Millennial Innovation survey

January 2013
Summary of global findings
Research information

Research approach

Who?
Millenials – born January 1982 onwards
Degree educated
In full-time employment

What?
15 minute quantitative questionnaire conducted online
Approximately 300 interviews per market

Where?
16 markets across:
Western Europe,
North America,
Asia & Australia,
Brazil, South Africa
and Russia

Research scope

Interviews achieved | Market
---|---
312 | United States
300 | Canada
320 | South Africa
303 | Brazil
301 | Netherlands
316 | United Kingdom
312 | France
304 | Germany
310 | Spain
307 | Russia
310 | South Korea
306 | India
318 | Australia
317 | Japan
328 | China
318 | South East Asia
(Thailand 107, Singapore, 100 and Malaysia 111)
62% of Millennials would describe themselves as innovative.

The top challenges facing society over the next 20 years are considered to be resource scarcity (34%), inflation (32%) and an aging population (28%).

78% of Millennials believe that innovation is essential for business growth and 87% believe the success of a business should be measured by more than just financial performance.

Creativity (62%) is most often regarded as the characteristic that will mark out future innovators, followed by academic ability, technical skills and the ability to challenge.

The sectors considered to be most responsible for the most innovations are Technology, Media & Telecommunications (TMT), Consumer business and Manufacturing.

Two-thirds work in organisations that actively encourage/reward its people for innovative ideas.

The top three factors an organisation is considered to need if it is ‘be innovative’ are: leadership that encourages idea generation and sharing regardless of seniority (42%), clear vision for the future (41%) and demonstrates commitment to the continual development or improvement of internal processes (40%).

66% of Millennials say innovation is a key ingredient in making an organisation an employer of choice and 60% believe that they work for an innovative business.

The sectors considered to be most in need of innovations are education (27%), electric power (18%) and national government (17%).

Only 26% believe that their own organisation’s leadership encourages idea generation and sharing regardless of seniority.

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Only 26% believe that their own organisation’s leadership encourages idea generation and sharing regardless of seniority.
65% feel their company’s activities benefit society in some way…

“Its activities benefit society in some way”

- Brazil: 83%
- India: 74%
- Germany: 73%
- Spain: 71%
- Russia: 71%
- China: 69%
- Netherlands: 68%
- United States: 68%
- France: 66%
- South East Asia: 64%
- Japan: 63%
- Canada: 62%
- Australia: 58%
- South Africa: 57%
- United Kingdom: 56%
- South Korea: 46%

32% “It tends to focus on its own agenda”
17% “I can’t see how my organisation can benefit society”

Q. To what extent, if at all, do the following describe the organisation you work for? % totally / to a large extent. Base: All 4,982 respondents
Innovations from business directly…

71% HELP TO IMPROVE SOCIETY

12% HAVE A NEGATIVE IMPACT ON SOCIETY

5% HAVE NO IMPACT

Millennials in China (86%) and Malaysia (82%) are the most confident about the positive role of business innovation.

Q. Which of the following is closest to your own view about the relationship between business innovation and positive changes to society? [Select one] Base: All those that do not feel businesses drive the innovations that have the most important positive impact on society
Societal challenges

Top challenges facing society in the next 20 years

Q. Thinking of the next 20 years or so what do you think will be the top challenges facing society? [Select up to three] Base: All 4,982 respondents

- Resource scarcity (oil, gas, water, etc.) - 34%
- Inflation - 32%
- Ageing populations / demographic shift - 28%
- Unemployment - 27%
- Social unrest - 26%
- Climate change - 25%
- Inequality incomes/wealth - 23%
- Consequences of natural disasters - 22%
- Political instability - 20%
- Eurozone break-up / stability of national economies - 15%
- Terrorism - 11%
Q. What are the challenges facing society that you think most demand the focused attention of businesses and others to find new solutions?
[Open question] Base: All 4,982 respondents
Societal challenges: The voice of Millennials

“The biggest challenges in Brazil at the moment, is to improve the life of its inhabitants. In order: education, at all levels, mainly basic education—not only teaching, but mainly the training of more dedicated teachers; raising the awareness of its citizens with regard to knowledge of their obligations and mainly of their rights, this is only possible with a high quality education; and finally, improving quality of life with a better distribution of income and a more effective health service.” Brazil

“Energy Consumption—reducing our dependence on fossil fuels to prevent air pollution, climate change and vulnerability to price changes. Energy Generation—moving away from large power plant setups to more local renewable power.” United Kingdom

“Population growth, resultant poverty and unemployment, bigger and bigger gap between rich and poor, less and less resources that are essential to survival.” Germany

