



# Innovation Framework & Innovation KPIs

COFIM | The Fundamental Framework to Leverage Innovation Capabilities

White Paper

# Table of Content

- 01 ITONICS COFIM | The Innovation Management Framework
- 02 COFIM as a Design Framework | The Innovation Capabilities Needed
- 03 COFIM as a Steering Framework | Actionable Innovation KPIs
- 04 Implementing COFIM

# 01 ITONICS COFIM | The Innovation Management Framework

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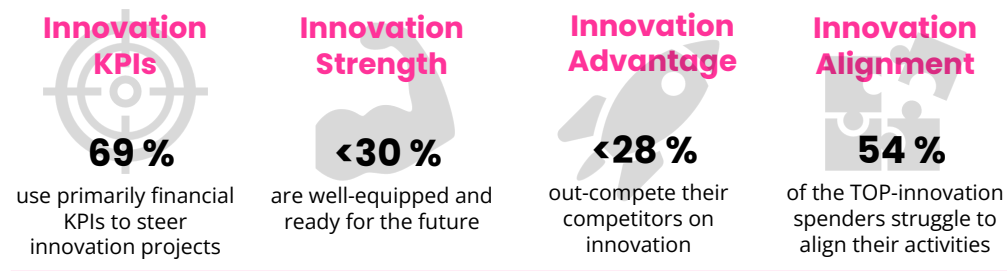
SYSTEMIZE YOUR INNOVATION MANAGEMENT. MAXIMIZE ITS IMPACT.

# The Value of Systematic Innovation Management

**PREPARE SYSTEMATICALLY TODAY. SHAPE YOUR FUTURE SUCCESS.**

## What innovation management means

**Managing innovation is shaping change and uncertainty.** Many established companies struggle with this situation because their operations are well-designed and adapted to existing business structures. From that perspective, sustaining and stretching existing business models are the more economically secure bets instead of being the spearhead of change.



**Furthermore, change is not tied to a specific direction.** This situation scares organizations to set and lose focus. Sensing non-business related developments and developing irrelevant solutions will waste important resources. Organizations thus use the structures, capabilities and metrics that have worked to create the efficient operations of today for managing their innovation activities.

## The innovation capabilities you need

**Since the future will be different than the present, organizations need a systematic innovation framework to steer towards the future.** This requires the specific innovation capabilities to:





- sense external and internal information comprehensively,
- project future developments and make decisions prospectively,
- engage an organizations' network constantly, and
- execute projects with exceptional speed & quality sufficiently.

## How COFIM helps you

**To get clear guidance on how to develop and steer the innovation capabilities systematically,** we have developed the ITONICS Control Objectives for Innovation Management, short COFIM (► p. 2). COFIM builds on our extensive experience from hundreds of innovation projects and academic expertise. It represents the fundamental framework for corporate innovation management, spanning across strategic and operative objectives, needed innovation capabilities and dedicated key performance indicators. It thus bundles holistically the key innovation management objectives into a controllable framework.

# At a Glance: The Innovation Capabilities Needed

## ITONICS COFIM: THE CONTROL OBJECTIVES FOR INNOVATION MANAGEMENT

<p><b>Foresight &amp; Strategy</b></p> <p> Within the <b>foresight &amp; strategy capabilities</b>, you set up and shape your future, i.e., sensing, prospecting, planning the future competitive position and establishing a 360° view on competitive developments.</p>	<p><b>Environmental Scanning</b> The capability to scan the (business) environment comprehensively and continuously</p> <p><b>Commitment</b> The management's willingness to transform today's business into tomorrow's business</p>	<p><b>Pictures of the Future</b> The awareness of different scenarios with relevance to the companies future success</p> <p><b>Dissemination</b> The clarity of the strategic activities to involved actors</p>	<p><b>Planning &amp; Goals</b> An organization's set of actions to reach the desired position or react to changes</p>
<p><b>Organization</b></p> <p> Within the <b>organization capabilities</b>, you set up and shape your internal structure and processes, i.e., aligning people, strategic as well as day-to-day actions, and strategic objectives.</p>	<p><b>Structure &amp; Process</b> The defined channels and series of actions, helping to initiate and coordinate activities</p> <p><b>Measures</b> The operationalized value of strategic objectives, helping you to monitor the progress</p>	<p><b>Roles &amp; Routines</b> The assigned power to employees, their frequent actions and responsibilities</p> <p><b>Synergetic Portfolio</b> The balanced and complementary collection of easy win, cash cow, and bold bet projects</p>	<p><b>Resources</b> The available amount of time and financial resources for driving innovation forward</p>
<p><b>Engagement &amp; Transformation</b></p> <p> Within the <b>engagement &amp; transformation capabilities</b>, you set up and shape your culture, i.e., establishing a purpose holding the organization together and a collaborative, open-minded environment, facilitating engagement and learning.</p>	<p><b>Values &amp; Purpose</b> The set of guiding principles and beliefs that help a group of people function together</p> <p><b>Understanding</b> The shared use of innovation-related language and ways of behaving</p>	<p><b>Support</b> The encouragement and enablement of employees through routines and channels</p> <p><b>Marketing &amp; Communication</b> The proper communication of information to increase innovation awareness and engagement</p>	<p><b>Motivation</b> The intrinsic motivation of employees striving for continuous improvement and contribution</p>
<p><b>Growth</b></p> <p> Within the <b>growth capabilities</b>, you set up and shape your operations, i.e., providing channels for exploring new opportunities and maximizing the effectiveness and efficiency of your innovation activities.</p>	<p><b>Insights</b> The capability of aligning internal capabilities to relevant business opportunities</p> <p><b>Project Excellence</b> The execution of projects in an efficient and effective manner regarding time, quality and cost</p>	<p><b>Ideation</b> The capability to enhance the internal knowledge base with unique, promising ideas</p> <p><b>Scaling &amp; Adoption</b> The proper communication of information to increase clients' awareness and engagement</p>	<p><b>Solution Design</b> The capability to define problems and design solutions properly</p>



# The Fundament of COFIM

**ASSESS, DEVELOP AND MAKE YOUR INNOVATION ACTIVITIES IMPACTFUL ACROSS ALL LEVELS.**

## What COFIM is designed for

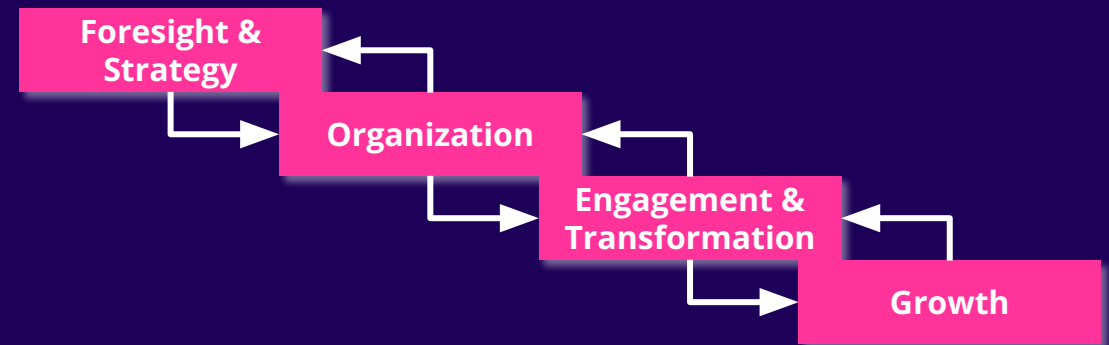
Fundamentally, COFIM is designed for providing structure to assess, develop and steer corporate innovation capabilities. Corporate innovation needs to be an organization-wide activity that is systematically managed. Without a systematic, organization-wide involvement and the necessary innovation capabilities, the focus, levers and actual value of innovation activities are oftentimes unclear. This situation crucially challenges the future viability of organizations. COFIM thus provides the fundamental backbone, explicating the specific capabilities and activities needed across the 4 key corporate innovation levels (► Figure 1).

