CREATE PROJECT

Preliminary Questionnaire

Authors:

Version: 1.0

Work package: WP2

Place and date:
INTRODUCTION

The aim of this first questionnaire is to gather data and information on personnel's current knowledge and current opinion on the topic of creativity and innovation, applied in particular on the product development process.

The questionnaire, therefore, has been structured in three sections, that, by means of closed questions, investigate on:

- Meaning of creativity and innovation for the internal personnel;
- Methods to foster creativity and innovation inside the company, according to the personnel's opinion;
- Way of structuring the product development process inside the company in the opinion of the personnel.

As said before, all the information and the data emerging from the analysis of the questionnaires will be used to frame the current vision of the personnel of the company as concerns the topic of CREATE Project.

However, the results of the questionnaires will be used also to define in detail the contents of the subsequent meetings at the company premises. In other words, it will be possible to better customize the approach of next sessions according to the expectations emerged from the answers to some of the proposed questions.

We would stress the fact that all questionnaires will remain strictly anonymous, in order to make sure that everyone feels comfortable and absolutely free to express his own opinion, hoping therefore that each answer provided will be rigorously honest.
QUESTIONNAIRE

0 ABOUT YOU

Question 0.1
How old are you?

<table>
<thead>
<tr>
<th></th>
<th>30-39</th>
<th>40-49</th>
<th>50-59</th>
<th>&gt;60</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;30</td>
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<tr>
<td>30-39</td>
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<td>40-49</td>
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<td>50-59</td>
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<tr>
<td>&gt;60</td>
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</tbody>
</table>

Question 0.2
How many years have you been working for this company?

<table>
<thead>
<tr>
<th></th>
<th>1-3</th>
<th>3-10</th>
<th>&gt;10</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;1</td>
<td></td>
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<tr>
<td>1-3</td>
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<td>3-10</td>
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<tr>
<td>&gt;10</td>
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</table>

Question 0.3
Which is your function inside the company? Which unit do you work for?

1. ABOUT CREATIVITY AND INNOVATION

Question 1.1
In your opinion, innovation is about: 1 2 3 4

- Inventing something entirely new
- Generating new ideas only
- Improving something that already exists
- Following the market leader
- Attracting innovative people
- Performing an existing task in a new way
- Spreading new ideas
- Adopting something that has been successfully tried elsewhere
- Seeing something from a different perspective
- Introducing changes

Key: 1 – strongly disagree; 2 – disagree; 3 – agree; 4 – strongly agree

Question 1.2
As far as you are concerned, an innovation can be 1 2 3 4

- A product
- A service
- A technology
- A production process
A management system
An administration procedure

Key: 1 – strongly disagree; 2 – disagree; 3 – agree; 4 – strongly agree

**Question 1.3**

To a profit-oriented organization like your company, the value of an innovation should be judged on

1. How novel it is
2. How many people it involves
3. How long it takes
4. How much it costs
5. How significantly it improves the organization’s profitability
6. How advanced the technologies it applies
7. The extent of change it entails

Key: 1 – strongly disagree; 2 – disagree; 3 – agree; 4 – strongly agree

**Question 1.4**

To a business organization like your company, who do you think is in a better position to initiate an innovation?

*please tick one*

- The board of directors
- The marketing personnel
- The production people
- The engineers
- The accountant
- The purchasing people
- Nobody
- Brought-in experts (consultants)
- The receptionist

**Question 1.5**

Companies sometimes embark on innovative activities

*please tick one*

- Because they want to increase profit margin
- Because their competitors are innovative
- Because they want to do better than their competitors
- Because of pressures from their customers
- Because they happen to have creative personnel
- In an attempt to cut down their operational costs
Since they have got the financial resource
In order to avoid straight price competition

**Question 1.6**
The key to one’s ability to innovate is to
*(please tick one)*
- Be born with the right talent
- Be able to think creatively
- Do a postgraduate course
- Gain at least ten years’ work experience
- Possess good interpersonal skills
- Be good at putting theory into practice
- Other (please specify)

**Question 1.7**
Which of the following organizational factors is paramount to realize one’s innovation potential?
*(please tick one)*
- Regular employee performance appraisals
- Freedom to work on areas of greatest interest
- Criticism by superiors or colleagues
- Recognition and appreciation
- Broad contacts with stimulating colleagues
- Creativity training programmes
- Encouragement to take risks
- Monetary rewards
- Tolerance of non-conformity
- Opportunity to work alone rather than in a team
- Adequate financial resources
- Active involvement of external persons

**Question 1.8**
What aspects would you expect/hope to find in a method for innovation?
*(please tick all that apply)*
- Formulation of an “ideal final product” to deduce middle and long-term development aims
- Illustration of technical and universal valid trends of development in products/processes
- Work out the main contradictions/problems, which need to be solved for an innovative solution
<table>
<thead>
<tr>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhancing team creativity</td>
</tr>
<tr>
<td>Methods for structuring customer requirements</td>
</tr>
<tr>
<td>Tools to aid technology transfer</td>
</tr>
<tr>
<td>Self-evaluation tools on creativity propension</td>
</tr>
<tr>
<td>Risk assessment tools</td>
</tr>
</tbody>
</table>
2. **ABOUT YOUR COMPANY**

### Question 2.1

Which of the following factors do you think is the most emphasized in your company?

