Appendix E: Audit Questionnaire Results (data)

E.1 Data Analysis Calculations

The following calculations were made for each of the Tables E.2 to E 11:

1. Sum the results for each question and find the average. [Sum individual question rows, answer in average column]
2. Sum all the averages by sub-section and find the sub-section average. [Sum average column, answer in sectional average column]
3. Sum the sub section averages and find the section averages. [Sum sub-sectional averages and find section average]
4. Sum the section averages and find the organisational innovativeness average.

E.2 Tables E.2 to E.11

The audited organisations described in chapter six are illustrated by the following tables:
First Audit Table E.2 and E.3
Second Audit Table E.4 and E.5
Third Audit Table E.6 and E.7
Fourth Audit Table E.8 and E.9
Fifth Audit Table E.10 and E.11

Organisation	Questionnaire Sections	Questionnaire Sub-Sections	Abreviated Questions from Audit Questionnaire	SUB-SECTION AVERAGES	Production	Marketing	R&D Project Management	Strategy / Technology	QUESTION AVERAGES
Electronics Org.	Environment	Technology	Dynamics of Technological Change	2.85	3	3	4	3	3.25
Electronics Org.			Key Technologies		3	3	3	4	3.25
Electronics Org.			Licensing		1	4	3	3	2.75
Electronics Org.			Future technologies monitor/scan		3	2	2	4	2.75
Electronics Org.			Technology trajectories		1	2	2	4	2.25
Electronics Org.		Market and Customer	Knowledge of Market/customer	2.65	1	1	3	3	2.00
Electronics Org.			Market/customer influence		2	4	3	4	3.25
Electronics Org.			Market/customer development		1	3	3	3	2.50
Electronics Org.			Lead Users		1	2	3	4	2.50
Electronics Org.			Future Market Trends					3	3.00
Electronics Org.		Industry	Supplier development	2.85				4	4.00
Electronics Org.			Collaboration		3	2	3	1	2.25
Electronics Org.			Benchmarking					2	2.00
Electronics Org.			Ultimate Leadership		2	3	2	3	2.50
Electronics Org.			Learn from competition		4	3	3	4	3.50
Electronics Org.		P.E.S.	Education and training needs	2.40	3	2	1	3	2.25
Electronics Org.			Relevant parties captured (national/international)		3	3	3	3	3.00
Electronics Org.			Government Links		3	3	3	2	2.75
Electronics Org.			Advantages from national environment		1	2	1	2	1.50
Electronics Org.			Benefit from foreign systems of innovation		2	3	2	3	2.50
Electronics Org.	Organizational	Strategic	Active foresight program	2.75				3	3.00
Electronics Org.			New generation products in accordance with strategy					3	3.00
Electronics Org.			Foresight and business strategy link with innovation		2	1	2	2	1.75
Electronics Org.			Correct project management structure for each innovation		4	4	3	3	3.50
Electronics Org.			Identify new technological competencies		2	3	2	3	2.50