## How COFIM works

COFIM defines the innovation capabilities that need to be present in corporate innovation systems. In this vein, COFIM serves three main functions. With the help of specific factors within each of the four COFIM levels, COFIM serves as a

- design framework to set up corporate innovation (► p. 8),
- steering framework to improve corporate innovation (► p. 13), and
- evaluation framework to assess the current status (► p. 21).

**Figure 1. The 4 Key Corporate Innovation Levels**




## What COFIM brings to you

With its holistic and systematic structure, mainly four outcomes can be expected after the successful adoption of COFIM:


- **comprehensive transparency** by eliciting the most important components and actual situation
- **strategic guidance** by revealing directions for improvement
- **process optimization** by aligning different functions
- **benefit realization** by measuring the concrete outcomes of activities

# The Six COFIM Principles


**FOLLOW THE 6 COFIM PRINCIPLES. ENHANCE YOUR INNOVATION MANAGEMENT CAPABILITIES.**

 **Each organization needs a systematic innovation management framework.**


Innovation management is a company-wide activity, spanning across business functions with specific, yet conflicting objectives. The systematic approach details the capabilities needed to coordinate and maximize the overall value.

 **Each organization needs a tailored innovation management framework.**


Since every business field follows specific rules and conditions, corporate innovation management needs to be adapted to the particular circumstances. Not in every industry, the same amount of leveraging innovation capabilities will lead to the same results. This depends on industry & corporate conditions.

 **Each organization needs a dynamic innovation management framework.**


Over time, business fields and organizations develop. As such, corporate innovation management needs to be constantly updated and aligned to changing conditions. It is an evolutionary system.

 **Each organization needs a holistic innovation management framework.**

Innovation management is a system consisting of interlinked capabilities. As such, changes in one element will result in and afford changes in other elements. This interplay needs to be understood and well-designed for making positive changes.

 **Each organization needs a measurable innovation management framework.**

Something cannot be built from nothing. Therefore, organizations need to provide beneficial conditions for innovation. As such, sufficient measures need to be in place, helping to detect weaknesses and monitoring progress over time.

 **Each organization needs an integrated innovation management framework.**

Innovation management, i.e., preparing for the future, often conflicts with the actual operations. As such, innovation management needs to be interlinked with current operations, explicating the value added by changes and continuity.

# 02

## COFIM as a Design Framework | The Innovation Capabilities Needed

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DEVELOP YOUR INNOVATION CAPABILITIES. ENHANCE YOUR INNOVATION ACTIVITIES.



# The Foresight & Strategy Capabilities

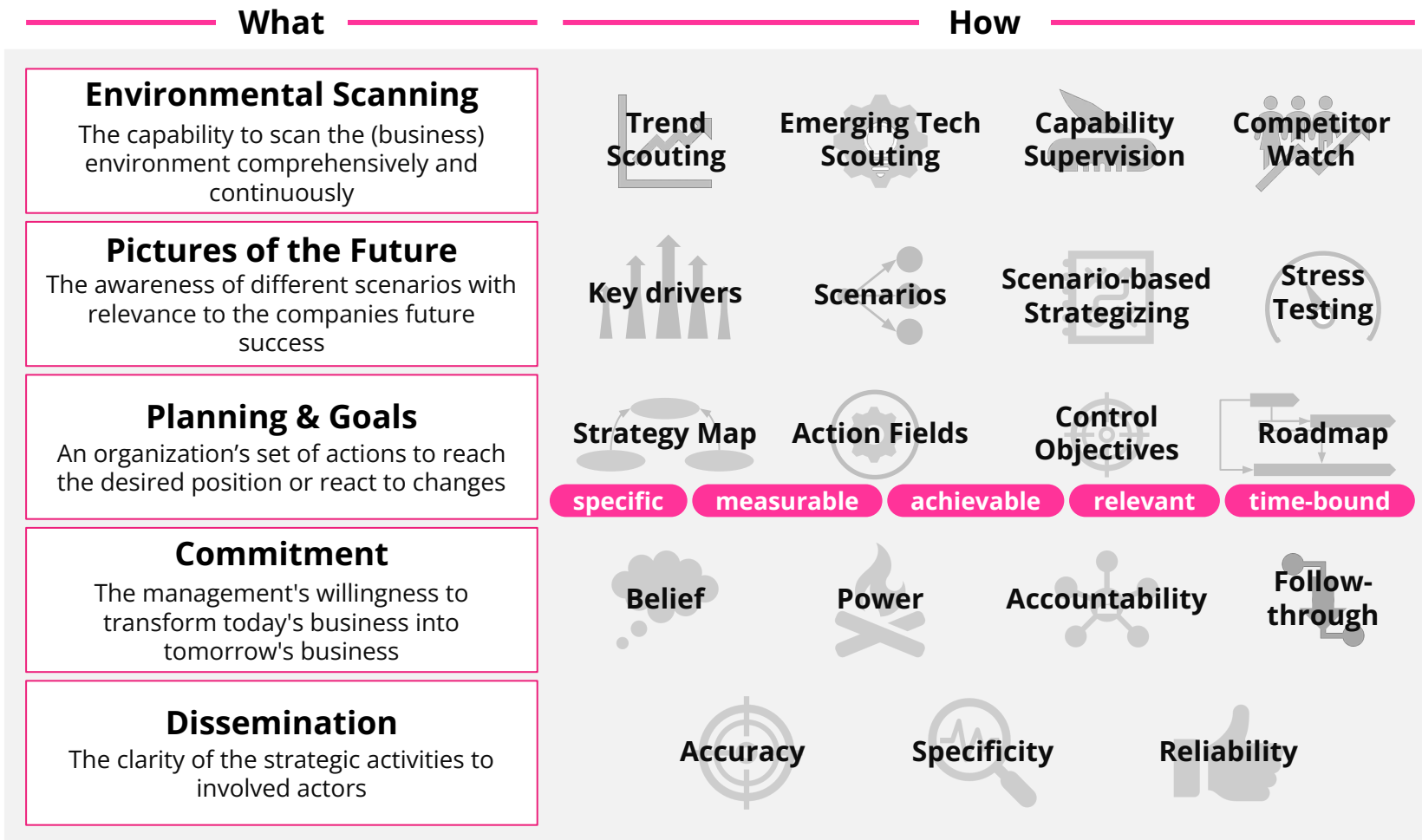
CREATE A FUTURE COMPETITIVE ADVANTAGE BY DEFINING THE STRATEGIC DIRECTION.