“The main problems in Russia are the reduction in the level of education, the lack of development of industry and the poor level of healthcare services. People occupy leadership positions who don’t know enough about their field of activity. The main problem is corruption.” Russia

“Problem of the depletion of resources. Develop products that can replace petroleum and liquefied natural gas.” Japan

“South African challenges such as unemployment, lack of basic sanitary needs (i.e. running water) and electricity and poor education require the most urgent and immediate attention.” South Africa

“1. Environmental protection. I think the global environment is deteriorating year by year. Just look at problems such as global warming, carbon emission etc. I think businesses should stay committed to environmental protection.
2. Unemployment. Employment rate is not very high at the moment. Problems such as employment discrimination and inequality still exist. For example, some posts are reserved only for men.” China

“The economic crisis that we are all stuck in and for which there is no end in sight…the economic crisis in France, in Europe and on a global level…where are we heading?” France

Q. What are the challenges facing society that you think most demand the focused attention of businesses and others to find new solutions? [Open question] Base: All 4,982 respondents
The purpose of business is to...

- **36%** Improve Society
- **35%** Generate Profit
- **33%** Drive Innovation
- **29%** Produce Goods and Services
- **27%** Enhance Livelihoods
- **25%** Enable Progress
- **25%** Drive Efficiency
- **20%** Exchange Goods and Services
- **15%** Create Wealth

Mentions of innovation are highest in **China (46%)**, **Brazil (42%)** and **India (42%)** and lowest in **Japan (15%)**.

Q. Which of the following words and phrases match your own belief as to what business is for? Base: All 4,982 respondents

- **Number 1 purpose for:** South East Asia, Brazil, Netherlands, United States, India, Canada, France and Germany.
- **Number 1 purpose for:** United Kingdom and Australia.
- **Number 1 purpose for:** Japan and Russia.
- **Number 1 purpose for:** South Korea and South Africa.
- **Number 1 purpose for:** United Kingdom and Australia.
Measuring business success

What else should companies be measured against?

Top mention per market
- France, Germany, Spain, China, Japan, Canada, South Korea, United Kingdom, Australia, United States, India

Top mention per market
- Brazil and Russia

Top mention per market
- Netherlands, South Africa, South East Asia

Mentions of innovation are highest in China (62%), Russia (59%) and South Africa (57%) and lowest in Japan (32%) and Spain (32%)

- 70% Employee satisfaction and retention
- 69% Customer / client satisfaction and retention
- 61% Contribution to local communities
- 50% How innovative they are
- 50% Impact on the environment
- 40% Equal employment terms
- 36% The performance and actions of their leaders
- 31% Turnover / volume of business

87% “Success of a business should be measured in terms of more than just its financial performance”

Q. Do you think the success of a business should be measured in terms of more than just its financial performance? Base: All 4,982 respondents
Q. What else do you think companies should be measured against in order to judge whether they are successful? Base: Filtered on Q2 (4,338)
60% of Millennials work for innovative companies

“I work for an innovative company”

<table>
<thead>
<tr>
<th>Country</th>
<th>Agreement</th>
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<tbody>
<tr>
<td>India</td>
<td>81%</td>
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<tr>
<td>South Africa</td>
<td>74%</td>
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<tr>
<td>Brazil</td>
<td>73%</td>
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<td>United States</td>
<td>73%</td>
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<td>China</td>
<td>68%</td>
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<td>South East Asia</td>
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<td>Canada</td>
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<td>Netherlands</td>
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<td>South Korea</td>
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<tr>
<td>Japan</td>
<td>25%</td>
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</table>

Q. Please indicate the extent to which you agree or disagree with the following statements. Base: All 4,982 respondents
52% feel innovation places their company at a competitive advantage

“My company is more successful than others because of the priority it places on innovation”

- India: 75%
- Brazil: 65%
- United States: 65%
- South Africa: 65%
- China: 63%
- South East Asia: 61%
- United Kingdom: 58%
- Russia: 55%
- Canada: 54%
- Germany: 48%
- Spain: 47%
- Australia: 45%
- France: 38%
- South Korea: 38%
- Netherlands: 34%
- Japan: 23%

Q. Please indicate the extent to which you agree or disagree with the following statements. Base: All 4,982 respondents
61% feel the importance of innovation is clearly demonstrated in their organisations

“It is clear from the way it operates that innovation is very important in my organisation”

Q. Please indicate the extent to which you agree or disagree with the following statements. Base: All 4,982 respondents
78% feel innovation is essential for business growth

Q. Please indicate the extent to which you agree or disagree with the following statements: Base: All 4,982 respondents
52% feel that their workplace environment helps them to be innovative

“Overall I feel my workplace environment helps me to be innovative”

Q. Please indicate the extent to which you agree or disagree with the following statements. Base: All 4,982 respondents
Who drives innovation?

