

*MINT develops a framework for measuring innovation capability in teams. Starting in a MINT Walk through, an organization is guided to identify indicators for increasing innovation capability. MINT strives for attaining a learning based on the use of indicators for feedback on results and behavior.*

## **PIE<sub>p</sub> MINT**

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*Partners: LTH, KTH, LTU, Volvo Aero, St Jude Medical AB, Sony Ericsson, and Region Skåne.*

### **Why**

How do we know that we are innovative? This question was raised by a manager in a Swedish technology firm – a manager responsible for a team creating and realizing innovative features on a long term, complementing ordinary product development projects. The question mirrors a common problem in practice: that innovation work on a long term can not rely on feed back from market for measuring success; other means are needed.

### **What**

The basic rationale behind MINT is the need to learn how to gain feedback on both activities within a team, or a development group/division, and the results from the team. MINT is also driven by a common need among many product developing organizations: increasing innovation capability; bringing about approaches for changes in work processes, which is also needed feedback on.

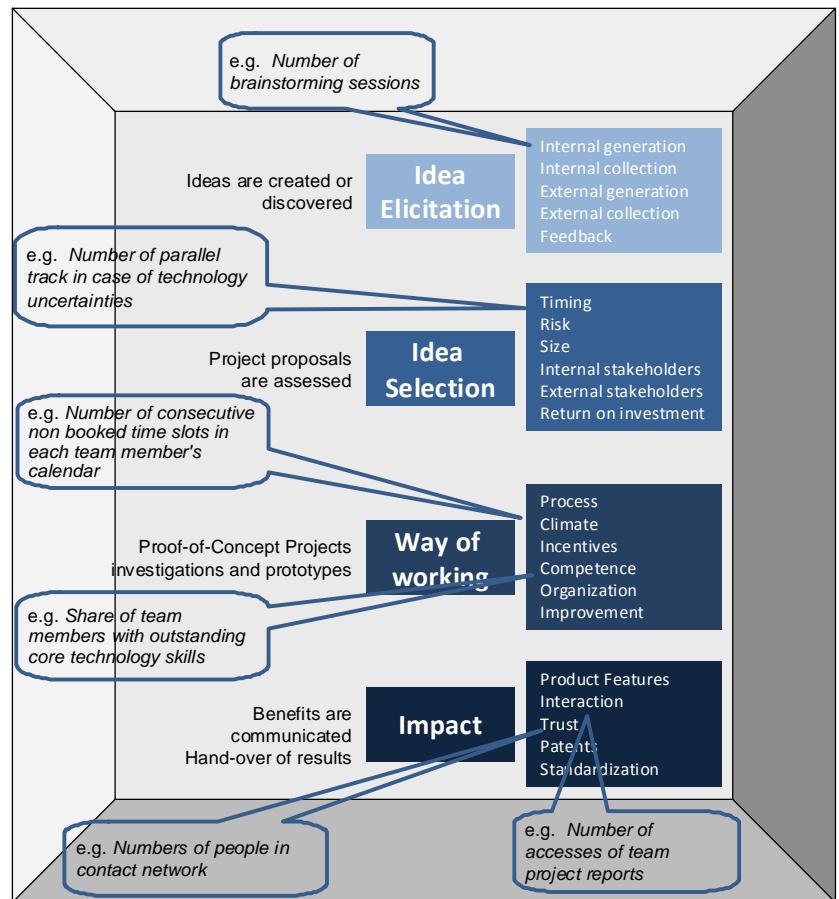
In its first phase an open investigation in innovative teams was conducted, focusing on team members' description of their work and in what way they find out if the work is going in the right direction. Five case studies were conducted. In particular two of these cases, ended up in a large amount of factors defining important issues in innovation work. The factors can be divided into idea elicitation, idea selection, ways of working and impact. Factors were then formulated as indicators on success and verified in the other case companies. A framework of indicators was developed, with suggestion for usage. In the second phase of MINT (ending December 2009), a procedure for applying the framework in a company is suggested and company specific models on measuring innovation are developed within companies. See Figure 1.

### **How**

The project is relating to theories within the area of innovation management and new product development. It complements research on measuring product development performance and innovation audits as e.g. (Griffin & Page 1996, Chiesa et al 1996). The project has been strictly need driven from an industrial point of view, resulting in an applicable framework for developing measuring models within product innovation. The project is collaboration between LTH, LTU, KTH and the case organizations Sony Ericsson, Region Skåne (county council), Volvo Aero and St Jude Medical. Connected to MINT is also the network of small companies in PIE<sub>p</sub> krAft.

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- Step 1: MINT **Walk-through**  
 Workshop to learn the MINT framework
- Step 2: MINT **Goals**  
 Discuss general goals and improvement areas for the innovative team
- Step 3: MINT **Candidates**  
 Define candidate measurements inspired by Step 1 & 2
- Step 4: MINT **Compass**  
 For each measurement:  
 Define goal and current position
- Step 5: MINT **Implementation**  
 Communicate actions,  
 Collect data for next x months
- Step 6: MINT **Evaluation**  
 Evaluate achievements and measurements



*Figure 1. Procedure for developing measuring model inspired by the MINT framework*

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