

PD CEN/TS 16555-2:2014



BSI Standards Publication

Innovation management

Part 2: Strategic intelligence management

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National foreword

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A list of organizations represented on this committee can be obtained on request to its secretary.

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Innovationsmanagement - Teil 2: Management strategischer Erkenntnisse

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Foreword

This document (CEN/TS 16555-2:2014) has been prepared by Technical Committee CEN/TC 389 “Innovation Management”, the secretariat of which is held by AENOR.

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The CEN/TS 16555 series consists of the following parts with the general title *Innovation management*:

- *Part 1: Innovation Management System;*
- *Part 2: Strategic intelligence management;*
- *Part 3: Innovation thinking;*
- *Part 4: Intellectual property management;*
- *Part 5: Collaboration management;*
- *Part 6: Creativity management;*
- *Part 7: Innovation management assessment.*

Part 7 is in preparation.

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Introduction

Strategic Intelligence (SI) plays a key role in innovation management as it contributes to the articulation of the vision and strategy of the organization. For example, as described in CEN/TS 16555-1, SI provides intelligence and foresight on economic, technological, scientific, regulatory, legal, financial, commercial, competitive, customer, social and environmental issues and topics, relevant to the organization, when launching an innovation strategy or project.

1 Scope

This Technical Specification applies to the structuring and management of a strategic intelligence system intended to inform decisions in the planning and the deployment of innovation.

This Technical Specification defines:

- the various terms relating to strategic intelligence and its management;
- the key tasks in the strategic intelligence system;
- the strategic intelligence system process (management, implementation and support).

This Technical Specification does not concern:

- information validation and data protection;
- the decision-making process.

2 Normative references

Not applicable.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

3.1

information

significant data

3.2

information system

structured set of resources and processes enabling the collection, storage, structuring, processing, transfer and dissemination of data in text, image, sound or coded data format within an organization

3.3

strategy

organization's overall objectives and plan of development, describing the effective use of resources in support of the organization in its future activities which reflects its vision

3.4

strategic information

information that contains elements likely to contribute to defining, altering or questioning an organization's strategy

3.5

strategic intelligence

SI

outcome of the analysis of the strategic information to be used to inform and to organize the strategy of the organization (for example: forward-planning, positioning, influence or protection)

3.6

strategic intelligence system

SIS

processes and structures to generate the strategic intelligence

3.7 watch

continuous and mainly iterative activity aimed at actively monitoring the technological, commercial, regulatory and legal, standards, socio-economic, and competitive environment, in order to anticipate changes and risks, as well as to identify opportunities

4 The strategic intelligence system

4.1 General process

The organization should implement a strategic intelligence system process to obtain relevant information for analysis and deliver strategic intelligence needed. Each step of the SIS process is depicted in Figure 1 and described in the following subclauses. Areas to be addressed are: the definition of key intelligence topics (needs), the identification of relevant sources, the interpretation and valorisation step, and the diffusion of intelligence to the top management.

