you may be a <i>development-poor organization</i>		Low scores indicate that you may be a <i>delivery-poor organization</i>	



Note that this score only reflects *your view* on where the challenges lie within your organization. A much clearer idea of where blockages might occur in the chain can be obtained doing a survey involving people from across your organization.

=mc now has a dataset which allows you to benchmark yourself or your organization against UK, US or international charities.

Please contact David Segal, knowledge management specialist (d.segal@managementcentre.co.uk) if you would like:

- a complete online Innovation Value Chain analysis that will help identify your strengths and development needs
- advice on how your organization can get better at innovation- in fundraising or in other service areas

For more information visit http://www.managementcentre.co.uk/pages/innovation_knowledge.html

Model based on an original study by Harvard University in 2006