UAE Innovation Award

Spreading Innovation Culture Throughout UAE Private Sector

Manual & Guidelines
2017
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The National Innovation Strategy is a national priority, a primary tool to achieve our 2021 Vision and an engine for the growth of distinctive skills and capabilities across the nation.

We have always called for creativity in every field, this strategy is a concrete step to implement that vision. These initiatives around innovation will enhance quality of life in the UAE and take our economy to new horizons.

His Highness Sheikh Mohammed Bin Rashid Al Maktoum - UAE’s Vice President and Prime Minister and Ruler of Dubai
We live in a very dynamic world where things are changing every minute.

Global competition, rising customers’ expectations, accelerated complexity and advancement in technology now make innovation a business imperative.

Innovation is the new competitive advantage, and not flavor of the month.

His Highness Sheikh Ahmed bin Saeed Al Maktoum
Chairman and Chief Executive, Emirates Airline & Group
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Why Innovate?

- Competitive Economy
- Modern Technologies
- Shift in Market Structures
- Change in Customers’ Preferences
Current Challenges

- Different definitions and understanding of innovation in the UAE private sector
- Lack of structured innovation framework for the UAE private sector
- Lack of clear measurement of innovation maturity in the UAE private sector companies
- Lack of independent innovation assessment and professional feedback for the UAE private sector companies
- Lack of recognition and rewards for innovation in the UAE private sector
Innovation Award Objectives

To promote innovation culture throughout UAE private sector companies

To support UAE private sector companies to strengthen their innovation practices and capabilities to create sustainable value

To support UAE Vision 2021 and National Innovation Strategy

To raise the level of innovation in the UAE private sector by setting innovation framework and standards
Innovation Award Objectives

To recognize risk takers who create and promote innovation within their organizations

To recognize and reward UAE companies that provide the most innovative products and services

To recognize and reward the leading innovative companies in UAE
Benefits of the Award

UAE

Participants
Benefits for UAE

1. Reinforce the UAE’s reputation and image to be the leading innovation business hub
2. Improve the UAE’s ranking in the Global Innovation Index
3. To attract international innovative companies to UAE
4. To enhance UAE business competitiveness
5. Spread innovation best practices and promote the spirit of innovation in UAE
6. To set standards and raise the level of innovation in the UAE private sector
7. Empower people as a result of social innovation
Benefits for Participants

- Demonstrate top management and organization commitment to Innovation
- Spread innovation culture throughout the company
- Adopt a structured innovation framework
- Gain understanding of company’s own innovation maturity level
- Professional Assessors’ feedback will help companies to develop roadmap to improve innovation
- Professional recognition and prestigious innovation award
UAE Innovation Award Categories

All private companies /profit driven organizations in the UAE can participate in the UAE Innovation Award and compete to win the maximum stars based on total scores achieved.

The stars will be awarded as shown below:

- **200 – 299 Points**: 1 star
- **300 – 399 Points**: 2 stars
- **400 – 549 Points**: 3 stars
- **550 – 699 Points**: 4 stars
- **700 + Points**: 5 stars
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The Award Organization Structure, Roles & Responsibilities

Award Patron
H.H. Sheikh Ahmed Bin Saeed Al Maktoum

UAE Innovation Award
Secretary General

Award Judging Committee
Chairman

Assessment Team
Coordinator

Technical Support
Advisor

Management Support Director

Stakeholders Relations
Award Coordination
Media & Marketing
UAE Innovation Award Framework

Innovation Results
- Customer Results
- Business Growth Results
- Community and Sustainability Results

Innovation Drivers
- People
  - Innovation Masterminds
    - Who?
- Game Plan
  - Innovation Strategy
    - Why?
- Projects
  - Innovation Portfolio
    - What?
- System
  - Innovation Process
    - How?
- Customers & Stakeholders
  - Innovation Partnerships
    - Whom?

Innovation Capabilities
(Funding, Training, Technology, Innovation Center)

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The Award Criteria & Scores

- The award framework consists of three main criteria with a total of 1000 points attainable.
- The first criterion focuses on the Innovation Capability, covering sub-criteria such as Funding, Training, Technology and Innovation Center, with a weight of 20% of the total award points.
- The second criterion focuses on five key Innovation Drivers with a total weight of 40%.
- The remaining 400 points is reserved for the Innovation Results Criterion, which includes three sub-criteria: Customer Results, Business Growth Results, & Community and Sustainability Results.
UAE Innovation Award Criteria & Sub-Criteria