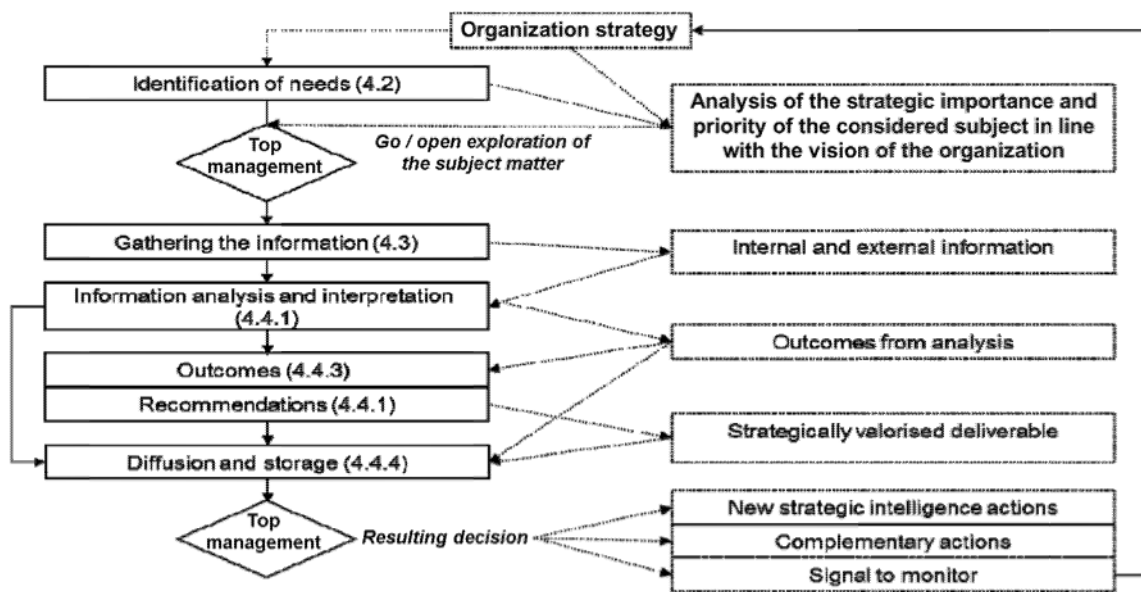


Figure 1 — Flow of information and processes involved in the performance of the strategic intelligence system and results to be obtained

4.2 Identification of strategic intelligence needs

The strategic intelligence needs of an organization in the context of innovation depend on the identification of the relevant information in its business environment and industry (for example: market, competitors, technical, stakeholders).

The organization should also identify internal information relevant to innovation management.

The organization should be aware that the business environment is dynamic and continually changing.

The organization should establish a process for the identification of needs, which should consider the following as a minimum:

- a) business areas of the innovation projects identified;
- b) competitors;
- c) markets;

- d) intellectual property and intellectual property rights;
- e) standards;
- f) technology;
- g) regulatory issues.

For more information see CEN/TS 16555–1.

4.3 Gathering the information

According to the previously defined strategic intelligence needs, sources of information and resources should be identified, based on the criteria of good quality, objectivity and reliability, such as:

- classified information: information of which the level of sensitivity has been quantified, according to a scale pre-established by an organization;
- inside information: any information concerning a company or market, sufficiently specific in content, with a high chance of materializing but as yet unknown to the general public;
- sensitive information: any information, regardless of the medium (oral, written, electronic), of which the disclosure, loss or unavailability is likely to have negative consequences for the organization;
- critical information: information likely to alter an organization's strategy.

This may be obtained from:

a) Internal sources, such as:

- 1) the organization's own documentation;
- 2) persons with knowledge or experience related to the strategic intelligence needs;
- 3) results of available forward-looking analyses, such as forecasting, foresight exercises, drafting of scenarios, road maps, etc.;

b) External sources, such as:

- 1) customers, suppliers or subcontractors;
- 2) competitor activities;
- 3) documentation sources the organization can access: hard copies (magazines, catalogues, etc.), electronic support (databases etc.) or information resources on the internet (specialized portals, news, blogs and social networks, etc.). This includes technical documentation such as regulations, specifications, databases of patents and others intellectual property rights, and standards;
- 4) publicly available research papers;
- 5) congresses, seminars, fairs or exhibitions;
- 6) market analysis reports.

According to the defined strategic intelligence needs, the organization should ensure that the quantity and quality of the information is validated as being appropriate to satisfy the required objectives. This should be

approved by top management, prior to initiating the subsequent process of acquiring and analysing the information.

The nature of the information required is dependent on the size of the organization, its industry and its culture.

Information quality can be assessed by considering the following:

- c) reliability and accuracy of the information (for example the origins of information);
- d) assessment of the value added by the various activities and consequences on the incoming and outgoing information for these activities;
- e) completeness of the information. Identify gaps in key information and implement solutions that include, if needed, further information;
- f) if possible, establish a table of functions / activities / information and map information flows;
- g) for the main activities, evaluate the usefulness and completeness of incoming information by reviewing with the person specifying the objectives of the SI project.

4.4 Information analysis and valuation

4.4.1 Information analysis and interpretation

The organization should proceed with the qualitative and quantitative analysis of the data in line with the strategic intelligence requirements.

The information analysis may involve a range of different skills such as technical, legal, intellectual property or economics.

