

Direct Data

- Innovation ROI White Paper research
- 15 Year tracking study
- Innovation Culture Database on over 100,000
- First-Person observations on 20,000 organizations
- Bureau of Labor Statistics Data

Supporting Research

McKinsey & Company – The State of AI-Driven Innovation (2023)

Gallup – State of the Global Workplace (2022)

Boston Consulting Group (BCG) – Most Innovative Companies Report (2023)

PwC – Global Innovation 1000 Study (2022)

Harvard Business Review – Business Growth & Survival Rates (2021)

Deloitte – Profitability Benchmarks & Competitive Performance (2023)



CULTURE & LEADERSHIP



INNOVATION READINESS

WORK CULTURE

CONFIDENCE & CAPABILITIES

GROWTH STYLE



CULTURE & LEADERSHIP

INNOVATION READINESS

AGREEMENT & URGENCY TO ACCELERATE INNOVATIONS

CONFIDENCE IN INNOVATION SYSTEM

SUCCESS WITH INNOVATIONS

WORK CULTURE

COOPERATION

SUFFICIENT RESOURCES

RESPECT FOR SENIOR LEADERSHIP

GREAT PLACE TO WORK

CONFIDENCE & CAPABILITIES

CONFIDENCE LEADING INNOVATION

ADAPTABILITY

OPTIMISM

DATA GROUNDED

GROWTH STYLE

PROACTIVE V REACTIVE

ENGAGEMENT



EMPLOYEE ENGAGEMENT

ORGANIZATIONAL ENGAGEMENT

STRATEGY



TYPES OF INNOVATION

INNOVATION:STRATEGY CONNECTION

SYSTEMS & SUPPORT



FORMAL INNOVATION SYSTEM

INVESTMENT IN INNOVATION

UNBREAKABLE BUSINESS MATURITY SPECTRUM

Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Resistance	Fire Fighting	Stabilization	Improvement	Self Directed	World Class

You perform to your lowest measure.

It's very rare for organizations to skip levels.

With intention, each level can take 12-18 months.



UNBREAKABLE BUSINESS MATURITY SPECTRUM

	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
	Resistance	Fire Fighting	Stabilization	Improvement	Self Directed	World Class
CULTURE & LEADERSHIP						
Innovation Readiness	lowest 20th					
Work Culture	lowest 20th					
Confidence & Capabilities	lowest 20th					
Growth Style	lowest 20th					
ENGAGEMENT						
Employee Engagement	Discouraged					
Organization Engagement	Active Avoidance Resistance					
STRATEGY						
Types of Innovation	Ignored					
Innovation:Strategy Connection	In conflict					
SYSTEMS & SUPPORT						
Formal Innovation System	None or Destructive Systems					
Investment in Innovation	0%					

Confidential © Eureka Institute 2025. All Rights Reserved.



UNBREAKABLE BUSINESS MATURITY SPECTRUM

	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
	Resistance	Fire Fighting	Stabilization	Improvement	Self Directed	World Class
CULTURE & LEADERSHIP						
Innovation Readiness	lowest 20th	20-40th				
Work Culture	lowest 20th	20-40th				
Confidence & Capabilities	lowest 20th	20-40th				
Growth Style	lowest 20th	20-40th				
ENGAGEMENT						
Employee Engagement	Discouraged	Random				
Organization Engagement	Active Avoidance Resistance	"Lone Wolves"				
STRATEGY						
Types of Innovation	Ignored	Sporadic				
Innovation:Strategy Connection	In conflict	Strategy undefined, unclear, unknown				
SYSTEMS & SUPPORT						
Formal Innovation System	None or Destructive Systems	Broken, Unreliable or Undocumented Systems				
Investment in Innovation	0%	0%				

Confidential © Eureka Institute 2025. All Rights Reserved.



