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ISO/TR 56009

Innovation management —
Example implementations of
innovation operation
measurements

*Management de l'innovation — Exemples de mise en œuvre de
mesures des opérations d'innovation*

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0.1 Innovation, uncertainties, risks and measurements for evidence-based decisions

This document provides some illustrative examples of how organizations of different kinds, sizes and innovation objectives can apply ISO 56008, the International Standard on innovation operation measurements, to reduce uncertainties and risk. ISO 56008 provides guidance for organizations on designing and implementing appropriate measurements to make evidence-based decisions for achieving objectives effectively, efficiently, ethically and in a timely manner while minimizing waste.

Innovation involves risk-taking in a manner fundamentally different from established operational activities due to the unknown realm faced by an organization in its innovation attempts, which are generally characterized by the potential for costly errors, failure and needless waste of time, material and financial resources. Measurements, along with well-thought-out corrective actions, learning for improvement and suitable changes in behaviour, are the basis for evidence-based decision-making and planning.

The quality of decision-making depends on how well people understand the innovation uncertainties and issues they are facing, how they choose what to measure, how they implement the measuring and present the results for action, how management considers the results, and what learning is drawn from the measurement itself.

0.2 Purpose of ISO 56008:2024

ISO 56008 provides guidance to organizations on addressing the fundamental issues of an organization's innovation operations:

- Are we doing the right things? In terms of alignment with the mission, innovation strategy and objectives by addressing the most important opportunities based on necessary evidence to optimize return on investment (ROI) and reduce uncertainties and risks.
- Are we doing these things in the right way? With the necessary and sufficient leadership, resources, capabilities, effective processes and organizational structures to achieve success.
- Are we succeeding? In terms of achieving valuable results and outcomes for our organization, for our society at large and for our environment.

ISO 56008 highlights the impacts measurements have on the organization's prospects for success, its people behaviour and its culture, especially that there are no universally appropriate collections of innovation operation measurements.

No two organizations are alike in their internal or external contexts. Therefore, there cannot be a universally appropriate collection of innovation measurements. It is important that each organization considers its needs within its context, formulates its objectives, undertakes suitable innovation initiatives and measures them appropriately when needed.

[Figure 1](#) describes the fundamental ideas concerning preparation, progress and results of innovation operations together with associated measurements for making evidence-based decisions.

Organizations are required to ask critical questions about relevant aspects of their innovation operations in order to determine the right indicators for measurement. They are required to design the metrics and measurement procedures to obtain meaningfully actionable results to make the necessary decisions. All of these are described in detail in ISO 56008:2024, Clause 4.