The information analysis may include aspects such as:

- integration of data from different sources in order to achieve synergies, in which the combination of information from the different sources constitutes a whole with a greater relevance and scope than the individual pieces of information;
- interpretation of the information, with the objective of determining what is valid and what is relevant for decision making including, for example, the understanding of the analysed information or a forecast of its consequences and foreseeable evolution;
- establishing the meaning of the information which has been analysed, for example, concerning the technical content and the market/commercial relevance, and of their likely consequences for the organization;
- recommendations for action.

NOTE Any decisions are made by the requester of the strategic intelligence (top management).

The information analysis may be carried out regularly or in response to specific situations.

4.4.2 Analysis methods and tools

Before processing information, the organization should define the vocabulary specific to their area of business activity in order to share a common vision and language.

The organization may use different analysis techniques as appropriate - human-based, automated or both in combination.

NOTE

- a) Some common human based tools used to analyse strategic information include for example:
- 1) SWOT (with respect to strengths, weaknesses, opportunities and threats).
 - 2) PESTEL (with respect to political, economic, technological, environmental and legal factors).
 - 3) Porter's Five Forces (with respect to competitive forces and actors, new entrants, competitors, customers, suppliers).
- b) Some common automated tools, which can deal with large amounts of data or documents, structured or not, can be used to reveal patterns and trends, and/or to provide a visual representation, such as:
- 1) statistic tools or software.
 - 2) data mining.
 - 3) mapping and visualization tools.
 - 4) classification.
 - 5) taxonomy.
 - 6) lexical or semantic analysis.

4.4.3 Outcomes of the strategic intelligence system

The outcome of the strategic intelligence system is a value-added analysis and interpretation to support and inform strategic vision and strategic decision making, either for the organization's strategy or for a specific innovation project as a whole.

The actions derived from the results of the strategic intelligence system may be categorized as:

- a) forward planning: proposals for actions in response to changes, or expectations of changes in the analysed environment.
- b) reaction to opportunities: proposals for actions to exploit these identified opportunities.
- c) reduction of risks: proposals for actions to reduce these.
- d) making improvements: proposals for the necessary actions to address limitations, inefficiencies or to minimize identified weaknesses.
- e) innovation: proposals for new ideas and/or research, development and innovation projects.
- f) cooperation: identification of potential collaborators.
- g) evaluation of technology and/or market options.
- h) impacts and interactions among technologies, products and processes.
- i) regular monitoring to provide early identification of new technology or market opportunities for the organization, or provide justification for abandoning those with low potential.

4.4.4 Storage and future use of outcomes

The information and strategic intelligence obtained during the above described process has commercial value both for future reference and as a learning resource for the organization.

The organization should take steps to ensure this is retained and accessible.

The information should only be accessible to internal interested parties according to their needs.

5 Management of the strategic intelligence system

5.1 Description of the management of strategic intelligence system

The strategic intelligence system is a key part of the innovation management system of the organization. The SI management process involves the general management of the organization and includes three main processes necessary for achieving the SI objectives: the SI steering process (5.3), a SI implementation process (5.4) and the associated support processes (5.5).

Strategic intelligence system coordination is delegated as appropriate to an SI coordinator resources manager and strategic intelligence project leader(s). Their functions and that of others are specified in 5.2. According to the size of the organization or the importance of its SIS, the functions described hereafter could be performed by one or several persons, a dedicated organization or an existing one.

The general flowchart in Figure 2 summarizes the relationship between the various levels of organizations and players. It can be adapted to all sizes and types of organization.