Criterion 1: Innovation Capability (200 points)
   1.1 Innovation Budget (50 points)
   1.2 Innovation Training (50 points)
   1.3 Innovation Technology (50 points)
   1.4 Innovation Center (50 points)

Criterion 2: Innovation Drivers (400 points)
   2.1 Innovation Masterminds (80 points)
   2.2 Innovation Strategy (80 points)
   2.3 Innovation Portfolio (80 points)
   2.4 Innovation Process (80 points)
   2.5 Innovation Partnerships (80 points)

Criterion 3: Innovation Results (400 points)
   3.1 Customer Results (150 points)
   3.2 Business Growth Results (150 points)
   3.3 Community and Sustainability Results (100 points)

"Innovation is the successful commercialization of novel ideas, including products, services, processes and business models"
Criterion 1: Innovation Capability (200 points)

Innovative organizations organize company assets in unique ways that create value. They design & implement Innovation infrastructure and building innovation capabilities that attract talent and enable people & systems to operate at the highest level of effectiveness.

1.1 Innovation Budget (50 points)
1.2 Innovation Training (50 points)
1.3 Innovation Technology (50 points)
1.4 Innovation Center (50 points)
1.1 INNOVATION BUDGET (50 POINTS)

The Perils of ROI: Chicken-and-Egg Discussions

“What is the value of this idea?”

“We don’t know.”

“We can’t fund it if we don’t know what’s going to be worth.”

“We won’t know what it will be worth until we get some funding to develop it ...”
1.1: Innovation Budget/Funding (50 points)

This sub-criterion addresses the importance for the participating companies to plan, approve, and allocate adequate funding for the Innovation Program, and allocate budget for innovation training, research and execution of Innovation projects, initiatives and activities. These may include following elements:

- 1.1.1 Internal Funding (20 points)
- 1.1.2 Budget Management (20 points)
- 1.1.3 External Funding (10 points)
1.1: Innovation Budget/Funding (50 points)

1.1.1 Internal Funding
Internal sources of finance are critical for companies’ innovation. Innovative companies plan and allocate annual dedicated budget to pursue and sustain innovation. The level of internal funding (size and allocation) shall be appropriate to support the Innovation Strategy. Specific budget is allocated for R&D, training, innovation projects and initiatives development and execution. Additional funds will be available if needed to pursue strategically important new opportunities and to ensure over all success of innovation program.

1.1.2 Budget Management
Innovative companies distribute innovation budget adequately among various innovation portfolio projects. To balance between daily Operations, Incremental Improvement, breakthrough Innovation and disruptive Innovation to take care of the customer needs and market/industry trend of today and the future.
Innovation leaders and managers shall have the autonomy and flexibility to manage the innovation program budget.

1.1.3 External Funding
External sources of finance are also critical for companies when there is lack of internal funding. Source of external funding can be national and international. Some companies also use crowdfunding (a form of crowdsourcing of alternative finance by raising monetary contributions from a large number of people) to fund their innovation portfolio projects.
1.2 Innovation Training (50 Points)

1.2.1 Innovation training and capability development
Conduct explicit Innovation education and training programs across the organization for their staff & teams innovation skills development

(30 Points)

1.2.2 Innovation Management Tools
Equip your people with latest Innovation management tools, methods and relevant resource to effectively execute innovation initiatives and programs

(20 Points)
1.2: Innovation Training (50 points)

This sub-criterion addresses the importance for the participating companies to invest in employee innovation training in order to build a robust innovation capability that supports the corporate innovation strategy.

These may include following elements:

- 1.2.1 Innovation training and capability development (30 points)
- 1.2.2 Innovation management tools (20 points)
1.2: Innovation Training (50 points)

1.2.1 Innovation training and capability development
Innovative companies conduct explicit Innovation education and training programs across the organization for their staff & teams innovation skills development. Interactive training and workshops in innovation and innovation management techniques with real world experience, prior to starting the innovation project, will help people working in the innovation process to have relevant know-how & support to execute innovation work efficiently.

