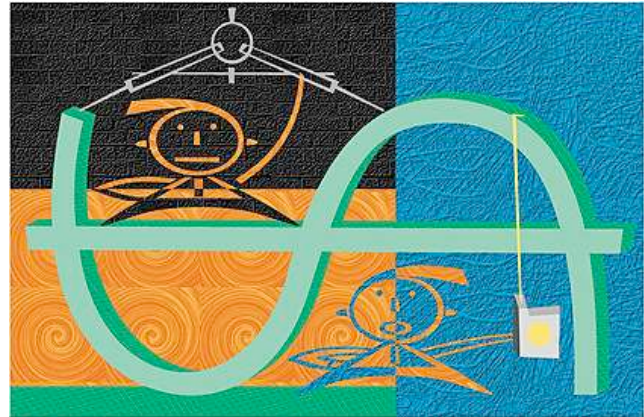




*The Institute for Innovation
& Information Productivity*



You Can't Improve Productivity if You Can't Measure It

Ever since man invented the wheel, societies have sought to exploit innovation – to do more with less. Today, with ground-breaking products coming to market faster than ever, it seems natural that all this new technology will make us more competitive, lead us to work smarter, and allow us to take on more ambitious tasks with fewer resources. Yet, as with any new endeavor, even the most promising innovation will fail if we apply old standards and outmoded ways of thinking about productivity gains.

New technologies burst out of development labs today into consumers' hands and have a remarkable impact. A small flower farmer in Ecuador connects online to wholesale distributors and arranges to ship his blooms to the Los Angeles market where they are dispersed throughout the world. We see a knowledge worker using mobile communications to serve customers better. We watch as the design for a manufacturing project follows the sun across time zones with the non-stop 24/7 development resulting in finished goods hitting store shelves in record time.

But as we transition from the industrial age into the knowledge age, the once-useful Henry Ford-type calculations based on optimized processes and assemblies per hour no longer apply to the knowledge-based transactions that fuel today's competitive environments. Today's business and social leaders are taking their best guess on how and when to use technology to the greatest advantage without any clear metrics or effective decision-making tools.

Redefining Metrics for the Knowledge Economy

The Institute for Innovation & Information Productivity is driving a global effort to redefine knowledge-economy measurements for individuals, for teams, for firms and for nations. It requires a collaborative effort that brings together the professional resources necessary to undertake extensive research that would otherwise be cost and time prohibitive for any single organization.

We know that computerization and networked enterprises have streamlined communications and work processes. But by how much and what is the competitive ROI? Under what conditions can a new venture expect the best returns from innovative strategies? What is the price of technological disruption and what are the social and cultural obstacles to deploying new processes? How open are regional markets around the world to new technologies?

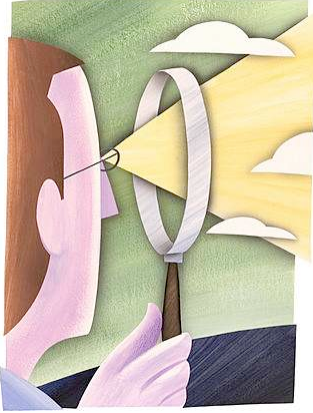
Addressing the Shared Challenge

These are complex issues and essential questions that can impact your company's continued business growth, a community's prosperity and an individual's wellbeing. We need a more relevant approach to measuring productivity and output capacity in a global economy that transcends borders.

No single company or isolated government effort can resolve the existing discontinuities in how we measure performance, and therefore, our ability to improve it.

By bringing together thought and business leaders across industry, government and academia, the IIIP is breaking through the industrial-age biases that govern our current view of performance.

The new metrics the IIIP is developing reflect the reality of a global, networked, knowledge-based economy and will better equip organizations to allocate resources and make informed investment decisions.



Become a Member of IIIP

We are seeking organizations to join our initiative that recognize the challenges of knowledge-age innovation and are prepared to participate in our important mission to bring clarity and practical solutions to today's daunting problems. The IIIP is truly a case of the sum being greater than the parts. Its interactive processes provide greater insight into evolving business models, serve the needs of its member companies and support the business community.

Gold Members:

Hewlett Packard
Johnson & Johnson Pharmaceutical R&D
Microsoft
Quintiles Transnational Corporation
Unisys Corporation



Other Members:

Flinders Centre for Science Education in the 21st Century (Australia)
Fraunhofer IAO
Institute for the Future of the Mind, Oxford University
London School of Economics
MediaX Lab, Stanford University
Polytechnic University
Stevens Institute of Technology
University of Washington
Virtual Distance International

Existing IIIP Research Reports & White Papers

The IIIP Innovation Confidence Index – 2007 Report

January 2008 – International index of Innovation Confidence
The report displays results from a survey of almost 25,000 individuals in 12 nations, presents the IIIP Innovation Confidence Index, identifies some predictors of innovation confidence, and suggests options for further research on innovation confidence.

Disruptive Communications and Attentive Productivity

March 2007 – Pilot experiment to determine impact of interruption and disruption caused by communication through voice, SMS text messaging and instant messaging.

Information Technology, Productivity and Innovation

March 2007 – This is a comprehensive review and analysis of literature over the past decade concerning information technology, productivity and innovation. The authors looked at official measures of the value and productivity of technology, and suggested some broader alternatives for measuring the value of technology on the economy, especially including intangible assets.

White Papers

The Virtual Workforce: A Shifting Paradigm – December 2007

This paper discusses the challenges of virtual work and identifies actions that can be taken to enhance trust and foster leadership, effective collaboration, and innovation in virtual workgroups.

Making Virtual Distance Work in the Digital Age – December 2007

By itself, proper software selection cannot resolve the issues created by Virtual Distance. But by understanding the dynamics of Virtual Distance teams, organizations can select the right software to provide highly effective critical support and mitigate the inherent risks.

Outmoded industrial age metrics often fall short and are misleading when applied to business initiatives in the knowledge age.

The Institute for Innovation & Information Productivity is a collaboration of business, academic and philanthropic professionals working together to define the new metrics of the information age.

IIIP work helps:

- Find new, effective methods to measure knowledge-worker productivity
- Determine the ROI from implementing innovative new processes
- Create new metrics for measuring the investment in innovation
- Discover cultural preferences, and possible regional impediments, in the acceptance of innovation
- Establish the validity of long-term sustainability projects based on innovations

How IIIP Is Addressing these Challenges:

- **Discovering and developing** measurements, standards and best practices that will help organizations better understand their performance
- **Leading the applied study** of information technology's impact on innovation and performance in all sectors of global business
- **Driving collaborative events and activities** that act as learning opportunities for the global community concerned with knowledge economy measures and performance
- **Publishing and promoting** insights, findings and recommendations that will give member organizations and the global community new tools for measuring performance

The IIIP is a non-profit, tax-exempt corporation.
For a list of IIIP Academic Advisors and to request IIIP research reports, please visit:
www.iii-p.org

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