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Innovation management — Example implementations of innovation operation measurements

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CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

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Foreword

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This document was prepared by Technical Committee ISO/TC 279, *Innovation management*.

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Introduction

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

This document provides some illustrative examples of how organizations of different kinds, sizes and innovation objectives can apply ISO 56008, the International Standard on innovation operation measurements, to reduce uncertainties and risk. ISO 56008 provides guidance for organizations on designing and implementing appropriate measurements to make evidence-based decisions for achieving objectives effectively, efficiently, ethically and in a timely manner while minimizing waste.

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

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 management considers the results, and what learning is drawn from the measurement itself.

0.2 Purpose of ISO 56008:2024

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

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

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

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

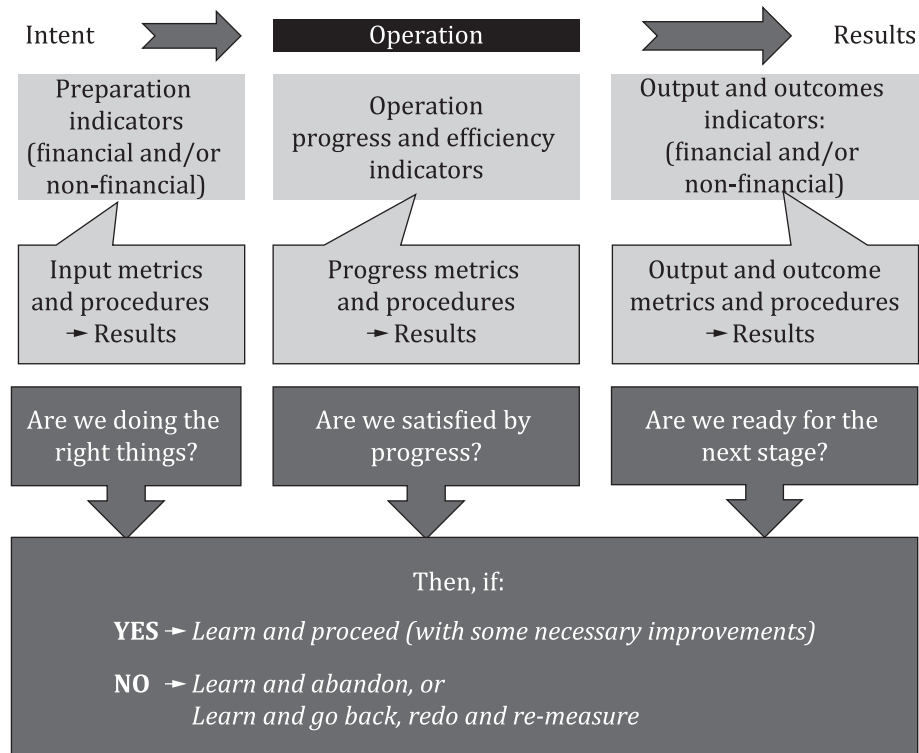


Figure 1 — Measuring and deciding on innovation operations

0.3 Structure of this document

This document contains, in addition to this introduction, six clauses each containing an

This document comprises the following six fictitious, albeit typical, illustrative examples of an organization measuring some of its innovation 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](#)).