



Technical Report

ISO/TR 56009

Innovation management — Example implementations of innovation operation measurements

*Management de l'innovation — Exemples de mise en œuvre de
mesures des opérations d'innovation*

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Contents

Page

Foreword	v
Introduction	vi
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Mid-size company: Service innovation operation measurements example	1
4.1 EduTrain	1
4.1.1 General	1
4.1.2 Innovation mission and objectives	1
4.1.3 Innovation focus	2
4.2 Measurements for identifying innovation opportunities	2
4.3 Measurements in developing innovation solutions	4
4.4 General issues encountered during measurements	5
4.5 Conclusions and positive/negative lessons	5
4.5.1 General	5
4.5.2 Measurement lessons	5
4.5.3 General lessons	6
5 Not-for-profit organization: Social innovation operation measurements example	6
5.1 Donatelt4: Business model and innovation objectives	6
5.2 Assessing present situation (early measurements) for a revamped innovation programme	7
5.3 Innovation concept creation and validation	8
5.3.1 Concept creation measurements	8
5.3.2 Concept validation measurements	9
5.4 Innovation solution development measurements	10
5.5 Innovation solution deployment measurements	12
5.5.1 Solution deployment preparation measurements	12
5.5.2 Solution deployment progress measurements	14
5.6 Conclusion and future studies	15
6 Government organization: Innovation programme measurements example	15
6.1 Harmonia Ministry of National Education	15
6.2 Innovation focus and objectives	16
6.3 Some measurements for identifying innovation opportunities	16
6.4 Some measurements for innovation concept creation	18
6.5 Some measurements for innovation solution development	19
6.6 Measurements for innovation solution deployment	21
6.7 Conclusion and future studies	23
7 SME: New business model innovation measurements example	23
7.1 X-energy: Context, innovation intent, strategy and focus	23
7.2 Measurements	25
7.2.1 General	25
7.2.2 Measurements for the preparation of the innovation initiative	25
7.2.3 Measurements for the validation of the concept	27
7.2.4 Measurements for developing the solution	30
7.2.5 Measurements for deploying the solution	32
7.3 Conclusion	34
8 Spin-off company: Technology innovation measurements example	35
8.1 AFOWP (Agri-Food Waste Products) Inc.: Spin-off, innovation strategy and tactical focus	35
8.2 Measurements: Design, implementation, results and decision-making	36
8.2.1 General	36
8.2.2 Measuring preparation for development phase	36
8.2.3 Measuring effectiveness and efficiency in the development phase	37

ISO/TR 56009:2025(en)

8.2.4	Measuring solution development outputs and outcomes	38
8.2.5	Measuring preparation for solution deployment	39
8.2.6	Measuring progress of innovation deployment	40
9	Large company: Innovation portfolio measurements example	42
9.1	Banana Tech: Organization, innovation set-up and strategy	42
9.1.1	The organization and its context	42
9.1.2	Innovation set-up	43
9.1.3	Innovation strategy and innovations pursued	44
9.2	Measurements	44
9.2.1	Strategy and responsibilities	44
9.2.2	Banana Tech innovation operation measurement framework	45
9.2.3	Innovation portfolio review	45
9.3	Post-measurement actions	50
9.3.1	General	50
9.3.2	Allocating resources more efficiently and strategically inside the portfolio	50
9.3.3	Increasing the performance of innovation operations	50
9.3.4	Managing and measuring SDG impact	50
9.3.5	Portfolio renewal	50
9.4	Conclusions and lessons learned	51
	Bibliography	53

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Foreword

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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).

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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.

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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.

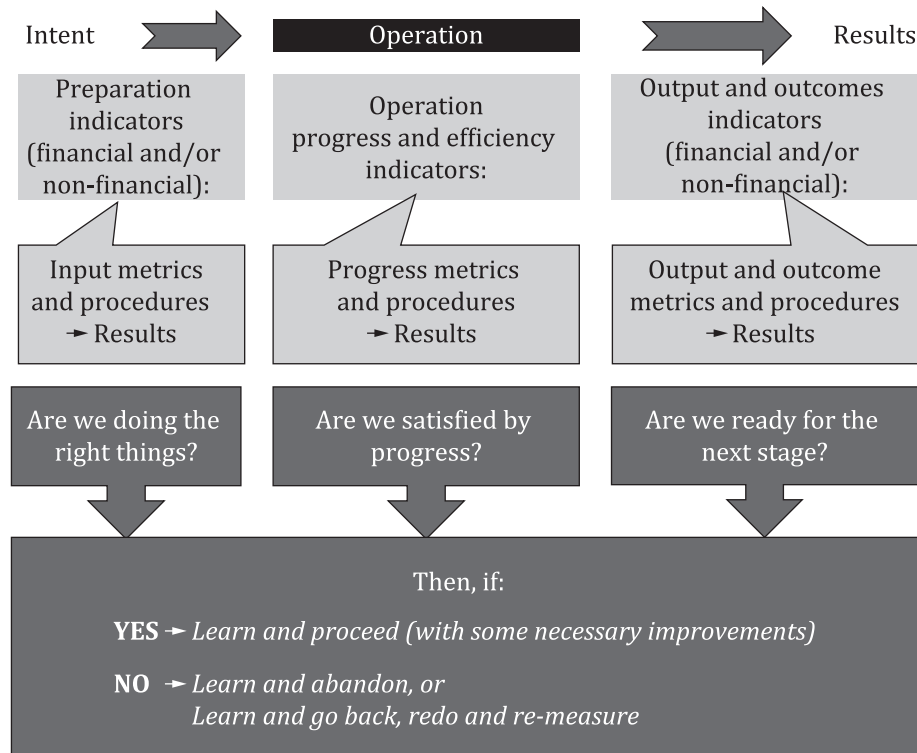


Figure 1 — Measuring and deciding on innovation operations

0.3 Structure of this document

This document contains, in addition to this introduction, scope, normative references and terms and definition clauses, six content clauses each containing a fictitious, albeit typical, illustrative example 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](#)).