1.2.2 Innovation management tools
Innovative companies equip their people with latest Innovation management tools, methods and relevant resources to effectively execute their innovation initiatives and programs.
1.3: INNOVATION TECHNOLOGY (50 POINTS)

Digital Technology is taking over the economy, industry by industry & the entire global economy is in the process of becoming digitized.
1.3: Innovation Technology (50 points)

This sub-criterion addresses the importance for the participating companies to plan, invest, develop and deploy robust Innovation technology platform and tools to enable corporate innovation. Innovative companies across industries are applying technology-enabled innovations and encourage a collaborative approach between IT and business units. By applying technology enabled innovation, companies could harness the power of disruptive technology and exponential technologies & methods. These may include following elements:

- 1.3.1 Innovation Technology Platform (20 points)
- 1.3.2 Technology tools (15 points)
- 1.3.3 Data and Business analytics (15 points)
1.3: Innovation Technology (50 points)

1.3.1 Innovation Technology Platform
Creation of innovation platform that can be leveraged repeatedly to deliver. Technology platforms can bring benefits in at least four areas: cost and timeline reduction, often through automation; business transformation; the enhancement of processes; and, most significant, business model innovation through the creation of new types of products and services.

1.3.2 Technology Tools
Innovative companies ensure adequate and appropriate technology tools are in place to support innovation program. Staff and teams are effectively adept and use these technology tools to achieve corporate innovation objectives.
Innovative companies harness the power of disruptive technology and exponential technologies & methods such as Artificial Intelligence, Robotics & Sensors, Nanotechnology, 3D Printing, Digital Medicine, Digital Biology, Advanced Materials, Cyber Security etc.

1.3.3 Data and Business Analytics
Successful business analytics depends on data quality, skilled analysts who understand the technologies and the business, and an organizational commitment to data-driven decision-making.
Innovative companies conduct continuous iterative exploration and investigation of organization’s data and past business performance to gain insight and drive business planning. They treat their data as a corporate asset and leverage it for competitive advantage.
1.4: INNOVATION CENTER (50 POINTS)

An Innovation Zone/center is a protected space within an organization, an industry, or even a geography where ideas are identified, evaluated, nurtured, and developed in order to create value. It’s a place where free thinking is encouraged and rewarded, were the status quo is constantly challenged and redefined.
1.4: Innovation Center (50 points)

Business innovation requires building an innovation culture and creating the right kind of environment where people and their ideas can thrive. Innovative organizations ensure well-designed, adequate and accessible Innovation spaces are in place to enable individuals and teams to develop innovative ideas, test new disruptive solutions and business models, accelerating iteration and innovation.

This sub-criterion addresses the importance for the participating companies to plan, develop and effectively manage innovation centers, where ideas are identified, evaluated, nurtured and developed in order to create value. These may include following elements:

1.4.1 Innovation Space Design (10 points)
1.4.2 Safe Haven For New Ideas (10 points)
1.4.3 Innovation Collaboration (10 points)
1.4.4 External Connectedness (10 points)
1.4.5 Innovation Center Management (10 points)
1.4: Innovation Center (50 points)

1.4.1 Innovation Space Design
Space is the stage for the overall experience; therefore, innovative companies take into account the key functions, size, location, flexibility, furnishing, equipment, to create an innovative environment that supports business processes, positively influences the culture, and fully accommodates the appropriate technology and tools.

1.4.2 Safe Haven For New Ideas
The Innovation center/lab inspires new thinking and becomes a protected “incubator” environment where individuals and teams are free to test and develop fragile ideas, accelerating iteration and innovation. It is a meaningful launching pad to engage individuals and groups in exchanging innovative ideas.

1.4.3 Innovation Collaboration
Innovation space can encourage curiosity, experimentation and collaboration. The ecosystem of interdependent zones can increase team engagement in the innovation process and better support the key behaviors and habits of innovation. This inviting space supports social behaviors, connecting with others for collective problem identification and solving and to help foster a community of open innovation.

1.4.4 External Connectedness
To foster innovation between co-located and distributed teams, an innovative organization must provide a consistent and equitable experience through access to tools, technology and space (physical and virtual). Connectedness increases opportunity of networking, interacting and building trust for stronger working relationships. Innovative companies provide effective technology that makes content-sharing and interactions easy for everyone.

1.4.5 Innovation Center Management
Innovative companies appoint and empower innovation center management team to oversee center operations, plan and manage center innovation activities (e.g. Brainstorming and Prototyping Sessions), monitor and evaluate project development, and promote the visibility of the innovation center/lab by engaging media and stakeholders.
CR 2: Innovation Drivers (400 points)

The second main criterion focuses on ensuring critical innovation drivers and enablers (that play crucial roles in the success of innovation management) are in place in order for innovation to start, thrive, and sustain.

The second criterion consists of five inter-related sub-criteria, as follows:

2.1 Innovation Masterminds (80 points)
2.2 Innovation Strategy (80 points)
2.3 Innovation Portfolio (80 points)
2.4 Innovation Process (80 points)
2.5 Innovation Partnerships (80 points)
2.1: Innovation Masterminds (80 points)

This sub-criterion addresses the question of who Innovates? It is important for the participating companies to have the right talent in the innovation driving seat and hold leaders and teams accountable for leading and implementing innovation throughout the organization. Innovative companies also adopt innovation oriented open culture that effectively promote cooperation, exchange of knowledge, experience and ideas.