Table E.2 Electronics Organisation, First Audit

Organisation	Questionnaire Sections	Questionnaire Sub-Sections	Abreviated Questions from Audit Questionnaire	SUB-SECTION AVERAGES	Production	Marketing	R&D Project Management	Strategy / Technology	QUESTION AVERAGES
Electronics Org.		Implement	Maximum Advantage from available resources and experience	3.40				4	4.00
Electronics Org.			Balanced repertoire, Invent Realise, Implement					3	3.00
Electronics Org.			Elapsed time for ROI measurement					4	4.00
Electronics Org.			Early involvement by all		3	3	3	4	3.25
Electronics Org.			Formal review procedures		1	3	3	4	2.75
Electronics Org.		Fostering environment	Skill improvement	2.75	2	1	1	3	1.75
Electronics Org.			Key individuals advertised and supported by management		3	2	4	4	3.25
Electronics Org.			Active organisational Learning		2	3	3	4	3.00
Electronics Org.			Failure followed by vigour or hopelessness					4	4.00
Electronics Org.			Management expect innovation		4	4	3	3	3.50
Electronics Org.			Flexible & motivational incentive scheme		1	1	1	1	1.00
Electronics Org.	Individual	Personality and Feelings	Lottery	1.75				1	1.00
Electronics Org.			Creative as possible		1	3	3	1	2.00
Electronics Org.			Strategic goals motivational					1	1.00
Electronics Org.			Threatened		2	1	3	2	2.00
Electronics Org.			Are you Making a significant contribution		2	3	3	3	2.75
Electronics Org.		Knowledge experience and background	Common goal of project	2.85	3	2	4	4	3.25
Electronics Org.			Experience inhibiting Creativity					2	2.00
Electronics Org.			Study inside and outside		3	4	2	4	3.25
Electronics Org.			Awareness of Key people		3	2	2	4	2.75
Electronics Org.			Home environment support					3	3.00
Electronics Org.		Social environment	Functional relationships in each department	3.10				3	3.00
Electronics Org.			Spirit of innovation & Dedication		3	2	2	3	2.50
Electronics Org.			Thinking the same way					2	2.00
Electronics Org.			Mavericks & weirdo's					4	4.00
Electronics Org.			Stories					4	4.00

Table E.3: Electronics Organisation, First Audit

Organisation	Questionnaire Sections	Questionnaire Sub-Sections	Abreviated Questions from Audit Questionnaire	SUB-SECTION AVERAGES	Director/Busins man	Div Mangr Aircft sys	Senr Design eng.	Project Manager	System Engineer	System Engineer	System Engineer	System Engineer	System Engineer	System Engineer	System Engineer	Engineer	Software design engineer	Design Draftsman	Technologyst	Technician	Hardware Technician	QUESTION AVERAGES
Electronics/software Org.	Environment	Technology	Dynamics of Technological Change	2.43	2	2	3	3	3	3	1	2	3	3	2	2	3	3	2	4	2	2.53
Electronics/software Org.			Key Technologies		3	2	2	3	3	2	2	3	3	2	3	2	2	2	2	3	3	2.47
Electronics/software Org.			Licensing		4	1	2	1	3	3	3	2	2	1	3		2	4	3	4	2	2.50
Electronics/software Org.			Future technologies monitor/scan		1	2	2	3	3	1	2	2	1	3	3		3	3	1	4	1	2.19
Electronics/software Org.			Technology trajectories		3	3	1	2	3	2	2	2	1	2	2		2	4	3	3	4	2.44
Electronics/software Org.		Market and Customer	Knowledge of Market/customer	2.85	1	2	3	3	3	3	3	3	3	4	3	2	3	3	3	3	4	2.88
Electronics/software Org.			Market/customer influence		2	4	1	4	4	4	3	3	3	4	3		4	4	3	4	3	3.31
Electronics/software Org.			Market/customer development		3		2	2	4	4	3	3	1	3	3		2		1	3	4	2.71
Electronics/software Org.			Lead Users		1	4	3	3	4	4	1	3	3	4	4	3	3	4	3	3	1	3.00
Electronics/software Org.			Future Market Trends		3	1	2	3	3	2	2	2	2	3	3	1	3	3	2	4	1	2.35
Electronics/software Org.		Industry	Supplier development	2.42	2	3	3	4	3	4	2	2	1	3	3		3	4	3	3	4	2.94
Electronics/software Org.			Collaboration		2	4	2	1	2	2	2	2	2	1	2	2	2	4	2	2	1	2.06
Electronics/software Org.			Benchmarking		2	2	2	4	4	2	2	3	2	2	2	3	2	4	1	4	2	2.53
Electronics/software Org.			Ultimate Leadership		4	4	2	1	2	1	3	2	3	4	2		2	4	2	3	1	2.50
Electronics/software Org.			Learn from competition		2	4	1	2	2	2	2	1	2	2	2	2	1	1	4	2	2	2.06
Electronics/software Org.		P.E.S.	Education and training needs	2.23	2	2	1	1	3	1	3	3	2	3	3	3	3	3	2	3	3	2.41
Electronics/software Org.			Relevant parties captured (national/international)		3	3	3	2	2	2	2	3	1	2	4		2	3	1	3	2	2.38
Electronics/software Org.			Government Links		2	3	3		2	3	2	2	1	3	4	2	2	2	1	1	1	2.13
Electronics/software Org.			Advantages from national environment		2	2	1	1	1	1	2	2	1	2	3	1	2	3	1	2	2	1.71
Electronics/software Org.			Benefit from foreign systems of innovation		3	4	4	2	1	3	2	2	3	3	3	2	2	3	1	2	3	2.53
Electronics/software Org.	Organizational	Strategic	Active foresight program	2.04	3	1	3	2	1	3	2	1	1	3	4	2	2	3	2	3	1	2.06
Electronics/software Org.			New generation products in accordance with strategy		3	2	2	2	2	3	2	2	1	2	3	1	2	3	2	1	1	2.00
Electronics/software Org.			Foresight and business strategy link with innovation		4	2	3	2	1	3	3	2	2	2	3	3	2	3	1	3	2	2.41
Electronics/software Org.			Correct project management structure for each innovation		4	1	1	1	2	2	1	1	2	1	3	2	1	3	2	2	4	1.94
Electronics/software Org.			Identify new technological competencies		1	1	1	2	1	2	2	2	2	2	2	2	2	3	1	2	2	1.76

