## Hong Kong Most Innovative Knowledge Enterprise Award

Application Form & Assessment Model

2025





https://www.hkmikeaward.com

## **Application & Rules**

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## I. Assessment Form

Part A: MIKE Intellectual Capital Assessment Criteria

- Criteria 1: Empowering knowledge workers for innovation
- Criteria 2: Strategic, visionary, and transformative leadership
- Criteria 3: Living up to customer and stakeholder expectations and needs
- Criteria 4: Developing internal & external networks and connectivity
- Criteria 5: Cultivating an organizational innovation culture
- Criteria 6: Investing in and delivering knowledge-based products/services/solutions
- Criteria 7: Enforcing knowledge practices and systems for knowledge creation
- Criteria 8: Implementing creative and virtual concepts/ spaces to create stakeholder value

° Criteria Ranking

Part B: Innovation Performance

Part C: Proven Practices

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## Please fill up this form in English language only

## I.1) Type of Application

Please choose <u>one</u> of the followings:

- □ We wish to go through the normal judging process and compete for the Hong Kong MIKE Award, including Most Outstanding Winner.
- We are the past winner of Hong Kong MIKE Award \_\_\_\_\_(year). We wish to retain the title of <u>Hong Kong MIKE Award</u> winner through the revalidation process.

## I.2) Application Form

### In which of the 5 MIKE categories would

**you like to apply** (select only **ONE** that matches your organization profile)?

- □ Large private organizations
- □ Government organizations
- □ State Enterprise Companies
- □ Associations, Institutions and non-profits
- □ SMEs Startups

### Name of Company / Organization:

(The name stated here will be displayed in all promotion and collateral materials associated with the Award including Trophy and Certificate. <u>No change is allowed after</u> <u>submission</u>.)

### **Contact Details**

Name:

**Position:** 

Address:

**Country:** 

Tel No.:

**E-mail Address:** 

## Company/ Organization Details

<b>Business Registration No.:</b> (For public organization without a Business Registration number, please fill in "0" in the field.)	
<b>Type of Organization:</b> (e.g. Private/ NGO/ Government)	
Type of Business:	Local / National / International
<b>Please State the Business Group / Unit:</b> <i>(if any)</i>	
<b>Total Number of Employees:</b> ( <i>i.e. the units in which the KM applies and spreads to</i> )	
Listed Company/ Organization in Stock Market:	Yes / No
<b>Date of Establishment:</b> yyyy / mm / dd	/ /
Website:	http://
<b>Company Logo</b> (png, jpg or ai file format)	Please provide your company logo via email.
To whom the invoice should be addressed to (please provide full name, address, email, company Tax Number, if any)	

<b>Category of Business:</b> (Please choose the most suitable category)	<ul> <li>Agriculture/Fishing/Mining/Energy/Forestry</li> <li>Medical services</li> <li>Manufacturing (i.e., Automotive Parts, Garment)</li> <li>Bio Food Technology</li> <li>Construction/Housing</li> <li>Financial services and banking</li> <li>Trading and Logistics</li> <li>Professional services and other producer services</li> <li>Retail and food services</li> <li>Public administration, social services, NGO and government departments</li> <li>Tourism/Hotels</li> <li>Education services</li> <li>Public transportation/Shipping/Aviation</li> <li>Entertainment, publishing and media</li> <li>Telecommunications / IT</li> <li>Others (Please specify:)</li> </ul>

Number of Knowledge Management staff.:	Full time:Part Time:
To which business unit the KM department reports to: (e.g. HR, IT,)	t
What is the name of the department in charge of KM?:	
Person in Charge of KM, contact info:	Name: Email: Position:
s your organization planning to become SO 30401 certified (KM certification tandard)? :	<u>Yes / No / Thinking about it</u>
Additional comments about your KM lepartment?	

Innovation Management Department	
Number of Innovation Management staff.: To which business unit the Innovation	Full time: Part Time:
Management department reports to: (e.g. HR, IT,)	
What is the name of the department in charge of Innovation Management?:	
Person in Charge of Innovation Management, contact info:	Name: Email:
	Position:
Is your organization planning to become ISO 56002 certified (Innovation Management certification standard)? :	Yes / No / Thinking about it
Additional comments about your Innovation Management department?	