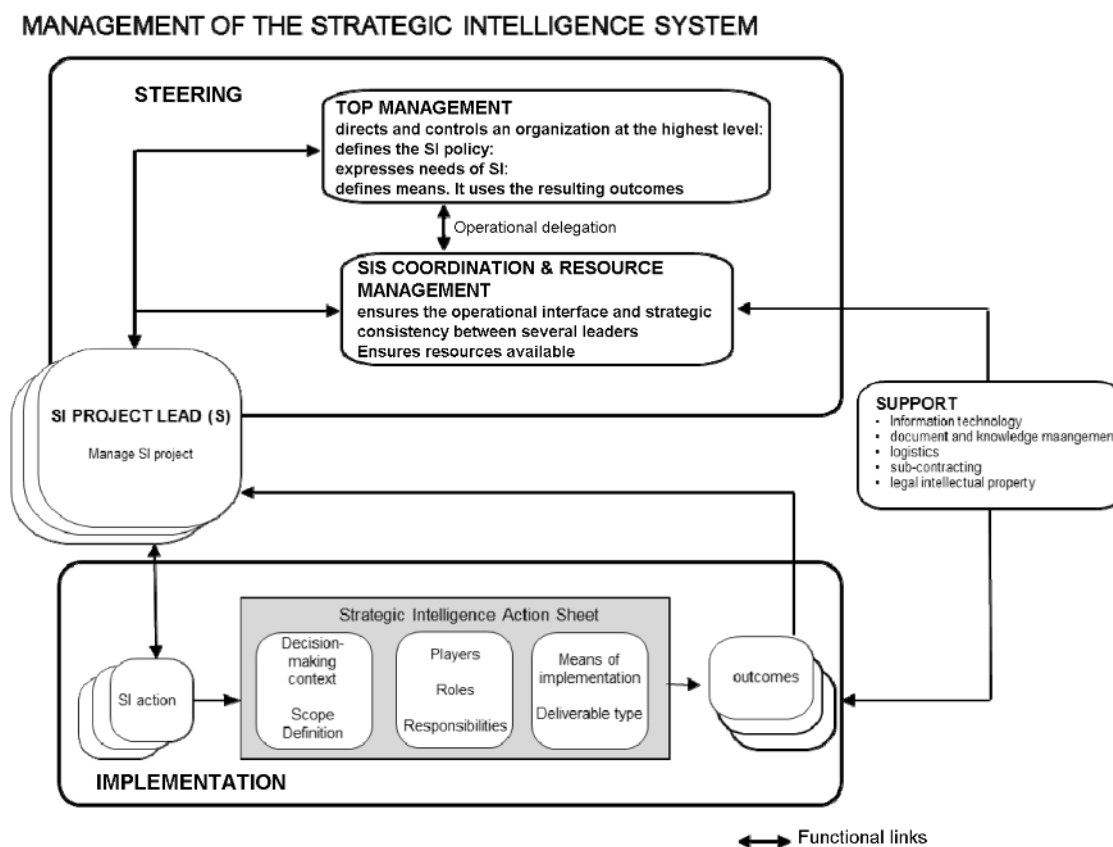


Figure 2 — Management of the strategic intelligence system

5.2 Leadership

5.2.1 General responsibilities

Top management and supervisory staff at all levels of the organization should ensure that appropriate resources and procedures are made available, raise awareness about the importance of strategic intelligence,

provide guidance on the SI priorities, commit the organization as a whole to support SI activities and to utilize the expected results.

5.2.2 Top management

Top management should:

- a) ensure that the strategic intelligence system is established, implemented and maintained;
- b) establish the priorities and define goals, concerning:
 - 1) facts partly understood or requiring further investigation;
 - 2) the systematic follow up and influencing (for example in the case of standards) of novelties in the future;
- c) appoint one of its members who, irrespective of other responsibilities, should have responsibility and authority;
- d) value the outcomes of the deliverables into their decision making process and update their strategic vision in an on-going way to strengthen their situational awareness.

5.2.3 SI coordination and resource management

An SI coordinator and resource manager is appointed by top management. With respect to strategic intelligence actions, the SI coordinator should:

- ensure the harmonization of the strategic intelligence actions in interaction with pilots and management;
- report to top management the results of the strategic intelligence actions in association with the pilots;
- ensure that the requirements of the interested parties are known throughout the organization;
- supervise the strategic information;
- ensure the availability and organization of the human and technical means required for the information system supporting SI action implementation;
- assist top management and SI project leader(s) in the implementation and monitoring of its SI actions, with respect to resources;
- establish financial plans and secure the corresponding resources;
- alert management of any conflicts or deficiencies, as necessary;
- raise awareness and inform company members of the information system structure;
- monitor changes in guidelines and technologies, and propose means and tools for carrying out SI actions, in conjunction with the leaders and support services;
- report back to management on the effectiveness of the given information system organization and its use within the strategic intelligence system;
- ensure information protection and security.