Q. Which of the following do you believe drive innovations that have the most important positive impact on society? [Select one only] Base: All 4,982 respondents
Millennials consider the technology and media sector to be the most innovative

Sectors most responsible for innovation

- **52%** TMT
- **47%** CONSUMER BUSINESS
- **37%** MANUFACTURING
- **23%** HEALTHCARE & LIFE SCIENCES
- **18%** ENERGY & RESOURCES
- **15%** PUBLIC SECTOR
- **14%** FINANCIAL SERVICES

Top mention: Spain, Australia, Netherlands and Canada

Q. Which sectors would you say are responsible for the most innovations? [Select up to three] Base: filtered on Q6a (2,239)
Millennials consider the technology and media sector to be the most innovative

Sectors most *in need* of innovation

- **64%** Public Sector
- **48%** Energy & Resources
- **39%** Consumer Business
- **34%** TMT
- **32%** Healthcare & Life Sciences
- **25%** Manufacturing
- **24%** Financial Services

Top mention:
- Russia
- South East Asia, China and Japan
- United Kingdom

Q. Which one of the sectors and activities listed below do you think are in most need of innovation? [Select one only] Base: All 4,982 respondents
Millennials tell us they are innovative people

62% “I would describe myself as an innovative person”

58% “I contribute to my company’s innovation efforts”

60% “I work for an innovative company”

56% “Friends or colleagues would describe me as innovative”

Q. Please indicate the extent to which you agree or disagree with the following statements?
Innovative people are to be found in...

Q: Please indicate the extent to which you agree or disagree with the following statements: I would describe myself as an innovative person.
Creativity is considered the hallmark of an innovate person

- “The characteristics that make me innovative…”
- “Tomorrow’s innovators will be characterised by…”

Q. What are the skills or characteristics that you think make you an innovative person? [Open Question]
Q. Which of the following characteristics or skills do you think will mark out the individuals who will be innovators in the future?

Q. What are the skills or characteristics that you think make you an innovative person? [Open Question]
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Tomorrow’s innovators: The voice of Millennials

“Analytical skills: can pick out areas for improvement in energy use for example. Problem solving: able to quickly construct an idea of what needs to be done and engage people in helping me to achieve it.” United Kingdom

“A person who looks to the future, seeking improvements within their professional and personal environments.” Brazil

“I am dynamic—look for new ways of improving my way of working and in doing so take my company forward.” France

“The ability to think outside the box—being able to resolve any problem—analysing the work carried out and trying to improve on it.” Russia

“I am proactive and optimistic. I have good design concepts and original ideas.” China

“I’m proactive at creating new processes to help me and my colleagues to become more efficient at managing our daily tasks.” Spain

“Thinking ahead and seeing opportunities, thinking what people will need in the future, thinking outside existing frameworks, successfully conveying ideas about something new so that they can be achieved.” Netherlands

“People do what they are told/asked to, they do it the best of their ability and with given resources. There is no culture of fostering talent, recognising when people go above & beyond what is expected of them.” South Africa

“Thinking outside of the box, constantly striving to be better, constantly striving to improve work practices.” Australia
Barriers are ‘financial and organisational’

Q. What do you consider to be the single biggest barrier to innovation in your organisation?

- LACK OF MONEY / INVESTMENT / FINANCIAL PRESSURE: 22%
- INTERNAL CULTURE / ATTITUDES STUCK IN WAYS / INERTIA: 20%
- EXTERNAL: ECONOMY, GOVERNMENT, ETC. BUREAUCRACY / ORGANISATIONAL: 12%
- POOR LEADERSHIP / MANAGEMENT / LACK OF VISION: 10%
- SKILL SHORTAGES / NO INCENTIVES / LOW PAY: 8%
- POOR WORKING PRACTICES / LACK OF TEAMWORK: 8%
- TIME / GENERAL PRESSURE: 5%
- LACK OF CREATIVITY: 2%

7% say there are “No barriers”
4% say there is “A lack of appropriate skills”
2% say there is “A lack of creativity”
Q. What do you consider to be the single biggest barrier to innovation in your organisation? UNPROMPTED

“People who communicate well are promoted easily whereas people with technical and engineering knowledge climb up slowly. This pattern should be reversed.” Singapore

“A management structure that does not accept opinions and an organisation that remains unchanged.” Japan

“Bureaucracy. Working for the government means a lot of people and a lot of rules and regulations for every project which often slows down the process.” Canada