Quick survey<sup>1</sup> about the state of KM and Inn ovation Management in your organization. This information is not part of the MIKE Assessment, but it will help us better understand how these disciplines are evolving for Hong Kong MIKE Award candidates. Data will remain confidential and be aggregated for analysis. Thank you for your answers.

How do you expect your organization's investment in KM and Innovation to change over the near-term future (next 12—18 months)? Select one for each:

KM		Innov	ation
	Increase a lot		Increase a lot
	Increase a little		Increase a little
	Stay about the same		Stay about the same
	Decrease a little		Decrease a little
	Decrease a lot		Decrease a lot
	Not sure/Not applicable		Not sure/Not applicable

<sup>1</sup> Adapted from APQC annual KM survey

## Which business priorities is it most important for KM to enable or support right now?

### **Select up to three:**

- Operational efficiency/process improvement
- Continuous learning
- □ Intelligent enterprise
- Data-driven decision making
- □ Strategic integration
- **Employee experience**
- □ Digital transformation
- □ Not sure/Not applicable

- □ Productivity
- □ Innovation and experimentation
- □ Organizational agility
- □ Customer centricity/experience
- □ The Future of Work
- **Quality**
- Cost savings
- Diversity, equity and inclusion
- Others \_\_\_\_\_

### What are the biggest opportunities for KM to capitalize on right now?

#### Select up to three:

- More leaders are recognizing and treating knowledge as a strategic asset
- □ KM partnership with core business functions and subject matter experts
- KM can show its value by supporting digital transformation/workplace initiatives
- New technology like Al can help KM scale and deliver more value
- Leaders are recognizing the risk of knowledge gaps and siloes
- □ KM is essential as organizations strive to reskill and upskill employees

- □ KM is essential as organizations normalize remote/hybrid work
- □ KM is essential as organizations strive to become more innovative
- □ KM partnership with shared functions like IT and HR
- Employees are frustrated with chaotic, disorganized information repositories
- Employee retirements and churn make it critical to capture/transfer knowledge
- Other:
- □ Not sure/Not applicable

### What are the biggest threats to KM right now?

### Select up to three:

- Employees are overworked and don't think they have time for KM
- KM'S impact is hard to measure, which complicates funding and buyin
- Leaders are focused on (what they see as) more urgent problems or opportunities
- People are dealing with a lot of change, which makes it harder to motivate new behaviors
- Organizational culture does not incentivize knowledge sharing and reuse

- KM may get lost in broader digital transformation/intelligent enterprise strategies
- Organizations have too many disconnected technologies in place to support
- □ KM may get lost in broader future of work strategies
- Organizations don't have sufficient technology in place to support KM
- □ Legal and ethical challenges due to new technology capabilities
- New technology like Al eliminates the need for KM
- Other:
- □ Not sure/Not applicable

## I.3) Terms and Conditions

## Applicants must accept the following Terms and Conditions to join the Hong Kong MIKE Award.

- We give our consent to hosting organization / country representative / proposer to send the submitted personal data to the administration unit of Hong Kong MIKE Award for the use of processing the award.
- □ We agree to the <u>Terms and Condition</u> of Hong Kong MIKE Award as stated in the following pages.

Full Name:			
Position:			
Signature:			
Date:	/	//	

## Terms and Conditions of the Hong Kong MIKE Award

Entrants for the Hong Kong MIKE Award are bound by the terms and conditions of the Award. Please read carefully the following terms. Failure to comply may lead to rejection or disqualification of the entry.

Terms and Conditions:

- 1. The entrant's name (i.e. the name of the organization) stated in the application form will be displayed in all announcements, promotion and collateral materials associated with the Hong Kong MIKE Award.
- 2. The use of data as contained in the application will conform to the law in the countries where the administration unit of Hong Kong MIKE Award, country host, and Award Presentation Ceremony event organizer are based.
- **3.** The entrant is required to enter the Business Registration number when lodging their application and may be further asked to submit the Business Registration document for verification. For public organization without a Business Registration number, please fill in "0" in the application form.
- 4. The entrant must ensure the report, including all design and work submitted, does not infringe the intellectual property rights of any third party. The organizer will not be responsible for any such

infringements in whatsoever and entrants found to have committed intellectual property right infringements will be disqualified immediately. Application fee will NOT be refunded.