5.2.4 Strategic intelligence project lead(s)

According to the objectives set by the top management, the SI lead's responsibilities include:

- extracting from the information only those elements of high decision-making value;
- defining strategic choices to be submitted to top management;
- evaluating the impact of the decisions to be taken (financial, technological, human resources etc.) including adaptation of factors contributing to the development of the organization's added value;
- determining the deviations that make it possible to permanently adjust decisions according to changes in context;
- defining the SI actions that fall within the framework of the missions and objectives to be implemented and ensuring that they are followed up;
- leading actions within their scope, and designing of SI action sheets;
- ensuring that top management takes SI deliverables into account in its decisions;
- attending management committee meetings on subjects to which they have been assigned;
- ensuring that the role of the players involved in implementing SI actions is defined;
- planning reviews of results and improving the effectiveness and efficiency of the strategic intelligence action(s) for which they are responsible.

Depending on the organization, the top management should identify one unique or several strategic intelligence leaders corresponding to different markets, activities, technological domains, which should be coordinated.

5.3 SI steering process

Any SI project or process should be regularly monitored by the SI project leader(s) and adapted or adjusted as necessary if circumstances change such as markets, technologies, competition. This process should be put in place to steer strategic intelligence activities.

The management at all levels should regularly review the outcomes of SI activities for which they are responsible and propose appropriate actions.

Table 1 — Description of the SI steering process

Input	Stages	Output	Stage manager
1			
Project, objectives	Transform objectives by management into SI actions to be implemented	Set of coordinated SI actions to be implemented Decision support elements Decisions concerning follow-up to the actions	SI project leader(s)
2			
SI action deliverable	Use SI action deliverable(s)	Decision support element	SI project leader(s)
3			

Feedback from the requester	Determine changes to an SI action	Decision concerning SI actions: maintain, refocus, abandon	SI project leader(s)
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5.4 SI implementation

5.4.1 Description of the SI action implementation process

The realization of deliverables relating to an SI action is organized into two main stages:

- design of the strategic intelligence action sheet;
- on-going updates, as required, to the strategic intelligence action sheet.

Table 2 — Description of the SI action implementation process

Input	Stages	Output	Stage manager
1			
SI action to be designed	SI action implementation method design	SI action sheet	SI project leader(s)
2			
SI action sheet	Implement the SI action	SI action deliverable Result review: decision statement	SI project leader(s)

5.4.2 Strategic intelligence action sheet design

The SI leader oversees the design of the strategic intelligence action sheet relating to each SI action. The SI action sheet should:

- present the decision-making context to which management is bound;
- define the SI action deliverable(s) (types of information to be collected, deliverable format, level of confidentiality of documents, production rate, performance deadlines);
- identify sources of information (network of experts, documentary sources), access constraints (free access, accessible by identifier, fee-based) and specify their level of value (primary, secondary or tertiary source, level of reliability, etc.);
- describe the means to be implemented in order to produce information: collection, processing, analysis and valorisation;
- specify the players involved in the SI action and their role in initiating SI action;
- specify the document and information management methods and all support services required for implementing the SI action (information system, logistics, legal department, etc.);
- evaluate the workload and costs relating to implementation of the SI action, including sub-contracting;
- specify the rules for validating, diffusing, capitalizing and accessing information according to the constraints relating to the SI action objective.

The SI action sheet design involves:

- the resource manager to ensure that all resources needed to complete the SI action are available, agreed and approved by top management and all those involved;

- evaluation of the consistency of all SI actions undertaken;
- players involved in carrying out the SI action, notably those with identified information and documentary skills;
- the support roles when they are required for implementing the SI action (e.g. information system, information and documentary professionals, information security, logistics).

5.5 Resources to support strategic intelligence system

5.5.1 Competences

The organization should ensure that the necessary competences are available to undertake the strategic intelligence activity for example:

- a) handling and using specialized databases.
- b) tools and resources for searching for information available on the internet.
- c) specific techniques and tools for the retrieval, analysis and treatment of data, information technologies.
- d) scientific technical text mining: indicators, impact rate, metric of citations and other measures of the visibility of the publications.
- e) technology classification systems and technology areas.
- f) information provided by intellectual property databases, including patents, models, etc., and their legal status.
- g) analysis and management of the technologies, the business environment and the markets.
- h) technical competence in the matter to be addressed.

