
**Innovation management — Tools and
methods for strategic intelligence
management — Guidance**

*Management de l'innovation — Outils et méthodes de management
de l'intelligence stratégique — Recommandations*



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Contents

Page

Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Fundamentals of strategic intelligence	2
4.1 Purpose of strategic intelligence	2
4.2 Strategic intelligence needs	2
4.3 Core of the strategic intelligence process	2
4.4 Strategic intelligence timing	3
4.5 Expected strategic intelligence outcomes	3
4.6 Strategic intelligence essentials	3
5 Strategic intelligence cycle	4
5.1 Operational planning and control	4
5.2 Strategic intelligence cycle	4
5.3 Framing	5
5.3.1 General	5
5.3.2 Outcome of framing — Criteria and scope for intelligence generation	5
5.4 Data gathering and analysis	6
5.4.1 General	6
5.4.2 Data gathering and verification	6
5.4.3 Outcome of data gathering — Data and information (analysed data)	6
5.4.4 Data analysis to extract information	7
5.4.5 Outcome of analysis — Information (analysed data)	7
5.5 Interpretation	8
5.5.1 General	8
5.5.2 Outcome of interpretation — Knowledge (interpreted information)	8
5.6 Recommendation	8
5.6.1 General	8
5.6.2 Outcome of recommendation — Intelligence (communicated knowledge)	8
5.7 Strategic intelligence validation	9
6 Intelligence communication	9
6.1 Recommendations to top management	9
6.2 Documentation, communication, and distribution control	10
Bibliography	11

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

0.1 General

Organizations operate in a volatile, uncertain, complex and ambiguous environment which is characterised by expanding knowledge flows, increasing global competition and rapid rates of change. This creates the need to anticipate change, influence the environment and make timely and informed decisions regarding innovation.

Global knowledge and information-based environments require strategic-thinking leaders to utilise this knowledge to define their organizational and innovation strategy. This supports organizations in responding to changes in their environment, e.g. social, technological, market, regulatory, policy.

To this extent, it is necessary to isolate or synthesize data and information with high-confidence and to convert it into knowledge for driving strategic decisions.

Strategic intelligence is the outcome of a structured process for collecting, processing and communicating data, information and knowledge to decision-makers, that can be applied continuously or to specific projects to be launched.

The process backbone lies on the capability of ensuring objectiveness and appropriateness of scope and criteria, reliability of data sources and information derived, transparency of the actions performed to interpret and communicate the knowledge. As such, it is both an element of risk reduction as well as strategic growth and it enables organizations to set strategic direction and implement their innovation initiatives.

An organization can leverage strategic intelligence as an enabling factor to achieve its business objectives and to implement innovation initiatives, for a range of purposes such as:

- identifying new business opportunities and alliances;
- increasing competitive advantage;
- anticipating risk and uncertainty;
- enabling technology transfer opportunities;
- forecasting societal, political, technological and business drivers;
- seeking out weak signals to anticipate change;
- overcoming barriers that limit value creation;
- implementing a structured approach to problem solving.

0.2 Principles

Strategic intelligence within the context of innovation management should conform to the following innovation management principles that are the foundation of an innovation management system:

a) Realisation of value

Strategic intelligence impacts on the vision, mission and innovation activities of an organization. As such, it should support the creation of value for all relevant stakeholders. This includes long-term and short-term value; explicit and implicit value; financial and non-financial value (e.g. competence growth, technological and/or competitive advantage, societal benefit, sustainability improvement).

b) Future-focused leaders

When managing innovation initiatives, leaders across the organization should foster strategic intelligence as an enabling factor for long-term value creation.

c) Strategic direction

The organization should align the overall strategic direction for the management of strategic intelligence with its business and innovation strategies.

d) Culture

Strategic intelligence management should be aligned and fostered within the shared values, beliefs and behaviours across the organization (and relevant community) and should be part of its identity.

NOTE 1 The concept of "culture" (supporting innovation activities) is defined in ISO 56000:2020, 3.2.10 and specifically addressed in ISO 56000:2020 4.3.4 and ISO 56002:2019, 4.4.2 respectively.

NOTE 2 The concept of "identity of an organization" is specified and addressed in ISO 9004:2018, Clause 6.

e) Exploiting insights

Pursuing innovation opportunities in order to drive innovation and create value, clearly relies on the capacity of generating insight, defined in ISO 56000:2020, 3.4.3 as profound and unique knowledge about an entity.

In this perspective, strategic intelligence management should ensure access to a diverse range of internal and external data, information and knowledge sources to systematically build expertise in support of strategic decision-making.

f) Managing uncertainty

The organization should foster strategic intelligence management in support of identifying, assessing and managing innovation uncertainties and related opportunities and risks.

g) Adaptability

The organization should align the need of strategic intelligence with its vision and mission, addressing and even anticipating changes at different time scales in the external and internal context.

h) Systems approach

The organization should manage strategic intelligence based on a systems approach (instead of an *ad-hoc* basis) with a view to reducing organizational risks and enhancing value creation potential for the organization.

These principles can be considered as an open set to be integrated and adapted within the organization.

Innovation management — Tools and methods for strategic intelligence management — Guidance

1 Scope

This document provides guidelines for supporting strategic intelligence within innovation management. It aims at addressing the following areas concerning strategic intelligence at strategic and operational levels:

- creating a strategic intelligence management strategy to support innovation in an organization;
- establishing strategic intelligence management in support of the innovation activities and initiatives within the innovation management system and the related innovation processes;
- applying strategic intelligence tools and methods in support of the innovation activities and initiatives within the innovation management system and the related innovation processes.

Strategic intelligence is transversal and cross-sectorial by nature. It is not limited to innovation activities and can apply to all areas where knowledge is required for strategic decision-making and consequent actions.

This document is not applicable to:

- certification;
- data protection.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 56000, *Innovation management — Fundamentals and vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 56000 and the following apply.

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

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

3.1

intelligence

result of gathering, analysing and interpreting data, information and knowledge

Note 1 to entry: Intelligence can be of different kinds, e.g. (but not limited to) market, technology, competition, intellectual property or business.

3.2

strategic intelligence

intelligence directed to top management with recommendations to make decisions impacting the vision, strategy, policy and objectives as well as innovation activities of the organization