Table E.4: Electronics and Software Organisation, Second Audit

Organisation	Questionnaire Sections	Questionnaire Sub-Sections	Abreviated Questions from Audit Questionnaire	SUB-SECTION AVERAGES	Director/Busins man	Div Mangr Aircft sys	Senr Design eng.	Project Manager	System Engineer	System Engineer	System Engineer	System Engineer	System Engineer	System Engineer	System Engineer	Engineer	Software design engineer	Design Draftsman	Technologyst	Technician	Hardware Technician	QUESTION AVERAGES
Electronics/software Org.		Implement	Maximum Advantage from available resources and experience	2.51	3		2	2	2	1	2	1	2	2	3	2	3	4	1	2	3	2.19
Electronics/software Org.			Balanced repertoire, Invent Realise, Implement		3		2	2	3	3	2	3	2	3	3	2	1	3	2	3	1	2.38
Electronics/software Org.			Elapsed time for ROI measurement		4		2	2	2	3	2	2	2	3	3		3	3	2	3	4	2.67
Electronics/software Org.			Early involvement by all		4		1	2	3	3	2	2	1	3	2	3	1	3	2	2	3	2.31
Electronics/software Org.			Formal review procedures		3		2	4	4	4	3	3	3	4	4	2	2	3	1	2	4	3.00
Electronics/software Org.		Fostering environment	Skill improvement	1.89	2		2	2	2	1	2	1	1	2	1	1	1	2	2	3	1	1.63
Electronics/software Org.			Key individuals advertised and supported by management		4		2	2	2	1	1	1	1	2	2	2	2	3	2	1	4	2.00
Electronics/software Org.			Active organisational Learning		2		3	2	3	1	2	1	2	2	2	2	3	2	2	3	4	2.40
Electronics/software Org.			Failure followed by vigour or hopelessness		2		2	3	1	3	2	2	1	2	3	2	1	2	2	2	4	2.13
Electronics/software Org.			Management expect innovation		2		2	2	2	2	2	2	2	1	2	1	2	3	2	3	2	2.00
Electronics/software Org.			Flexible & motivational incentive scheme		1		1	2	1	1	1	1	1	1	1	1	1	1	1	2	2	1.19
Electronics/software Org.	Individual	Personality and Feelings	Lottery	2.41	3	2	4	4	4	3	2	4	1	2	4	2	4	4	1	4	4	3.06
Electronics/software Org.			Creative as possible		4	2	2	3	4	4	2	2	2	3	4	1	2	1	4	2	4	2.71
Electronics/software Org.			Strategic goals motivational		3	2	2	3	1	3	1	1	1	2	2	2	3	3	1	2	1	1.94
Electronics/software Org.			Threatened		1	3	1	2	2	1	2	4	2	2	2	4	2	2	2	2	1	1.94
Electronics/software Org.			Are you Making a significant contribution		3	3	4	3	1	4	2	1	1	2	4	1	4	2	2	2	2	2.41
Electronics/software Org.		Knowledge experience and background	Common goal of project	2.86	3	2	3	2	4	3	2	2	2	1	3	3	3	3	1	3	3	2.53
Electronics/software Org.			Experience inhibiting Creativity		1	2	3	4	2	4	3	4	3	3	4	2	2	3	2	3	3	2.82
Electronics/software Org.			Study inside and outside		2	3	3	3	3	3	3	4	4	2	4	4	2	3	2	4	2	3.00
Electronics/software Org.			Awareness of Key people		4	3	3	4	4	4	4	1	1	3	4	2	4	3	2	3	2	3.00
Electronics/software Org.			Home environment support		4	4	3	4	3	4	3	1	1	3	4	1	4	4	1	3	3	2.94
Electronics/software Org.		Social environment	Functional relationships in each department	2.02	3	3	3	3	3	4	3	1	3	2	4	3	3	3	2	3	3	2.88
Electronics/software Org.			Spirit of innovation & Dedication		3	2	2	2	2	3	2	2	1	2	1	2	1	2	1	2	1	1.82
Electronics/software Org.			Thinking the same way		4	2	3	3	3	3	3	2	3	2	2	3	2	3	3	3	3	1.24
Electronics/software Org.			Mavericks & weirdo's		2	2	3	1	1	1	2	2	2	2	2	2	1	2	2	2	4	1.94
Electronics/software Org.			Stories		3	4	3	3	2	1	2	1	1	2	3	2	1	2	2	3	3	2.24