In some cases, the organization may wish to subcontract some tasks. (See Annex A.)

5.5.2 Infrastructure and IT resources

Top management, with input from the resource manager, should ensure the availability and maintenance of the infrastructures, and IT resources necessary for the strategic intelligence system to function properly, and for its objectives to be reached, for example:

- a) Workspace infrastructure
 - 1) buildings, workspace and associated utilities.
- b) IT resources
 - 1) information system management;
 - 2) asset, general services and logistics management.

Both hardware and software should include appropriate licences and permits for their intended use.

5.5.3 Financial planning

The resource manager should establish a financial plan for each SI action and for the SI management system, which includes:

- personnel (both for individual actions and for SI coordination, lead, and support);
- software, hardware, data access and subcontracting.

5.6 Protection and exploitation of results

The organization should establish a formal policy to ensure adequate management of its assets, both physical and intangible/intellectual including information assets. In addition, to ensure these are appropriately protected and exploited.

This should include guidelines for:

- pre-disclosure and disclosure practices including electronic dissemination of information;
- strategy and guidelines for the protection of the assets (for example: legal protection through intellectual property rights, secrecy, confidentiality agreements).

NOTE For further detail see CEN/TS 16555-4.

5.7 Management of the appropriate flows of information

Strategic intelligence system information flows should be integrated into the existing information system within the organization.

Top management and SI leaders should define how, to what extent and at which levels various SI information flows should be shared and circulated within the organization; and also how other information (in particular from line and operational management) combine with them.

The organization should determine the need for external communications relevant to the strategic intelligence system. This should take into consideration multiple aspects, such as:

- what to communicate;
- when to communicate it;
- to whom and by whom;
- the provision of channels;
- the intended feedback.

The organization's strategic intelligence system should include appropriate documentation as necessary for the effectiveness of the strategic intelligence system and to monitor and provide evidence of its performance.

6 Performance evaluation

The coordinator should determine, collect and analyse appropriate data to demonstrate both the effectiveness and the efficiency of the strategic intelligence system, and to then assess where improvement can be made. This should include data generated by the monitoring and measurement of the strategic intelligence system and from other relevant sources. The analysis of data should provide information relating to:

- the satisfaction of the interested parties/requesters (effectiveness);
- the resources used to obtain the results (efficiency).

Appropriate indicators are defined in consultation with all interested parties and should give rise to relevant, shared reporting during management reviews.

The strategic intelligence system efficiency should be monitored regularly, enabling corrective actions to be efficiently implemented.

7 Improvement of the strategic intelligence system

The organization should continually improve the effectiveness of the SI system; for example through regular reviews by top management of audit results, and by relevant amendments to the SI policy, SI system objectives, or by corrective or preventive actions.

The SI performance measurement indicators are an integral part of the system and as such should be evaluated on a regular basis at management reviews.

Beyond the value of the indicators themselves, the organization should continuously monitor their relevance, traceability, reliability and integrity.

Annex A (informative)

Sub-contracting

The organization is responsible for its own strategic intelligence system; however, it may sub-contract all or part of it, such as watch services, specialist searches, or analyses.

The organization may have its own procedures for issuing an "invitation to tender". However, the following should be considered as a minimum:

- the information given to the tenderer and the results of their work should be considered confidential unless otherwise agreed;
- any information supplied should not infringe third party confidentiality.

The organization should specify its requirements which should include at least the following:

- a) the parts of the process to be covered with the service;
- b) the minimum contents and extension that the fields or subjects to be monitored should have;
- c) the sources and types of information already identified as available;
- d) the geographical and time coverage and the expected monitoring frequency;
- e) the format/support of the results and level of analysis of the information;
- f) the payment terms;
- g) the period of validity of the offer.

The tenderers should specify at least the following information in their offer:

- h) the competences of the personnel in charge of performing the service (training, years of experience, etc.);
- i) the material means that make it possible to make the offer (hardware, software, permits, licenses, sources of information, etc.);
- j) the references and accreditations that the supplier may provide;
- k) the details of the proposed cost.

Bibliography

- [1] CEN/TS 16555-1, *Innovation Management — Part 1: Innovation Management System*
- [2] CEN/TS 16555-4, *Innovation management — Part 4: Intellectual property management*

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