

**Theme 1: Strategies in relation to the company's development of knowledge.**

The first step is to look into the overall level of STRATEGIES in relation to the company's development of knowledge. To what extent has the company built up and introduced strategies in the areas mentioned below?

	1. The company has no strategy in this area or the strategy is only verbally communicated.	2. The company has a written strategy in this area but the strategy is not or only partially implemented in the organisation.	3. The strategy is written down, communicated and fully implemented.
<i>Only 1 answer per question</i>			
<b>A. Development/creation of new knowledge.</b> Has the company set up a strategy for development of new products, services or new, innovative ways of working?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>B. Protection of new developments.</b> Has the company considered whether it should protect the results of its R&D using intellectual property rights, i.e. a patent, trademark, design protection, utility model or secrecy?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>C. Exploitation of new developments.</b> Does the company have a strategy for how to exploit its new developments?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>D. Infringement of intellectual property rights of others.</b> Does the company have a strategy for how to avoid infringement?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>E. Enforcement of own intellectual property rights.</b> Does the company have a strategy for enforcement of own intellectual property rights?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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**Theme 2: Practical management and practical procedures in relation to development of knowledge.**

The next level is focusing on **MANAGEMENT AND PROCEDURES IN PRACTICE** in relation to development of knowledge. To what extent has the company built up and introduced practical procedures in the areas mentioned below?

<i>Only 1 answer per question</i>	<b>1. The company has no practical procedures in this area or the procedures are just verbally communicated.</b>	<b>2. The company has written procedures in this area but they are not or only partially introduced in the organisation.</b>	<b>3. The procedures are written down, communicated and fully implemented.</b>
<p><b>F. Development of new knowledge.</b> Does the company have procedures for managing innovative projects? Is it a more random approach or do special procedures exist for R&amp;D?</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>G. Protection of new developments.</b> Does the company have specific procedures for how new developments are protected so new developments or trademarks are registered in appropriate time? Do specific procedures exist to secure trade secrets from leaking? Do employees know what to say and/or show and what to keep secret?</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>H. Exploitation of new developments.</b> Do specific procedures exist for how to exploit new developments, e.g. by efficient and targeted marketing or by targeted search for trade partners?</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>I. Infringement of intellectual property rights of others.</b> Does the company have specific procedures to avoid infringement of rights of others, thereby minimising the risk of expensive litigations?</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>J. Enforcement of own intellectual property rights.</b> Does the company have a strategy for enforcing its own rights? Will all infringements be enforced or are there rights that are more important to enforce than other rights? Does it matter whether a potential infringement is occurring on a key market or a more peripheral market? Does the company know how to act when an infringement takes place?</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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**Theme 3: Resources and competencies in and organisation of how to work with knowledge.**

The next level is focusing on **RESOURCES, COMPETENCIES and ORGANISATION** of how to work with knowledge. To what extent has the company built up competencies with the employees and introduced a practical sharing of responsibilities within the areas mentioned below?

- |   |   |   |
|---|---|---|
| <b>1. The company has not built up an organisation or competencies in this area, or the areas of responsibilities are only verbally communicated.</b> | <b>2. The company has written procedures regarding building up an organisation or competencies in this area, but the areas of responsibilities are not or only partially implemented in the organisation.</b> | <b>3. The organisation and procedures on how to build up competencies are written down, communicated and fully implemented.</b> |
|---|---|---|

*Only 1 answer per question*

**K. Creation/development of new knowledge.**

Has the company appointed employee(s) who work with innovative ideas?

**L. Protection of new developments.**

Has the company appointed employee(s) who are working with protection of the company's innovative ideas?

**M. Exploitation of new developments.**

Has the company appointed employee(s) who work with exploitation of new developments?

**N. Infringement of intellectual property rights of others.**

Has the company appointed employee(s) who are responsible for reacting in case of infringement?

**O. Enforcement of own intellectual property rights.**

Has the company appointed employee(s) responsible for enforcing the company's intellectual property rights?

**Theme 4: Concrete results based on development of new knowledge.**

The final level is focusing on **CONCRETE RESULTS** based on development of new knowledge. To what extent has the company achieved results based on new developments, e.g. number of new products or services or by selling or licensing out products or services, in the areas mentioned below?

**1. No results have been achieved based on the company's new developments.**

**2. Only insignificant results have been achieved based on the company's own new developments or the results cannot be assigned to the company's new developments**

**3. Significant results have been achieved that clearly can be assigned to the company's new developments.**

*Only 1 answer per question*

**P. Creation/development of new knowledge.**

Has the company achieved results, e.g. new products or services, based on the company's own innovative ideas?

**Q. Protection of new developments.**

Has the company achieved results based on its registered IP rights, e.g. royalties from patents or trademarks or by strengthening its position on a specific market? NB. Please note that the question is focusing on registered IP rights.

**R. Exploitation of new developments.**

Has the company achieved financial results, e.g. increased sales or profit, based on the company's own innovative ideas? NB. Please note that the question is focusing on the company's general knowledge, e.g. knowledge on market potential.

**S. Infringement of intellectual property rights of others.**

Has the company entered a new agreement of cooperation or licensing based on infringement of rights of others?

**T. Enforcement of own intellectual property rights.**

Has financial results been achieved, e.g. compensation, royalties or agreements on licensing or cooperation through enforcing own intellectual property rights?