INNOVATION CULTURE QUESTIONNAIRE

I am a Research Scholar at the School of Business Management, Sri Sathya Sai Institute of Higher Learning, Andhra Pradesh, India. As part of my PhD. research work, I am trying to study the impact of organization culture on innovation. Could you please spare some time to answer the following questions on ‘Innovation Cultural Practices’ of your organization? Please be assured that your responses will be held in the strictest confidence. Since the validity of the results depend on obtaining a high response rate, your participation is crucial for the success of this study. Please answer each of the following questions by selecting the one response that best describes the culture of your organization.

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SECTION 1: ORGANIZATION CLIMATE
To what extent are the following practices demonstrated in your organization?

1. In our organization, people receive top-level recognition for their contributions which instills a sense of pride and achievement in their work.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all

2. We all work as team members and associates; there is little difference in the social status between managers and employees.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all

3. We have a unique culture filled with love, trust and a passion for doing a million small things superbly.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all

4. We have the freedom and space to make our own choices relating to our work.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all

5. We encourage people to challenge the status quo.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all

6. We have an appropriate level of tolerance for failure of projects in our organization.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all

7. Our organization permeates a culture of playfulness and humor for people to work in.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all
8. Please identify one characteristic that best represents the organization climate in your organization. If there is some other characteristic that is most important in your organization, but that is not listed, please specify.

- Top-level recognition for contributions instills a sense of achievement & pride in work.
- Little difference in social status between managers and employees, everyone works as a team.
- A unique culture filled with love, trust and a passion for doing a million small things superbly.
- We have the freedom and space to make our own choices relating to our work.
- We encourage people to challenge the status quo.
- We have an appropriate level of tolerance for failure of projects in our organization.
- Our organization permeates a culture of playfulness and humor for people to work in.

Specify

SECTION 2: LEADERSHIP

To what extent are the following practices demonstrated in your organization?

9. Leaders nurture a collaborative culture that encourages forming cross-functional teams for identifying and developing innovations.

- To a great extent
- To some extent
- Not at all

10. Leaders develop strong core competencies and skills in their employees throughout the organization.

- To a great extent
- To some extent
- Not at all

11. Leaders show an obsession in caring for their employees.

- To a great extent
- To some extent
- Not at all

12. Leaders only profess to have values; they rarely practice them.

- To a great extent
- To some extent
- Not at all

13. Leaders solicit input from all key employees for all critical initiatives.

- To a great extent
- To some extent
- Not at all

14. Leaders encourage and support ideas and decisions from others.

- To a great extent
- To some extent
- Not at all

15. Leaders set an excellent example in demonstrating character and personal integrity in their actions and behavior.

- To a great extent
- To some extent
- Not at all

16. Please identify one characteristic that best describes the leaders in your organization. If there is some other characteristic that is most important in your organization, but that is not listed, please specify.

- Nurture a collaborative culture, form cross-functional teams for developing innovations.
- Develop strong core competencies and skills in their employees throughout the organization.
- An obsession for caring for their employees.
- Leaders only profess to have values; they rarely practice them.
- Leaders solicit input from all key employees for all critical initiatives.
- Encourage and support ideas and decisions from others.
- Leaders set an example in demonstrating character and personal integrity in their actions and behavior.
SECTION 3: CORE VALUES

To what extent are the following practices demonstrated in your organization?

17. Human relationships and interactions in our organization are based on the values of care and trust.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all

18. We have a set of core beliefs and values which are commonly practiced by all employees in the organization from top to bottom.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all

19. Rewards in our organization like promotion, status, monetary gain or recognition are directly linked to effective performance.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all

20. The core values of our organization help us to gain real clarity about who we are and what we stand for in business.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all

21. In our organization there is no congruency between what senior managers speak and what they actually do.
   - [ ] To a great extent
   - [ ] To some extent
   - [ ] Not at all

22. Please identify one characteristic that best represents the core values of your organization. If there is some other characteristic that is most important in your organization, but that is not listed, please specify.
   - [ ] Human relationships and interactions are based on the values of care and trust.
   - [ ] Core beliefs and values are commonly practiced by all employees in the organization.
   - [ ] Rewards and recognition are directly linked to effective performance.
   - [ ] The core values help us to gain real clarity about who we are and what we stand for in business.
   - [ ] There is no congruency between what senior managers speak and what they actually do.

