SLOVENSKI STANDARD
kSIST-TS FprCEN/TS 16555-2:2014

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Upravljanje inovacij - 2. del: Upravljanje strateške inteligence

Innovation management - Part 2: Strategic intelligence management

Innovationsmanagement - Strategische Markt- und Wettbewerbsbeobachtung

Management de l'innovation - Partie 2 : Management de l'intelligence stratégique

Ta slovenski standard je istoveten z: **FprCEN/TS 16555-2**

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Innovation management - Part 2: Strategic intelligence management

Management de l'innovation - Partie 2 : Management de l'intelligence stratégique

Innovationsmanagement - Strategische Markt- und Wettbewerbsbeobachtung

This draft Technical Specification is submitted to CEN members for formal vote. It has been drawn up by the Technical Committee CEN/TC 389.

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Recipients of this draft are invited to submit, with their comments, notification of any relevant patent rights of which they are aware and to provide supporting documentation.

Warning : This document is not a Technical Specification. It is distributed for review and comments. It is subject to change without notice and shall not be referred to as a Technical Specification.

EUROPEAN COMMITTEE FOR STANDARDIZATION
COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

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FprCEN/TS 16555-2:2014 (E)

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Foreword

This document (FprCEN/TS 16555-2:2014) has been prepared by Technical Committee CEN/TC 389 "Innovation Management", the secretariat of which is held by AENOR.

This document is currently submitted to the Formal Vote.

This document is not intended for the purpose of certification.

The CEN/TS 16555 series consists of the following parts with the general title *Innovation management*:

— *Part 1: Innovation Management System*;

— *Part 2: Strategic intelligence management*;

— *Part 3: Innovation thinking*;

— *Part 4: Intellectual property management*;

— *Part 5: Collaboration management*;

— *Part 6: Creativity management*;

— *Part 7: Innovation management assessment.*

Part 7 is in preparation.

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Introduction

Strategic Intelligence (SI) plays a key role in innovation management as it contributes to the articulation of the vision and strategy of the organization. For example, as described in CEN/TS 16555-1, SI provides intelligence and foresight on economic, technological, scientific, regulatory, legal, financial, commercial, competitive, customer, social and environmental issues and topics, relevant to the organization, when launching an innovation strategy or project.

iTeh Standards
(https://standards.iteh.ai)
Document Preview

1 Scope

This Technical Specification applies to the structuring and management of a strategic intelligence system intended to inform decisions in the planning and the deployment of innovation.

This Technical Specification defines:

— the various terms relating to strategic intelligence and its management;

— the key tasks in the strategic intelligence system;

— the strategic intelligence system process (management, implementation and support).

This Technical Specification does not concern:

— information validation and data protection;

— the decision-making process.

2 Normative references

Not applicable.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

3.1
information
significant data

3.2
information system
structured set of resources and processes enabling the collection, storage, structuring, processing, transfer and dissemination of data in text, image, sound or coded data format within an organization

3.3
strategy
organization's overall objectives and plan of development, describing the effective use of resources in support of the organization in its future activities which reflects its vision

3.4
strategic information
information that contains elements likely to contribute to defining, altering or questioning an organization's strategy

3.5
strategic intelligence
SI
outcome of the analysis of the strategic information to be used to inform and to organize the strategy of the organization (for example: forward-planning, positioning, influence or protection)

3.6
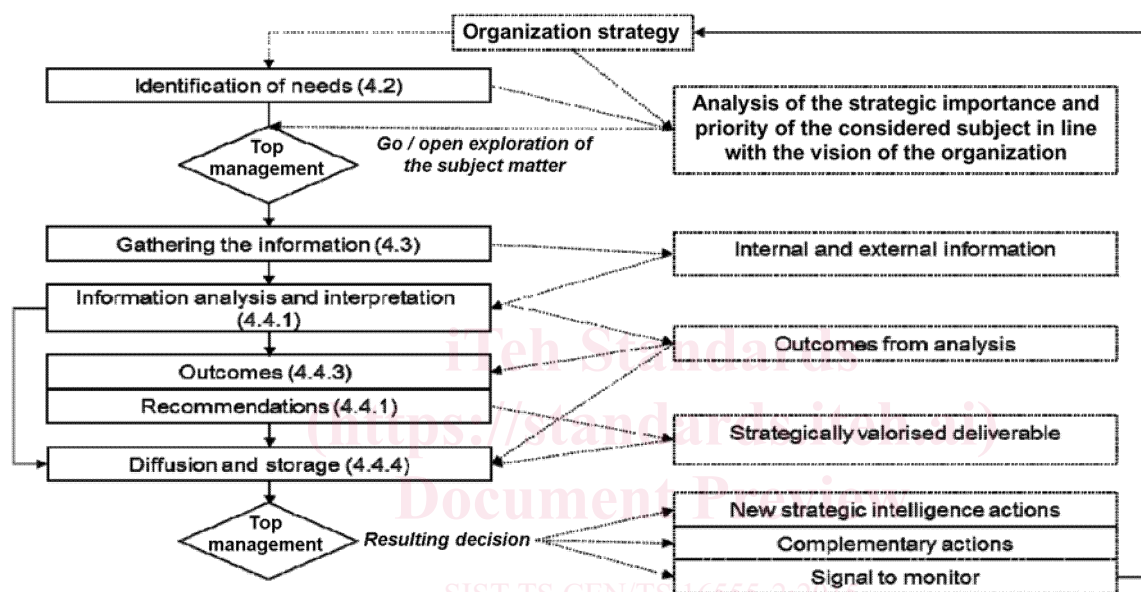**strategic intelligence system**
SIS
processes and structures to generate the strategic intelligence