*(please tick one)*

<table>
<thead>
<tr>
<th>Factor</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular employee performance appraisals</td>
<td></td>
</tr>
<tr>
<td>Freedom to work on areas of greatest interest</td>
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<td>Monetary rewards</td>
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<td>Tolerance of non-conformity</td>
<td></td>
</tr>
<tr>
<td>Opportunity to work alone rather than in a team</td>
<td></td>
</tr>
<tr>
<td>Adequate financial resources</td>
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</tr>
<tr>
<td>Active involvement of external persons</td>
<td></td>
</tr>
</tbody>
</table>

### Question 2.2

Where do you see restraints that inhibit innovation and creativity in your company?

*(please tick one)*

<table>
<thead>
<tr>
<th>Restraint</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Little encouragement by management</td>
<td></td>
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<tr>
<td>Little acceptance by employees</td>
<td></td>
</tr>
<tr>
<td>Not enough time to get new ideas</td>
<td></td>
</tr>
<tr>
<td>Inadequate or little use of methods &amp; tools (e.g. creativity methods)</td>
<td></td>
</tr>
<tr>
<td>Insufficient financial resources</td>
<td></td>
</tr>
<tr>
<td>Absence of teamwork</td>
<td></td>
</tr>
<tr>
<td>Not enough scope for unconventional ideas</td>
<td></td>
</tr>
<tr>
<td>Not enough integration of external persons</td>
<td></td>
</tr>
</tbody>
</table>

### Question 2.3

Which of the following methods and tools do you know and which are in use in your company?

If you are using any of the methods and tools below please rate them as to their usefulness

<table>
<thead>
<tr>
<th>Techniques of creativity</th>
<th>Unfamiliar method</th>
<th>Familiar method</th>
<th>Method in Use</th>
<th>Excellent / Useless</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brainstorming</td>
<td></td>
<td></td>
<td>1</td>
<td>2 3 4</td>
</tr>
</tbody>
</table>
SWOT Analysis | 1 | 2 | 3 | 4
Morphological method | 1 | 2 | 3 | 4
Synectics | 1 | 2 | 3 | 4
Provocation and movement | 1 | 2 | 3 | 4
Mind mapping | 1 | 2 | 3 | 4

Other Techniques

<table>
<thead>
<tr>
<th>Unfamiliar method</th>
<th>Familiar method</th>
<th>Method in Use</th>
<th>Excellent / Useless</th>
</tr>
</thead>
</table>
QFD | 1 | 2 | 3 | 4
FMEA – Failure Mode and Effects Analysis | 1 | 2 | 3 | 4
Cause-effect-analysis (e.g. Ishikawa) | 1 | 2 | 3 | 4
Scenario technique | 1 | 2 | 3 | 4
Pareto-analysis (ABC-Analysis) | 1 | 2 | 3 | 4

Key: 1 – useless; 4 – excellent

**Question 2.4**

We systematically “brainstorm” to generate ideas for new and improved products and services
(please tick all that apply)

- Brainstorming has yielded tangible benefits to the firm
- We brainstorm for particular product and service innovations
- We brainstorm to solve problems
- We see the usefulness of this approach, but need to take action
- We do not brainstorm on a systematic basis, but leave it to individual managers to decide

**Question 2.5**

What's the most innovative practice, service, or product your organization launched in the past years and what catalyzed that innovation?

**Question 2.6**

In your industry, is your company:

The innovation leader, or a close second or third?

If your company is a leader, rank the following in importance as reasons for leadership, with 4 most important, 1 least

- Our R&D staff (or their equivalent) is really brilliant
- Somehow the organization gets behind ideas and helps them
Executives constantly press for innovation, make sure we have resources, and measure results

Our customers are demanding and very good, and a lot of our ideas come from them

**Not a leader in innovation?**

*If your company is not a leader, rank the following in importance as reasons for lagging, with 4 most important, 1 least*

- We do our best, but the competition has far more resources
- The organization obstructs ideas--it's hard to get budget
- Our strategy (explicit or implicit) is to be a follower; innovation isn't an important part of what makes us successful
- Our customers care only about price
3. ABOUT NEW PRODUCT DEVELOPMENT PROCESS

**Question 3.1**
In your organisation who is involved in the development process? (Various answers possible)

- Competitors
- Clients
- R&D-Departments
- Universities
- Technical consultants
- Market analysts
- Component suppliers

**Question 3.2**
Please rank the following five criteria in order of their importance in product development.  

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Quality</th>
<th>Cost</th>
<th>Launch</th>
<th>Image</th>
</tr>
</thead>
</table>

Key: 1- less important; 5-most important

**Question 3.3**
How does your company find new ideas for product development?  
*(please tick all that apply)*

**Internal**
- Sales/ client statistics
- Market analysis and competition benchmarking
- Analysis in teams; creativity techniques

**External**
- Technical literature
- Customer suggestions; Customer surveys
- Consultants
- Research centres and universities

**Question 3.4**
We involve key customers and partners at the conceptual stage of new product or service development  
*(please tick all that apply)*

- We realise tangible benefits from involving customers and partners
- We have involved customers and partners for some time
- We involve customers and partners on major projects
<table>
<thead>
<tr>
<th>Statement</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>We are at the planning stages of using this approach</td>
<td></td>
</tr>
<tr>
<td>We do not involve customers/partners until we have prototypes</td>
<td></td>
</tr>
<tr>
<td>for new products or services</td>
<td></td>
</tr>
</tbody>
</table>