These may include following elements:

- 2.1.1 Innovation Leadership and Governance (30 points)
- 2.1.2 Innovation Structure and Teams (30 points)
- 2.1.3 Employee Engagement (20 points)
2.1: Innovation Masterminds (80 points)

2.1.1 Innovation Leadership and Governance

Strong leadership from senior management is essential to achieving success in innovation. Innovative companies have committed leaders who encourage and protect innovation and top executives such as Innovation Sponsor and Chief Innovation Officer who spend their time actively managing and driving innovation. These leaders act as innovation role models by encouraging behavior such as risk taking and openness to new ideas and rewarding innovators.

Innovative companies also adopt comprehensive innovation governance system to align goals, allocate resources and assign decision-making authority for innovation projects across the organization and with external parties.

2.1.2 Innovation Structure and Teams

Innovative companies develop flexible organizational structure that foster collaboration across functions and divisions with teams, departments and leaders to better support and govern the Innovation Program and facilitate Innovation Management implementation.

Leadership team trust and empower Chief Innovation Officer, Innovation Managers, Project Leaders, innovation facilitators and teams and hold them accountable.

2.1.3 Employee Engagement

Innovative companies develop a culture of innovation to evoke the highest level of participation from everyone by identifying unique motivators and develop recognition and incentive programs to reward innovative teams and individuals. Innovative companies determine innovation metrics and make sure that they are aligned with the rewards offered to individuals, teams and departments.
2.2: Innovation Strategy (80 points)

This sub-criterion addresses the question of **why and where to Innovate?** It is important for the participating companies to develop well crafted strategies and game plan to align their innovation efforts. Innovation strategy is an important part of corporate strategy - **effective Innovation Strategy development, alignment, ownership, communication and execution** is critical for designing a system to match organization specific competitive needs and drive long-term innovation leadership. These may include following elements:

- 2.2.1 Strategic Foresight (25 points)
- 2.2.2 Strategy Alignment (30 points)
- 2.2.3 Business Model Innovation (25 points)
2.2: Innovation Strategy (80 points)

2.2.1 Strategic Foresight
Innovative companies carry out a range of practices, methods, tools and techniques that help the organization actively explore, shape and manage the future. This includes understanding key drivers of change, possible projections into the future, and the implications of change on specific businesses, projects or contexts.

2.2.2 Strategy Alignment
For the corporate innovation program to succeed, Innovative companies ensure that it is aligned with the corporate strategy and support National Innovation policy. To ensure strategic fit, the degree of innovation in services and product development shall also be relevant to the business’s strategic aims. Frequency at which innovation strategies are revisited and refined shall be aligned with the market shifts.

2.2.3 Business Model Innovation
Innovative companies develop new, unique concepts supporting corporate mission and develop competitive advantage by identifying the areas where the company will focus its innovation efforts and investments to increase the value proposition to its customers over time.

Business model innovation is about fundamentally rethinking the business around a clear customer need, then realigning company resources, processes and profit formula with this new value proposition. Business model innovation includes various elements such as value proposition, operating model, financial structure, and business system design etc.
2.3: Innovation Portfolio (80 points)

This sub-criterion addresses the question of WHAT to Innovate? It is important for the participating companies to understand what the customers really need and choose the right shift to new Business Model, Platform and Customer Experience by creating and managing a balanced and integrated strategic innovation portfolio with the right projects and initiatives in the pipeline to attain optimal returns while choosing the right level of risk. These may include following elements:

• 2.3.1 Innovation Portfolio Strategy Alignment (30 points)
• 2.3.2 Innovation Portfolio Selection Criteria (30 points)
• 2.3.3 Innovation Portfolio Mix and Management (20 points)
2.3: Innovation Portfolio (80 points)

2.3.1 Innovation Portfolio Strategy Alignment

Innovative companies create an innovation portfolio to translate strategic innovation objectives and priorities into project-based innovation activities. Innovation portfolio selection and evaluation should be directed toward strategic targets and support the innovation strategy and overall corporate strategy.

2.3.2 Innovation Portfolio Selection Criteria

Innovative companies assess portfolio projects to determine if they are really the right innovative products and services that possess unique style, features and functionality for the organization to deliver and captivate value.