Specify

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23. Rank in order of priority 5 factors that you believe characterize the efforts and actual behavior of your organization; (number 1 being most important, and 5 being least important).

   Ranks 1 - 5
   - [ ] Profits
   - [ ] Product quality
   - [ ] Intense customer focus
   - [ ] Emphasis on cutting edge technology
   - [ ] Organizational Agility
   - [ ] Striving to be a pioneer in the industry
   - [ ] Innovation Leadership
   - [ ] Intellectual Property (IP) Strength
   - [ ] Innovation Knowledge Flow
   - [ ] Reputation for Innovation
   - [ ] Innovation Partner Relationships
   - [ ] Organizational Trust
24. Identify the **5 most important purposes** for measuring performance in the organization.

- Monitoring
- Reporting
- Improving Communication
- Control
- Improving Feedback
- Promoting Understanding
- Justifying
- Prediction
- Judging
- Learning

**SECTION 4: CUSTOMER FOCUS**

To what extent are the following practices demonstrated in your organization?

25. In our organization every action is shaped by a relentless commitment to meeting and exceeding customer expectations.

- To a great extent
- To some extent
- Not at all

26. Every employee understands what he/she must do in order to maintain and add value to every relationship with the customer.

- To a great extent
- To some extent
- Not at all

27. All our efforts and excitement are focused on acquiring new customers, while efforts at retaining existing customers are poor.

- To a great extent
- To some extent
- Not at all

28. We continuously monitor customer feedback with a view to introduce new products and services to delight and amaze customers.

- To a great extent
- To some extent
- Not at all

29. We directly involve customers in the innovation process for identifying their articulated and unarticulated needs.

- To a great extent
- To some extent
- Not at all

30. All departments in our organization work to enhance the friendliness of every operation, product and service offered to the customer.

- To a great extent
- To some extent
- Not at all

31. Managers in our organization are very busy and seldom have the time to interact with customers.

- To a great extent
- To some extent
- Not at all
32. Please identify one characteristic that best describes your organization’s attitudes towards customers. If there is some other characteristic that is most important in your organization, but that is not listed, please specify.

☐ Every action is shaped by a relentless commitment to meeting and exceeding customer expectations.
☐ Every employee understands what he/she must do in order to add value to every customer relationship.
☐ Our efforts are focused on acquiring new customers; efforts at retaining existing customers are poor.
☐ Continuously monitor customer feedback to introduce new products & services to delight & amaze customers.
☐ Involve customers in the innovation process for identifying both articulated and unarticulated needs.
☐ All Depts. work to enhance the friendliness of all operations, products & services offered to customers.
☐ Managers are very busy and seldom have the time to interact with customers.

Specify

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SECTION 5: CREATIVITY
To what extent are the following practices demonstrated in your organization?

33. We encourage everyone to act as an entrepreneur, take risks, experiment, and constantly seek new ways of doing things.

☐ To a great extent ☐ To some extent ☐ Not at all

34. People are often seen discussing opposing opinions and sharing a diversity of perspectives on important issues.

☐ To a great extent ☐ To some extent ☐ Not at all

35. More than 30 percent of our profits come from products introduced in last three years.

☐ To a great extent ☐ To some extent ☐ Not at all

36. We are very good at finding and commercializing ideas through forming effective relationships with external innovators.

☐ To a great extent ☐ To some extent ☐ Not at all

37. The planned routines and time pressures make thinking outside the box an impossible task.

☐ To a great extent ☐ To some extent ☐ Not at all

38. Employees are encouraged to spend 20 percent of their time and department budget on their pet schemes and projects.

☐ To a great extent ☐ To some extent ☐ Not at all

39. Please identify one characteristic that best describes the nature of creativity in your organization. If there is some other characteristic that is most important in your organization, but that is not listed, please specify.