Table E.5: Electronics and Software Organisation, Second Audit

Organisation	Questionnaire Sections	Questionnaire Sub-Sections	Abreviated Questions from Audit Questionnaire	SUB-SECTION AVERAGES	Managing Director	Bus. Dev.mnt Mangr	Operations Manager	Softw. Dev.mnt Mnger	Support Manager	QUESTION AVERAGES
Software Org.	Environment	Technology	Dynamics of Technological Change	3.30	3	3	4	3	3	3.20
Software Org.			Key Technologies		4	3	4	3	3	3.40
Software Org.			Licensing		4	4	3	4	4	3.80
Software Org.			Future technologies monitor/scan		4	3	3	2	3	3.00
Software Org.			Technology trajectories		3	2.5	4	3	3	3.10
Software Org.		Market and Customer	Knowledge of Market/customer	2.92	4	4	2	4	3	3.40
Software Org.			Market/customer influence		4	3	2	4	3	3.20
Software Org.			Market/customer development		3	3	3	1	3	2.60
Software Org.			Lead Users		4	4	1	4	1	2.80
Software Org.			Future Market Trends		3	2	3	2	3	2.60
Software Org.		Industry	Supplier development	2.64	4	4	4	3	4	3.80
Software Org.			Collaboration		3	2	1	1	1	1.60
Software Org.			Benchmarking		3	2	2	3	2	2.40
Software Org.			Ultimate Leadership		4	4	2	2	3	3.00
Software Org.			Learn from competition		3	2	2	3	2	2.40
Software Org.		P.E.S.	Education and training needs	2.12	2	1	2	1	1	1.40
Software Org.			Relevant parties captured (national/international)		4	3	3	2	1	2.60
Software Org.			Government Links		2	2	1	2	2	1.80
Software Org.			Advantages from national environment		2	2	2	2	2	2.00
Software Org.			Benefit from foreign systems of innovation		4	2	2	4	2	2.80
Software Org.	Organizational	Strategic	Active foresight program	2.64	4	4	2	2	2	2.80
Software Org.			New generation products in accordance with strategy		3	3	3	3	1	2.60
Software Org.			Foresight and business strategy link with innovation		3	3	4	4	3	3.40
Software Org.			Correct project management structure for each innovation		2	2	3	2	2	2.20
Software Org.			Identify new technological competencies		2	2	3	3	1	2.20