They define the innovative projects Evaluation Criteria to be considered in evaluating ideas and concepts. Innovative companies assign realistic weightage for various project elements such as Uniqueness, Probability of technical and commercial success, R&D Cost, Time to completion, Intellectual Property Protection, Availability of investment and resources, etc. Projects achieving the highest scores will become part of the Innovation Portfolio.

2.3.3 Innovation Portfolio Mix and Management

Innovative companies understand strategic factors and select their innovation portfolio of initiatives and projects that strike a balance between risk and reward.

They select the right portfolio mix of short-term and horizon innovation initiatives, while balancing between the various types of innovation such as Incremental innovation, business model innovation, new venture innovation, breakthrough and disruptive innovation.

Innovative companies manage their innovation portfolios aggressively and secure leadership sponsorship and commitment for their portfolio projects.
2.4: Innovation Process (80 points)

This sub-criterion addresses the question of How to Innovate? It is important for the participating companies to ensure efficient idea-to-value process in place that is accessible, understandable & systematic. By engaging employees in the rigorous innovation process, companies will be able to manage portfolio projects to successfully complete and effectively deliver value to customers and the community. These may include following elements:

- 2.4.1 Scanning & Framing (15 points)
- 2.4.2 Idea Generation (15 points)
- 2.4.3 Idea Evaluation & Prioritization (15 points)
- 2.4.4 Concept Feasibility (15 points)
- 2.4.5 Implementation & Commercialization (20 points)
2.4: Innovation Process (80 points)

2.4.1 Scanning & Framing
Managing innovation requires identifying the problems that matter and moving through them systematically to deliver elegant solutions. The first step in the innovation process is to discover the current situation, challenges and identify innovation opportunities. By understanding customers aspirations and pains, companies can clearly identify the goals or problems to be solved.

2.4.2 Idea Generation
Ideation is the creative process of generating, developing, and communicating new ideas. Innovative companies pursue, develop, and refine internally and externally generated ideas and figure out if these ideas address unmet needs in attractive market segments. Ideation is not about brainstorming lots of ideas only but to identify the best solution to satisfy the unmet customer needs of the target customers segments, enabling them to get the job done better, faster, more conveniently and effectively.

2.4.3 Idea Evaluation & Prioritization
Innovative companies manage and evaluate ideas by taking into account various evaluation factors such as: Market Attractiveness, Strategic Fit, Sales Growth, Reward vs. Risk, Cost and Time to implement etc. Innovative companies shortlist and prioritize ideas by asking the following questions:
- **Value**: Does the idea deliver tangible benefits to the organization?
- **Suitability**: Is the idea consistent with strategy and the current situation?
- **Acceptability**: Will stakeholders support it?
- **Feasibility**: Is there sufficient resource or time? Can the innovation be managed within existing budgets or will additional funding be required?
- **Enduring**: Will the idea deliver value in both long and short terms?
2.4: Innovation Process (80 points)

2.4.4 Concept Feasibility

Once the ideas with the greatest potential have been identified, they can be tested in order to be better developed. One of the most common means of testing a product or service idea is to create a prototype or pilot the concept with customers.

Innovative companies create visualizations of the product or service that will allow their teams and customers to assess innovation results by having a better look at how the product will function and what changes can be made for further improvement. Innovative companies can also test financial viability of the Innovation Concept.

2.4.5 Implementation & Commercialization

The final step of implementation and commercialization is where innovative companies take tested innovations and develop them to full-scale operations with production and market launch.

The ideas that survive the testing process will be further developed and altered until they are ready to be executed as a part of the business offerings and communicated through internal and external communication channels.

Innovative companies also monitor and assess implementation of innovation to better improve the innovation life-cycle and process.
2.5: Innovation Partnerships (80 points)

This sub-criterion addresses the question of **with WHOM to Innovate**? It is important for the participating companies to capitalize on its own strengths while harnessing the capabilities and assets of others to create value by **building an Innovation network of partners and ecosystem**.

Innovative organizations leverage resources, know-how and technology from others by working with partner organizations, collaborating with suppliers, customers and the public as well as forming unusual partnerships with competitors. They encourage transparency and openness to facilitate the free exchange of information and ideas and adopt legal and partnership framework that ensures “win-win” outcome for all parties involved.

These may include following elements:

- **2.5.1 Public Crowdsourcing (25 points)**
- **2.5.2 Creative Co-creation (25 points)**
- **2.5.3 Open Innovation (30 points)**
2.5: Innovation Partnerships (80 points)

2.5.1 Public Crowdsourcing
Innovative companies tap into the knowledge of the public and the input is sourced from a large and undefined group of people on specific challenges and issues set by the company.

