

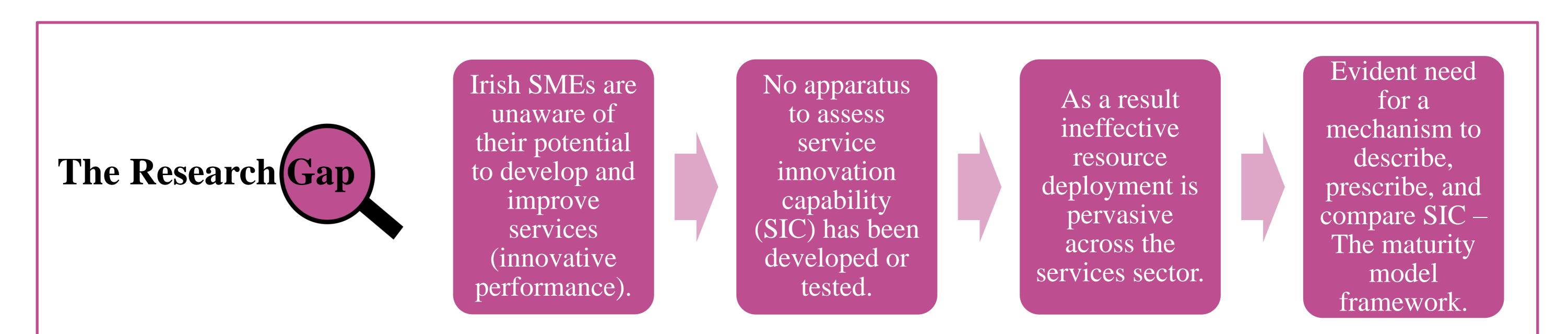


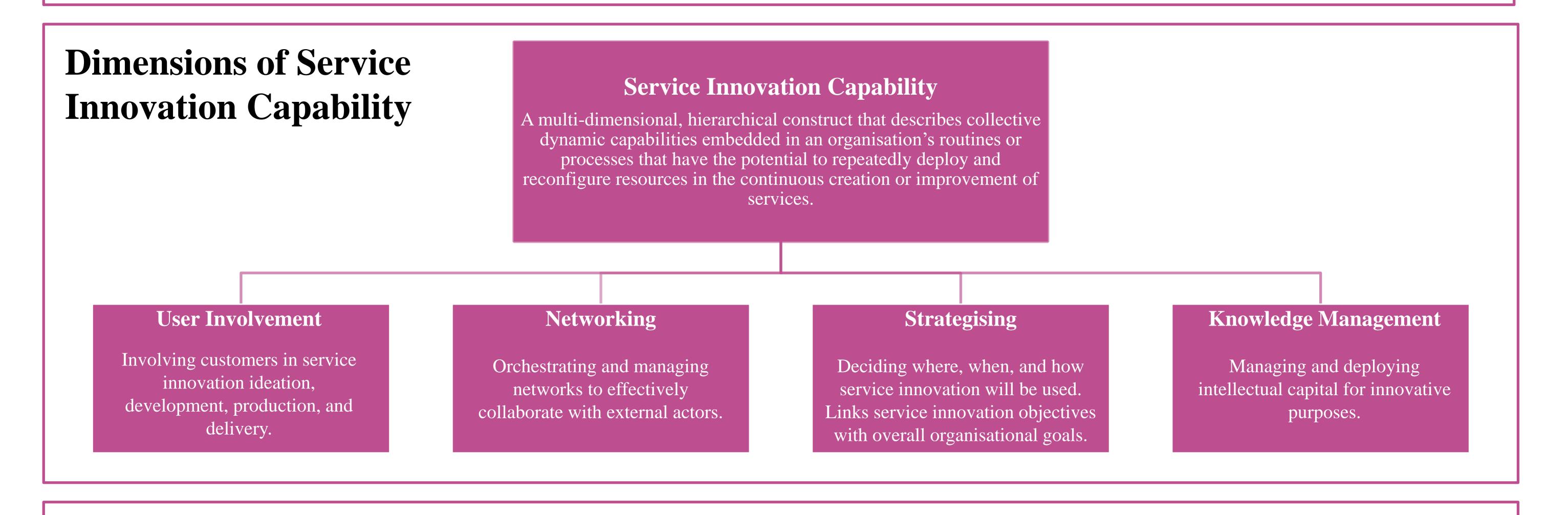
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Conducting an assessment using the

1. Compare organisational practices against those described on the model. 2. A maturity level is achieved when all the characteristics of a level and its preceding levels have been satisfied. 3. Plot results using a radar chart to identify the contrast between current and targeted performance.

