

**Comparing Apple and RIM (Post 2010) to the 'Ideal' and also comparing Apple with RIM (Post 2010) on 18 of the 25 Factors which impact corporate innovativeness.**

See <http://www.corporateinnovationonline.com> for full information

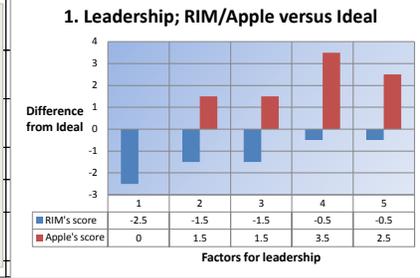
**Eighteen Factors organized under; 1. Leadership, 2. Organization and management of day-to-day affairs, and 3. Idea generation and realization.**  
code at the bottom of this table.

See the color

**Charts Showing RIM's and Apple's Rating as measured by the Delta from the Ideal for each Factor**

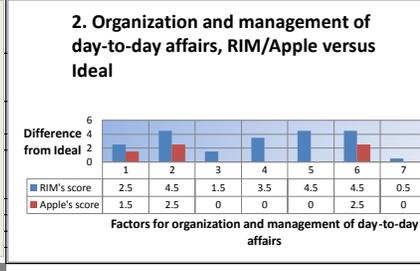
1. Leadership	Factor #	Ideal	Apple	Comment	RIM (Post 2010)	Comment	Delta [Ideal versus Apple]	Delta [Ideal versus RIM post 2010]	Delta [RIM versus Apple]
Management view on profits	1	1.5	1.5	Pressure for profits would have been typical of most highly-innovative IT/Electronic industry firms.	-1.0	RIM had enormous pressure to maintain profitability in the face of declining market share.	0	2.5	2.5
Management view on the importance of innovation	2	-3.5	-5.0	Apple aggressively sought innovation - both management (Jobs) and the Board. <b>Apple is ranked higher than the Ideal.</b>	-2.0	RIM's desire to innovate had waned by 2010. The Board seemed less active than Apple's Board.	1.5	-1.5	3.0
Planning emphasis	4	2.5	4.0	Apple was action oriented. <b>Apple is ranked higher than the Ideal.</b>	1.0	Not sure but suspect that Balsillie would have placed more focus on planning than action.	1.5	-1.5	3.0
Tolerance for risk	9	0.5	4.0	Apple's risk tolerance was very high. <b>Apple is ranked higher than the Ideal.</b>	0.0	RIM's had a low tolerance for risk once the early success of Blackberry was achieved.	3.5	-0.5	4.0
Careers for innovators	7	1.5	4.0	Yes, providing they were seen as such by Jobs and his small group which surrounded him. <b>Apple is ranked higher than the Ideal.</b>	1.0	No comment - don't have any information.	2.5	-0.5	3.0
<b>Totals - Delta</b>							<b>9</b>	<b>6</b>	<b>15.5</b>

**Leadership**  
Apple has an even better ranking than the 'Ideal' thus placing the company in an 'outstanding' category and raising the specter that RIM has been competing with the most innovative company in the world.  
  
RIM, overall, has a significantly higher Delta [RIM versus the Ideal] than Apple. The difference is magnified even further since Apple's ranking is much better than the Ideal for 4 of the 5 Factors. See graph.



