PD ISO/TR 56004:2019

BSI Standards Publication

Innovation Management Assessment — Guidance

bsi.

National foreword

This Published Document is the UK implementation of ISO/TR 56004:2019.

The UK participation in its preparation was entrusted to Technical Committee IMS/1, Innovation management.

A list of organizations represented on this committee can be obtained on request to its secretary.

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© The British Standards Institution 2019
Published by BSI Standards Limited 2019

ISBN 978 0 539 01792 2

ICS 03.100.01; 03.100.40

Compliance with a British Standard cannot confer immunity from legal obligations.

This Published Document was published under the authority of the Standards Policy and Strategy Committee on 28 February 2019.

Amendments/corrigenda issued since publication

Date	Text affected

PD ISO/TR 56004:2019

TECHNICAL REPORT

ISO/TR 56004

First edition
2019-02-12

Innovation Management Assessment — Guidance

Évaluation du management de l'innovation — Lignes directrices

Reference number
ISO/TR 56004:2019(E)

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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).

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.

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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*".

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

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

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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/

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