On the strategic level, you need the necessary capabilities to define your future competitive position, i.e., **the what of the innovation strategy capabilities.**

By purposefully designing your innovation strategy, i.e., **the how of the innovation strategy capabilities,** you will ensure:

- your future raison d'être
- transparency about the factors affecting your business
- a clearly defined direction for growing your organization



# The Organization Capabilities

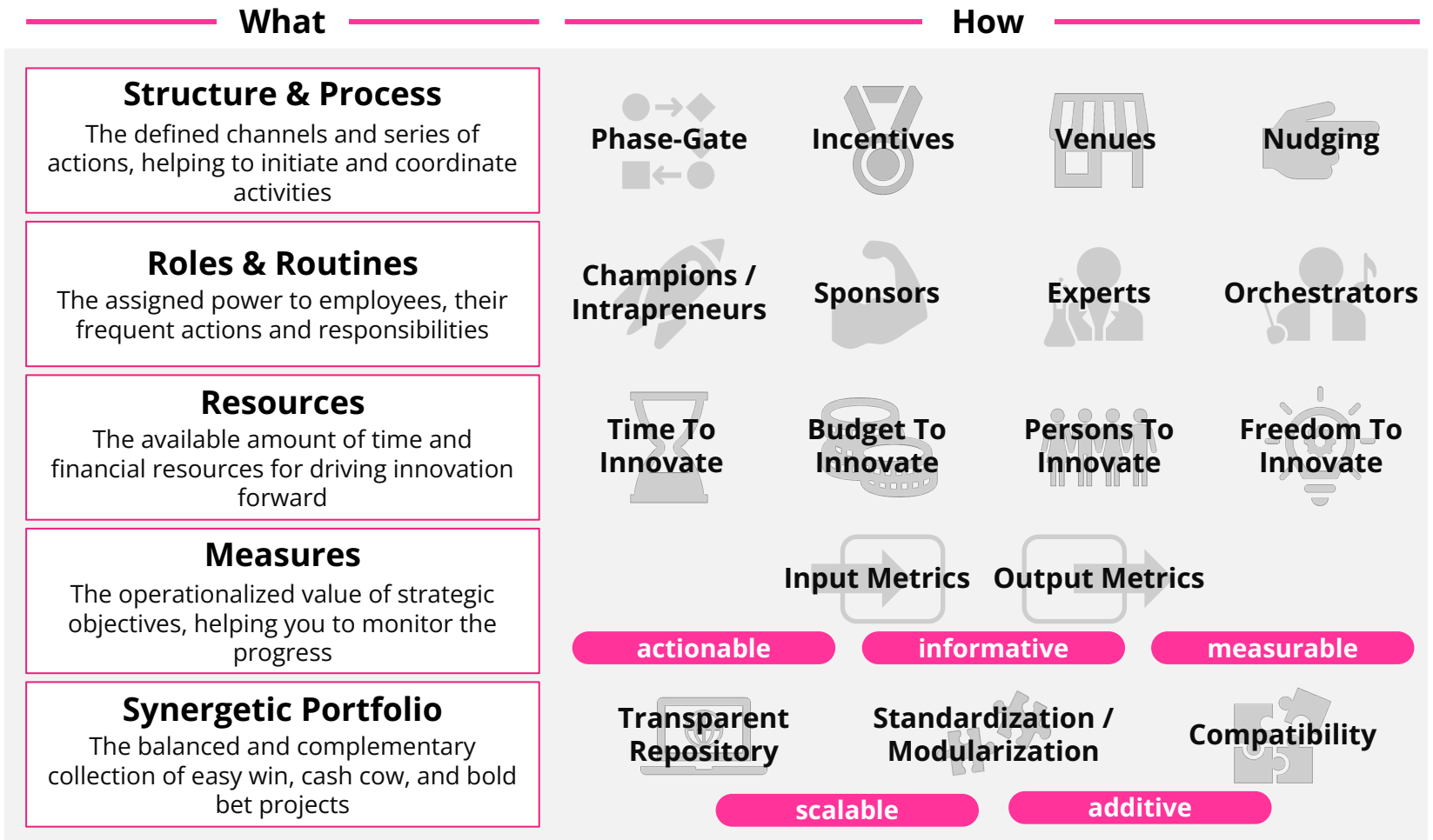
ENSURE STRATEGIC FIT BY ALIGNING PEOPLE, PROCESSES AND OBJECTIVES.



On the organizational level, you need the necessary capabilities to orchestrate your innovation activities, i.e., **the what of the innovation organization capabilities.**

By purposefully designing your innovation organization, i.e., **the how of the innovation organization capabilities,** you will ensure:

- the efficient use of resources
- the transparent sharing of knowledge and expectations, and
- the smooth alignment between functions, objectives, and people



# The Engagement & Transformation Capabilities

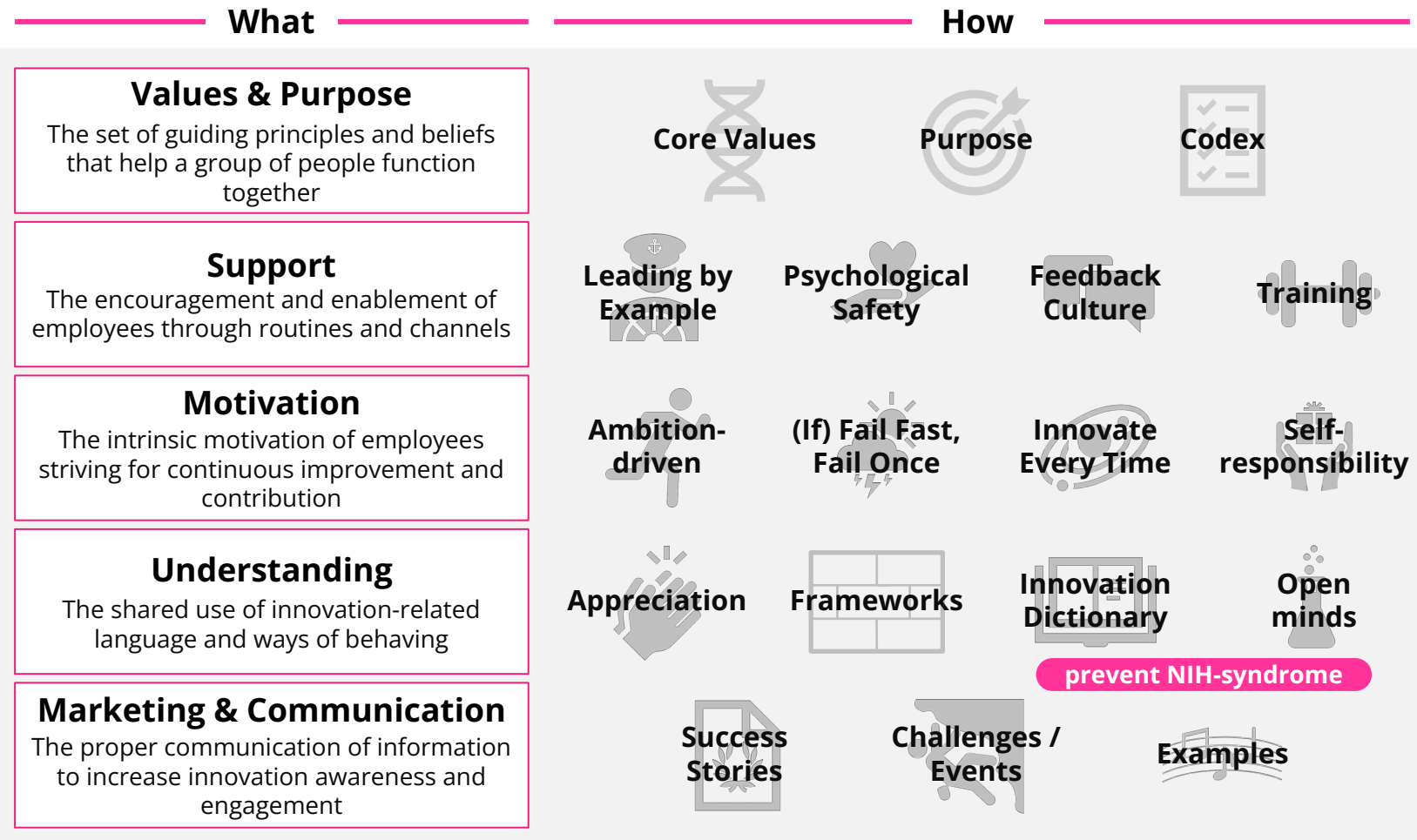
ENGAGE YOUR NETWORK BY ESTABLISHING INNOVATION FRIENDLY CONDITIONS.