- 5. The entrant must adhere to the schedule and submit their report on time. Late submission will not be considered.
- 6. All information, including the logo of the organization, will be used by the organizer strictly for purposes related to the Award. This information may be disclosed and transferred thereof to the organizer's employees, officers, legal advisors, or judging panel of the Award on a need-to-know basis and only to the extent necessary for each of them to perform his/her duties.
- 7. An awardee agrees to allow the organizer to use its organization name, logo and photos in the promotion and publicity materials of the Award.
- 8. The awardee agrees to let the organizer anonymously use its submitted information on research study and publication purpose.
- **9.** The awardee **agrees to share their submission to other awardees and hosts of country MIKE Award** on a platform. The Awardee has the right to edit its original material (i.e. consolidate to 4-7 pages in a single story) to make it suitable for sharing.
- **10.** Subject to Clauses 9, the awardee agrees to treat the submission made by the other awardees pertaining to this Award as confidential information (verbal, written or electronic format). The awardee agrees not to disclose or use any of the proprietary information unless it is already known to the awardee prior to the viewing. The awardee also agrees to make no copies in any form of any documents which contain such confidential information.
- 11. The entrant agrees not to make any claim or bring any action against the organizer and members of the Judging Panel for any reason whatsoever, or otherwise seek to recover from the organizer and members of the Judging Panel, any costs incurred in relation to the Award or any lost expectation of profits or any other benefits which the entrant may expect to accrue from participating in the Award.
- **12.** An entered application cannot be withdrawn once the assessment process has commenced. The materials submitted by the entrants cannot be returned.
- **13.** The operational details of running the Award such as deadlines of submission, dates of announcement, award ceremony, trophy arrangement etc. are subject to announcement by the organizer from time to time. The organizer reserves the right to make such changes according to the prevailing conditions.
- 14. The terms and conditions are subject to change by the organizer when necessary. The organizer reserves the right to revise to the rules of the Award without prior announcement. The document is available on Hong Kong MIKE Award Website: https://www.hkmikeaward.com/
- 15. All matters and disputes are subject to the final decision of organizer of the Hong Kong MIKE Award.

## I.4) Submission Guidelines

## Guidelines for Preparing your Successful Story

### Submission deadline: August 20th, 2025

The Submission package should include 3 important pieces, the report + 2 Proven Practices:

- 1. The report is composed of 4 parts A, B, C and D in the format as follows.
  - A4-size, with single-lined spacing and minimum font size of 12 points
  - Maximum <u>2 pages per criteria for Part A</u>
  - Maximum <u>1 page per measurement for Part</u> B (including tables and figures)
  - The two proven practices will have to be directly entered on the Wegrow MIKE online platform (optional)
  - Appendices (Part D) (optional such as such as company annual reports, articles, newspaper clippings etc.; maximum of 5 items)
  - Start a new page for each section

### 2. Payment information

- Application Fee: **HKD3,000**
- This fee includes the review of the application by our International Expert committee as well as the Trophy + Certificate + 1 seat for the Hong Kong MIKE Award Ceremony.
- If you do cannot physically attend the award ceremony to receive your trophy and certificate, we will be able to send it to you with extra delivery cost.
- When you submit your application to <u>BAKE.info@polyu.edu.hk</u> we will send you an invoice for payment.

