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Upravljanje inovacij - 7. del: Ocenjevanje upravljanja inovacij

Innovation management - Part 7: Innovation Management Assessment

Innovationsmanagement - Teil 7: Bewertung des Innovationsmanagements

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Ta slovenski standard je istoveten z: FprCEN/TS 16555-7

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Innovation management - Part 7: Innovation Management Assessment

Innovationsmanagement - Teil 7: Bewertung des
Innovationsmanagements

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.

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

CEN-CENELEC Management Centre: Avenue Marnix 17, B-1000 Brussels

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Foreword

This document (FprCEN/TS 16555-7:2015) 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.*

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Introduction

Innovation Management is critical to achieving and maintaining competitiveness based on the delivery of new products and services or new processes and business models that meet the changing needs and expectations of customers and citizens alike. Many highly successful and innovative organizations have developed strong innovation capabilities through the development of innovation management systems and the assessment of performance in this area. There are several reasons for any organization to start the development of innovation management capabilities with an innovation management assessment. These include:

- Learning which elements should be part of an innovation management system (see Figure B.1 and CEN/TS 16555-1) and how to assess their performance.
- Gaining insights into the organization's innovation management capabilities and performance.
- Gaining insights into how the organization compares with competitors regarding innovation management capabilities and performance (benchmarking).
- Obtaining recommendations and an action plan to close the gap between the current performance and a future ambition of a higher level of innovation management performance.
- Providing for customer and market insights.
- Preventing the business from becoming obsolete.
- Keeping the working environment challenging and dynamic, thereby retaining key staff.

By carrying out an innovation management assessment, drivers of growth and renewal can be identified. There are many tools and approaches available for an innovation management assessment. Since the situation of each organization and the objective for the innovation management assessment may vary greatly, this Technical Specification will focus on key success factors and the process of an innovation management assessment. It will indicate which insights and impacts an organization might expect from an innovation management assessment. This Technical Specification will thus not provide any specific tools.

The organization's innovation management performance can be **assessed at any time**. There are several steps and decision points that may lead to an innovation management assessment as illustrated below:

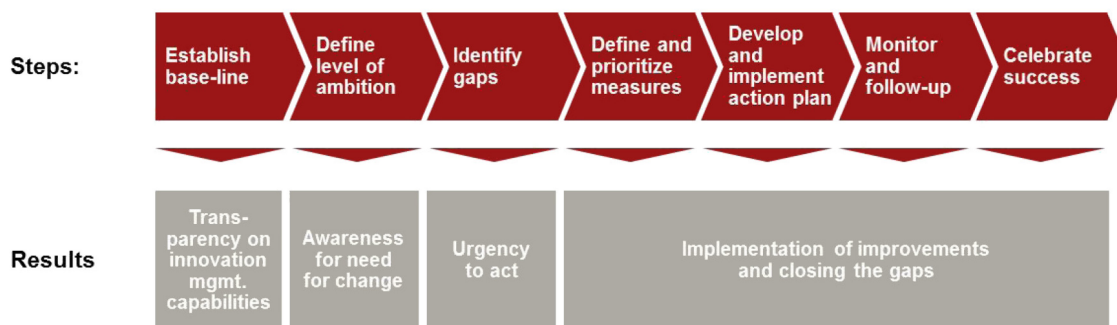


Figure 1 — Decision chain for launching an innovation management assessment

The organization might be interested in establishing a baseline that will create transparency on the innovation management capabilities and show the need for improvement. In other cases, the level of ambition has increased that will in turn lead to a need for change. Gaps in the innovation management system result in increased urgency to act. This in turn will lead to improvement measures that need to be defined and prioritized in an action plan. This plan needs to be implemented and monitored to ensure that the gaps have been closed before success can be celebrated.