On the cultural level, you need the necessary capabilities to engage your internal and external network, i.e., **the what of the innovation culture capabilities.**

By purposefully designing your innovation culture, i.e., **the how of the innovation organization capabilities,** you will propel:

- employees' enduring contribution to corporate innovation
- the acceptance of new ideas, and
- the efficient communication across silos



# The Engagement & Transformation Metrics

MEASURE YOUR PROGRESS IN **ENGAGING YOUR INNOVATION NETWORK.**



The job of innovation culture KPIs is to ensure a high engagement level of actors inside and outside an organization. They help to establish an innovation culture.

Thus, they are mostly a mix of quality-related and time-related metrics to ensure efficient and effective collaboration.

## Legend

-  revenue-related
-  cost-related
-  time-related
-  quality-related

## Value & Purpose

### Transformation spending index

Costs for transforming the business vs actual sales

### Codex reliability

Number of codex violations per employee

## Language & Understanding

### Communication slack

Time spent discussing words / concepts vs project / working time

### Preparation slack

Time spent preparing materials for internal communication / working time

## Support

### Leadership time

Percentage of leadership time spent sponsoring innovation activities

### Training

Percentage of employees trained in innovation management regularly vs all employees

## Marketing & Communication

### Collaboration index

Number of new ideas / projects consolidated by cross-functional collaboration

### Open innovation index

Percentage of "outside" vs "inside" inputs accepted vs received in the innovation process

## Motivation

### Extra hours

Amount of extra hours spent on innovation activities vs work time

### Employee contribution

Number of people conducting experiments / submitting ideas vs all employees over X-time

### Employee retention

Percentage of employees contributing continuously to corporate innovation

# The Growth Capabilities

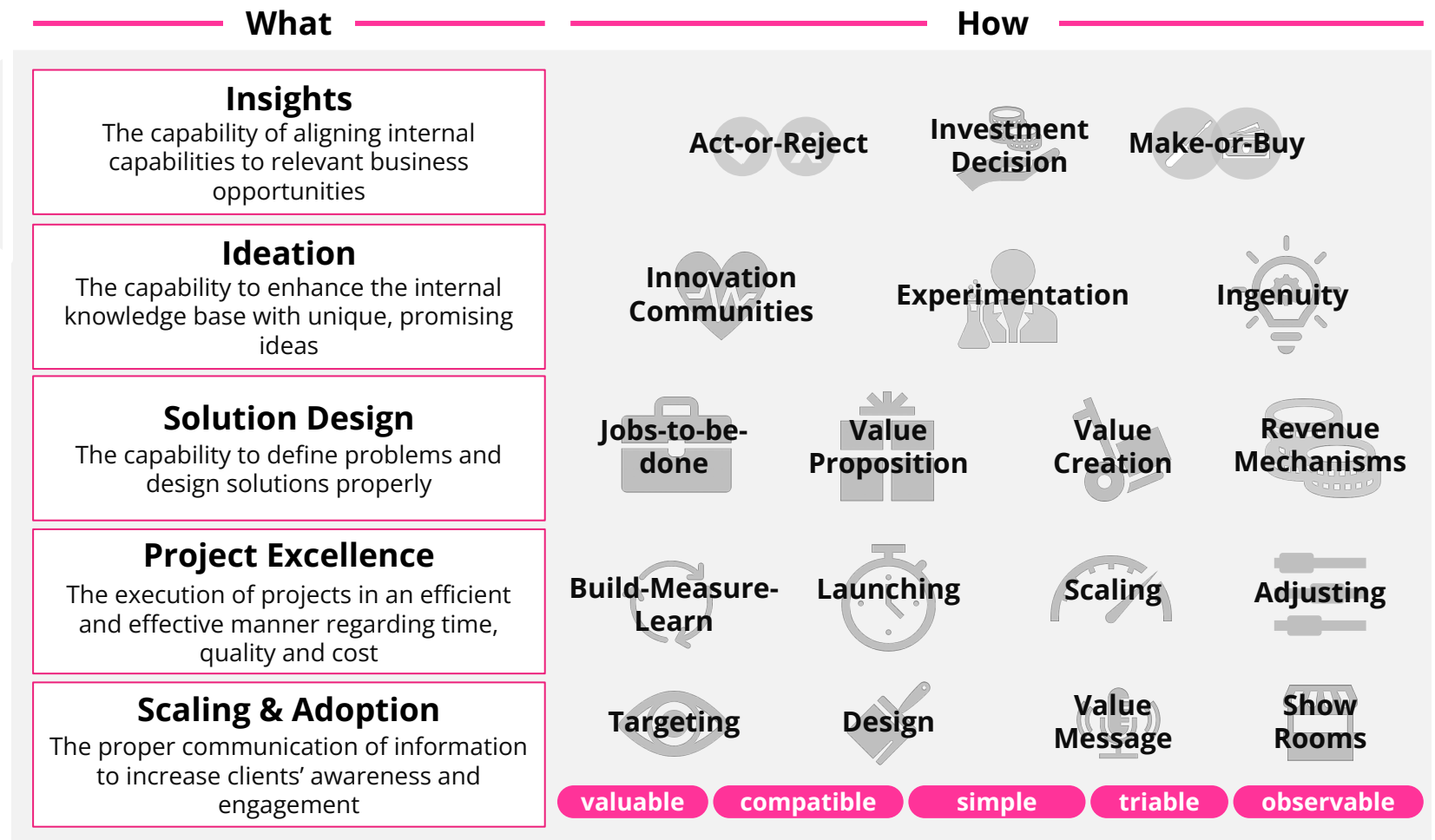
EXECUTE YOUR INNOVATION PROJECTS ALONG ALL STEPS WITH EXCELLENCE.



On the operational level, you need the necessary capabilities to turn your plans into concrete activities and outcomes, i.e., **the what of the innovation operation capabilities.**

By purposefully designing your innovation operations, i.e., **the how of the innovation operation capabilities,** you will propel the:

- rapid detection of relevant environmental developments
- efficient and effective creation of market-ready solutions, and
- appropriation of financial value



**03**

# **COFIM as a Steering Framework | Actionable Innovation KPIs**

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**MEASURE PROGRESS. JUSTIFY INVESTMENTS. MAXIMIZE SUCCESS.**



# Steering Innovation Activities by KPIs

INNOVATION METRICS NEED TO BE ACTIONABLE, INFORMATIVE, MEASURABLE.