## **I.5 Submission Checklist**

- □ Choose type of application
- □ Fully filled in application form (and please double check that your company name is properly stated as you would like it to appear on the Trophy and Certificate)
- $\hfill \Box$  Terms and conditions form signed
- Company logo (.png, or .jpg or .ai) submitted by email
- □ Assessment form completed (2 pages max per criteria)
- □ 2 proven practices submitted to the MIKE
- □ Appendices (if any)

# BIL Assessment RC HIT HIT

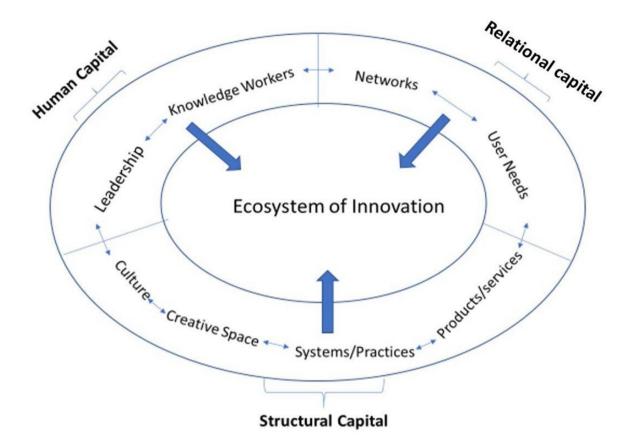
## Part A MIKE Intellectual Capital Assessment Criteria

There are two sections, in Part A.

(i) Do not just give normative statements that your organization treasures or values these factors. Please instead write narrative/stories on your concrete efforts you have put into each of the 8 criteria below with successful examples, photos, supporting data, events, news clippings or websites. A maximum write-up not more than two pages for each criteria is sufficient. Any extra materials could be attached in appendices. Power points would not be accepted but could be submitted as supplementary materials in appendices.

The questions/points given for each of the criteria are given in the table for your reference. They are only examples and hints of the content that are related to each of the criteria. There is no need to follow or answer each of them but just give you an idea what the criterion is about and to trigger your thought.

Criteria	Intellectual Capital Element	
1. Empowering knowledge workers for innovation	Human Capital (HC)	
2. Strategic, visionary and transformative leadership		
3. Living up to customer and stakeholder expectations and needs	Relational Capital (RC)	
4. Developing internal & external networks and connectivity		
5. Cultivating an organizational innovation culture	Structural Capital (SC)	
6. Investing in and delivering knowledge-based products/services/solutions	-Innovation Capital	
7. Enforcing knowledge practices and systems for knowledge creation	Structural Capital (SC) - Process Capital	
8. Implementing creative and virtual concepts / spaces to create stakeholder value		



**Empowering knowledge** workers for innovation

Intellectual Capital Element: Human Capital (HC)

"What is the calculus of innovation? The calculus of innovation is really quite simple: Knowledge drives innovation, innovation drives productivity, productivity drives economic growth."

William Brody

#### 1.1. Talent acquisition, management & retention:

1.1.1 What initiatives make you attractive as an employer of choice of knowledge workers?

1.1.2 How do you ensure that you bring the right talents on board to execute your strategic agenda/roadmap? E.g., through cognitive assessments, internal assessment centers, headhunting, etc.

1.1.3 What is the percentage of workers in your organization with professional/ university qualifications? How does it compare to your industry standard?

1.1.4 How do you manage your talents to ensure knowledge workers' retention?

#### .2. Learning and development:

1.2.1 How is your organization developing the new knowledge needed for your workers? E.g., internal training, internal training platform, knowledge sharing sessions, seminars, workshops, site visits, etc.

1.2.2 How many days per year does your average Knowledge Worker spend in training or learning and development initiatives? How does it compare to the standard market practice?

## Strategic, visionary, and transformative leadership

Intellectual Capital Element: Human Capital (HC)

"Around here, however, we don't look backwards for very long. We keep moving forward, opening up new doors and doing new things, because we're curious... and curiosity keeps leading us down new paths."

Walt Disney

#### 2.1. Strategic core

2.1.1 What is the mission and vision of your organization?

2.1.2 What are the values of your organization?

2.1.3 To what extent does your essential strategic core (= mission, vision, values) reflect and focus on knowledge and innovation?

#### 2.2. Executive leadership / senior management:

2.2.1 How do your leaders communicate the essential strategic core (= mission, vision, values) to internal and external stakeholders?