Table E.6: Software Organisation, Third Audit

Organisation	Questionnaire Sections	Questionnaire Sub-Sections	Abreviated Questions from Audit Questionnaire	SUB-SECTION AVERAGES	Managing Director	Bus. Dev.mnt Mangr	Operations Manager	Softw. Dev.mnt Mnger	Support Manager	QUESTION AVERAGES
Software Org.		Implement	Maximum Advantage from available resources and experience	0.00						0.00
Software Org.			Balanced repertoire, Invent Realise, Implement							0.00
Software Org.			Elapsed time for ROI measurement							0.00
Software Org.			Early involvement by all							0.00
Software Org.			Formal review procedures							0.00
Software Org.		Fostering environment	Skill improvement	3.10	2	4	4	2	1	2.60
Software Org.			Key individuals advertised and supported by management		3	2	4	3	2	2.80
Software Org.			Active organisational Learning		3	4	4	4	2	3.40
Software Org.			Failure followed by vigour or hopelessness		3	3	3	3	2	2.80
Software Org.			Management expect innovation		4	3	4	4	4	3.80
Software Org.			Flexible & motivational incentive scheme		3	4	4	4	1	3.20
Software Org.	Individual	Personality and Feelings	Lottery	3.48	4	4	4	3	2	3.40
Software Org.			Creative as possible		4	4	4	4	4	4.00
Software Org.			Strategic goals motivational		4	3	3	4	3	3.40
Software Org.			Threatened		2	1	1	1	1	2.80
Software Org.			Are you Making a significant contribution		3	4	4	4	4	3.80
Software Org.		Knowledge experience and background	Common goal of project	3.44	3	3	3	4	3	3.20
Software Org.			Experience inhibiting Creativity		3	4	4	3	3	3.40
Software Org.			Study inside and outside		3	4	4	4	2	3.40
Software Org.			Awareness of Key people		4	3	4	4	3	3.60
Software Org.			Home environment support		3	4	3	4	4	3.60
Software Org.		Social environment	Functional relationships in each department	2.88	3	4	4	4	3	3.60
Software Org.			Spirit of innovation & Dedication		3	4	4	4	2	3.40
Software Org.			Thinking the same way		3	1	3	4	4	1.00
Software Org.			Mavericks & weirdo's		2	2	4	4	2	2.80
Software Org.			Stories		4	4	4	3	3	3.60