## The difference between vanity and actionable KPIs

When discussions turn onto immediate financial impact, even the most solid innovation management activities are quickly defeated. Financial impact only unfolds in the future, so that justifying and steering innovation activities towards desired future goals ask for a specific type of metrics: actionable innovation metrics.

### Actionable Metric Characteristics

 KPI is relative  
(input/output)  
and time-bound

 KPI relates to  
specific goals and  
has a motivation

 KPI reveals  
possible directions  
for change

However, organizations fear to use innovation KPIs because they do not want to restrict creativity or simply use vanity metrics, only looking good on paper. In contrast, actionable metrics relate input and output factors, providing specific guidance whether innovation activities move into the right direction, need modifications and are of value. A well-elaborated system of actionable innovation KPIs is thus the only solid base to control activities and justify investments in innovation.

## Vanity Metrics



Feels good to look at, but **lacks clear guidance** for concrete next actions, e.g.

- Profitability
- Generated ideas
- Number of patents
- ROI
- R&D spending

## Actionable Metrics



Inform business decisions by **measuring means relative to ends**, e.g.,

- R&D-to-product conversion
- Idea-to-margin conversion
- Time-to-insight
- Budget-to-development
- Time-to-adoption

# The Foresight & Strategy Metrics

MEASURE YOUR PROGRESS IN REACHING YOUR FUTURE COMPETITIVE ADVANTAGE.



The job of foresight and strategy KPIs is to measure the progress in reaching a future competitive advantage. They help to manage the strategy capabilities.

Thus, they are most often quality-related and operationalize future markets, action fields and goals.

## Legend

- revenue-related
- cost-related
- time-related
- quality-related

## Environmental Scanning

### Inspiration index

New inspirations found vs active scouts in X-time

### Evidence index

Inspirations found vs transferred into relevant driver estimations in X-time

### Awareness index

Volume of opportunities missed vs all opportunities scouted in X-time

## Commitment

### Commitment Index

Percentage of occasions where leaders acted according to objectives in X-time

### Follow-through index

Percentage of occasions where innovation activities have been delayed / cancelled in X-time

## Pictures of the Future

### Future threat index

Number of scenarios threatening the existing / targeted business

### Growth opportunity index

Number / volume of market opportunities reachable vs relevant opportunities identified

## Dissemination

### Reliability index

AVG time spent for adopting to unexpected strategic changes

### Communication clarity

Number of SMART goals vs all strategic goals

## Planning & Goals

### Innovation history index

Number of successful vs all innovations launched in X-time (internally and externally)

### Innovation action field index

Percentage of running projects in strategic fields of action vs all innovation projects

### Innovation volume index

Expected market volume for innovation projects vs existing projects' projections

# 04

## Implementing COFIM

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UNDERSTAND YOUR SITUATION. TAILOR COFIM. STEER YOUR PROGRESS.

# The Organization Metrics

MEASURE YOUR PROGRESS IN **ALIGNING PEOPLE AND PROCESSES TO YOUR INNOVATION OBJECTIVES.**



The job of organization KPIs is to align people and processes to your strategic objectives. They help to manage the coordination process.

Thus, they are a mix of quality-related, time-related and cost-related metrics to ensure the efficiency and effectiveness of your organization.

## Legend

- revenue-related cost-related
- time-related quality-related

## Structure & Process

### Budget-to-development

Time needed to translate R&D spending into product development

### Project traceability

Number of projects following no traceable paths vs all projects

### Transparency index

Time needed to find already available information vs. regular working time

## Metrics

### Actionability Index

Percentage of actionable metrics used vs all metrics

### Completeness index

Percentage of goals underpinned with actionable, informative and measurable metrics

## Roles & Routines

### Champion index

Percentage of intrapreneurs / champions inside the organization

### Activity index

Number / volume of active innovation projects per BU

## Synergetic Portfolio

### Cross-sell index

Number of projects transferred / cross-sold in unexpected areas vs all projects

### Innovation portfolio balance

Number / volume of transformational / adjacent projects vs all projects

## Resources

### Innovation time

Percentage of innovation time allocated to employees vs working time

### R&D Budget

Percentage of innovation budget committed per field of action vs outside fields of action

### Person Budget

Percentage of employees being requested to engage with innovation vs all employees

### Freedom-to-experiment

Percentage of “unconventional” employee contributions being rejected without explanation

### Incentives

Money spent on incentives vs innovation budget

# The Growth Metrics

MEASURE YOUR PROGRESS IN EXECUTING INNOVATION PROJECTS WITH EXCELLENCE.



The job of growth KPIs is to ensure the effectiveness and efficiency of innovation projects. They help to manage the steps of the execution process.

Thus, they are mostly a mix of revenue-related and cost-related metrics ensuring the transition of efforts into value.

## Legend

- revenue-related cost-related
- time-related quality-related

## Insights

### Time-to-insight

Time needed / number to react vs detect environmental developments

### Time-to-decision

Time / number of correct estimations / decisions vs all decisions in X-time

## Project Excellence

### Progress index

Number of innovative projects progressing through project milestones each quarter vs all projects

### Health status

Percentage of projects not meeting expectations (quality, time, costs)

## Ideation

### Idea quality

Number of promising ideas vs all ideas submitted in X-time

### Time-for-transition

Time actual vs expected for transforming ideas into innovations in X-time

## Scaling & Adoption

### Time-to-adoption

Time / number of customer adoption in X-time vs market size

### Stickiness

Number of customers sticking to a solution vs all customers in X-time

## Solution Design

### Customer job

Number of new customer problems solved vs identified in X-time

### Hypothesis index

Number of tested vs untested hypothesis before market launch

### Modification costs

Cost spent on iterations after market launch in X-time

### Idea-to-margin conversion

Time/ number / volume of ideas turned into experiments / patents / products vs all ideas

### New customer conversion

Time / revenues from solutions / patents sold to new customer segments vs all segments

# Feeding Innovation KPIs

## FEED YOUR METRICS WITH THE RIGHT APPROACH.

To apply KPIs, you need to start with collecting the right data. This includes collecting data about internal operations and external opinions on your innovation activities. To do so, there are different approaches that have particular strengths.

### **A/B-Testing** for customer acceptance testing

With A/B-Testing, you compare two or more identical versions with one variation per version that you want to test. The goal is to identify the version that maximizes your outcome of interest. You can also use variance in test groups to identify differences in customer behavior.

### **Approximations** for belief justification

Besides measuring existing data, approximations, such as Sales Forecasting or Total Addressable Market estimations, build on logical arguments to estimate complex, often unknowable concepts. Approximations deductively collect different data, providing initial guesses that can then be tested.

### **Person Journey Observations** for attitude understanding

The idea of (Customer) Journey Observations is to map the steps a person goes through doing a particular job.

Understanding such journeys is powerful to collect unobvious pain points and attitudes. Those qualitative data enrich quantitative information and inform about the reasons why activities might go well or not.



### **Prototyping** for customer preference testing

Prototyping, or testing Minimum Viable Products (MVPs), strips your solutions to the bone, i.e., core functionalities. This helps you to collect data quickly and more cost effectively. You need to decide what the core value of a solution is and whether this value proposition solves customers' jobs.



### **Statistics** for evidence collection

The purest form of collecting data is to count occurrences, e.g., number of successful experiments, incoming revenue, or money spent. This includes cardinal as well as ordinary data that provide the basis for steering developments over time.



