

INNOVATION AUDIT

*Fields marked with * are required.*

1. Initial Information's on Audit

Audit consultant		Audit date	
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Company name		Date of founding	
Acronym		Manager	
Address		Type of organisation	
Tel/Fax		Size of organisation	
Email		Industry	
Website		Main products	
Contact person		Competencies	

Notes:



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2. The Questionnaire

1	Innovation Organisation and Culture					
1.1	Has your enterprise developed new products in the last 3 years that result in a significantly better market position?	1 Very low	2	3	4	5 Very high
1.2	To what extent, these products are based on a patent/innovation/ research result?	1	2	3	4	5
1.3	Your company has faced challenges in all areas intelligent specialization related to the development of new products and services, in last 3 years?	1	2	3	4	5
1.4	Challenges you faced in all areas are related to obtaining and protecting intellectual property.	1	2	3	4	5
1.5	Challenges you faced in those three areas related to market differentiation / branding.	1	2	3	4	5
1.6	Do your employees regularly participate on trainings and advanced education for further qualification in your field of activity?	1	2	3	4	5
1.7	Do you use regularly technology watch and technology scouting, SWOT or/and market analysis, opportunity assessments and other techniques to observe market developments and future trends in your field of activity?	1	2	3	4	5
1.8	Do you rate staff attitudes to innovation?	1	2	3	4	5
1.9	Do you maintain regular contact to international partners of universities, other enterprises, consulting agencies etc. in the your sector of activity (namely: scientific conferences/workshops, publications, databases, customers, trade fairs/exhibitions, consulting agencies, round tables, company missions, brokerage events / etc.)?	1	2	3	4	5
1.10	Your experts and/or your management team speak main foreign languages fluently enough to do business effectively (English; German; French; Italian; Spanish; Others).	1	2	3	4	5

Notes



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2	Innovation Capability and Strategy					
2.1	1. Your operational business on your sector activity follows or takes your innovation strategy in consideration.	1 Very low	2	3	4	5 Very high
2.2	Your enterprise is using a systematic method to source and invent continuously new technologies for future needs?	1	2	3	4	5
2.3	Do you exploit sustainability as a driver for innovation when developing your Innovation Strategy?	1	2	3	4	5
2.4	How many technologies / know how, developed by you, was transferred abroad?	1	2	3	4	5
2.5	In your enterprise, projects are defined and project objectives & problems addressed efficiently?	1	2	3	4	5
2.6	In your enterprise, you are familiar with ways to secure innovation project financing through specific funding and cooperation (project applications, collaborative research projects, international project management etc.) on your field activity?	1	2	3	4	5
2.7	By how much can you improve your current innovation management performance?	1	2	3	4	5
2.8	What is the current and future impact of innovation management on your business success?	1	2	3	4	5
2.9	Innovations in your company are protected?	1	2	3	4	5
2.10	To what extent, do you have special staff for IP protection for your company and/or consulting for clients?	1	2	3	4	5

Notes:

3	Innovation processes					
3.1	Have you identified the potential sources for innovation related to your field of activity, in your company (either internal or external to the company?)	1 Very low	2	3	4	5 Very high
3.2	Do you know and apply the 9 steps for product development, stipulated in TRL-Technology Readiness Levels *?	1	2	3	4	5



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	*TRL https://en.wikipedia.org/wiki/Technology_readiness_level	-					
3.3	To what extent, the length of time (in months) for your most profitable product/service groups from the beginning of the development (project authorization) until you take (or envisage that you will take) your product/service off the market is long?	1	2	3	4	5	
3.4	The "Average time-to-market" necessary for your most profitable product/ service groups are long or normal in bio-economy in Europe?	1	2	3	4	5	
3.5	On average, how many months did it take for your most profitable product / service groups from project authorization to reach the breakeven point.	1	2	3	4	5	
3.6	How long does to recover the costs made with the innovation of a product?	1	2	3	4	5	
3.7	To what extent, have you identified the potential sources for financing your innovative ideas? Pleasementionthem in the Notes below.	1	2	3	4	5	
3.8	To what extent, is the company currently, or has it been previously involved in (trans-national) innovation projects?	1	2	3	4	5	
3.9	Do you exploit the results of development or innovative projects and is this bringing the expected return on investment?	1	2	3	4	5	
3.10	What is level of resource consumption of innovation processes / projects compared to your day-to-day operations?	1	2	3	4	5	

Notes:

4	Innovation Products					
4.1	Trends in research, innovation and technology on your field of activity are anticipated in your enterprise?	1 Very low	2	3	4	5 Very high
4.2	Potential for implementing new research, innovation and technology results are analyzed in your company?	1	2	3	4	5