Table E.7: Software Organisation, Third Audit

Organisation	Questionnaire Sections	Questionnaire Sub-Sections	Abreviated Questions from Audit Questionnaire	SUB-SECTION AVERAGES	Dr Delport	Dr Taylor	Luisa Busso Assistant	Prof Ubbink	Prof Anderson	Prof Medlen	QUESTION AVERAGES
Medical Org.	Environment	Technology	Dynamics of Technological Change	3.13	4	3	3	3	3	3	3.17
Medical Org.			Key Technologies		3	2	3	3	2	2	2.50
Medical Org.			Licensing		2	4	4	3	3	4	3.33
Medical Org.			Future technologies monitor/scan		4	2	4	4	4	3	3.50
Medical Org.			Technology trajectories		3	4	4	3	3	2	3.17
Medical Org.		Market and Customer	Knowledge of Market/customer	2.65	3	2	3	3	3	2	2.67
Medical Org.			Market/customer influence		3		3	2	4	3	3.00
Medical Org.			Market/customer development		4	4		1	3	1	2.60
Medical Org.			Lead Users		4	3	3	1	4	1	2.67
Medical Org.			Future Market Trends		3	2	4	1	3	1	2.33
Medical Org.		Industry	Supplier development	3.07	4	3	4	2	3	3	3.17
Medical Org.			Collaboration		4	3	4	3	2	2	3.00
Medical Org.			Benchmarking		3	4	4	2	3	2	3.00
Medical Org.			Ultimate Leadership		4		4	3	4	2	3.40
Medical Org.			Learn from competition		4	3		4	2	1	2.80
Medical Org.		P.E.S.	Education and training needs	3.09	2		4	4	4	4	3.60
Medical Org.			Relevant parties captured (national/international)		3	3	4	3	3	4	3.33
Medical Org.			Government Links		3	2	4	4	3	2	3.00
Medical Org.			Advantages from national environment		3	1	4	3	3	2	2.67
Medical Org.			Benefit from foreign systems of innovation		3	4	3	2	3	2	2.83
Medical Org.	Organizational	Strategic	Active foresight program	2.70	2	2	4	4	4	2	3.00
Medical Org.			New generation products in accordance with strategy		2	4	3	3	4	2	3.00
Medical Org.			Foresight and business strategy link with innovation		3	3	4	2	4	1	2.83
Medical Org.			Correct project management structure for each innovation		3	1	4	2	2	1	2.17
Medical Org.			Identify new technological competencies		2	2	4	2	3	2	2.50

Table E.8: Medical Organisation, Fourth Audit

Organisation	Questionnaire Sections	Questionnaire Sub-Sections	Abreviated Questions from Audit Questionnaire	SUB-SECTION AVERAGES	Dr Delport	Dr Taylor	Luisa Busso Assistant	Prof Ubbink	Prof Anderson	Prof Medlen	QUESTION AVERAGES
Medical Org.		Implement	Maximum Advantage from available resources and experience	2.47	3	4	3	2	3	2	2.83
Medical Org.			Balanced repertoire, Invent Realise, Implement		3	3	3	2	3	2	2.67
Medical Org.			Elapsed time for ROI measurement		2	1		1	3	3	2.00
Medical Org.			Early involvement by all		2	2	3	2	3	1	2.17
Medical Org.			Formal review procedures		2	3	4	1	4	2	2.67
Medical Org.		Fostering environment	Skill improvement	2.49	2	2	4	4	2.5	2	2.75
Medical Org.			Key individuals advertised and supported by management		3	2	4	3	3	3	3.00
Medical Org.			Active organisational Learning		2	3	4	4	3	1	2.83
Medical Org.			Failure followed by vigour or hopelessness		3	3	4	2	3	1	2.67
Medical Org.			Management expect innovation		2	2	3	3	4	2	2.67
Medical Org.			Flexible & motivational incentive scheme		1	1	1	1	1	1	1.00
Medical Org.	Individual	Personality and Feelings	Lottery	3.23	4	3	3	4	4	4	3.67
Medical Org.			Creative as possible		4	3	4	4	4	4	3.83
Medical Org.			Strategic goals motivational		3	1	4	3	4	1	2.67
Medical Org.			Threatened		2	1	1	1	1	1	2.83
Medical Org.			Are you Making a significant contribution		3	2	3	4	3	4	3.17
Medical Org.		Knowledge experience and background	Common goal of project	3.13	3	2	3	3	3	2	2.67
Medical Org.			Experience inhibiting Creativity		3	2	4	4	3	3	3.17
Medical Org.			Study inside and outside		3	3	3	4	3	3	3.17
Medical Org.			Awareness of Key people		3	3	4	3	3	4	3.33
Medical Org.			Home environment support		3	1	4	4	4	4	3.33
Medical Org.		Social environment	Functional relationships in each department	2.40	3	2	4	4	3	3	3.17
Medical Org.			Spirit of innovation & Dedication		2	1	4	2	3	1	2.17
Medical Org.			Thinking the same way		3	2	2	2	3	1	1.83
Medical Org.			Mavericks & weirdo's		2	2	1	4	3	2	2.33
Medical Org.			Stories		3	2	3	4	1	2	2.50