# Developing and Sustaining Innovation Capabilities

UNDERSTAND YOUR SITUATION. TAILOR COFIM. CONTROL YOUR PROGRESS. MAXIMIZE YOUR SUCCESS.

## Implementing COFIM

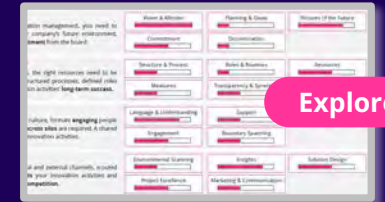
COFIM provides a systematic, holistic structure for corporate innovation activities. Since the conditions for firms vary, not every organization needs to adopt all COFIM elements with the same intensity.

Therefore, the most important step to implement COFIM is to know the own situation and needs. Based on this understanding, COFIM can be designed in a way that fits best to the desired objectives. Following the four steps will help you to develop and sustain your innovation management capabilities with long-lasting impact.



## 1 Understand your situation and needs

The first critical step is to gain transparency about the desired outcomes and current state of your innovation management capabilities. With our online **ITONICS Maturity Assessment**, you will get a glimpse on it.



Explore

## 2 Tailor COFIM to your needs

Next, you need to establish the right activities to achieve your goals. Therefore, use **COFIM** to design or refine your innovation management capabilities systematically.



Explore

## 3 Control your progress

After defining your objectives and setting up the activities, track their achievement by using the **innovation KPIs**. This will help you progress and justify the need for innovation.



Explore

## 4 Maximize your success

Since conditions change, it is important to adjust your objectives constantly to the conditions. It is also important to stabilize your activities where implementing a **Digital Toolbox** is the way to go.



Explore

# Our Purpose: Enhancing your Innovation Capabilities

**SUCCESSFUL INNOVATION MANAGEMENT: HOLISTIC, INTEGRATIVE, MEASURABLE, SYSTEMATIC.**

Where to play?

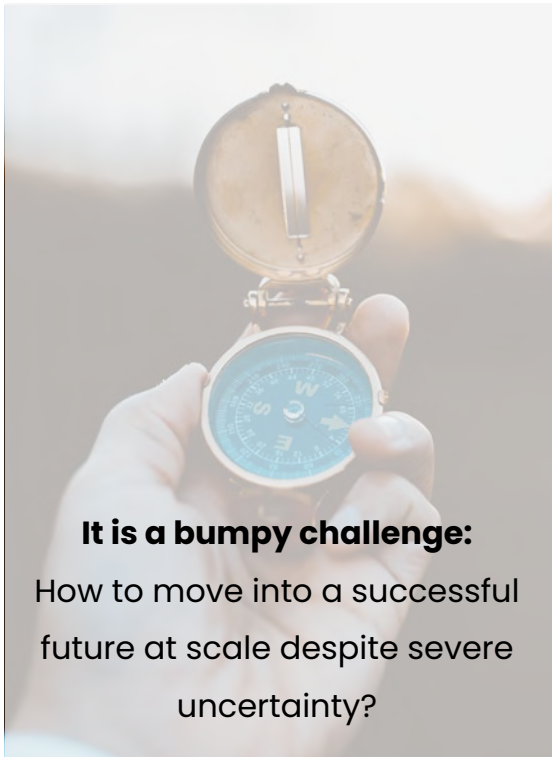
**Strategic Foresight**

How to win?

**Portfolio Management**

How to execute?

**Project Execution**



**It is a bumpy challenge:**

How to move into a successful future at scale despite severe uncertainty?

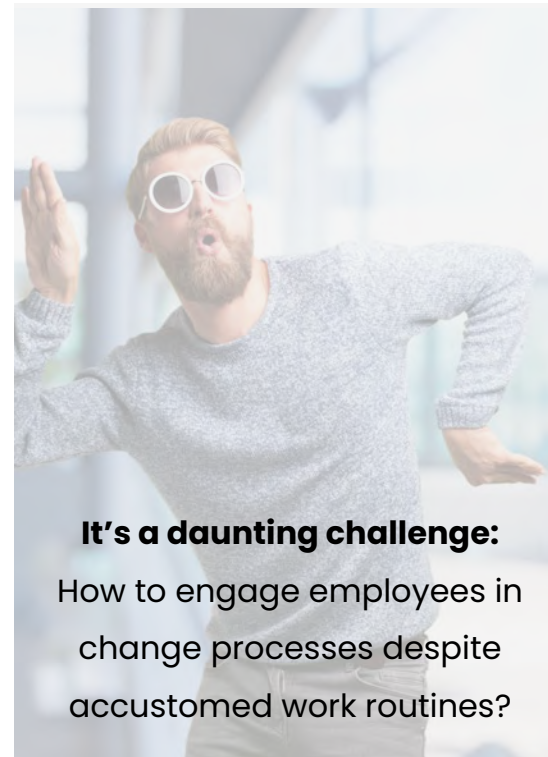
Foresight & Strategy



**It's like a ride-on-the-edge:**

How to gather new insights and execute projects efficiently at the same time?

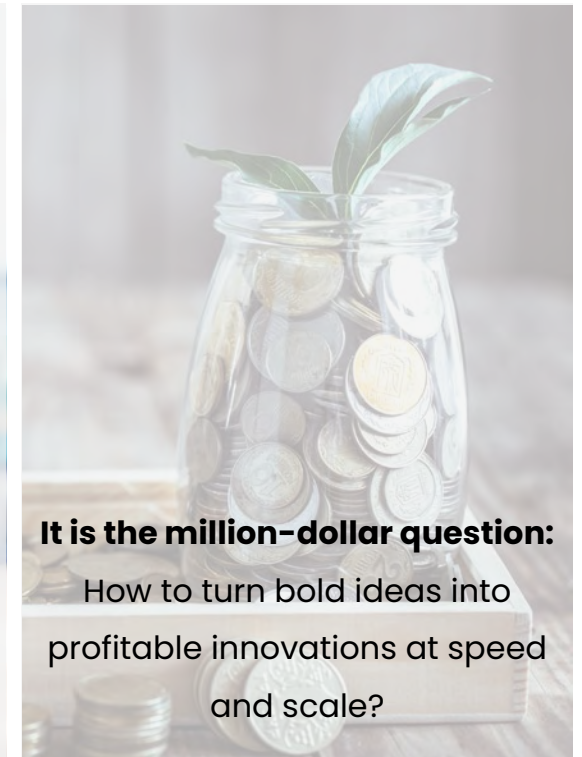
Organization



**It's a daunting challenge:**

How to engage employees in change processes despite accustomed work routines?

Engagement & Transformation



**It is the million-dollar question:**

How to turn bold ideas into profitable innovations at speed and scale?

Growth

# At a Glance: The ITONICS Solution Portfolio

TOGETHER WE SHAPE YOUR **INNOVATION MANAGEMENT CAPABILITIES** SUCCESSFULLY.