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4.3	Do you commercialize internally developed ideas, concepts and market-ready products (licensing or selling it to external partners, customers, etc.)?	1	2	3	4	5
4.4	How would you rate the level of improvement of your products compared to the products of the competitors / the level of the market / previous versions or products?	1	2	3	4	5
4.5	What is your income data for the last 4 years (income from sales, grants and other income streams)?	1	2	3	4	5
4.6	Over the last 4 years, what was the income of your product or service innovations that are not more than 3 years old? Income from sales from radical product/service innovations; Income from sales from incremental product/service innovations	1	2	3	4	5
4.7	Do your products integrate purchased or licensed IP, technologies or other knowledge-based elements on bio-economy?	1	2	3	4	5
4.8	How would you rate the level of IP, technologies or other knowledge based products incorporated in your company's offer?	1	2	3	4	5
4.9	To what extent, the patents generated cover all the technologies developed and the technologies were introduced successfully on the market?	1	2	3	4	5
4.10	Do you have a future development / expansion / versioning strategy for your products/services?	1	2	3	4	5

Notes:

5	Marketing Innovation and support					
5.1	To what extent, do you have a strategy to address specific market niches / customer target groups on your field of activity?	1 Very low	2	3	4	5 Very high
5.2	To what extent, do you have a formal system for generating and assessing ideas on your field of activity?	1	2	3	4	5



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5.3	If yes, how many ideas per year are related to radical new products, processes, services, organisational or business models (radical ideas) and how many are related to improvements (incremental ideas)?	1	2	3	4	5
5.4	How many ideas are reviewed, selected and taken further into development?	1	2	3	4	5
5.5	To what extent, do you have defined innovation-specific process indicators to measure your innovation activities?	1	2	3	4	5
5.6	Have you benefited from external support in deploying innovation on bio-economy, in your company?	1	2	3	4	5
5.7	To what extent, do you employ software packages and other tools (e.g. TRIZ, Zapier) and instruments for supporting and automating the innovation process?	1	2	3	4	5
5.8	What percentage of innovative projects has benefited from documented and shared lessons learnt (best practices, lessons learnt - documented and shared) in project management in the last 3 years?	1	2	3	4	5
5.9	Do you have a strategy to access new/external/foreign markets on bio-economy?	1	2	3	4	5
5.10	Do you consider participation in European networks / collaborations / initiatives important for you?	1	2	3	4	5

Notes:

3. Summary of scores by questions (average/question):

	Innovation topics				
	1. Innovation Organisation and Culture	2. Innovation Capability and Strategy	3. Innovation processes	4. Innovation Products	5. Marketing Innovation and support
Question 1					
Question 2					
Question 3					
Question 4					

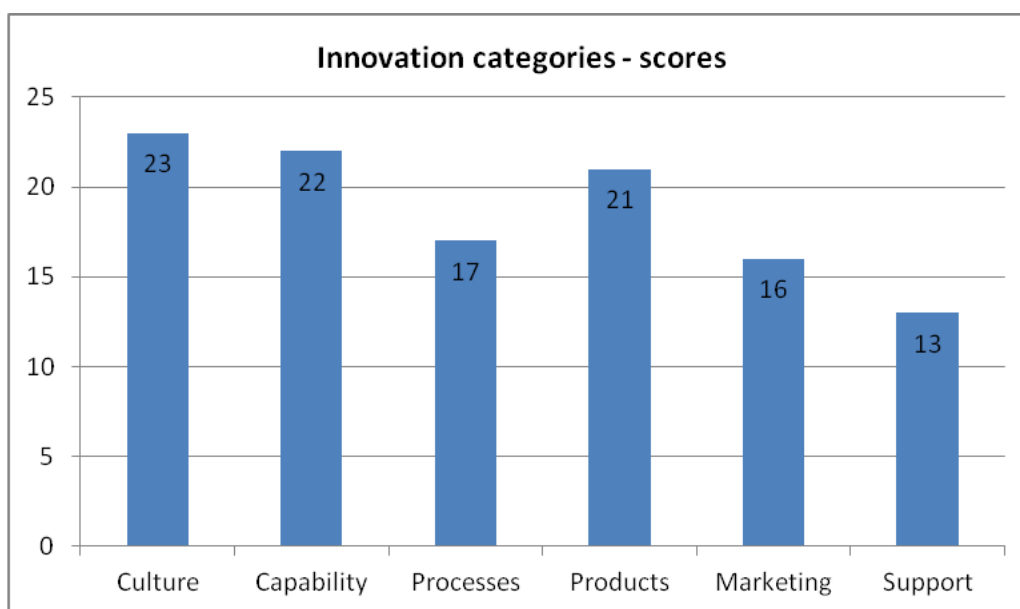


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Question 5					
Question 6					
Question 7					
Question 8					
Question 9					
Question 10					
Total score					

Summary of scores by categories

Ex:



Innovation profile

Insert "spider" diagram here



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Innovation analysis- Notes (from Audit consultant):

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