

First edition
2021-11

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

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



Reference number
ISO 56006:2021(E)

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Published in Switzerland

This is a preview of ISO 56006:2021. Click [here](#) to purchase the full version from the ANSI store.

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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).

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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

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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.