2.5.2 Creative Co-creation
User-driven innovation is the co-creation that place the user at the center of the innovation lifecycle ensuring that innovative ideas can be turned into new products and services that add value to the customer and society.
Innovative companies initiate and deploy an active, creative and social process, based on collaboration between producers and users to generate value for customers.

2.5.3 Open Innovation
Open innovation is the use of purposive inflows and outflows of knowledge to accelerate internal innovation, and expand the markets for external use of innovation. Depending on the context, innovation collaboration can occur in all aspects of the business cycle e.g. Procurement and supplier collaboration, Research and development of new products, services and technologies, Marketing, distribution and commercialization etc.
Innovative companies adopt open innovation by building collaborative community engagement and creating an environment where multiple players (individuals and organizations within and outside the company) can actively get involved and contribute towards creating and developing new products, services, processes and business solutions. It might include the involvement of multiple stakeholders such as customers, suppliers, other businesses, universities, government agencies and consultants, etc.
Criterion 3: Innovation Results (400 points)

The third main criterion focuses on assuring innovative organizations develop and manage a balanced set of meaningful qualitative and quantitative performance measures to determine the effectiveness of their innovation strategy and programs deployment based on the needs and expectations of their stakeholders.

Innovation measures with Leading and Lagging indicators can assess innovation progress, track success and allow companies to reward the right behaviors. These measures in line with requirements of Criteria 1 & 2 shall cover all innovation management factors such as innovation strategy, innovation partnerships, innovation platforms, innovation portfolios, innovation process and systems, and innovation culture.

The third criterion consists of three sub-criteria, as follows:

- **3.1** Customer Results (150 points)
- **3.2** Business Growth Results (150 points)
- **3.3** Community and Sustainability Results (100 points)
3.1: Customer Results (150 points)

Innovative companies develop and agree on a set of *performance indicators and related outcomes* to determine the *successful deployment of innovation strategy, process and supporting systems*, based on the *needs and expectations of the customers*.

These include *customers’ perceptions* of the company on their innovation offering (products and services) and *internal measures* used by the company in order to monitor, understand, predict and improve the performance of the company’s innovation efforts and impact on the perceptions of the customers. These may include the following as relevant to the participating company:

3.1.1 Customer Innovation perception (50 points)
- 3.1.1.1 Customer satisfaction with new products and services (40 points)
- 3.1.1.2 Customer-loyalty Index (%) (10 points)

3.1.2 Customer Innovation Key Measures (100 Points)
- 3.1.2.1 Customers Relations & Engagement (25points)
- 3.1.2.2 Customer Channels & Feedback (25points)
- 3.1.2.3 Innovative Products and Services (25 points)
- 3.1.2.4 New Customers & Market Expansion (25 points)
Innovative companies develop and agree on a set of performance indicators and related outcomes to determine the successful deployment of innovation strategy, processes, and supporting systems, based on the needs and expectations of the customers.

These include customers’ perceptions of the company on their innovation offering (products and services) and internal measures used by the company in order to monitor, understand, predict, and improve the performance of the company’s innovation efforts and impact on the perceptions of the customers. These may include the following as relevant to the participating company:

3.1.1 Customer Innovation perception (50 points)

- 3.1.1.1 Customer satisfaction with new products and services (40 points)
  - Ease of use
  - Performance and reliability
  - Product and service value
  - Product design
  - Accessibility
  - Product and service delivery
  - Level of total customer experience
  - Level of customer Support and Engagement
  - Creative after sales services
  - Marketing and sales Channels
  - User training and Support Systems
  - Responsiveness
  - Overall effectiveness (meeting customer needs)

- 3.1.1.2 Customer-loyalty Index (%) (10 points)
  - Reputation, image and brand Perception

3.1.2 Customer Innovation Key Measures (100 Points)

- 3.1.2.1 Customers Relations & Engagement (25 points)
  - Number of actively engaged customers
  - Number of new customers via referral
  - Number of explored customer groups
  - Number of customer focus groups conducted
  - Number of ideas and open innovation proposals from customers
  - Level of Customers Involvement in product and service design
  - Number of customers that help test and refine new ideas
  - % of initiatives in the portfolio motivated by customer insights

- 3.1.2.2 Customer Channels & Feedback (25 points)
  - Number of channels used to deliver services
  - Number of channels used to interact and engage customers
  - Number of positive media coverage on the company’s innovation efforts
  - Number of suggestions / complaints received from customers
  - % of successfully resolved customer complaints
  - Average response time to customer inquiries