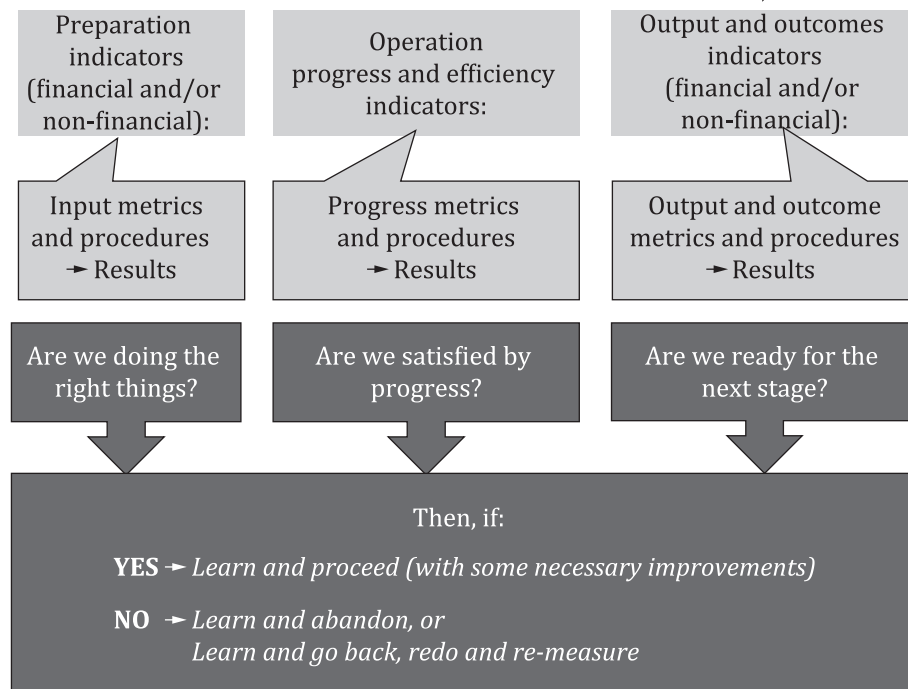


Figure 1 — Measuring and deciding on innovation operations

0.3 Structure of this document

This document contains, in addition to this introduction, scope, normative references and terms and definition clauses, six content clauses each containing a fictitious, albeit typical, illustrative example of an organization measuring some of its innovation operations (as shown in [Figure 2](#)):

- a mid-size company undertaking service innovation (see [Clause 4](#));
- a not-for-profit organization measuring social innovations (see [Clause 5](#));
- a government organization trying to develop innovative programmes (see [Clause 6](#));
- an ambitious small or medium-sized enterprise (SME) aiming for a major business model innovation (see [Clause 7](#));
- a spin-off company pursuing technology-based innovations (see [Clause 8](#));
- a large company managing its diverse portfolio of innovations (see [Clause 9](#)).

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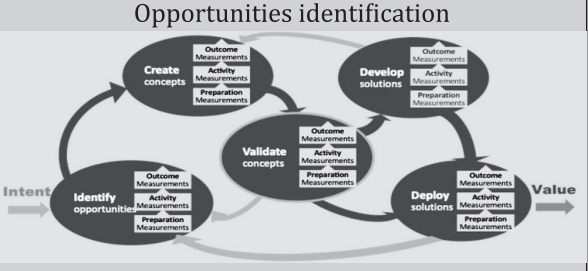
Organization	Innovation operation	Clause 4 Fundamentals of innovation operation measurements	Clause 5 Measurements for establishing innovation operations						Clause 7 Innovation initiative measurements	Clause 8 Innovation portfolio measurements
				Identify opportunities	Create concepts	Validate concepts	Develop solutions	Deploy solutions		
Mid-size company	Service innovations	✓		✓	✓	✓	✓			
Not-for-profit organization	Social innovations	✓		✓	✓	✓	✓	✓		
Government organization	Innovative programmes	✓	✓	✓	✓	✓	✓	✓		
SME	Business model innovations	✓	✓	✓	✓	✓	✓	✓	✓	
Spin-off company	Technology innovations	✓					✓	✓		
Large company	Innovation portfolio measurements	✓								✓

Figure 2 — Structure and innovation operation coverage of this document

The examples were created by a selected team of experts with deep experience leading, or consulting on, the innovation management issues usually encountered by these types of organizations.

Each example reflects the working style and language typical of such organizations, whether they are large or small for-profit businesses, not-for-profit organizations or governmental (public service) organizations.

In all cases, the examples follow the guidance offered by ISO 56008 in terms of understanding the situation of the organization (both internal and external context), having a forward-looking innovation strategy with appropriately realistic objectives, being cognizant of uncertainties they are facing and risks they must manage, as explained in [Figure 3](#).

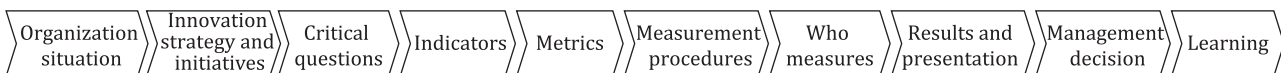


Figure 3 — Flow for illustrating how to think, design, implement and make measurement-based decisions

All the examples show how organizations can ask critical questions to determine the appropriate indicators to measure, and what kind of metrics they can choose, or design based on the guidance from ISO 56008. The examples also illustrate how the actual measurement procedure is implemented and by whom, with additional information on how the resulting data can be presented to the management team expected to make decisions. Some typical examples of decisions made are shown, together with the associated learning that can be of value to the innovation operation team and the organization at large.

Each clause stands on its own. Readers can choose to read just the example appropriate for their specific interests, although reading the other examples can also be beneficial.