
Innovation Management Assessment — Guidance

Évaluation du management de l'innovation — Lignes directrices



This document is a preview generated by ERS



COPYRIGHT PROTECTED DOCUMENT

© ISO 2019

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Fax: +41 22 749 09 47
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

Contents

Page

Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Reasons for carrying out an Innovation Management Assessment	2
5 Choosing the Innovation Management Assessment approach	3
5.1 General	3
5.2 Understanding different approaches to Innovation Management Assessment	3
5.2.1 Performance criteria for Innovation Management	5
5.2.2 Options for implementing the Innovation Management Assessment	6
5.3 Type and quality of Innovation Management Assessment output(s)	6
5.4 Formats of Innovation Management Assessment output(s)	7
6 The Innovation Management Assessment process	7
7 Prepare the Innovation Management Assessment	9
7.1 The Innovation Management Assessment's strategic intent and scope	9
7.2 Innovation Management Assessment's design suitable for the organization	10
7.3 Expected results of the Innovation Management Assessment	10
7.4 Performance metrics for the Innovation Management Assessment	10
7.5 The resources required (internal and external)	11
7.6 Organization's ability and willingness to change	11
7.7 Prepare for the set-up of the Innovation Management Assessment	11
8 Conduct the Innovation Management Assessment	13
8.1 Set-up of the tool(s)	13
8.2 Data collection (quantitative and qualitative)	13
8.3 Data analysis	14
8.3.1 Data cleansing	14
8.3.2 Data interpretation and gap identification	14
9 Conclude the Innovation Management Assessment	15
9.1 Document findings	15
9.2 Innovation Management Assessment report structure and content	15
9.2.1 Examples of the data analysis results organized by topic/theme	15
9.2.2 Examples of the data analysis results organized by urgency or complexity	16
9.3 Communication of the Innovation Management Assessment results	16
9.4 Recommendations for Innovation Management improvement	17
10 Improvement of the Innovation Management Assessment itself	18
10.1 Recommendations for improving the Innovation Management Assessment	18
10.2 Determine the roadmap for enhancing future Innovation Management Assessments	18
10.3 Implement roadmap actions	18
Annex A (informative) Principles of Innovation Management Assessment	19
Annex B (informative) Presenting results from the Innovation Management Assessment (examples of visuals)	26
Bibliography	30

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 279, *Innovation Management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

Innovation is the key driver for organizations to create value from new products, services, processes, or business models. Therefore, innovation needs to be managed in a systematic manner. Many organizations have already established their innovation management (IM). This might build on key success factors such as the innovation strategy and objectives, the operations for innovation including the processes and organizational structures, and the innovation-enabling factors, the innovation support, including among others the innovation culture, tools and methods, competencies, human and financial resources. Managing innovation in a systematic manner creates value and secures the organization's future. As a consequence, organizations seek guidance on continuously developing their innovation management capabilities and performance. A pre-requisite is transparency of the organization's current performance of its IM. To achieve necessary transparency here, regular and effective assessments of the IM are essential. In this context, this document is designed to answer the following over-riding question: How can an Innovation Management Assessment (IMA) contribute to the future development of an organization and its IM?

This document provides guidance on why it is beneficial to implement an IMA, what you can expect from a good IMA, how to carry it out, and act upon the results of the IMA. More specifically, the document provides the fundamentals for considering an IMA and provides the foundation for carrying out such a process. It is intended to help the user to understand the:

- value and benefits of carrying out an IMA (reasons behind carrying out an IMA);
- different approaches for an IMA;
- IMA process, its steps and impact;
- improvement potential for the IM, the IMA and, as a result, for the assessed organization.

Before continuing further, the reader is encouraged to consult [Annex A](#) of this document, which outlines the key principles behind a good IMA.

Details of an Innovation Management System (IMS) can be found in ISO 56002¹⁾ with particular reference to [Clauses 9](#) and [10](#) which cover performance evaluation and improvement. For details on specific innovation and innovation management tools or techniques, consult ISO 56003 and following documents in the series. The common innovation management terminology can be found in ISO 56000²⁾, "*Fundamentals and Vocabulary*".

1) Under preparation. Stage at the time of publication: ISO/DIS 56002

2) Under preparation. Stage at the time of publication: ISO/CD 56000

Innovation Management Assessment — Guidance

1 Scope

This document will help the user understand why it is beneficial to carry out an Innovation Management Assessment (IMA), what to assess, how to carry out the IMA, and thus maximize the resulting benefits, which are universally applicable to:

- organizations seeking sustained success in their innovation activities;
- organizations performing IMAs;
- users and other interested parties (e.g. customers, suppliers, partners, funding organizations, universities and public authorities) seeking confidence in an organization's ability to manage innovation effectively;
- interested parties seeking to improve communication through a common understanding of Innovation Management (IM), via an assessment;
- providers of training, assessment, or advice in IM;
- developers of related standards;
- academics interested in research related to IMA.

Further, this document is intended to be applicable to:

- all types of organizations, regardless of sector, age, size, or country;
- all approaches to IM regardless of their level of sophistication, and complexity;
- all modalities of managing innovation whether centralized or decentralized;
- all ways to innovate, e.g. internal, collaborative, open, user-, market- or technology-driven innovation;
- all types of innovation such as product, service, process, business model, organizational innovation from incremental to radical.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>