- 3.1.2.3 Innovative Products and Services (25 points)
  - Number of Innovative Products offering
  - Number of Innovative Services offering

- 3.1.2.4 New Customers & Market Expansion (25 points)
  - % of new customers/users
  - % of new customers/users gained from new innovative products/services
  - Market share increase due to new products and services
  - % of products / services sold to new customer segments
3.2: Business Growth Results (150 points)

Innovative companies develop and agree on a set of performance indicators and related outcomes to manage, track, and measure their business growth aspirations and drive overall innovation efforts across all stages of the process. These may include the following as relevant to the participating company:

3.2.1 Business Performance Results (30 points)

- % increase in business performance
- Actual vs. targeted innovative products breakeven time
- New segments and sector entry from new products and services
- Reduction in time to market for innovative products or services
- Number of innovative products and services introduced
- Number of new businesses launched in new markets in the past year
- Innovation system and process efficiency (e.g. reduction in cycle time, reduction of errors)
- Potential of new products/service portfolio to meeting growth targets
- % of failed and abandoned innovation projects

3.2.2 Innovation Budget & Financial Results (30 points)

- % of revenue from new customers segments
- % of revenue from new products/services
- Sales, profitability or savings arising from innovations
- % of capital invested in innovation activities from total budget
- Revenue / profit generated from new innovative products and services
- Aggregate ROI of new ideas implemented
- Average investment per innovative project
- Ratio of innovation expenditure over new products/services revenue
- % of new ideas selected for funding
- % of funding for breakthrough versus Incremental innovation
- Budget invested in incremental & breakthrough innovation
- Total investment in non-core innovation projects
- R&D expenses/total expenses
- Average impact of investment per successful project
- Average expenditure on rejected ideas and products
- Cost savings achieved due to innovation efforts (e.g. process improvements, customer experience enhancement, new channels development).
3.2: Business Growth Results (150 points)

Innovative companies develop and agree on a set of *performance indicators and related outcomes* to manage, track, and measure their *business growth aspirations* and *drive overall innovation efforts* across all stages of the process. These may include the following as relevant to the participating company:

3.2.1 Business Performance Results (30 points)
3.2.2 Innovation Budget & Financial Results (30 points)
3.2.3 Innovation Process & Portfolio (30 points)
3.2.4 Innovation Training & Technology (30 points)
3.2.5 Innovation Team & Culture (30 points)
3.2: Business Growth Results Cont. (150 points)

Innovative companies develop and agree on a set of performance indicators and related outcomes to manage, track, and measure their business growth aspirations and drive overall innovation efforts across all stages of the process. These may include the following as relevant to the participating company:

### 3.2.3 Innovation Process & Portfolio (30 points)
- % of “outside” vs. “inside” inputs to the innovation process
- Total number of ideas generated per year
- % of innovative ideas implemented from total submitted ideas
- Number of innovation projects in the pipeline
- Number of ideas or concepts in the pipeline
- % of innovation initiatives taken to market
- Number of ongoing/active innovation projects
- Average time of idea to products/services
- Number of innovation projects implemented (in products, services, customer experiences, processes or business models)
- Number of Innovation Type mixes
- Number of successful results per type of innovation
- % of innovation projects launched on schedule
- % of innovation projects executed on time and on budgets
- % of innovation measures meeting targets

### 3.2.4 Innovation Training & Technology (30 points)
- Number of staff participation in innovation training
- Average number of Innovation training hours per employee
- % of employees trained in the innovation process
- % of people with sufficient innovation competency
- Number of people using online innovation tools
- Innovation Training & Development budget per employee (AED)

### 3.2.5 Innovation Team & Culture (30 points)
- % of staff involved in innovation initiatives
- % of working time spent on innovation
- Number of full-time equivalent employees devoted solely to innovation Initiatives
- % of staff and teams recognized for innovation
- Number of teams that submitted projects for innovation awards
- Number of teams and individuals rewarded for Innovation
- Average time senior managers invested in innovation
- Improvement in collaboration between innovation teams
- % of staff participation in innovation teams and projects
- Average number of innovative ideas submitted per employee per year
- Number of departments that innovate on an ongoing basis
- % of Innovation programs and projects sponsored by leaders
- Satisfaction of participating staff with the innovation program

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3.3: Community and Sustainability Results (100 points)

Innovative companies develop and agree on a set of performance indicators and related outcomes to determine the success and sustainability of their innovation efforts based on the needs and expectations of the community.