2.2.2 To what extent are these essential strategic parameters communicated and filled with life (animated with clear, concise, and practical messages and examples)?

2.2.3 Could you share some examples (activities and behaviors) of how some of your Senior Management Leaders showed their commitment and support for knowledge-driven and innovation initiatives and projects?

#### 2. 3. Task leadership:

2.3.1 To what extent do task leaders of your organization exhibit entrepreneurial spirit, creativity, and (pro-) action-orientation?

2.3.2 To what extent can your task leaders make autonomous decisions on how they want to approach their projects to achieve the agreed-upon results and outcomes?

## Living up to customer and stakeholder expectations and needs

Intellectual Capital Element: Relational Capital (RC)

"In business, the idea of measuring what you are doing, picking the measurements that count, like customer satisfaction and performance ... you thrive on that."

**Bill Gates** 

#### 3.1. Living up to stakeholder expectations and needs

3.1.1 Who are the shareholders of your organization? Who are the other key stakeholders?

3.1.2 How are they being informed about the work and progress of your organization?

3.1.3 What value does your organization generate for its different stakeholders (e.g., better products and services, higher profits, greater corporate social responsibility, etc.)?

#### **3.2. Living up to customer expectations and needs**

3.2.1 How does your organization keep track of changes in markets and/or customer expectations?

3.2.2 To what extent, and how frequently, does your organization conduct any customer experience and satisfaction surveys? How do you apply the findings of these surveys?

3.2.3 To what extent do you involve your customers / clients in (co-) developing new products and services?

3.2.4 How does your organization handle customer complaints? To what extent do you act upon them? To what extent do you use them as a source of inspiration for product and service improvement throughout the organization?

Developing internal & external networks and connectivity

Intellectual Capital Element: Relational Capital (RC)

"The new form of networking is not about climbing a ladder to success; it's about collaboration, cocreation, partnerships, and long-term values-based relationships."

**Porter Gale** 

#### 4.1. Developing networks

4.1.1 How do you encourage and foster internal networks and intra-organizational connectivity and collaborations?

4.1.2 What are the practices to build formal/informal internal and external networks?

#### 4.2. Knowledge flows through networks

4.2.1 How is knowledge (explicit and experiential) acquired internally (e.g., personal networks, mentoring, project team, CoP, etc.)? How do you ensure it flows to the right person at the right time in the right format?

4.2.2 How is knowledge (explicit and experiential) acquired externally (e.g., consultants, trade networks, social media, university partnerships, crowdsourcing, open innovation, interorganizational learning, strategic alliances, etc.)? How do you ensure it flows to the right person at the right time in the right format?

4.2.3 To what extent do you follow an ecosystemic approach towards knowledge management and innovation management?

## Cultivating an organizational innovation culture

Intellectual Capital Element: Structural Capital (SC) – Innovation Capital

"There are different ways to do innovation. You can plant a lot of seeds, not be committed to any particular one of them, but just see what grows. And this really isn't how we've approached this. We go missionfirst, then focus on the pieces we need and go deep on them and be committed to them."

**Mark Zuckerberg** 

#### 5.1. Knowledge exploration and absorption

5.1.1 To what extent does your culture promote the concept of the learning organization? How have you designed your organizational learning or any action learning program?

5.1.2 How do organizational practices reflect a culture of knowledge creation and sharing among colleagues?

5.1.3 To what extent does your culture encourage vivid discussions and constructive debates on organizational issues and matters?

5.1.4 How does your organization encourage exploration of new knowledge and experimentation with it?

#### 5.2. Idea generation and implementation

5.2.1 How do organizational practices reflect a culture of idea generation and sharing among your employees?

5.2.2 What is your organizational response to failure? How does your organization respond to people/teams taking the initiative and failing in a project? How do you learn from failures?

## Investing in and delivering knowledge-based products/services/solutions

Intellectual Capital Element: Structural Capital (SC) – Innovation Capital

"An investment in knowledge pays the best interest."

**Benjamin Franklin** 

#### 6.1. Investing in knowledge-based products/services/solutions

6.1.1 Does your organization as an Innovation Strategy? If so, how is it stated? Who is involved in formulating this strategy? In which way(s) does it support the overall strategy of your organization?