3.7
watch
continuous and mainly iterative activity aimed at actively monitoring the technological, commercial, regulatory and legal, standards, socio-economic, and competitive environment, in order to anticipate changes and risks, as well as to identify opportunities

4   The strategic intelligence system

4.1 General process

The organization should implement a strategic intelligence system process to obtain relevant information for analysis and deliver strategic intelligence needed. Each step of the SIS process is depicted in Figure 1 and described in the following subclauses. Areas to be addressed are: the definition of key intelligence topics (needs), the identification of relevant sources, the interpretation and valorisation step, and the diffusion of intelligence to the top management.

Figure 1 — Flow of information and processes involved in the performance of the strategic intelligence system and results to be obtained

4.2 Identification of strategic intelligence needs

The strategic intelligence needs of an organization in the context of innovation depend on the identification of the relevant information in its business environment and industry (for example: market, competitors, technical, stakeholders, etc.).

The organization should also identify internal information relevant to innovation management.

The organization should be aware that the business environment is dynamic and continually changing.

The organization should establish a process for the identification of needs, which should consider the following as a minimum:

a)   Business areas of the innovation projects identified.

b)   Competitors.

c)   Markets.

d) Intellectual property and intellectual property rights.

e) Standards.

f) Technology.

g) Regulatory issues.

NOTE   For more information: refer to CEN/TS 16555–1.

4.3 Gathering the information

According to the previously defined strategic intelligence needs, sources of information and resources should be identified, based on the criteria of good quality, objectivity and reliability, such as:

— classified information: information of which the level of sensitivity has been quantified, according to a scale pre-established by an organization;

— inside information: any information concerning a company or market, sufficiently specific in content, with a high chance of materializing but as yet unknown to the general public;

— sensitive information: any information, regardless of the medium (oral, written, electronic), of which the disclosure, loss or unavailability is likely to have negative consequences for the organization;

— critical information: information likely to alter an organization's strategy.

This may be obtained from:

a) Internal sources, such as:

   1) the organization's own documentation;

   2) persons with knowledge or experience related to the strategic intelligence needs;

   3) results of available forward-looking analyses, such as forecasting, foresight exercises, drafting of scenarios, road maps, etc.;

b) External sources, such as:

   1) customers, suppliers or subcontractors;

   2) competitor activities;

   3) documentation sources the organization can access: hard copies (magazines, catalogues, etc.), electronic support (databases etc.,) or information resources on the internet (specialized portals, news, blogs and social networks, etc.). This includes technical documentation of such as regulations, specifications, databases of patents and others intellectual property rights, and standards;

   4) publicly available research papers;

   5) congresses, seminars, fairs or exhibitions;

   6) market analysis reports.

According to the defined strategic intelligence needs, the organization should ensure that the quantity and quality of the information is validated as being appropriate to satisfy the required objectives. This should be

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approved by top management, prior to initiating the subsequent process of acquiring and analysing the information.

The nature of the information required is dependent on the size of the organization, its industry and its culture.

Information quality can be assessed by considering the following:

c) reliability and accuracy of the information (for example the origins of information);

d) assessment of the value added by the various activities and consequences on the incoming and outgoing information for these activities;

e) completeness of the information. Identify gaps in key information and implement solutions that include, if needed, further information;

f) if possible, establish a table of functions / activities / information and map information flows;

g) for the main activities, evaluate the usefulness and completeness of incoming information by reviewing with the person specifying the objectives of the SI project.

4.4 Information analysis and valuation

4.4.1 Information analysis and interpretation

The organization should proceed with the qualitative and quantitative analysis of the data in line with the strategic intelligence requirements.

The information analysis may involve a range of different skills such as technical, legal, intellectual property or economics.

The information analysis may include aspects such as:

— integration of data from different sources in order to achieve synergies, in which the combination of information from the different sources constitutes a whole with a greater relevance and scope than the individual pieces of information;

— interpretation of the information, with the objective of determining what is valid and what is relevant for decision making including, for example, the understanding of the analysed information or a forecast of its consequences and foreseeable evolution;

— establishing the meaning of the information which has been analysed, for example, concerning the technical content and the market/commercial relevance, and of their likely consequences for the organization;

— recommendations for action.

NOTE   Any decisions are made by the requester of the strategic intelligence (top management).

The information analysis may be carried out regularly or in response to specific situations.

4.4.2 Analysis methods and tools

Before processing information, the organization should define the vocabulary specific to their area of business activity in order to share a common vision and language.

The organization may use different analysis techniques as appropriate - human-based, automated or both in combination.