



## Level 1

### Innovation enthusiast

Inspiration

## Level 2

### Innovation experimenter

Basic knowledge / initiation

## Level 3

### Process-driven innovator

Processes and organisational engagement

## Level 4

### Strategic innovator

R&D (including science) and investment intensity

## Level 5

### Ecosystem designer

Global impact and reach

**Partnerships and open innovation**

Open innovation  
Cooperation capabilities

**Innovation partnerships are deficient**

Corporate knowledge is not managed  
Market knowledge

**First cooperation partners for innovation**

Internal knowledge retention  
Innovation cooperation with customers and suppliers

**Partners selected on the basis of innovation**

Data and intellectual property related processes  
First innovation-related partnerships

**Research institutions and international partners**

Sharing data and intellectual property  
Continuous innovation partnership

**Open innovation, partners contribute to ecosystem center**

Open innovation cooperation platform  
Innovation cooperation through open platform

**Finances**

Investments in innovation  
Financial capabilities

**Financial capabilities are deficient**

No investments in innovation activities  
Lack of capability to raise funds

**Project-based financing**

Random reactive expenditures  
A few funded projects

**Systematic financing**

Digitisation, automation, product development  
Systematic innovation investments

**Capacity to raise funds**

Included: R&D > 2% of turnover  
Capacity to raise funds

**Public offering / listing capacity**

R&D > 10% of turnover  
Money raising capacity by listing shares

**Innovation management processes and practices**

Innovation management  
Innovation portfolio management  
Idea flow management  
Product development

**Innovation management is deficient**

Innovation management is absent  
Innovation portfolio management is absent  
There is a random collection of ideas  
Development of products is not pursued

**Initial agreements on innovation management**

Project-based innovations  
A few innovation projects  
Idea collection linked to market demand  
Initial practice in product development

**Innovation management process established**

Innovation management process and strategy  
Consolidated view of innovation projects  
Annual brainstorming and market testing methodology  
Customer-oriented systematic product development

**Innovation management model fully implemented**

Innovation management model implemented  
Holistic portfolio management on 3 horizons  
Regular open brainstorming and market testing  
Knowledge-intensive product development

**Ecosystem inclusive innovation process**

ISO innovation management implemented  
Segmented innovation portfolios  
Continuous open brainstorming, transparent testing  
Open innovation-driven product development

**Value proposition innovation**

Business model innovation  
Technology innovation  
Product/Service innovation  
Intellectual property rights  
Business process innovation

**Seeking and noticing inspiration**

Business model similar to competitors  
Use of widely adopted technologies  
Market-common product/service  
Intellectual property (IP) protection is absent  
Reactive adjustment of work processes

**Innovation in some categories**

Efficiency-based business model  
Some technological novelty  
Market-improved product/service  
Lack of intellectual property (IP) protection activities  
Automation and digitalization of individual processes

**Complete value proposition and few protected intellectual properties**

Successful business model on the market  
Strong technological innovation  
A few own products/services  
A few protected own products  
Systematic automation and digitization covering all processes

**Protected intellectual property portfolio and well established brand**

Unique business model that creates new markets  
Unique technological innovation  
Internationally distinctive product/service, recognized brand  
Protected product portfolio  
Innovation-driven proactive process innovation

**Globally unique competitive advantage and innovation platform**

Business model as innovation platform  
DeepTech / deep technology  
Product-service is synonymous with entire product category  
Intellectual property protection strategy  
Benchmark for process innovation

**Culture and people**

Innovation culture  
People

**Some interested parties**

Limited readiness for change  
Innovation activities are not a part of daily work

**A few leaders**

Attempts at organizational change  
Some interested leaders are present

**Engaging the wider team**

General supportive mentality  
Positions related to innovation

**Innovation culture**

Innovation is part of business culture  
Dedicated innovation team

**Innovation role model**

Established innovation culture  
Recruitment according to development horizon

**Ambition, strategy and leadership**

Scaling / Sales capabilities  
Market ambition  
Management  
Innovation ambition

**Interest of owners and managers**

Occasional export inquiries  
Local market ambition  
Reactive management, desire for development  
Interest in innovation

**Initiatives for individual innovations**

Regular orders from export markets  
Ambition for a few new export markets  
Tactical management (1–2 years) with a few innovations  
Ambition of a distinctive own product/service

**International ambition and innovation strategy**

Strong sales ability in selected target markets  
Broader international ambition in target markets  
Strategic development horizon 2–5 years with innovation strategy  
Ambition for international recognition and branding

**Knowledge-intensive innovation with international ambition**

Strong international brand and representation  
Global ambition  
Visionary development horizon 5–10 years  
Global ambition

**Ambition to become cooperation platform / consolidator**

Global reach, consolidated companies  
Ambition of a global collaboration platform  
10+ years development horizon  
Ambition of a global collaboration platform