UNBREAKABLE BUSINESS MATURITY SPECTRUM

	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
	Resistance	Fire Fighting	Stabilization	Improvement	Self Directed	World Class
CULTURE & LEADERSHIP						
Innovation Readiness	lowest 20th	20-40th	40-60th			
Work Culture	lowest 20th	20-40th	40-60th			
Confidence & Capabilities	lowest 20th	20-40th	40-60th			
Growth Style	lowest 20th	20-40th	40-60th			
ENGAGEMENT						
Employee Engagement	Discouraged	Random	Participation in Idea events			
Organization Engagement	Active Avoidance Resistance	"Lone Wolves"	Small Work Teams			
STRATEGY						
Types of Innovation	Ignored	Sporadic	Reactive Rapid Response			
Innovation:Strategy Connection	In conflict	Strategy undefined, unclear, unknown	Strategy clearly defined			
SYSTEMS & SUPPORT						
Formal Innovation System	None or Destructive Systems	Broken, Unreliable or Undocumented Systems	Reactive Systems but Stable			
Investment in Innovation	0%	0%	Less than 4% of revenue			

Confidential © Eureka Institute 2025. All Rights Reserved.



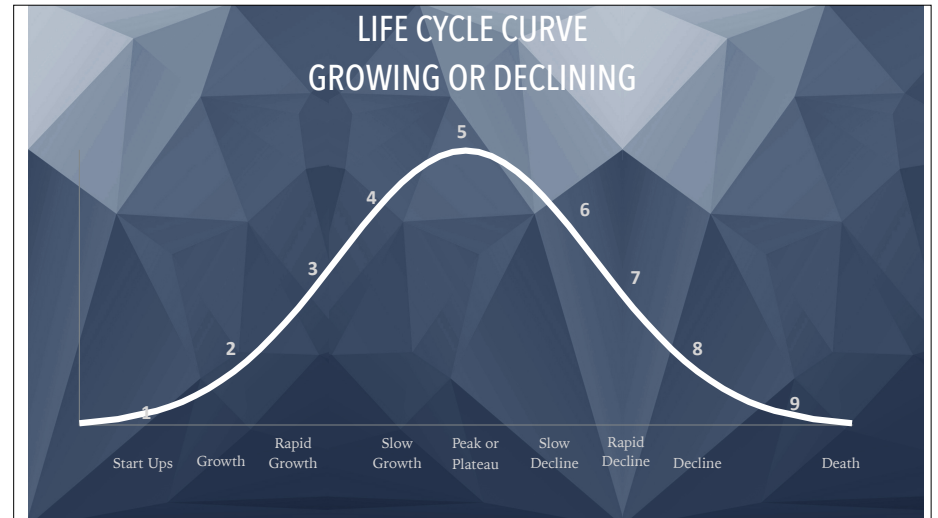
UNBREAKABLE BUSINESS MATURITY SPECTRUM

	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
	Resistance	Fire Fighting	Stabilization	Improvement	Self Directed	World Class
CULTURE & LEADERSHIP						
Innovation Readiness	lowest 20th	20-40th	40-60th	60-80th		
Work Culture	lowest 20th	20-40th	40-60th	60-80th		
Confidence & Capabilities	lowest 20th	20-40th	40-60th	60-80th		
Growth Style	lowest 20th	20-40th	40-60th	60-80th		
ENGAGEMENT						
Employee Engagement	Discouraged	Random	Participation in Idea events	Volunteering Ideas		
Organization Engagement	Active Avoidance Resistance	"Lone Wolves"	Small Work Teams	Collaboration Across Supporting Teams		
STRATEGY						
Types of Innovation	Ignored	Sporadic	Reactive Rapid Response	Proactive Focus on improvements (Process, Products)		
Innovation:Strategy Connection	In conflict	Strategy undefined, unclear, unknown	Strategy clearly defined	Strategy clearly communicated to all levels		
SYSTEMS & SUPPORT						
Formal Innovation System	None or Destructive Systems	Broken, Unreliable or Undocumented Systems	Reactive Systems but Stable	Increased Effectiveness of Current System		
Investment in Innovation	0%	0%	Less than 4% of revenue	4-10% of Revenue		

Confidential © Eureka Institute 2025. All Rights Reserved.

