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# Innovation Management Study

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# METHODOLOGY

The research was conducted based on an original questionnaire developed by ICG Integrated Consulting Group Romania, Mihai Svasta and Raluca Androne, starting from their 7 years experience in innovation projects in Romania.

The research benefited from inputs and advice from Dr. Cezar Scarlat, Politechnic University Bucharest, Dr. Mikko Lehtonen ICG Finland and Cosmin Nae, Kantar Millward Brown Romania.

The questionnaire consisted of a number of 45 questions, divided into 3 categories:

- Vision and Strategy in relation to Innovation,
- Organizational Development in relation to Innovation,
- Human Resources related actions towards Innovation.

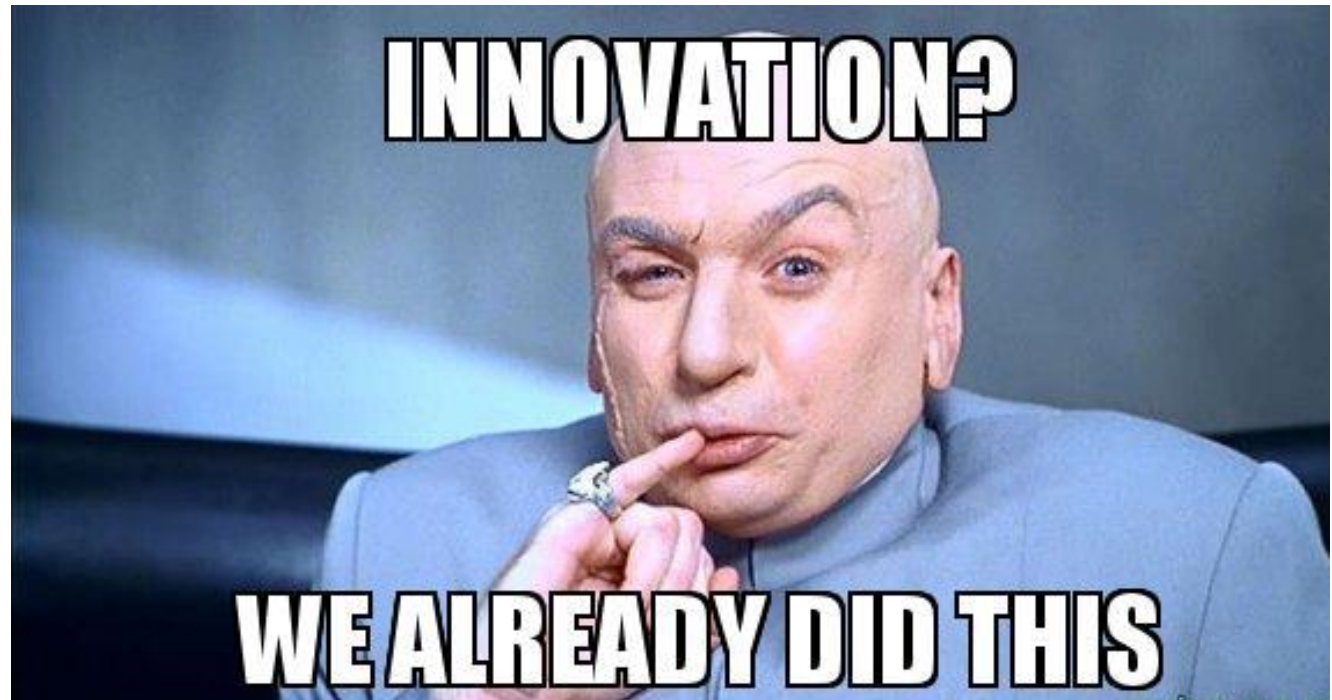
The questionnaire was posted online using Google Forms, in English language.

The questionnaire was directed to medium and large companies (250 – 10.000 employees), being addressed to CXOs, Innovation directors, Research & Development directors.

Over two months, April until May 2018, a number of 124 organizations responded to the questionnaire. This material presents the 7 most relevant conclusions. For a detailed discussion upon the study and the results please address to Mihai Svasta, [svm@integratedconsulting.eu](mailto:svm@integratedconsulting.eu).



# 85%



of the companies declare they have innovation included in:

- their vision statement,
- among their values and
- within their strategic objectives.