“Communication barriers—too many layers of management and an unwillingness to change and innovate even where it is obvious multiple benefits of actions can be achieved encompassing socio-economic and environmental benefits.” United Kingdom

“Since my organization is a state agency, there isn’t any room to really grow that much. New ideas about different ways of innovation or doing stuff, is looked at and then voted down by executive staff. After awhile, you don’t even care anymore. You do not have an opinion about anything—just sit down and do your work. The only good thing about it is the pay.” United States

“Bureaucracy with regard to the company’s procedures for supporting technological research.” Brazil

“Have to confront pressure from the traditional thinking.” China

“We work under the national government, there is no opportunities.” South Africa

“Latest technology is not made available to employees.” India

“Leadership. Although the company has a lot of resources available for its employees to do innovative work, there is still a lack of support from the leaders. A lot of them are still attached to old methods, they feel threatened sometimes and end up hindering their subordinates who are looking for new solutions (but even so, they get paid by results).” Brazil

“Employees aren’t financially rewarded for innovative ideas whereas our company is making savings worth millions of Euros.” France
## Requirement and provision of innovative conditions

Q. Which of the following describe your own organisation?

- Encourage & reward idea generation & creativity
- Provide employees with ‘free’ time that they can dedicate to learning
- Leadership encourages idea sharing regardless of seniority
- Promote openness and the freedom to challenge
- Commitment to successfully advancing innovative ideas
- Strong and inspirational leadership
- Clear vision for the future
- Understanding of my generation
- Improve or expand use of internal social media platforms
- Encourage both formal & informal learning
- Commitment to sustainable business
- Commitment to continual development / improvement internal processes
- Commitment to continual development / improvement products & services
- A lack of hierarchy

Q. And which are important for an organisation to have if it wants to create the conditions that foster innovation?

### “DELIVERY GAP” IN CREATING CONDITIONS THAT FOSTER INNOVATIVE

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<th>Required to foster innovation</th>
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**LARGEST**

**SMALLEST**
Where are the biggest innovation ‘Delivery gaps’?

- “Encourage and reward idea generation and creativity”
- “Provide employees with ‘free’ time that they can dedicate to learning... investigation of new ideas”
- “Leadership encourages idea generation / sharing regardless of seniority”

<table>
<thead>
<tr>
<th>Average gap</th>
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<tr>
<td>South Africa</td>
<td>-35</td>
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<td>France</td>
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<td>Spain</td>
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<td>Australia</td>
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<td>South Korea</td>
<td>-26</td>
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<td>Healthcare &amp; Life Sciences</td>
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<tr>
<td>Public sector</td>
<td>-23</td>
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<tr>
<td>Financial / Legal / HR functions</td>
<td>-22</td>
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Largest gaps seen where millennials do not believe their current employer benefits society:
(Encouragement -39)
(Free time -39)
(Leadership -31)
Q. Please indicate the extent to which you agree or disagree with the following statements?

"Can long-established businesses be as innovative as new enterprises?" AND "Do large organisations really stifle innovation?"

Age and size of business are perceived barriers to innovation (but leaders inspire)

- New businesses more able to innovate than those existing a long time: 53% Agree, 21% Disagree
- Easier to be innovative if you work for yourself than large business: 53% Agree, 19% Disagree
- My company is too large to innovate: 30% Agree, 44% Disagree
- Inspired by company’s leaders to be innovative: 51% Agree, 22% Disagree
- Company’s leaders practice that preach on innovation: 49% Agree, 22% Disagree
Business’s route to social innovation

Q. If businesses are to address some of society’s challenges, which of the following is likely to create the most innovative solutions?

- **37%**
  Businesses working in collaboration with each other

- **24%**
  Businesses working in collaboration with government or other non-commercial organisations

- **20%**
  Businesses working in collaboration with universities and other academic bodies

- **19%**
  Individual businesses working in competition with one another

**ONLY 2/10**

Believe direct competition is likely to create innovative solutions to society’s challenges. Inter-business collaboration ‘most likely’ to succeed.

**COMPETITION ‘MOST FAVOURED’**
- Russia (23%), USA (27%), India (29%), Thailand (34%)
- IT function (23%), Sales and marketing (22%)

**COMPETITION ‘LEAST FAVOURED’**
- France (11%), South Africa (11%), Netherlands (12%), South Korea (12%)
Millennials feel it is acceptable to profit from social innovation

Q. If a business comes up with an innovation that will potentially have a positive impact on society; do you think it is acceptable for it to make a profit from this idea, product or service?
Innovative organisations will be better positioned to attract talent

Q. Please indicate the extent to which you agree or disagree with the following statements: Innovation is a key ingredient in making an organisation an employer of choice.
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www.deloitte.com/MillennialSurvey