SLOVENSKI STANDARD
SIST EN ISO 56008:2024

01-julij-2024

Upravljanje inovativnosti – Orodja in metode za merjenje inovativnega procesa – Napotki (ISO 56008:2024)

Innovation management - Tools and methods for innovation operation measurements - Guidance (ISO 56008:2024)

Innovationsmanagement - Werkzeuge und Methoden für die Messung von Innovationsabläufen - Leitfaden (ISO 56008:2024)

Management de l'innovation - Outils et méthodes pour les mesures des opérations d'innovation - Recommandations (ISO 56008:2024)

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Innovation management - Tools and methods for innovation operation measurements - Guidance (ISO 56008:2024)

Management de l'innovation - Outils et méthodes pour les mesures des opérations d'innovation - Recommandations (ISO 56008:2024)

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

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European foreword

This document (EN ISO 56008:2024) has been prepared by Technical Committee ISO/TC 279 "Innovation management" in collaboration with Technical Committee CEN/TC 389 “Innovation Management” the secretariat of which is held by UNE.

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by November 2024, and conflicting national standards shall be withdrawn at the latest by November 2024.

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Endorsement notice

The text of ISO 56008:2024 has been approved by CEN as EN ISO 56008:2024 without any modification.

International Standard

ISO 56008

Innovation management — Tools and methods for innovation operation measurements — Guidance

Management de l'innovation — Outils et méthodes pour les mesures des opérations d'innovation — Recommandations

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Foreword

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This document was prepared by Technical Committee ISO/TC 279, *Innovation management*, in collaboration with the European Committee for Standardization (CEN) Technical Committee CEN/TC 389, *Innovation management,* in accordance with the Agreement on technical cooperation between ISO and CEN (Vienna Agreement).

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Introduction

0.1 Why innovation operation measurements are critical for success

An organization's ability to innovate is recognized as a key factor for sustainability, competitiveness, economic success, increased well-being, and the development of society. However, one cannot understand and manage innovation operations without measuring them.

This document guides organizations on the design and implementation of measurements in managing their innovation operations. This document helps organizations think, design, implement, measure and take actions based on measurement results. It provides examples of innovation operation measurements, indicators and metrics, but does not prescribe any specific ones. It is a guidance standard applicable to innovation operations in organizations of all kinds, and sizes and for all types of innovation.

Innovation is characterized by novelty and value creation. Thus, by definition, it involves risk-taking in coping with the unknown and uncertain in a manner fundamentally different from that of established operational activities. Attempting to innovate without acknowledging the fundamentally non-linear, iterative, and high uncertainty-fraught nature of innovation operations invites costly errors, high probability of failure, and needless waste of time, material, and financial resources. Furthermore, in the light of our global and local challenges, as put forward in the UN Agenda 2030 for Sustainable Development, innovation is becoming more needed than ever. Hence, the need for organizations to be able to measure the value created by their innovation operations, their results and outcomes for themselves and their interested parties, while helping to determine the impacts (positive/negative, intended/unintended) they can have on the economy, society, and the environment with regards to the UN Sustainable Development Goals (SDGs).

Measurements, when designed, implemented, and reviewed properly, increase the success ratio of innovation operations. They participate in reducing uncertainty and validating key assumptions that are critical to the success of an innovation initiative (e.g. demand, feasibility, profitability, adaptability), while enabling evidence-based decisions for go/no-go/pivot/refine decisions along the innovation operations.

Measurements also help shape how organizations determine their objectives, generate, and maintain know-how, undertake tasks while monitoring the progress of projects/initiatives, operate with external factors, establish incentives, and assess the results, outcome, and impacts of their innovation operations.

A proper set of measurements contributes to an effective framework for strategic/tactical/operational decision making, planning, value-creation/impact assessment, and overall organizational learning. Such a set of measurements or innovation operation measurement framework, is useful at all levels of the organizations, from top management to people conducting innovation activities on the ground.

