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Innovation Management Assessment — Guidance

Évaluation du management de l'innovation — Lignes directrices

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Foreword

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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

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 56002[1] 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 56000[2], "*Fundamentals and Vocabulary*".

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

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