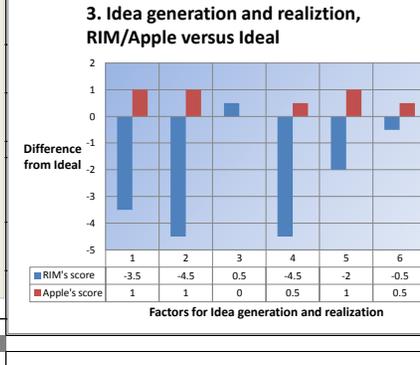
2. Organization and management of day-to-day affairs	Factor #	Ideal	Apple	Comment	RIM (Post 2010)	Comment	Delta [Ideal versus Apple]	Delta [Ideal versus RIM post 2010]	Delta [RIM versus Apple]
People and their interactions	6	3.5	2.0	Apple seemed to place less emphasis on this Factor - certainly Jobs did not place much emphasis on this Factor.	1.0	Performance in this area was great at the outset but fell precipitously when the going got tough.	1.5	2.5	1
Intra firm communications	10	-3.5	-1.0	Apple was great at communicating outwards but internally not so effective	1.0	Ditto	2.5	4.5	5.5
Independent work groups	11	-2.5	-2.5	In place	-1.0	In place	0	1.5	4
Broad based decision making	12	2.5	2.5	Apple had an approach to gathering ideas from many.	-1.0	RIM had an approach earlier but once senior people stopped being heard, the information flow decreased.	0	3.5	3.5
Decision process formality	13	2.5	2.5	Not much formality.	-2.0	Quite formal	0	4.5	4.5
Hierarchical/decentralized	18	-2.5	0.0	Highly centralized, not hierarchical.	2.0	Highly centralized, not hierarchical.	2.5	4.5	2
Planning or action oriented	15	-0.5	-0.5	Action oriented	0.0	More planning focussed than Apple.	0	0.5	0.5
<b>Totals - Delta</b>							<b>6.5</b>	<b>21.5</b>	<b>21</b>

**Organization and management of day-to-day affairs**  
Neither Apple nor RIM had an enviable reputation for their day-to-day management.  
Under this category, neither firm ranked better than the Ideal but Apple was closer to the Ideal than RIM.  
  
RIM's performance is ranked below or has a larger Delta than Apple for all 7 Factors. See graph.



3. Idea generation and realization	Factor #	Ideal	Apple	Comment	RIM (Post 2010)	Comment	Delta [Ideal versus Apple]	Delta [Ideal versus RIM post 2010]	Delta [RIM versus Apple]
Tolerance for mavericks	3	-2.5	-3.5	Very high - Jobs was himself a maverick. <b>Apple is ranked higher than the Ideal.</b>	1.0	RIM hired more from known reliable sources than did Apple, suggesting a degree of intolerance for 'differences'.	1	-3.5	4.5
Tolerance for failure	5	-2.5	-3.5	Very high although failure could lead quickly to a weeding out! <b>Apple is rated higher than the Ideal.</b>	2.0	RIM had a high tolerance for failure - but to the extreme and weeding out was not initiated.	1	-4.5	5.5
Corporate norm	8	-0.5	-0.5	Not much difference.	-1.0	Not much difference.	0	0.5	0.5
Rewards for innovators	14	-3.5	-4.0	Rewards in both cases seems almost entirely related to stock options and congratulatory comments from the bosses. <b>Apple is ranked higher than the Ideal.</b>	1.0	Rewards in both cases seems almost entirely related to stock options and congratulatory comments from the bosses.	0.5	-4.5	5
Resource availability	19	2.5	3.5	In Apple there was a sense that resources would be made available if Jobs decided in favor. <b>Apple is rated higher than the Ideal.</b>	0.5	No comment - do not have the information. Guessed at result for this measurement.	1	-2	5.5
R&D spending levels	23	1.5	2.0	Higher than most innovative companies but in line with IT industry. <b>Apple is rated higher than the Ideal.</b>	1.0	In line with the industry when noting only one product versus Apple's line up.	0.5	0.5	1
<b>Totals - Delta</b>							<b>4</b>	<b>-13.5</b>	<b>22</b>

**Idea generation and realization**  
Apple scores higher than the Ideal in 5 of the 6 Factors; confirming their outstanding performance in this category.  
  
RIM's score relative to the Ideal shows a significant negative difference for 3 of the 6 Factors. See graph.  
  
The comparison is stark when RIM is compared to Apple; a Delta of 20.5 (out of a total of 22) - accounted for by 4 of the 6 Factors.



<b>Color code</b>	Apple performs better than the 'Best'	RIM performs better than the 'Best'
	Apple's performance is equivalent to the 'Best'	RIM performance is equivalent to the 'Best'
	Apple performs worse than the Ideal	RIM performance is worse than the Ideal