6.1.2 What is the percentage of your organization's annual budget devoted to innovation / Research and Development (R&D)? How does this compare to the standard in your industry?

6.1.3 On average, how many innovation projects do you conduct per year? What is the average duration of these projects (here, you can distinguish between exploration, ideation & evaluation phases and the actual implementation phase if deemed appropriate)? How much do you spend per year on your innovation projects?

6.1.4 Which of the following 10 innovation types does your organization target (select all that apply)? A description of each innovation type can be found at: https://tinyurl.com/10typesinnovation

Share examples for the top 3 most used innovation types.

#### **Configuration:**

- Profit Model Innovation (Business Model Innovation)
- Network Innovation
- Structure Innovation
- Process Innovation

### **Offering:**

- Product Innovation
- Product System Innovation

#### **Experience:**

- Service Innovation
- Channel Innovation
- Brand Design
- Customer Engagement (Experience Design)

6.1.5 What is the proportional mix of innovation projects (%) in your organization that targets incremental improvements, evolutionary innovations, and revolutionary innovations? Share some concrete innovation projects examples for each category.

6.1.6 What is the uniqueness of the products, services, and solutions offered by your organization? How does this add value to your customers? Provide some examples to illustrate the uniqueness of your offerings.

#### 5.2. Delivering knowledge-based products/services/solutions

6.2.1 How have you organized Innovation Management (IM) in your organization (governance)? At which hierarchical level is the "IM office" positioned? To whom is your most senior IM Officer reporting? Do you steer your IM initiatives in a centralized or decentralized committee / coordination group?

6.2.2 How does your organization recognize opportunities to develop new products, services, and solutions needed in the near future?

6.2.3 To what extent do mechanisms exist in your organization to capture ideas, opinions, and recommendations to improve any aspect of the business?

6.2.4 In what ways does your organization structure and systematically manage the process of developing new products or services so that they are addressing the emerging market needs?

6.2.5 What processes are in place to enhance knowledge creation and innovation related to your products and services range?

## Enforcing knowledge practices and systems for knowledge creation

Intellectual Capital Element: Structural Capital (SC) – Process Capital

"You can't manage knowledge — nobody can. What you can do is to manage the environment in which knowledge can be created, discovered, captured, shared, distilled, validated, transferred, adopted, adapted, and applied."

**Chris Collison** 

#### 7.1. Strategic knowledge management

7.1.1 Does your organization as a Knowledge Management Strategy? If so, how is it stated? Who is involved in formulating this strategy? In which way(s) does it support the overall strategy of your organization?

7.1.2 How do you identify and map critical knowledge in your organization?

7.1.3 To what extent are you aware of any knowledge risks in your organization? What measures have you taken to mitigate or eliminate these risks from their occurrences? How do you prevent of critical or confidential knowledge from leaving or leaking from your organization?

7.1.4 How have you organized Knowledge Management in your organization (governance)? At which hierarchical level is the "KM office" positioned? To whom is your most senior KM Officer reporting? Do you steer your KM initiatives in a centralized or decentralized committee/coordination group?

7.1.5 What systematic practices and processes does your organization use for identifying and capturing knowledge (both external and internal)? And for organizing and sharing it throughout your organization?

#### .2. Operational knowledge management

7.2.1 What are the information tools and platforms (KMS) available in your organization that support the flow of relevant information and knowledge among your employees? What is the employee usage level of your KMS system? How do you measure the success of such systems? Please share some of these metrics and results.

7.2.2 Has your organization developed any knowledge repository of your knowledge workers' skills and competencies (expertise locator)? How are knowledge workers' competencies (knowledge skills and experiences) identified, maintained, and kept up to date in this system?

7.2.3 To what extent do you use mentoring/tutoring programs for junior employees to get up to speed more rapidly? To support knowledge transfer between generations?

7.2.4 Does your organization offer/support any opportunity or channels for employees to socialize and share experiential knowledge and learn from each other? Please provide examples.