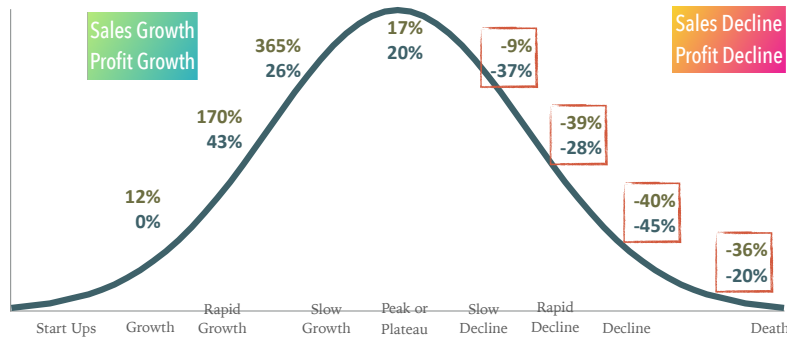
	UNBREAKABLE BUSINESS MATURITY SPECTRUM					
	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
	Resistance	Fire Fighting	Stabilization	Improvement	Self Directed	World Class
CULTURE & LEADERSHIP						
Innovation Readiness	lowest 20th	20-40th	40-60th	60-80th	80-90th	
Work Culture	lowest 20th	20-40th	40-60th	60-80th	80-90th	
Confidence & Capabilities	lowest 20th	20-40th	40-60th	60-80th	80-90th	
Growth Style	lowest 20th	20-40th	40-60th	60-80th	80-90th	
ENGAGEMENT						
Employee Engagement	Discouraged	Random	Participation in idea events	Volunteering Ideas	Empowered and Enabled	
Organization Engagement	Active Avoidance Resistance	"Lone Wolves"	Small Work Teams	Collaboration Across Supporting Teams	Support Departments Finance, Legal, etc	
STRATEGY						
Types of Innovation	Ignored	Sporadic	Reactive Rapid Response	Proactive Focus on Improvements (Process, Products)	Substantively Higher Meaningfully Uniqueness Levels	
Innovation:Strategy Connection	In conflict	Strategy undefined, unclear, unknown	Strategy clearly defined	Strategy clearly communicated to all levels	Strategy directly connected to innovation work	
SYSTEMS & SUPPORT						
Formal Innovation System	None or Destructive Systems	Broken, Unreliable or Undocumented Systems	Reactive Systems but Stable	Increased Effectiveness of Current System	Wider System Scope, Next Level Root Causes Variance & Psychology	
Investment in Innovation	0%	0%	Less than 4% of revenue	4-10% of Revenue	10-20% of Revenue	

	UNBREAKABLE BUSINESS MATURITY SPECTRUM					
	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
	Resistance	Fire Fighting	Stabilization	Improvement	Self Directed	World Class
CULTURE & LEADERSHIP						
Innovation Readiness	lowest 20th	20-40th	40-60th	60-80th	80-90th	top 10th
Work Culture	lowest 20th	20-40th	40-60th	60-80th	80-90th	top 10th
Confidence & Capabilities	lowest 20th	20-40th	40-60th	60-80th	80-90th	top 10th
Growth Style	lowest 20th	20-40th	40-60th	60-80th	80-90th	top 10th
ENGAGEMENT						
Employee Engagement	Discouraged	Random	Participation in idea events	Volunteering Ideas	Empowered and Enabled	Attracts New Employees
Organization Engagement	Active Avoidance Resistance	"Lone Wolves"	Small Work Teams	Collaboration Across Supporting Teams	Support Departments Finance, Legal, etc	Board of Directors All of Sr. leadership
STRATEGY						
Types of Innovation	Ignored	Sporadic	Reactive Rapid Response	Proactive Focus on Improvements (Process, Products)	Substantively Higher Meaningfully Uniqueness Levels	PROACTIVE Anticipates the Future with LEAP innovations
Innovation:Strategy Connection	In conflict	Strategy undefined, unclear, unknown	Strategy clearly defined	Strategy clearly communicated to all levels	Strategy directly connected to innovation work	innovation results drive next generation strategy
SYSTEMS & SUPPORT						
Formal Innovation System	None or Destructive Systems	Broken, Unreliable or Undocumented Systems	Reactive Systems but Stable	Increased Effectiveness of Current System	Wider System Scope, Next Level Root Causes Variance & Psychology	Proactive System Improvements, Sub-system
Investment in Innovation	0%	0%	Less than 4% of revenue	4-10% of Revenue	10-20% of Revenue	20% of Revenue