Table E.9: Medical Organisation, Fourth Audit

Organisation	Questionnaire Sections	Questionnaire Sub-Sections	Abreviated Questions from Audit Questionnaire	SUB-SECTION AVERAGES	Prod. Mngmnt/ Sales	Eng Manager	Production eng Mngr	Q.A. Technical Oficer	Project Manager /eng	Engineer Devlopment	Production engineer	Software test engineer	Systems Engineer	R&D Mech Design	Vendng Syst/Markting	Software Engineer	QUESTION AVERAGES
Electronics Org.	Environment	Technology	Dynamics of Technological Change	2.68	3	4	3	3	1	3	2	3	2	3	3	4	2.83
Electronics Org.			Key Technologies		4	3	4	2	2	3	2	3	3	3	3	2	2.83
Electronics Org.			Licensing		4	3	2	1	2	3	2	1	3	4	4	1	2.50
Electronics Org.			Future technologies monitor/scan		3	3	4	3	1	3	3	3	1	3	3	3	2.75
Electronics Org.			Technology trajectories		4	3	2	2	2	2	2	3	2	3	3	2	2.50
Electronics Org.		Market and Customer	Knowledge of Market/customer	2.80	3	3	4	3	3	4	2	4	3	2	3	3	3.08
Electronics Org.			Market/customer influence		3	3	3	4	2	3	2	3	1	3	3	3	2.75
Electronics Org.			Market/customer development		3	4	4	3	3	3	3	3	2	3	3	3	3.08
Electronics Org.			Lead Users		4	3	2	3	4	2	1	1	3	3	1	2	2.42
Electronics Org.			Future Market Trends		4	2	3	3	2	3	2	3	1	3	3	3	2.67
Electronics Org.		Industry	Supplier development	2.57	2	3	3	4	3	3	3	1	3	4	2	3	2.83
Electronics Org.			Collaboration		2	2	1	1	2	2	2	1	2	1	2	1	1.58
Electronics Org.			Benchmarking		3	2	2	2	2	4	1	4	1	3	2	3	2.42
Electronics Org.			Ultimate Leadership		4	3	3	3	3	4	3	4	3	3	4	3	3.33
Electronics Org.			Learn from competition		4	2	2	2	2	4	2	1	3	3	4	3	2.67
Electronics Org.		P.E.S.	Education and training needs	2.08	2	2	1	1	1	3	1	1	1	1	2	1	1.42
Electronics Org.			Relevant parties captured (national/international)		4	2	2	2	2	3	1	1	2	1	3	2	2.08
Electronics Org.			Government Links		3	4	4	2	2	4	2	2	1	2	2	2	2.50
Electronics Org.			Advantages from national environment		3	2	3	2	3	4	1	1	3	1	3	3	2.42
Electronics Org.			Benefit from foreign systems of innovation		3	2	2	1	2	3	2	1	2	1	3	2	2.00
Electronics Org.	Organizational	Strategic	Active foresight program	2.53	3	2.5	4	2	2	3	2	2	1	2	2	1	2.21
Electronics Org.			New generation products in accordance with strategy		3	3	4	3	3	4	2	4	2	2	3	3	3.00
Electronics Org.			Foresight and business strategy link with innovation		4	4	4	4	2	4	2	4	1	3	4	3	3.25
Electronics Org.			Correct project management structure for each innovation		1	1	3	1	2	2	2	2	2	4	3	2	2.08
Electronics Org.			Identify new technological competencies		2	2	3	2	1	1	2	2	2		3	3	2.09