It is important that the management of the organization is prepared to implement the measures to close the identified gaps in order to generate the expected value. There needs to be top management commitment, organizational readiness and resources to drive the process from assessing the innovation management performance to successful implementation of the improvement measures. This document will focus more on the innovation management assessment and less on the implementation of improvement measures which are covered in CEN/TS 16555-1:2013, Clause 10: improvement of the innovation management system.

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FprCEN/TS 16555-7:2015 (E)

1 Scope

This Technical Specification provides guidance on assessing the innovation management system (IMS) and its performance. It describes how organizations can create transparency internally on strengths and weaknesses in their innovation management system. This transparency can be used as a basis to develop effective actions to improve the innovation management capabilities and performance. Increased innovation management performance is essential for generating value for the organization, its network partners and key stakeholders.

This Technical Specification provides guidance on:

- various types of innovation management assessment approaches;
- the generic process of an effective innovation management assessment;
- elements of innovation management to assess, including the insights and the impact that can be gained from the innovation management assessment.

By using this Technical Specification, organizations are guided to gain an overview of different innovation management assessment approaches. By knowing these approaches, organisations can design their innovation management assessment. The results of this innovation management assessment are therefore the basis to develop an action plan to improve the capabilities and performance of their innovation management on a continuous basis.

This technical specification does not address:

- specific recommendations on choosing specific tools for innovation management assessment;
- the improvement measures for improving innovation management performance;
- specific benchmarks or scores for the various elements of innovation management;
- the actual decision-making on improvements and their impact.

This Technical Specification can be applied to any innovation management system. However, it is primarily intended to assess the innovation management system as defined in CEN/TS 16555-1. Annex B (normative) of CEN/TS 16555-7, includes the impact expected from an effective innovation management assessment on the innovation management system detailed in CEN/TS 16555-1.

This Technical Specification is applicable to all organizations regardless of sector, type, age or size of the organization. However, specific focus has been placed on the applicability for small and medium-sized enterprises. This Technical Specification is not intended for certification purposes.

2 Normative references

The following documents, in whole or in part, are normatively referenced and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

CEN/TS 16555-1:2013, *Innovation Management — Part 1: Innovation Management System*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in CEN/TS 16555-1 and the following apply.

3.1

benchmarking

management method comparing systems, processes, approaches across several organizations or companies to identify leading practices which can be implemented within an organization, either directly or in an adapted manner

3.2

benchmarking class

comparative sample of organizations to determine best practice

3.3

innovation

implementation of new or significantly improved product (goods or service) or process or new marketing method or new organizational method in business practice, workplace organization or external relations

[CEN/TS 16555-1:2013, 3.1]

3.4

innovation capability

set of organizational capabilities that are leveraged by the innovation management system to deliver innovation performance

Note 1 to entry: Examples of innovation capabilities can include: proficiency in technologies, strategic intelligence, access to funds, operational functions and processes contributing to measurable innovation results, knowledgeable and experienced people contributing successfully to innovation objective.

3.5

innovation culture

behaviour, norms, habits, values, beliefs, symbols common to drive innovation in an organization

3.6

innovation enabling factors

set of tangible and intangible assets that facilitate the innovation management within an organization, such as IT-systems, IP and its management

3.7

innovation management assessment

method to evaluate how well an organization's innovation management system contributes to its innovation performance

3.8

innovation management capability

set of management skills aiming to implement and further develop the organization's innovation management system

3.9

innovation management system (IMS)

set of interrelated or interacting elements of an organization to establish innovation policies, objectives and processes to achieve those objectives

[CEN/TS 16555-1:2013, 3.2]

FprCEN/TS 16555-7:2015 (E)**3.10****innovation performance**

extent to which the innovation objectives have been achieved

3.11**innovation process**

set of steps with clear input and output that are designed to generate, select and develop ideas into new products, services, processes, organizational or business models

3.12**innovation results**

value created from innovation management

3.13**innovation strategy**

general plan to achieve the organization's vision in how to secure and shape the organization's future based on innovation

3.14**performance**

level of success that is defined in terms of effectiveness and efficiency of an organization

Note 1 to entry: For enterprises, the level of success can be defined by profit related figures such as growth in income from sales, in operational margin, in return on investment, and/or market share

4 Types of innovation management assessment approaches**4.1 General**

Typical innovation management assessment approaches are:

- Check-list assessment.
- Maturity assessment.
- Benchmarking assessment.