LIFE CYCLE CURVE

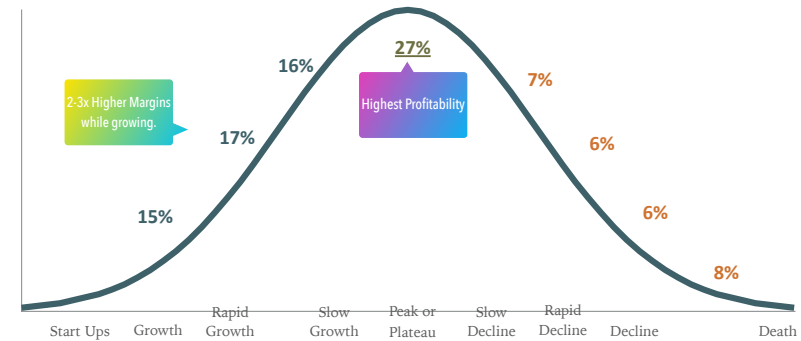
Sales & Profit Growth Over Past 3 Years



Source: 2010-2012 Innovation Engineering Sales Survey
61 companies with 48+ employees

LIFE CYCLE CURVE

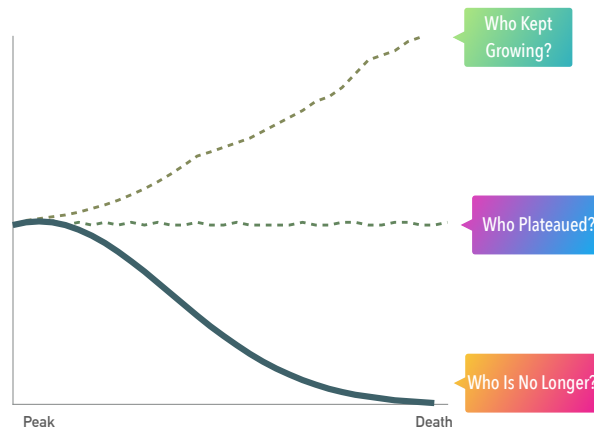
Profit Margin Over Life Cycle



Source: 2010-2012 Innovation Engineering Sales Survey
61 companies with 48+ employees

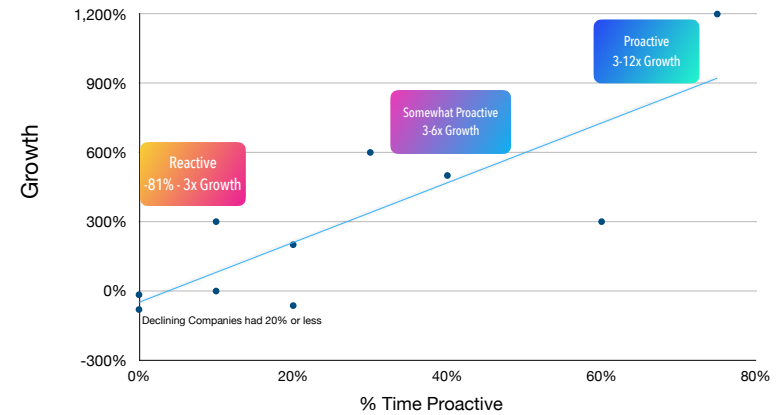
15 YEARS LATER?

Able to track 12 companies who were growing or at their peak



15 YEARS LATER

Proactive Strategies Had More Growth



Data available for 12 of the companies; 2 of the companies were acquired.