The quality of decision-making largely depends on how well the measurements are chosen, implemented, and interpreted. Therefore, organizations can consider the following questions:

— Why measure: Because measurements are essential for understanding the situation, making evidence-based decisions, and managing activities towards success.

— What to measure: Deciding on the indicators providing relevant information on either the situation or the system, or both.

— How to measure: Designing and selecting the appropriate metric for each indicator, i.e. formulae by which the indicator can be valued qualitatively or quantitatively; how to implement the measurement, i.e. select right tools, collect data and analyze it while considering the implied cost and benefits.

— Who should measure: Organizational entities related to the measurement processes and their roles (data retrieval, data synthesis, interpretation, responsibility, and accountability for the measurements).

— Who benefits: The measurements should be adapted to the needs and purpose of the persons implementing and interpreting them.

— When to measure: The appropriate time and duration for doing the measurement.

— Where to measure: In which part of the organization should the measurement be done.

— How to interpret measurements' results and act following the measurements to correct the situation if necessary and to draw relevant lessons.

Measuring is a key management action and should address the following fundamental inquiries concerning the status, evolution, and performance of an organization's innovation operations:

— Are we doing the right things?

  Are we aligned with respect to the organization's mission, innovation vision, strategy, policy, and objectives? Are we addressing the most critical innovation opportunities for our organization? Have we gathered the necessary evidence to reduce the uncertainties that are critical to the success of our innovation operations?

— Are we doing these things in the right way?

  Do we have the necessary and sufficient leadership, resources, capabilities, effective processes, required support, and organizational structures to proceed towards success legally and ethically? Do we generate sufficient evidence for effective and efficient evidence-based decision-making?

— Are we succeeding?

  How well (or poorly) are we doing? Are we achieving sufficiently valuable results and outcomes, thereby increasing our relevance to interested parties? Do we understand the value and impact our innovations are creating on society, the environment, and the economy?

The way people and their activities are assessed and measured has a significant impact on their behaviour, thus requiring careful design of innovation operations measurements to ensure that the right behaviours are nurtured and supported.

There is no universally appropriate collection of innovation operation measurements. Each organization can consider its own dynamic context, the evolving needs, and expectations of its interested parties, its objectives, and its innovation initiatives to devise its own appropriate set of measurements or innovation operation measurements framework.

0.2 Benefits of innovation operation measurements

The benefits of implementing a systematic approach to measuring innovation operations involve the following:

— strategic positioning to focus the efforts and innovation resources on the desired outcomes while optimizing opportunities versus risk;

— enabling an evidence-based decision-making process for determining innovation operational issues, along with their progress, results, and outcomes;

— ensuring adequate and timely resource allocation for innovation operations;

— monitoring the expected progress of innovation operations and adjusting them in time for meeting objectives efficiently;

— generating needed evidence to manage innovation processes for go/no-go/ pivot/ refine decisions to advance innovation activities concretely;

— ensuring that innovation operations management is relevant, ethical, effective, and efficient;

— nourishing an innovation culture that targets value creation, and rewarding and recognizing innovators;

— providing reliable, relevant and useful data on value creation opportunities for attracting investments and the engagement of interested parties;

— ensuring that the innovation results contribute to value creation and the intended impacts of the organization's Innovation Management System (IMS).

0.3 Structure of this document

This document is structured to present measurements concerning innovation operations within an organization. In addition to the Introduction (Clause 0), Scope (Clause 1), Normative references (Clause 2), and Terms and definitions (Clause 3), this document contains six clauses as shown in Figure 1. An introductory Clause 4 provides the fundamentals of innovation operation measurements. Clause 5 provides guidance on measurements related to the context, leadership, planning, and supporting elements of the organization that will trigger or impact innovation operations. Three central clauses provide guidance on measurements for innovation operations at the innovation process (Clause 6), innovation initiative (Clause 7), and innovation portfolio (Clause 8). Clause 9 is dedicated to continual review and improvement of the set of measurements and/or the innovation operation measurement framework. Additionally, Annexes A to E provide detailed examples of indicators and metrics related to Clauses 5 to 8 respectively.

