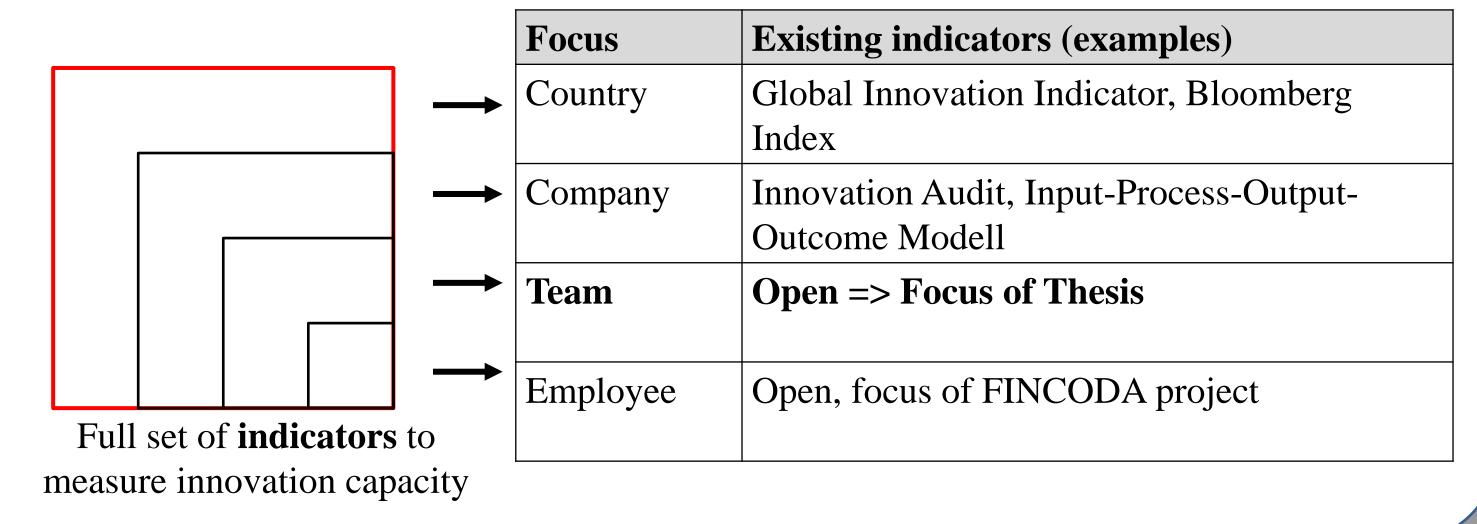
## Will activities to increase innovation capacity pay off?



On the one hand innovation is an essential ingredient of competitive advantage and companies invest significantly in their innovation capacity. The conducted activities focus on improving innovation on culture, strategy, organisation and process level.

Working environment Activities in Innovation innovation culture management Innovation strategy Innovation Employee A3 **→** Company structure Business Innovation | unit process Team Focus areas of PhD thesis Improve in innovation capacity

On the other hand companies have to cut costs to be able to compete in global competition. They want to know whether the investments in innovation activities have positive effects. While existing indicators focus on countries or companies this thesis aims to develop a measuring approach for teams.





## Research Plan: Use of interviews and quasi-experimental design

Measuring instrument for innovation capacity (e.g. list of elements describing inno. capacity)

- How is inno. capacity defined?
- Which elements are measured?
- Result-orientated?
- Behavioural-orientated?
- Which criteria for good performance indicators exist?
- How is the format of the measuring (observation, questionnaire, objective figures)?
- Pre-test tool

Expert interviews for validation / complementation

- Qualitative interviews with 6 international experts (3 with business and 3 with university background)
- Key question: "If I would plan to test the tool in your company, which additional aspects with regards to measured elements and proceedings should I take into account?"
- Measuring innovation capacity value **before** innovation mgt. activities are implemented
- How can an objective measuring be ensured?
- How many persons / teams are needed for a representative survey?
  How heterogeneous do they have to be?
- Which activities to increase innovation capacity shall be selected?

Quasi-experiment
Team1: Whiteboard for ideas
Team2: Box for ideas
Team3: Time for creativity
Team n: no activity

- Implementing activities for 4 weeks (Q3/4 2016)
- Activities will be randomly assigned to 6 10 existing teams within an German insurance company

Measuring innovation capacity value **after** innovation mgt. activities are implemented

- Conduct measuring after 2 weeks and after 4 weeks
- Which methods help to evaluate the impact of the activities?
- Which impact on innovation capacity could be reached by each activity?
- Which adjustments of the instrument are required?
- Optional backup: group's selfreflection with regards to increase of innovation capacity



## Profit: Supporting decisions by data

The measuring tool will help to

- analyse the effect of activities on innovation capacity on teams
- Support to base decisions on innovation activities on quantitative data

