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## Innovation management — Fundamentals and vocabulary

*Management de l'innovation — Principes essentiels et vocabulaire*

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## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

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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).

This second edition cancels and replaces the first edition (ISO 56000:2020), which has been technically revised.

The main changes are as follows:

- ~~New~~new definitions ~~have been~~ added;
- ~~Deletion of Annex A has been deleted;~~
- ~~Alignment alignment~~ with ISO 56001-~~needs~~
- ~~Definitions as part of Harmonized Structure has been changed back to original formulations.~~

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 General

The ability of organizations to innovate is recognized as a critical factor for their viability, competitiveness, resilience, ~~and~~ renewal, and for the sustainable development of society.

The innovation capabilities of an organization include the ability to understand and respond to changing conditions of its context, to pursue new opportunities and to leverage the knowledge and creativity of people within the organization and in collaboration with external interested parties.

This document is intended to help the user by establishing a coherent, consistent and common framework to:

- a) understand the main terms, definitions, concepts and principles of innovation management;
- b) support an organization to establish, implement, maintain and continually improve an innovation management system;
- c) support an organization to utilize other innovation management standards;
- d) facilitate communication and create awareness of innovation activities internally and across organizations.

It can be used by:

- ~~a)~~ organizations establishing and using an innovation management system or performing innovation management assessments;
- ~~b)~~ organizations that need to improve their ability to effectively manage innovation activities;
- ~~c)~~ users, customers and other relevant interested parties seeking confidence in the innovation capabilities of an organization;
- ~~d)~~ organizations and interested parties seeking to improve communication through a common understanding of the vocabulary used in innovation management;
- ~~e)~~ providers of education and training in, ~~the~~ assessment of or consultancy for innovation management and innovation management systems;
- ~~f)~~ developers of innovation management and related standards.

[Clause 3](#) specifies the terms and definitions that are necessary to understand innovation management and an innovation management system.

[Clause 4](#) provides the fundamental concepts and innovation management principles, describing why organizations should engage in innovation activities, the main concepts regarding innovation and the principles that an organization should consider as the basis for the effective management of innovation activities as well as the foundation of the innovation management system.

[Annex A](#) presents the concept relationships graphically.

~~Annex B~~ Annex A presents the relationship between the definitions within this document and those provided by other policy-setting organizations.

## 0.2 Relationships with other standards on innovation management

This document relates to standards on innovation management developed by ISO/TC 279, as follows:

- a) ISO 56001<sup>+</sup> provides requirements for organizations to establish, implement, maintain and continually improve an innovation management system.
- b) ISO 56002 gives guidance on how to establish, implement, maintain and continually improve an innovation management system with a focus on established organizations.
- c) ISO 56003 gives guidance on how to plan, prepare and engage for external innovation partnerships at the level of a project, programme or initiative.
- d) ISO/TR 56004 gives guidance on how to choose, prepare, conduct, measure and improve an innovation management assessment. It does not directly apply to the management system approach in this document.
- e) ISO 56005 gives guidance on how to manage intellectual property throughout the innovation processes and the development of an innovation initiative.
- f) ISO 56006 gives guidance on how to set up and support the strategic intelligence activities of continuous monitoring, intelligence dissemination and document control.
- g) ISO 56007 gives guidance on how to systematically manage opportunities and ideas to realize value from innovation activities and arrive at decisions for development.
- h) ISO 56008 gives guidance on how to develop, define, implement, evaluate and improve the measurements needed to effectively manage individual innovation initiatives.
- i) ISO/TS 56010 provides an understanding of the most essential concepts in innovation management. It is intended to be used as an introduction to the standards on innovation management developed by ISO/TC 279.

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<sup>+</sup>Under preparation.

## Innovation management — Fundamentals and vocabulary

### 1 Scope

This document defines terms for and establishes the fundamental concepts and principles of innovation management.

This document is applicable to:

- a) all types of organizations, regardless of type, sector, maturity-level or size;
- b) all types of innovations (e.g. product, service, process, model, method);
- c) all forms of innovation (e.g. incremental to radical, disruptive);
- d) all types of approaches (e.g. internal and open innovation, user-, market-, design- and technology-driven innovation activities).

### 2 Normative references

There are no normative references in this document.

### 3 Terms and definitions

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

#### 3.1 Terms related to innovation

##### 3.1.1

##### **innovation**

new or changed *entity* (3.2.11), realizing or redistributing *value* (3.7.7)

Note 1 to entry: Novelty and value are relative to, and determined by, the perception of the *organization* (3.2.2) and relevant *interested parties* (3.2.6).

Note 2 to entry: An innovation can be a product, service, *process* (3.1.5), model, method, etc.

Note 3 to entry: Innovation is an outcome. The word “innovation” sometimes refers to activities or processes resulting in, or aiming for, innovation. When “innovation” is used in this sense, it should always be used with some form of qualifier, for example *e.g.* “innovation activities”.

Note 4 to entry: For the purpose of statistical measurement, refer to the Oslo Manual by OECD/Eurostat.<sup>[12]</sup> See Clause **B.A.2** for a comparison between the definitions of innovation in this document and OECD/Eurostat.