UNBREAKABLE BUSINESS MATURITY SPECTRUM						
	Level 0 Resistance	Level 1 Fire Fighting	Level 2 Stabilization	Level 3 Improvement	Level 4 Self Directed	Level 5 World Class
CULTURE & LEADERSHIP						
Innovation Readiness	lowest 20th	20-40th	40-60th	60-80th	80-90th	top 10th
Work Culture	lowest 20th	20-40th	40-60th	60-80th	80-90th	top 10th
Confidence & Capabilities	lowest 20th	20-40th	40-60th	60-80th	80-90th	top 10th
Growth Style		20-40th	40-60th	60-80th	80-90th	top 10th
ENGAGEMENT						
Employee Engagement	Discouraged	Random	Participation in idea events	Volunteering Ideas	Empowered and Enabled	Attracts New Employees
Organization Engagement	Active Avoidance Resistance	"Lone Wolves"	Small Work Teams	Collaboration Across Supporting Teams	Support Departments Finance, Legal, etc	Board of Directors All of Sr. leadership
STRATEGY						
Types of Innovation	Ignored	Sporadic	Reactive Rapid Response	Proactive Focus on Improvements (Process, Products)	Substantively Higher Meaningfully Uniqueness Levels	PROACTIVE Anticipates the Future with LEAP Innovations
Innovation: Strategy Connection	In conflict	Strategy undefined, unclear, unknown	Strategy clearly defined	Strategy clearly communicated to all levels	Strategy directly connected to innovation work	Innovation results drive next generation strategy
SYSTEMS & SUPPORT						
Formal Innovation System	None or Destructive Systems	Broken, Unreliable or Undocumented Systems	Reactive Systems but Stable	Increased Effectiveness of Current System	Wider System Scope, Next Level Root Causes Variances	Proactive System Improvements, Sub-system
Investment in Innovation	0%	0%	Less than 4% of revenue	4-10% of Revenue	10-20% of Revenue	20% of Revenue
BUSINESS IMPACT & OUTCOMES						
Growing or Declining	Rapid Decline	Decline	Peak or Plateau	Peak or Plateau	Slow Growth	Rapid Growth
Innovations Launched	0	0	0	Intro'd 1+ new products/process in past 3 years	30% of sales from new products and new customers	50% of sales from new products and new customers
Profits vs Competition	Lower or same as competition	Lower or same as competition	Lower or same as competition	Same as competition	Higher than competition	Much higher than competition
Profit Percentile	Bottom 50%	Bottom 50%	Bottom 50%	Top 25%	Top 25%	Top 25%
10 year survival odds (estimated from Bureau of Labor Statistics data)	5%	20%	35%	50%	65%	85%

Find the Want

Find the energy source for change to drive the business.

Find the Willing

Identify innovators and early adopters to get started.

Support. Support. Support.

Support. Support.

Over-Support times a factor of 5.

Once you know where you are, what do you do?

Level 2 Stabilization

- Innovation was siloed, limiting company-wide creativity.
- Needed a system to embed innovation into company DNA.
- Required faster speed to market and a stronger innovation pipeline.

Level 3 Improvement

- Level of Innovation quality increasing
- Engagement increasing from organic involvement
- Expansion to address specific opportunities and challenges

Level 4 Self Directed

- Speed to market improved by 40%, accelerating product launches.
- Innovation pipeline expanded by 50%, fueling sustained growth.
- Cultural transformation: Innovation is now an embedded organizational capability.

Key Activities

Phase 1: New Products Get a win

- Strategy: Blue Card Session, Needs Mapping
- Training: IE Blue & Black Belt for Key Team
- Action: CREATE Sessions
- Support: Project Coaching, Executive Coaching
- 100s of micro-learning coaching moments

Phase 2: Category Growth Expand Impact

- Strategy: Blue Card Session
- Training: for all levels
- Action: CREATE Sessions
- Support: Project Coaching, Executive Coaching

Phase 3: Systems Improvement Increase Capacity

- Strategy: Blue Card Session
- Stage-Gate upgrade
- Stimulus systems
- Project Management upgrades
- Support: Leadership calibrated speed & focus

Phase 4: Employee Engagement Catalyze Culture

- Training: Custom Training for all employees
- Communication Campaign: lunch-n-learns, town halls
- Everyday meetings & structures incorporate new language

Transformed from incremental improvements to a self-directed innovation in 4 years.

EXAMPLE

CLASSIC PROJECT UPDATE MEETING AGENDA

- Welcome & Objectives
 - Purpose of the meeting
 - Key objectives for today's discussion
- Project Status Update
 - Overall Progress: High-level status (On track, At risk, Behind schedule)
 - Key Milestones Completed: Major achievements since last meeting
 - Upcoming Milestones: Critical deliverables & deadlines
- Stakeholder & Team Update
 - Key Dependencies: Internal and external factors affecting progress
 - Stakeholder Feedback: Key changes in expectations or priorities
 - Cross-Team Coordination: Updates from other departments
- Next Steps & Action Items
 - Key Takeaways: Summary of discussions
 - Action Items: Assigned tasks with owners and due dates
 - Next Meeting: Proposed date and agenda preview