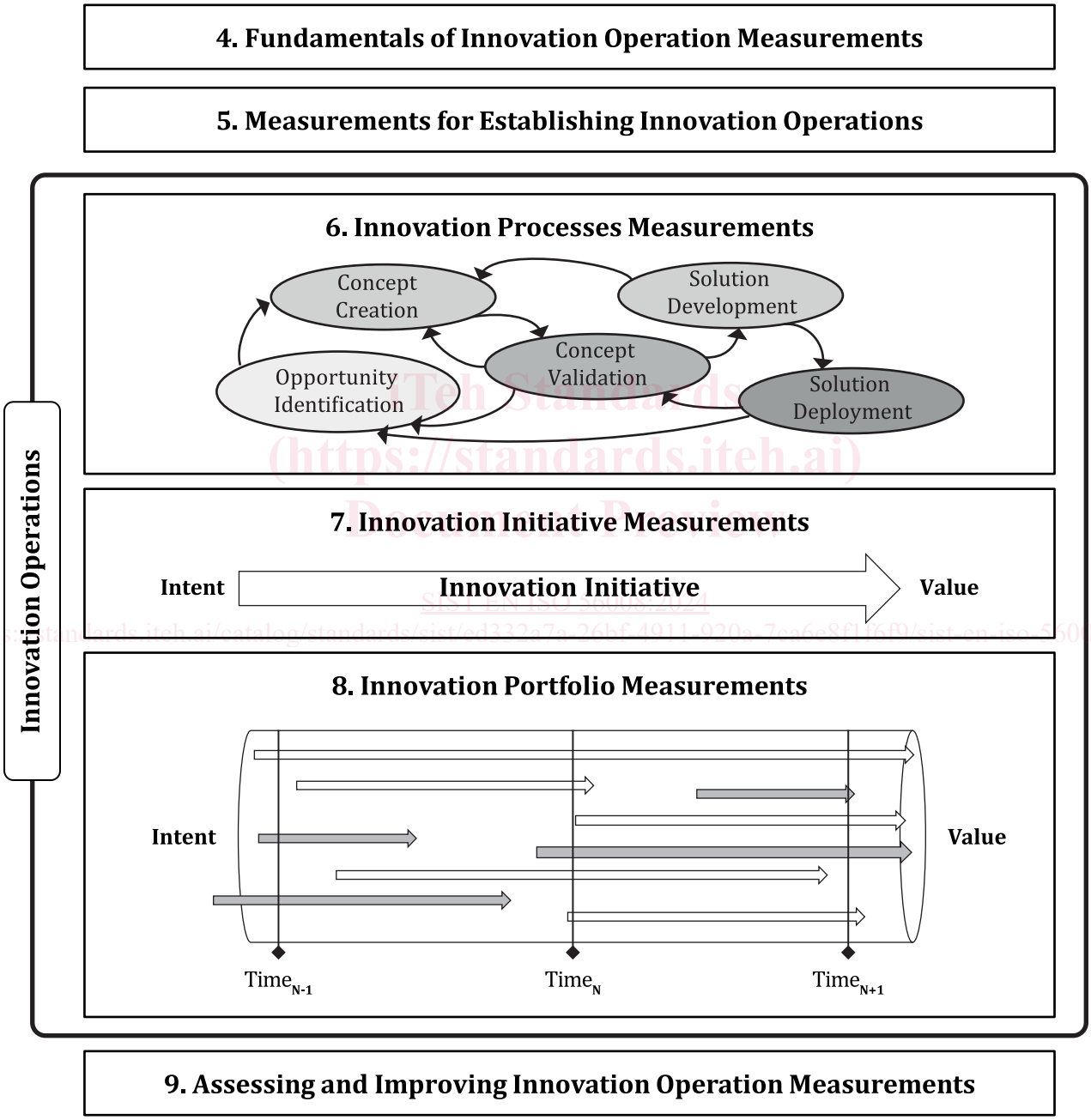

Figure 1 — Core clauses of ISO 56008 (this document)