[SOURCE: ISO 9000:2015, 3.6.15, modified — “entity” replaced “object”. Notes 1 and 2 to entry replaced by new Notes 1 to 4 to entry.]

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### 3.1.1.1

#### radical innovation

breakthrough innovation

*innovation* (3.1.1) with a significant degree of change

Note 1 to entry: Change can relate to the *entity* (3.2.11) or its impact.

Note 2 to entry: Radical innovation is at the other end of the continuum to incremental innovation.

### 3.1.1.2

#### disruptive innovation

*innovation* (3.1.1) initially addressing less demanding needs, displacing established offerings

Note 1 to entry: Compared to established offerings, disruptive innovations are initially simpler offerings with lower *performance* (3.7.1) and they are generally more cost effective, requiring fewer resources and offered at lower cost.

Note 2 to entry: Disruption occurs when a significant ratio of users or *customers* (3.2.10) have adopted the innovation.

Note 3 to entry: Disruptive innovations can create new markets and value networks by addressing new users and deploying new business and value realization models.

### 3.1.2

#### management

coordinated activities to direct and control an *organization* (3.2.2)

Note 1 to entry: Management can include establishing *policies* (3.3.3), *strategies* (3.3.5) and *objectives* (3.3.4), as well as *processes* (3.1.5) to achieve those objectives.

Note 2 to entry: Control can include defining roles, appointing authority, assigning tasks, establishing incentives and rewards, and empowering and engaging people.

Note 3 to entry: The word "management" sometimes refers to people, i.e. a person or group of people with authority and responsibility for the conduct and control of an organization. When "management" is used in this sense, it should always be used with some form of qualifier, ~~for example e.g.~~ "top management".

[SOURCE: ISO 9000:2015, 3.3.3, modified — "strategies" added to Note 1 to entry. Note 2 to entry added. Note 3 to entry simplified.]

### 3.1.2.1

#### innovation management

*management* (3.1.2) with regard to *innovation* (3.1.1)

Note 1 to entry: Innovation management can include establishing an *innovation policy* (3.3.3.1), *innovation vision* (3.3.2.1), *innovation strategy* (3.3.5.1), and *innovation objectives* (3.3.4.1), and organizational structures and *innovation processes* (3.1.5.1) to achieve those objectives through planning, support, operations, *performance* (3.7.1) *evaluation* (3.8.3) and *improvement* (3.1.7).

### 3.1.3

#### system

set of interrelated or interacting elements

[SOURCE: ISO 9000:2015, 3.5.1]



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### 3.1.3.1

#### management system

set of interrelated or interacting elements of an *organization* (3.2.2) to establish *policies* (3.3.3) and *objectives* (3.3.4), as well as *processes* (3.1.5) to achieve those objectives

Note 1 to entry: A management system can address a single discipline or several disciplines.

Note 2 to entry: The management system elements include the organization's structure, roles and responsibilities, planning, support and operation.

### 3.1.3.2

#### innovation system

*system* (3.1.3) with regard to *innovation* (3.1.1)

Note 1 to entry: An innovation system can be related to a country or nation (e.g. a national innovation system), a region, an industry sector, an entire or part of an *organization* (3.2.2), a cluster or network of organizations, a community of practitioners or any value network or ecosystem of various *interested parties* (3.2.4).

Note 2 to entry: An innovation system can include an *innovation management system* (3.1.3.3).

### 3.1.3.3

#### innovation management system

*management system* (3.1.3.1) with regard to *innovation* (3.1.1)

Note 1 to entry: An innovation management system can be part of a general or integrated management system of an *organization* (3.2.2).

### 3.1.3.4

#### innovation ecosystem

*system* (3.1.3) of interdependent persons or *organizations* (3.2.2) collectively or collaboratively developing or enabling *innovation* (3.1.1)

Note 1 to entry: Ecosystem participants can include private and public organizations.

Note 2 to entry: The scope of an innovation ecosystem can be defined in terms of a platform, set of technologies, *knowledge* (3.4.1) area, set of *skills* (3.4.4), sector, community or geographic area.

Note 3 to entry: An innovation ecosystem can range from being an arbitrary group of participants to an orchestrated, multi-party community based on collaborative *innovation partnerships* (3.6.13).

### 3.1.4

#### innovation activity

activity with regard to *innovation* (3.1.1)

Note 1 to entry: Innovation activities can be planned or unplanned and are normally conducted in the context of uncertainty.

Note 2 to entry: Innovation activities are directly or indirectly aiming for innovation. Not all innovation activities result in innovation.

### 3.1.5

#### process

set of interrelated or interacting activities that uses or transforms inputs to deliver a result

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Note 1 to entry: Whether the result of a process is called an output, a product or a service depends on the context of the reference.

### 3.1.5.1 innovation process

*process* (3.1.5) with regard to *innovation* (3.1.1)

Note 1 to entry: Innovation processes are generally planned and carried out under controlled conditions to realize *value* (3.7.7).

Note 2 to entry: Innovation processes can be configured to suit *innovation initiatives* (3.6.1).

Note 3 to entry: Innovation processes are designed to manage *uncertainty* (3.2.6) with innovation as the intended result. Not all innovation processes result in innovation.