7.2.5 Does your organization offer/support any type of cross-divisional communities of practices/innovation for employees to share experiential knowledge, learn from each other and collaboratively develop solutions, new tools, etc.? Please provide examples.

**Implementing creative and virtual concepts / spaces to create stakeholder value** 

Intellectual Capital Element: Structural Capital (SC) – Process Capital

For innovation to flourish, organizations must create an environment that fosters creativity; bringing together multi-talented groups of people who work in close collaboration together — exchanging knowledge, ideas and shaping the direction of the future.

Describe with concrete examples to what extent your organization has adopted, implemented, and successfully used one or more of the following concepts to enhance the interactions, creativity, and learning of employees in your organization:

- Collaborative workplaces;
- Social media;
- Innovation jam;
- Smart office; Floating/mobile office;
- Future Centre; User Lab, Mind Lab, etc.;
- Knowledge café, dialogue circles etc.;
- Others.

Provide concrete evidence and/or examples of benefits and outcomes associated with the application of one or more of these concepts.

## **Criteria Ranking**

(ii) Among the 8 criteria, please give a rating (from 1 to 7) in the form of a score to the relative importance of each of these criteria which you think is important to the success of your organization. Also please pick up any THREE criteria (put a tick in the box) which your organization has performed most well.

Crit	eria	Relative Importance of the SustainabilityCriteria7 - Extremely important (critical to success)6 - Very important (essential in most aspects)5 - Important (essential in some aspects)4 - Somewhat important (nice to have)3 - Fairly important (needed in some aspects)2 - Slightly important (needed in a few aspects only)1 - Not important at all (would not affect operation)(Please put down your rating below for each one, identical rating is permitted)	Select THREE criteria your organization has performed best (put a √ below)
1.	Empowering knowledge workers for innovation	actinear taing is permited)	
2.	Strategic, visionary and transformative leadership		
3.	Living up to customer and stakeholder expectations and needs		
4.	Developing internal & external networks and connectivity		
5.	Cultivating an organizational innovation culture		
6.	Investing in and delivering knowledge-based products/services/solutions		
7.	Enforcing knowledge practices and systems for knowledge creation		
8.	Implementing creative and virtual concepts / spaces to create stakeholder value		

## **Part B Innovation Performance**

How do you measure innovation performance in your organization? Please select the most appropriate measurement indicator(s) for your organization and provide a self-appraisal with data and evidence. You may select more than one measurement area and describe how exactly you measure your innovation performance for each selected area.

- New products / services/ brands / business models developed
- □ Market share / new product sales
- Patents / licenses / royalties
- Process, technology or channel improvements
- **Revenues** / incomes / turnover
- Customer / client satisfaction
- Prizes / awards / honors, etc.
- □ Ideas in (closed and open) innovation pipelines, etc.
- Others ...

## **Part C Proven Practices**

**Title of Proven Practice** #1 submitted (Knowledge Management related):

**Title of Proven Practice #2** submitted (Innovation Management related):

## Fields to be documented when submitting your 2 Proven Practices:

- 1. Proven Practice Title: \_\_\_\_\_
- 2. **Proven Practice Domain**: Knowledge Management **OR** Innovation Management **OR** Applicable to both
- 3. **Description of the Context and Challenge** you faced and that this proven practice helped you to solve (provide as much context as possible): \_\_\_\_\_
- 4. **Description of the solution used**. Briefly describe the type of solutions and actions that were undertaken to overcome the problem or challenge? Who undertook action? Try to visualize concepts if possible or add images were useful.
- 5. **Outcomes and Results**. Describe the key outcome that resulted because of the solution/action.
- 6. **Lessons learned.** What are the key takeaways and lessons learned from your particular experience. What should be remembered? What would you make different and why?
- 7. **Recommendations:** What would you convey to a peer to take into consideration when facing a similar challenge? What not? How can problems like this in the future be avoided? How can responses be improved?
- 8. Keywords (at least 4): \_\_\_\_\_, \_\_\_\_,

**10. Add links (Optional)** 

<sup>9.</sup> Share visuals and documents (Optional)

## Appendix Document