



## Innovation Maturity Model

The innovation maturity model is an approach to assess key organisational behaviours and practices necessary for innovation and to identify areas of strength and weakness. In this way, it is possible to develop targeted improvement initiatives specific to the examined organisation. High maturity describes the sophisticated and predictable execution of these behaviours and practices, where lower maturity describes organisations that are less well positioned to achieve the benefits of innovation. The model provides both an understanding of the organisations' current state and the actions required in order to move to a higher level of maturity. It has two primary components, the four groups of behaviours or practices that enable innovation capability, referred to as 'pillars'; and six levels of maturity at which each pillar may be observed.

The four pillars are: **(1) Strategy and intent:** Successful innovation requires clear objectives, a realistic strategy, and clearly defined governance and funding; **(2) Practices and processes:** All activities and disciplines required for innovation processes are defined; **(3) Values, culture, and people:** The set of values and culture required to achieve success with innovation are in place; **(4) Support, organisation, and infrastructure:** The appropriate structures, resources, and tools are in place to establish and sustain innovation.

The six levels of innovation capability maturity are: **(0) Non-existent:** Recognisable innovation processes are not observed and awareness of innovation opportunities is low; **(1) Initial:** Some isolated innovation successes, but there is no organisation-wide effort; **(2) Repeatable:** An organisational approach to innovation is in place, but it is applied only to key projects; **(3) Defined:** There is centralised sponsorship and support for innovation and its importance is appreciated across the organisation. Consistent processes, technology, and a shared infrastructure are in place; **(4) Managed:** Innovation is part of the overall strategy of the business and central sponsorship and support result in reliable innovative outputs; **(5) Optimised:** The highest level of maturity. Innovation is a key element of the overall strategy of the organisation and both knowledge and intellectual capital are continuously well-executed.

### Using the 'Innovation Maturity Model'

Step 1: An innovation maturity model is selected from a range of commercial options. Each of the 4 pillars are assigned a level of maturity which is presented on a matrix. An aggregation of these scores provides the overall level of innovation capability maturity.

Step 2: On the basis of the maturity assessment, areas of strength and weakness are identified.

Step 3: A targeted improvement initiative is developed to achieve the desired maturity level.