4.2 Check-list assessment

Check-lists for innovation management assessment should include a number of elements of the innovation management capabilities and performance that the organization can tick off or rate as being in place. The purpose of a check-list assessment is to alert the organization of different aspects of innovation management. If the check-list is combined with scales, the check-list assessment will also show how the organization perceives their performance in these aspects.

The benefit of a check-list assessment is to gain an understanding of what the key success factors are and how they are already leveraged within the organization's innovation management system.

Question 1 out of 10

How do you rate your organisation's ability to innovate?

Very low ← Innovation organisation and culture → Very high

Figure 2 — Illustrative example: Question from a check-list assessment

4.3 Maturity assessment

Maturity assessment provides the organization with a comparison against a known maturity or excellence model. The maturity models provide for pre-defined levels of maturity in core elements of the innovation management system. The organization can then determine in which element they want to achieve which level of maturity, and at what point of time. Thus, an organization can identify possible gaps in the maturity level the organization's targeting. The organization can then define improvements to reach the next level. Therefore, the organization's target maturity levels are set in-line with the overall objectives of the organization.

The benefit of the maturity assessment is the possibility for comparison over time. The organization can assess its innovation management capabilities and performance based on the same criteria over time and monitor to what extent they have met their goals in reaching the next level of "excellence" in innovation management.

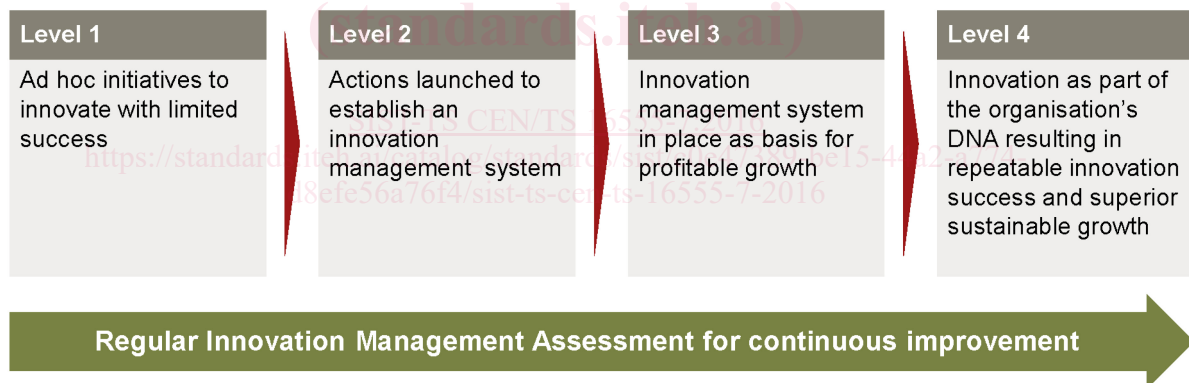


Figure 3 — Illustrative example: Levels of maturity of an innovation management system

If the maturity assessment provides quantitative scores, the organization can set up a scoreboard and monitor the degree of improvement of their innovation management system.

4.4 Benchmarking assessment

The innovation management benchmarking assessment compares the organization's innovation management performance against peers. It can be performed as a numeric comparison or as process learning by benchmarking various internal units and/or externally with relevant organizations (e.g. from the relevant industry sector or group of similar organizations, or across sectors and groups). External benchmarking assessment requires a common database on innovation management for comparison. There are several innovation management benchmarking tools available using online databases that enable innovation management benchmarking comparisons of similar industry sectors, the organization's size and age group and within the country as well as across industry sectors, across size and age groups, and across countries.