☐ Encourage risk-taking, experimentation, and constantly seek new ways of doing things.
☐ People often evaluate opposing opinions and share a diversity of perspectives on important issues.
☐ More than 30% of our profits come from products introduced in last three years.
☐ Finding and commercializing ideas through forming effective relationships with external innovators.
☐ Planned routines and time pressures make thinking outside the box an impossible task.
☐ Employees are encouraged to spend 20% of their time & Dept. budget on pet schemes and projects.
40. What are the most important roadblocks or bottlenecks to innovation in the organization according to you? Rank the following list on a scale of 1 to 10; number 1 being most important, and 10 being least important.

Ranks 1 - 10

- Unsupportive culture and climate
- Limited funding for investment
- Government and other legal restrictions
- Workforce resistance to change
- Process immaturity
- Economic uncertainty
- Inadequate enabling technologies
- Inflexible physical and information technology infrastructure
- Insufficient access to necessary information and data
- Inadequate training of innovation teams

SECTION 6: ENVISIONING FUTURE
To what extent are the following practices demonstrated in your organization?

41. Our managers not only benchmark the best practices but are constantly engaged in identifying “next innovative practices” that will impact our business and industry.

☐ To a great extent  ☐ To some extent  ☐ Not at all

42. We believe our aspiration to provide the best product or service will overcome constraints of resources.

☐ To a great extent  ☐ To some extent  ☐ Not at all

43. We do not rely on past trends but actually engage in extrapolating and folding in the future to build our portfolio of products and services.

☐ To a great extent  ☐ To some extent  ☐ Not at all

44. We adopt an “open innovation approach” to free our internal resources to focus on managing the implementation of new technologies, products and services.

☐ To a great extent  ☐ To some extent  ☐ Not at all

45. We create multiple points of exchange where the consumer and the company can co-create value.

☐ To a great extent  ☐ To some extent  ☐ Not at all

46. We use a 360-degree framework to tap ideas for innovation from all stakeholders for identifying new opportunities and creating unique business models and strategies.

☐ To a great extent  ☐ To some extent  ☐ Not at all

47. We use web 2.0 technologies such as Wikipedia, twitter, blogs, idea markets and the like to tap new sources for ideas.

☐ To a great extent  ☐ To some extent  ☐ Not at all
48. Please identify one characteristic that best describes your organization’s future outlook. If there is some other characteristic that is most important in your organization, but that is not listed, please specify.

- Constantly engaged in identifying “next innovative practices” that will impact our business and industry.
- We believe our aspiration to provide the best product or service will overcome constraints of resources.
- We extrapolate the future to build our portfolio of products and services.
- Adopt “open innovation approach” to free internal resources for implementation of innovation.
- Create multiple points of exchange where the consumer and the company can co-create value.
- We use a 360-degree framework to tap ideas for innovation from all stakeholders.
- We use web 2.0 technologies like Wikipedia, twitter, blogs, idea markets to tap new sources for ideas.

Specify

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49. Select five characteristics from the following that best depict the innovation culture of your organization.

- Our organization culture encourages openness and playfulness at work.
- We constantly monitor the environment to seek threats and opportunities.
- We encourage our employees to collaborate with others inside and outside the organization.
- Innovation is part of the performance review system in our organization.
- The culture in our organization is risk averse and does not encourage experimenting with new ideas.
- Processes are properly documented and everyone understands his or her role in our organization.
- Our organization relies heavily on incremental innovations.
- Our organization culture encourages openness and playfulness at work.
- Our organization seeks to achieve a balance between radical and incremental innovations.
- There is lack of enthusiasm, commitment from top management in our organization.
- There are no proper criteria and metrics to measure the impact of innovation in our organization.
- Our organization focuses its efforts on creating uncontested market space.
- Each department pursues their own self interest and is often working at cross purposes.
- One of the biggest problems in our organization is lack of alignment among ‘measurement systems’.
- Every employee in our organization is involved in at least one innovation project.
- We encourage measurement of forward looking metrics that help us to encourage employee performance.