Know where to start



Online Maturity Assessment



**Foresight & Strategy**



**Organization**



**Engagement & Transformation**



**Growth**

**SET THE BASIS**

Enablement

Scouting Structure & Processes

Full Service

Strategy Development

Enablement

Roles & Responsibility Profiles

Full Service

Building an Innovation Unit

Enablement

Engagement Formats

Full Service

Establishing an Innovation Culture

Enablement

Experimentation & Design

Full Service

Opportunity Discovery

**SHAPE THE BUSINESS**

Enablement

Strategy Stress testing

Full Service

Innovation Field Discovery

Enablement

Reward Mechanisms

Full Service

Innovation Process Refinement

Enablement

Engagement Stories

Full Service

Innovation Campaigns

Enablement

Business Modelling

Full Service

Prototyping & Testing

**INCREASE EFFICIENCY**

Software

Scouting Radars Decision Boards

Software

Strategy Roadmaps

Software

Capability Radars Decision Portfolios

Software

Phase-Gate Kanban

Software

Idea Campaigns Partner Campaigns

Software

Inspirator App

Software

Phase-Gate Kanban Venture Campaigns

Software

Weak Signal Scanning

**BECOME AN EXPERT**

Training

Training Scouts Keynotes

Publications

Best Practice Sharing

Training

Innovation Manager Training

Publications

Best Practice Sharing

Training

Engagement Manager Training

Publications

Best Practice Sharing

Training

Business Model Training

Publications

Best Practice Sharing

# The ITONICS Big Picture

SHAPING INNOVATIONS SUCCESSFULLY.

Where to play?

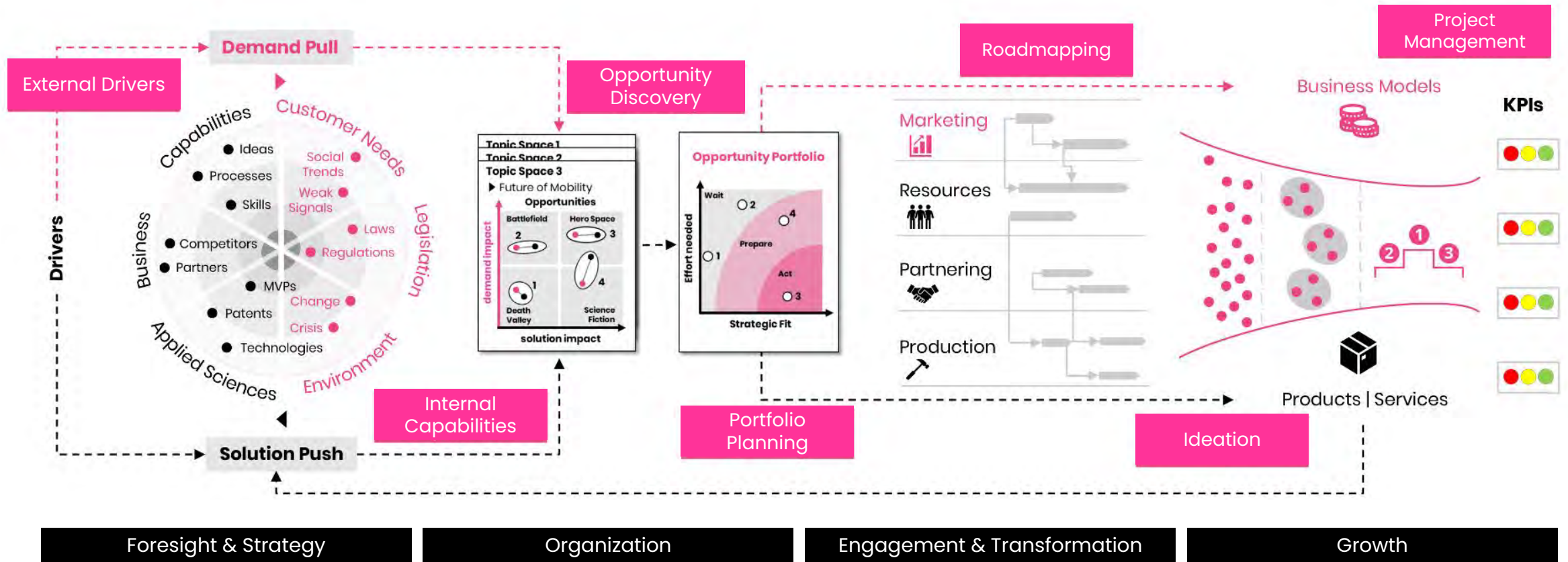
**Strategic Foresight**

How to win?

**Portfolio Management**

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**Project Execution**





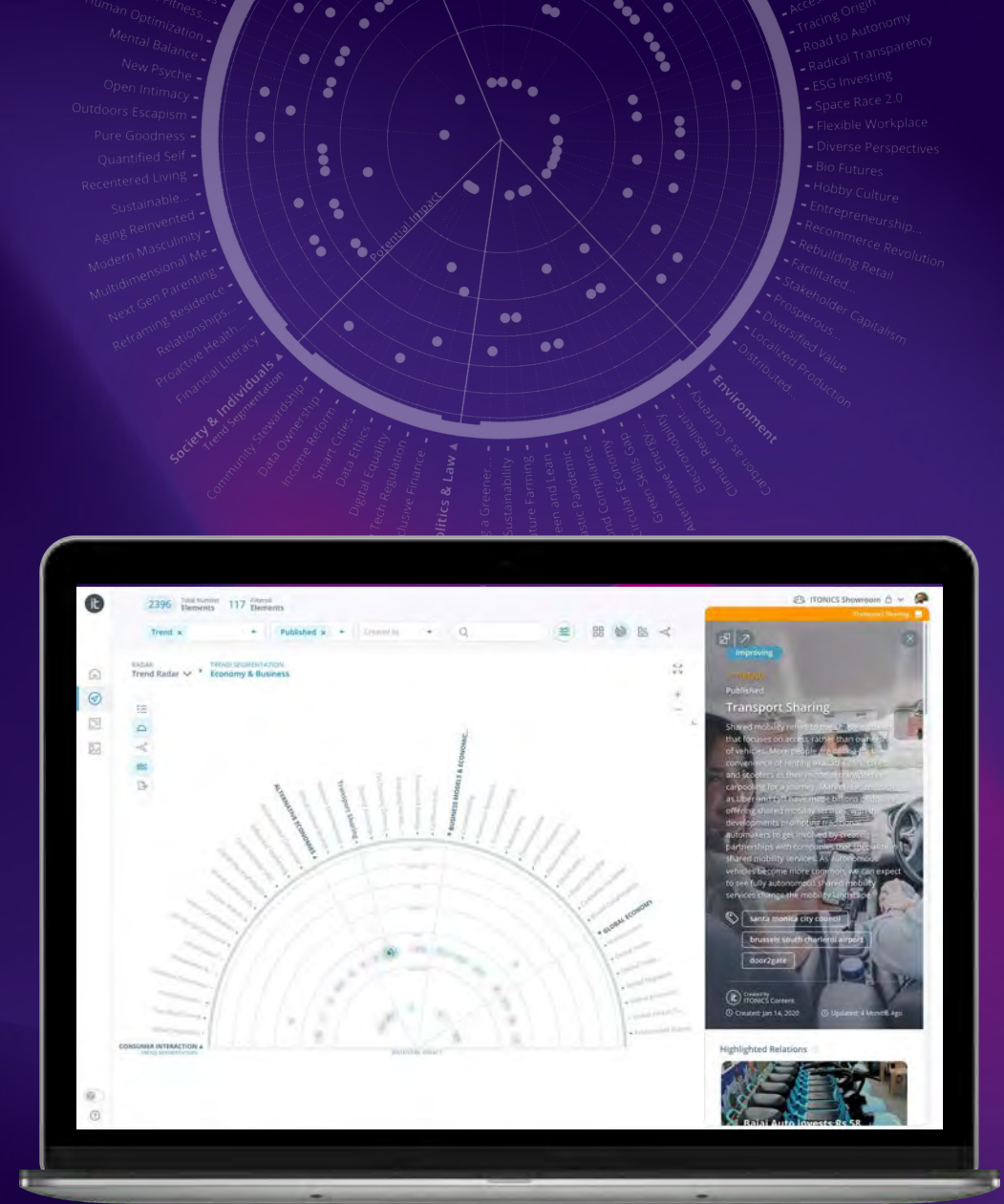
# ABOUT ITONICS

ITONICS is a leading **software-as-a-service provider** for **innovation management, foresight, and strategy**. Our AI-powered platform combined with a systematic framework for managing innovation efforts helps companies identify emerging technologies, trends, and market potential and translate them into tailored growth strategies.