These include community perceptions of the company on their innovation offering (products and services) and internal measures used by the company. These may include the following as relevant to the participating company:

3.3.1 Community Innovation Perception (20 points)

3.3.2 Community and Sustainability Key Measures (80 points)

- 3.3.2.1 Sustainable Innovation Capability (40 points)
- 3.3.2.2 Innovation Partnership & Involvement (40 points)
3.3: Community and Sustainability Results
(100 points)

Innovative companies develop and agree on a set of performance indicators and related outcomes to determine the success and sustainability of their innovation efforts based on the needs and expectations of the community.

These include community perceptions of the company on their innovation offering (products and services) and internal measures used by the company. These may include the following as relevant to the participating company:

3.3.1 Community Innovation Perception (20 points)

- Community perception on company’s image as an innovative organization
- Community perception on company’s innovative product and service value
- Community perception on company’s future innovation potential

3.3.2 Community and Sustainability Key Measures (80 points)

3.3.2.1 Sustainable Innovation Capability (40 points)

- Number of ideas turned into patents
- Number of patents issued in the past 3 years
- Average age of company patents
- Royalty and licensing income from intellectual property
- Revenue generated from patented products
- Allocated budget for future Innovation products or services
- Innovation Expenditure in New Sustainable Products
- Accessibility for future consumers
- % completion of ideas and projects in the innovation pipeline
- Availability of required company innovation capacity for the future
- % of innovations that survived 3 or more years in the market
- % of senior executive time focused on the future versus on daily operations

3.3.2.2 Innovation Partnership & Involvement (40 points)

- Number of new community innovation partnerships or projects initiated
- % of new ideas and innovative suggestions received from external stakeholders and community
- Number of stakeholders and partners involved in innovative products/services design
- Number of new product or service ideas that come from external innovation networks
- % of innovation costs borne by co-creators/partners
- Number of innovation projects initiated to support the local community
- % of initiatives in the portfolio that involve co-creation with community and stakeholders
- % of Ideas submitted through open innovation programs
- Number and success rates of open innovation and crowd sourcing projects
- Number of communication channels adopted to communicate innovative ideas to external stakeholders
- Innovation program’s positive social impact
Conditions of Participation

1. The participating company must hold a valid business/trade license in the UAE, issued by relevant government and/or free zone authorities.

2. Participating companies must not have any of their employees working in the UAE Innovation award management or award judging committees.

3. Participating companies who already won 5 stars in UAE Innovation Award shall not reapply unless one award cycle has passed since their previous participation.

4. To qualify for participation, companies shall meet all award submission requirements and deadlines.

5. The award submission documents shall meet the award criteria, supported by documented evidence and reflect true business practices.
Award Application Procedure

Stage 1 - Request For Participation in the Award

Authorized company representative completes the registration (intent to participate) via online initial application form.
Stage 2 – Award Application Submission

- Award Application and supporting documents should be submitted as per the UAE Innovation Award format/ template.
- Submission documents are accepted in English language only.
- All criteria and sub criteria should be addressed and each sub-criteria element should not exceed 200 words.
- Each sub-criteria element should be supported by a maximum of 2-3 evidences.
- General company information shall be uploaded e.g.
  - Valid Trade License
  - Company logo - high resolution (JPEG)
  - The organizational structure
  - The company leadership team member names and titles
  - The company profile
  - Brief presentation/descriptions of innovation projects/initiatives
  - The name and contact details of authorized representative
  - The full address and location map of the company main office
- Submit the soft copy of award submission documents (in Flash or CD) before submission deadline to UAE Innovation Award office.
The Award Process

Secretary General
8. Communicate final award results to H.H. Sheikh Ahmed bin Saeed Al Maktoum office

Judging Committee
7. Approve final results, scores and stars achieved by applicants

Award Administrators
1. Receiving Applications

Assessment Team
3. Agreeing Strengths, areas for improvement, site visit issues and initial desktop assessment score
2. Assessing applications (3 assessors per application)

Secretary General
9. Announcing Winners during Award Ceremony

Assessment Team
5. Conduct site visits and submit/upload the team final scores and reports

Secretary General
6. Review final reports and scores with technical advisor then forward to Judging Committee

Secretary General
4. Reviewing assessment results and decide on shortlisted companies to visit.
Questions & Verifications

Application & Participation

Please contact

Femina Moideen

Tel: 056 – 5457416

Email: femina@uaeinnovationaward.org

Assessors & Assessment

Please contact

Su Kanakri

Tel: 050 – 8808015

Email: su@uaeinnovationaward.org