50. Describe the one characteristic that explains the unique innovation cultural practices of your organization.

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PERSONAL INFO

Name (optional) 

Gender:  ☐ Male  ☐ Female

Age (in completed years)
☐ Less than or equal to 25 years  ☐ 26 to 35 years  ☐ 36 to 45 years  ☐ 46 to 55 years  ☐ Greater than 55 years

Number of years of total work experience 

Title (optional) 

Level and Designation in the Organization
☐ Senior level manager  ☐ Middle level manager  ☐ Junior level manager

Business Areas
☐ HR  ☐ Marketing and Sales  ☐ Finance  ☐ Technical/Operations  ☐ Other

Name of the Organization (Business Unit) 

City  State  Country 

Email  Company website link

Thank you very much for your time and support.
RESEARCH & DEVELOPMENT

For Q 1 and Q3 please check the box that best represents the situation in your organization.
For Q 2 please write the number in the appropriate area that best represents the situation in your organization.

1. R&D spending as a % of sales
   - 0-5%
   - 6-10%
   - 11-15%
   - 16-20%
   - >20%

2. Conversion rate of ideas to products/services in last 2 yrs
   - <10%
   - 11-20%
   - 21-30%
   - 31-40%
   - >40%

3. Speed of Commercialization
   - <6 mths
   - 6 mths -1 yr
   - 1-1.5 yrs
   - 1.5-2 yrs
   - >2 yrs

4. Expected life of a new product/service
   - < 2 yrs
   - 2 – 4 yrs
   - 4 – 6 yrs
   - 6 – 8 yrs
   - > 8 yrs

COMMERCIALIZATION CAPABILITIES

For Q 1 please write the number in the appropriate area that best represents the situation in your organization.
For Q 2 and Q3 please check the box that best represents the situation in your organization.

<table>
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<tr>
<th>Competency in Industry</th>
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<tbody>
<tr>
<td>1</td>
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1. No. of new prdts launched in a yr
   - < 5
   - 6-10
   - 11-15
   - 16-20
   - >21
   - Mrgl Prfmr

2. Success rate of new prdts in last 2 yrs
   - < 5%
   - 6-10%
   - 11-15%
   - 16-20%
   - >21%
   - Mrgl Prfmr

RETURN ON INVESTMENTS

Please check the box that best represents the situation in your organization.

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<tr>
<td>1</td>
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1. Prft cont frm new pdts/srvcs - last 2 yrs
   - <10%
   - 10-20%
   - 20-30%
   - 30-40%
   - >40%
   - Mrgl Prfmr

2. % sales from new prdts/srvcs over last yr
   - Mrgl Prfmr

3. ROI frm new prdts/srvcs – last yr
   - Mrgl Prfmr

4. Cost savings due to innovations - last yr
   - Mrgl Prfmr

VALUE OF INTELLECTUAL PROPERTY

For Q 1 please write the number in the appropriate area that best represents the situation in your organization.
For Q 2 please check the box that best represents the situation in your organization.

<table>
<thead>
<tr>
<th>Filed</th>
<th>Pending</th>
<th>Awarded</th>
<th>Rejected</th>
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</table>
1. No. of patents filed/pending/awarded/rejected during last 2 yrs

2. % of revenue from royalty & licensing patents/IP rights last yr
   - <10%
   - 11-20%
   - 21-30%
   - 31-40%
INNOVATION CAPABILITIES

Please check the box that best represents the situation in your organization, No. 1 representing best performance, No.2 representing second best performance and so on.

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Competency in Industry</th>
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1. Product Innovation

2. Process Innovation

3. Service Innovation

4. Business Model Innovation

OPEN INNOVATION

Please check the box that best represents the situation in your organization.

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1. No. of ideas from customers

2. No. of ideas from collaborations

3. No. of ideas from academia

4. No. of ideas from external R&D centers

5. No. of ideas from depts. across co.

6. No. of ideas from other sources

7. Please specify sources

GLOBAL FOOTPRINT

Please check the box that best represents the situation in your organization.

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1. R&D conducted in home country

2. R&D done outside home country

3. R&D conducted in India & China