Note 4 to entry: An innovation process consists of several *innovation activities* (3.1.4). Examples of innovation processes are identification of *opportunities* (3.6.3), creation and *validation* (3.6.9) of *concepts* (3.6.6), and development and *deployment* (3.6.11) of *solutions* (3.6.10).

Note 5 to entry: Innovation processes can be implemented within an *organization* (3.2.2) or across organizations in the case of, for example collaborative innovation, innovation clusters, value networks or innovation ecosystems.

### 3.1.6 invention new *solution* (3.2.5)

Note 1 to entry: An invention should be new in the sense that it has not existed before.

Note 2 to entry: An invention is created and is generally the result of intellectual work.

Note 3 to entry: An invention can be a product, service, *process* (3.1.5), model, method, etc.

Note 4 to entry: An invention is normally in response to a technical problem.

### 3.1.6.1 patentable invention

*invention* (3.1.6) eligible for patent protection under the applicable law

### 3.1.7 improvement

activity to enhance *performance* (3.7.1)

Note 1 to entry: The activity can be recurring or singular.

[SOURCE: ISO 9000:2015, 3.3.1]

### 3.1.7.1 continual improvement

recurring activity to enhance *performance* (3.7.1)

## 3.2 Terms related to organization

### 3.2.1

#### top management

person or group of people who directs and controls an *organization* (3.2.2) at the highest level

Note 1 to entry: Top management has the power to delegate authority and provide resources within the organization.

Note 2 to entry: If the scope of the *management system* (3.1.3.1) covers only part of an organization, then top management refers to those who direct and control that part of the organization.

### 3.2.2

#### organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its *objectives* (3.3.4)

Note 1 to entry: The concept of organization includes, but is not limited, to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

Note 2 to entry: If the organization is part of a larger entity, the term "organization" refers only to the part of the larger entity that is within the scope of the *innovation management system* (3.1.3.3).

Note 3 to entry: Organizational functions can include, for example, research and development, human resources, finance, sales, marketing and operations.

### 3.2.3

#### culture

shared pattern of beliefs, values and behaviours of an *organization* (3.2.2) or community over time

### 3.2.4

#### work environment

set of conditions under which work is performed

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[SOURCE: ISO 9000:2015, 3.5.5, modified — Note 1 to entry deleted.]

### 3.2.5

#### context of the organization

business environment

organizational environment

ecosystem of an organization

combination of internal and external issues that can have an effect on an *organization's* (3.2.2) approach to developing and achieving its *objectives* (3.3.4)

[SOURCE: ISO 9000:2015, 3.2.2, modified — Notes to entry deleted. Admitted terms added.]

### 3.2.6

#### interested party

stakeholder

person or *organization* (3.2.2) that can affect, be affected by, or perceive itself to be affected by a decision or activity

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Note 1 to entry: Interested parties can include, for example, users, customers, suppliers, partners, innovation ecosystems, funding organizations, investors, universities, and public authorities.

### 3.2.7

#### **innovator**

person who engages in *innovation activities* (3.1.4)

Note 1 to entry: An innovator can be an *entrepreneur* (3.2.8) or an *intrapreneur* (3.2.9), or both.

### 3.2.8

#### **entrepreneur**

*innovator* (3.2.7) that assumes *risks* (3.2.13) and gains benefits from pursuing new *opportunities* (3.6.3)

Note 1 to entry: An entrepreneur can assume all or part of the risks and gain all or part of the benefits.

### 3.2.9

#### **intrapreneur**

*innovator* (3.2.7) within an *organization* (3.2.2)

Note 1 to entry: An intrapreneur can be limited by the organization but also benefit from its resources and risk-willingness.

### 3.2.10

#### **customer**

person or *organization* (3.2.2) that can or does buy or acquire a product or service that is intended for or required by this person or organization or another user

Note 1 to entry: A customer can be internal or external to the organization.

Note 2 to entry: A customer can be different from the user who interacts with a product or service.

Note 3 to entry: A customer can be a client, end-user, retailer, beneficiary or purchaser. 3 56000

[SOURCE: ISO 9000:2015, 3.2.4, modified <https://standards.iteh.ai/catalog/standards/iso/b60ef95d-dfdf-48bf-8b32-d9ba6d45abe7/iso-fdis-56000>

### 3.2.11

#### **entity**

anything perceivable or conceivable

EXAMPLE Product, service, *process* (3.1.5), model (e.g. an organizational, business, operational or value realization model), method (e.g. a marketing or management method) or a combination thereof.

Note 1 to entry: Entities can be material (e.g. an engine), immaterial (e.g. a project plan) or imagined (e.g. the future state of the organization).

[SOURCE: ISO 9000:2015, 3.6.1, modified — “entity” replaced “object” as the preferred term. Examples modified. “immaterial” replaced by “non-material” in Note 1 to entry.]

### 3.2.12

#### **uncertainty**

state of deficiency of information, understanding, or *knowledge* (3.4.1)

Note 1 to entry: Uncertainty can be related to the consequences or likelihood of an event, or the characteristics of an *entity* (3.2.11).