4. Apply results as the foundation for an incremental or radical plan that systematically guides improvement initiatives.

maturity	matrix

Capability	Maturity Level 1: Initial	Maturity Level 2: Managed	Maturity Level 3: Defined	Maturity Level 4: Measured	Maturity Level 5: Optimising
Strategising	strategic planning activities are conducted.Innovation strategy is inexplicit and the	Strategy is defined, refined, and communicated to a greater extent, but this tends to be primarily informal and not go beyond budgeting. The planning processes are not rigorous and tend to be reactionary.		drives the organisation's focus and informs decision making. Here in depth analysis occurs that assists with understanding the future organisational success factors. There is dynamic rather than static resource allocation which creates new capabilities or redefines the market.	Processes for the development of service innovation strategies are institutionalised. The strategy objectives are derived from a holistic view of the organisation and drive critical organisational decisions. Strategic planning excellence is embedded in the organisation and continuously improved. The strategic planning framework is shaped around tomorrow's concept of the business.
User Involvement	Customers are simply considered as buyers of the service and it is assumed that service developers know what they want.	observation, but there is little or no direct contact. Ideas primarily come through	Users are consulted at various stages in the development of service innovations and directly asked about their needs. There is a systematic identification of potentially valuable users to ensure their wishes, requirements, and ideas are incorporated into existing and new service innovation projects.	Users are co-designers and have an active, ongoing role and influence on innovation development processes. The firm uses proactive market research techniques to interact with customers and they are integrated both into the early stages of ideation and service development and in the verification and testing of new services or service improvements prior to their launch.	Users play an intrinsic role in innovation processes and are consistently involved at key decision points. The organisation views customers as partners and their ongoing relationship extends beyond single projects. There is constant customer
Knowledge Management	There is very poor organisational communication and a limited flow of information or feedback. Little to no	There is little conscious thinking by employees and actions are based on past experiences and observations. They are guided by experiences, recognition of patterns, and intuition which is difficult to share with others and occurs primarily at an individual level.	Knowledge is gathered, documented, and adequately communicated vertically and horizontally through new tools. Employees express insights or ideas to others in their groups and a shared understanding is developed. There is no collective or coherent group action, but employee understanding and actions are changed through conscious elements shared at group level.	level that changes the collective understandings of the group. Conversations are held to promote the collective mind and mutual adjustments and negotiated actions are achieved. Knowledge management is more deeply integrated into processes. It fosters	Individuals readily teach and mentor each other. There is regular, transparent, and open communication. Learning now occurs at an organisational level. Structures, systems, and procedures are established to capture the way groups communicate and interact. Successful experiences become embedded into the organisation as routines.
Networking	conservative attitude towards opening organisational boundaries for knowledge	Only internal representatives of business functions that will be impacted by changes are involved in service innovation projects. The organisation begin to understand the importance of involving external parties in innovation and their conservative attitude softens.	There are defined and deployed practices for networking and informal networking is encouraged. Knowledge is shared, to a moderate extent, across organisational boundaries. There is a greater involvement of internal stakeholders in defining the market requirements, designing service content, and modelling delivery processes etc.	continuous feedback and cross- organisational cooperation. The organisation initiate collaborations and alliances that spread risk and establish new sources of revenue. Both internal and external parties that may be interested in or impacted by the new or changed services are identified, and if possible, are	The widespread involvement of the skills and knowledge of external parties occurs at this maturity level. Complementary groups have been identified and collaborative practices are institutionalised. Open innovation and cooperation with stakeholders inspires new services and processes in addition to incremental improvements to existing services. Relationships with highly skilled network actors are established, maintained, and exploited to continuously improve innovation processes and their management.