Project Manager

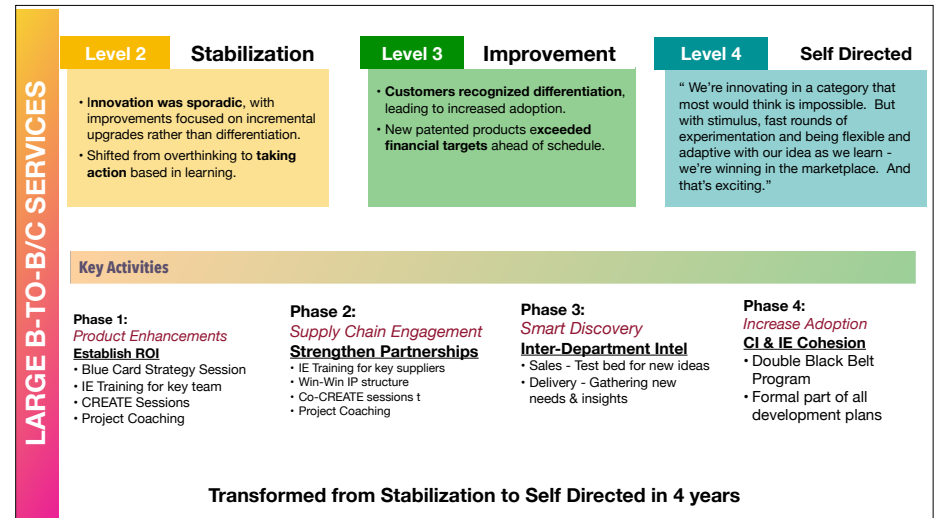
Team

Stakeholder

Project Leader

Mgmt. Coach

Process. Coach



UNBREAKABLE BUSINESS MATURITY SPECTRUM

	Level 0 Resistance	Level 1 Fire Fighting	Level 2 Stabilization	Level 3 Improvement	Level 4 Self Directed	Level 5 World Class
CULTURE & LEADERSHIP						
Innovation Readiness	lowest 20th	20-40th	40-60th	60-80th	80-90th	top 10th
Work Culture	lowest 20th	20-40th	40-60th	60-80th	80-90th	top 10th
Confidence & Capabilities	lowest 20th	20-40th	40-60th	60-80th	80-90th	top 10th
Growth Style		20-40th	40-60th	60-80th	80-90th	top 10th
ENGAGEMENT						
Employee Engagement	Discouraged	Random	Participation in idea events	Volunteering Ideas	Empowered and Enabled	Attracts New Employees
Organization Engagement	Active Avoidance	Resistance	"Lone Wolves"	Collaboration Across Supporting Teams	Support Departments Finance, Legal, etc	Board of Directors All of Sr. leadership
STRATEGY						
Types of Innovation			Reactive Response	Proactive Focus	Proactive Focus	TIME starts with LEAP
Innovation/Strategy Connection			Clearly defined	Strategy clear	Increasing standards & systems	Proactive drive next strategy
SYSTEMS & SUPPORT						
Formal Innovation System	None or Destructive Systems	Broken, Unreliable or Undocumented Systems	Reactive Systems but Stable	Increased Effectiveness of Current System	Wider System Scope, Next Level Root Cause Variance	Proactive System Improvements, Sub-system
Investment in Innovation	0%	0%	Less than 4% of revenue	4-10% of Revenue	10-20% of Revenue	20% of Revenue
BUSINESS IMPACT & OUTCOMES						
Growing or Declining	Rapid Decline	Decline	Peak or Plateau	Peak or Plateau	Slow Growth	Rapid Growth
Innovations Launched	0	0	0	Intro'd 1+ new products/process in past 3 years	30% of sales from new products and new customers	50% of sales from new products and new customers
Profits vs Competition	Lower or same as competition	Lower or same as competition	Lower or same as competition	Same as competition	Higher than competition	Much higher than competition
Profit Percentile	Bottom 50th	Bottom 50th	Bottom 50th	Top 25th	Top 25th	Top 25th
10 year survival odds (estimated from Bureau of Labor Statistics data)	5%	20%	35%	50%	65%	85%

Confidential © Everest Institute 2022. All Rights Reserved.