However, only

**39%**

companies declare they have a specific KPI for innovation\*

\*most frequent KPI is number of patents, which does not cover all the perspectives of the innovation capacity



And more than

**81%**

of organizations use exclusively internal resources to facilitate innovation processes.





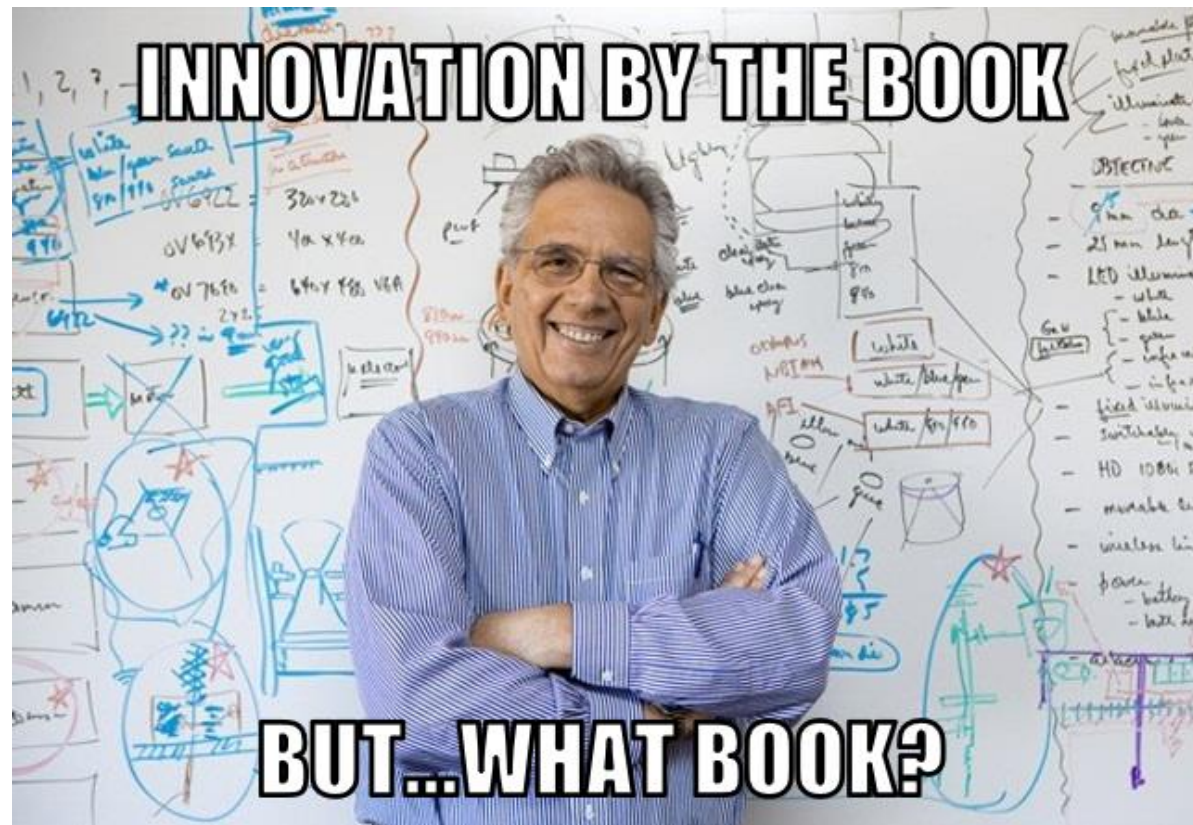
Around half of the companies declare they use a methodology for innovation; with Design Thinking & Lean Start-Up being the most popular.

Design Thinking

**45,6%**

Lean Start Up

**48,5%**





However, only

# 48%

of the respondents  
declare they perform  
client needs analysis





From the HR side

# 58%

from respondents consider that in their organizations assuming risk of new innovation projects is not encouraged by top management







and **62%**

of the organizations declare they intend to transform their culture towards innovation, the companies being aware that "Culture eats Innovation" for breakfast.



As a **conclusion**: people, leaders and organizations **want to innovate**.

We need to build upon this willingness and support their transformation towards the right **culture**, while giving them access to the **methodologies** and **tools** to innovate.



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# Make an impact.

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