Table E.10: Electronics Organisation, Fifth Audit

Table E.11 — Electronics Organisation, Fifth Audit

Organisation	Questionnaire Sections	Questionnaire Sub-Sections	Abreviated Questions from Audit Questionnaire	SUB-SECTION AVERAGES	Prod. Mngmnt/ Sales	Eng Manager	Production eng Mngr	Q.A. Technical Oficer	Project Manager /eng	Engineer Devlopment	Production engineer	Software test engineer	Systems Engineer	R&D Mech Design	Vendng Syst/Markting	Software Engineer	QUESTION AVERAGES
Electronics Org.		Implement	Maximum Advantage from available resources and experience	2.73	4	4	2	4	2	4	2	4	2	3	3	3	3.08
Electronics Org.			Balanced repertoire, Invent Realise, Implement		3	3	4	4	2	3	2	1	3	3	3	3	2.83
Electronics Org.			Elapsed time for ROI measurement		4	2	2	1	2	1	2	1	1	3	2	3	2.00
Electronics Org.			Early involvement by all		3	4	3	1	2	4	2	1	1	3	3	2	2.42
Electronics Org.			Formal review procedures		4	4	4	2	3	4	3	4	2	2	4	4	3.33
Electronics Org.		Fostering environment	Skill improvement	2.63	2	2	1	1	2	3	1	1	1	1	2	3	1.67
Electronics Org.			Key individuals advertised and supported by management		1	4	3	2	2	4	2	4	1	2	2	3	2.50
Electronics Org.			Active organisational Learning		4	4	3	3	3	4	3	4	1	2	3	3	3.08
Electronics Org.			Failure followed by vigour or hopelessness		3	4	4	4	1	3	3	1	3	3	1	4	2.83
Electronics Org.			Management expect innovation		2	4	3	3	2	3	2	4	2	3	4	4	3.00
Electronics Org.			Flexible & motivational incentive scheme		1	2.5	2	4	2	3	2	4	1	4	4	3	2.71
Electronics Org.	Individual	Personality and Feelings	Lottery	2.98	1	4	3	3	1	4	2	3	4	4	4	3	2.92
Electronics Org.			Creative as possible		4	4	4	3	2	3	2	4	2	2	3	4	3.08
Electronics Org.			Strategic goals motivational		4	4	3	4	2	4	1	4	2	1	3	3	2.92
Electronics Org.			Threatened		1	1	1	1	1	1	1	1	4	1	1	1	2.75
Electronics Org.			Are you Making a significant contribution		3	4	4	3	3	4	2	4	2	4	3	3	3.25
Electronics Org.		Knowledge experience and background	Common goal of project	3.02	3	4	3	2	3	4	2	4	2	4	4	3	3.17
Electronics Org.			Experience inhibiting Creativity		2	2	4	2	2	3	3	4	1	3	2	3	2.75
Electronics Org.			Study inside and outside		4	3	2	4	2	4	2	4	2	2	3	2	2.83
Electronics Org.			Awareness of Key people		4	4	4	4	4	3	4	4	1	2	4	4	3.50
Electronics Org.			Home environment support		2	4	3	4	3	4	1	1	2	4	3	3	2.83
Electronics Org.		Social environment	Functional relationships in each department	2.58	3	4	4	4	3	4	3	3	3	2	4	3	3.33
Electronics Org.			Spirit of innovation & Dedication		4	4	4	4	3	3	2	4	1	2	4	2	3.08
Electronics Org.			Thinking the same way		2	2	3	1	2	2	2	3	2	2	2	3	1.83
Electronics Org.			Mavericks & weirdo's		2	4	3	1	2	4	2	2	1	4	2	2	2.42
Electronics Org.			Stories		1	3	2	2	3	4	3	3	2	2	1	1	2.25

Table E.11: Electronics Organisation, Fifth Audit

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