Working with global teams to innovate new products, services, and business models, ITONICS professional services inspire, guide, and accompany organizations on their innovation journey. With more than **125 experts** on **five continents**, we support innovation leaders such as **adidas, AUDI, BMW, CISCO, Intel, Johnson & Johnson, KPMG and SAP**.



Our clients' success stories →

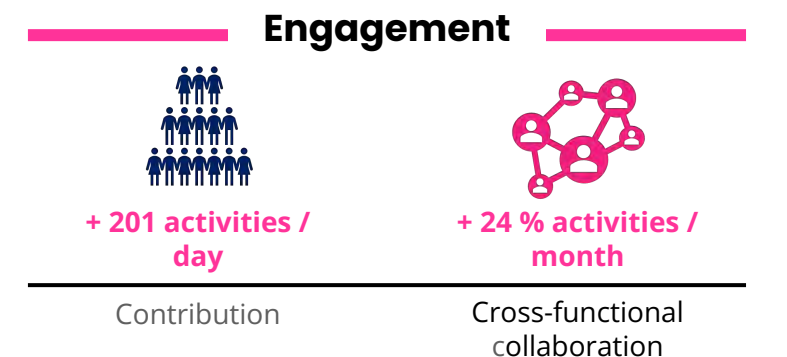
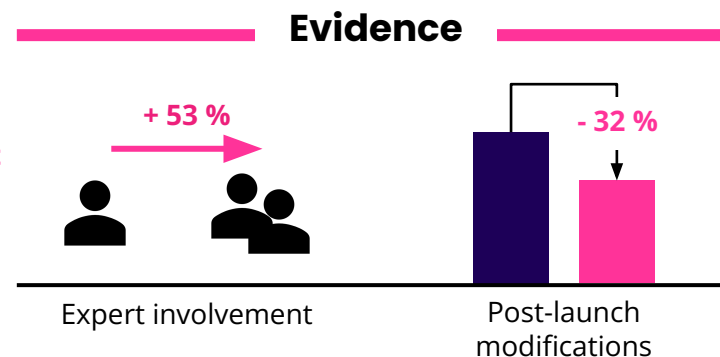
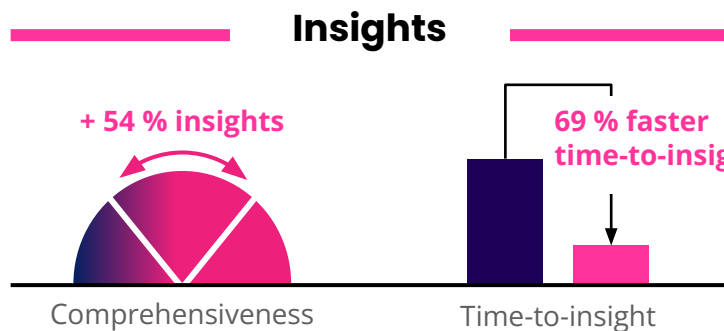
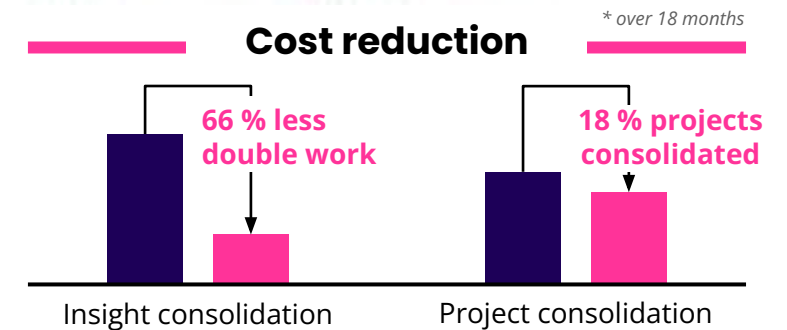
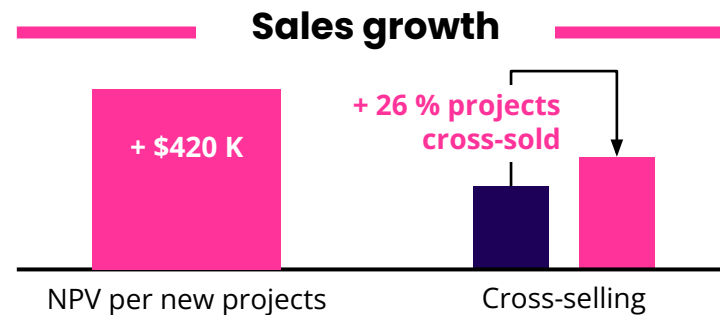
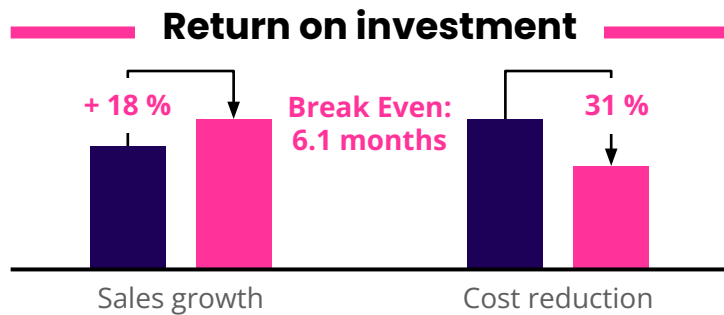


# ITONICS Business Value

[Find out more here](#)

## GAIN TRANSPARENCY. SHAPE INNOVATIONS. STEER GROWTH.

**ITONICS** provides a holistic digital toolbox, consulting services and market insight reports. The toolbox facilitates collaboration, monitoring, and eases decision-making. Our **radars** help scanning trends, technologies, start-ups, or projects. The **ideation** module helps collecting new ideas. **Matrices** support portfolio management and **roadmaps** help to align business functions over time.





# GET IN TOUCH!

If you're hungry for more, we'd love to get in touch with you!



**Sebastian Pfingsten**

Director Sales



**Dr. Tassilo Henike**

Director Customer Innovation Success



# ITONICS GLOBAL OFFICES

Our solutions empower everybody to innovate around the globe

## EMEA

Emilienstr 9

90489 Nuremberg

+49 911 600 60 550

Wallstr 15a

10179 Berlin

+49 30 57702200

## North America

80 Pine Str, Floor 24

NY 10005

+1 212 7523011

## Africa

50 Harrington Str

7925 Cape Town

+27 21300 6677

## Asia

Hanumansthan,  
Anamnagar

44600 Kathmandu

+977 1 4239294