

## DRAFT INTERNATIONAL STANDARD TECHNICAL REPORT

Innovation management — Example

~~Implementations~~implementations of ~~Innovation Operation~~  
~~Measurements~~innovation operation measurements

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## Foreword

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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](http://www.iso.org/members.html).

## Introduction

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

This ~~Technical Report~~document provides some illustrative examples of how organizations of different kinds, sizes and innovation objectives can ~~be guided by the apply~~ ISO 56008 ~~standard, the International Standard on Innovation Operation Measurements. It guides organizations on the need for measuring innovation operations~~operation measurements, to reduce uncertainties and risk. ISO 56008 ~~guides~~provides guidance for organizations ~~to design~~on designing and ~~implement~~implementing appropriate measurements to make evidence-based decisions for achieving objectives effectively, efficiently, ethically and ~~in a~~ timely ~~manner~~ while minimizing waste.

~~There are 6 fictitious albeit typical organization examples (some of us call the case studies):~~

- ~~• A mid-size undertaking service innovation~~
- ~~• A not-for-profit company measuring social innovations~~
- ~~• A government organization trying to develop innovative programs~~
- ~~• An ambitious SME aiming for a major business model innovation~~
- ~~• A company spin-off pursuing technology-based innovations~~
- ~~• A large company managing its diverse portfolio of innovations~~

~~all written in a style reflecting the language of the example organization. Readers can choose to read just the example appropriate for their specific interests although it may be beneficial to read about the other examples as well.~~

Innovation involves risk-taking in a manner fundamentally different from established operational activities due to the unknown realm faced by ~~the~~an organization in its innovation attempts ~~that, 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.

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~~Decision-making~~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 ~~the~~management ~~consider~~considers the results, and what learning is drawn from the measurement itself.

### 0.2 ~~0.2— Purpose of ISO 56008:2024— Guidance Standard on Innovation Operation Measurements~~

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

- ~~— Are we doing the right things—in? 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? With~~ the necessary and sufficient leadership, resources, capabilities, effective processes, and organizational structures to achieve success?
- ~~— Are we succeeding—in? 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~~organization's prospects for success, its people behaviour and ~~the organization's~~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. ~~Each~~It is important that each organization ~~needs to consider~~considers its needs within ~~their~~its context, ~~formulate~~formulates its objectives, ~~undertake~~undertakes suitable innovation initiatives and ~~measure~~measures them appropriately when needed.

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

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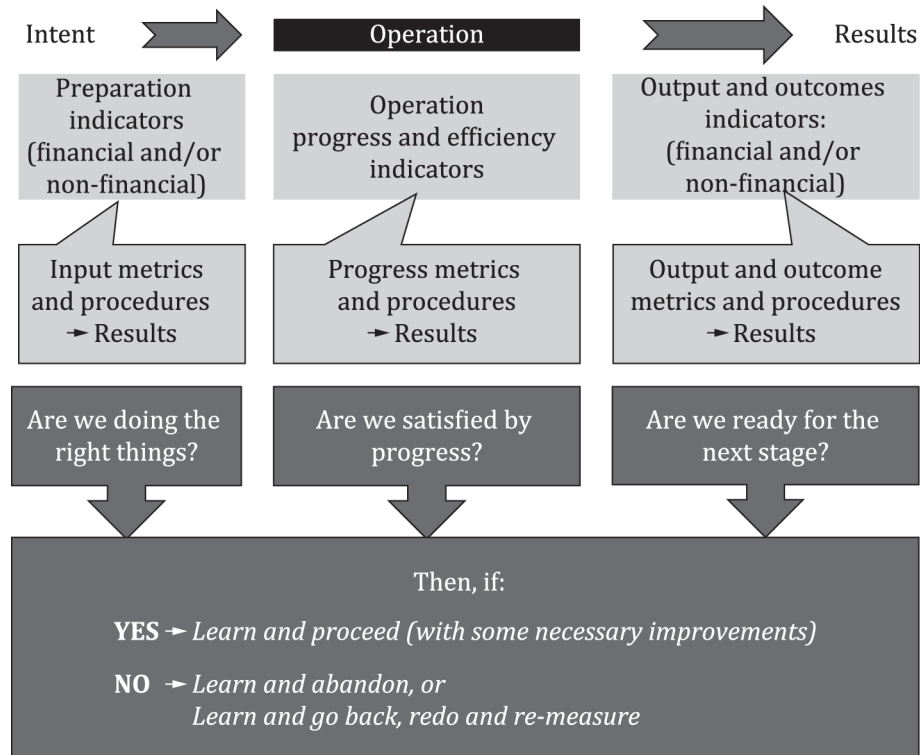
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### Figure 1. Measuring and Deciding on Innovation Operations

Organizations ~~need~~are required to ask critical questions about relevant aspects of their innovation operations in order to determine the right indicators for measurement. They ~~need~~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 ~~Clause 4 of~~ ISO 56008:2024, Clause 4.

**0.3.**



**Figure 1 — Measuring and deciding on innovation operations**

### 0.3 Structure of this Document

This Technical Report contains, in addition to this introduction, 6 sections six clauses each containing an

This document comprises the following six fictitious, albeit typical, illustrative examples of an organization measuring some of its innovation operation, 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) Figure 2 below. Each example was).