PD CEN/TS 16555-7:2015

BSI Standards Publication

Innovation management

Part 7: Innovation Management Assessment

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National foreword

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The UK participation in its preparation was entrusted to Technical Committee IMS/1, Innovation management.

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

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ISBN 978 0 580 90305 2

ICS 03.100.40; 03.100.50

Compliance with a British Standard cannot confer immunity from legal obligations.

This Published Document was published under the authority of the Standards Policy and Strategy Committee on 31 December 2015.

Amendments issued since publication

Date	Text affected

TECHNICAL SPECIFICATION

SPÉCIFICATION TECHNIQUE

TECHNISCHE SPEZIFIKATION

CEN/TS 16555-7

December 2015

ICS 03.100.40; 03.100.50

English Version

Innovation management - Part 7: Innovation Management Assessment

Management de l'innovation - Partie 7 : Évaluation du management de l'innovation

Innovationsmanagement - Teil 7: Bewertung des Innovationsmanagements

This Technical Specification (CEN/TS) was approved by CEN on 28 October 2015 for provisional application.

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Ref. No. CEN/TS 16555-7:2015 E

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European foreword

This document (CEN/TS 16555-7:2015) 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.*

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Introduction

Innovation management is critical to achieving and maintaining competitiveness based on the delivery of new products and services or new processes and business models that meet the changing needs and expectations of customers and citizens alike. Many highly successful and innovative organizations have developed strong innovation capabilities through the development of innovation management systems and the assessment of performance in this area. There are several reasons for any organization to start the development of innovation management capabilities with an innovation management assessment. These include:

- Learning which elements should be part of an innovation management system (see Figure B.1 and CEN/TS 16555-1) and how to assess their performance.
- Gaining insights into the organization's innovation management capabilities and performance.
- Gaining insights into how the organization compares with competitors regarding innovation management capabilities and performance (benchmarking).
- Obtaining recommendations and an action plan to close the gap between the current performance and a future ambition of a higher level of innovation management performance.
- Providing for customer and market insights.
- Preventing the business from becoming obsolete.
- Keeping the working environment challenging and dynamic, thereby retaining key staff.

By carrying out an innovation management assessment, drivers of growth and renewal can be identified. There are many tools and approaches available for an innovation management assessment. Since the situation of each organization and the objective for the innovation management assessment may vary greatly, this Technical Specification will focus on key success factors and the process of an innovation management assessment. It will indicate which insights and impacts an organization might expect from an innovation management assessment. This Technical Specification will thus not provide any specific tools.

The organization's innovation management performance can be **assessed at any time**. There are several steps and decision points that may lead to an innovation management assessment as illustrated below:

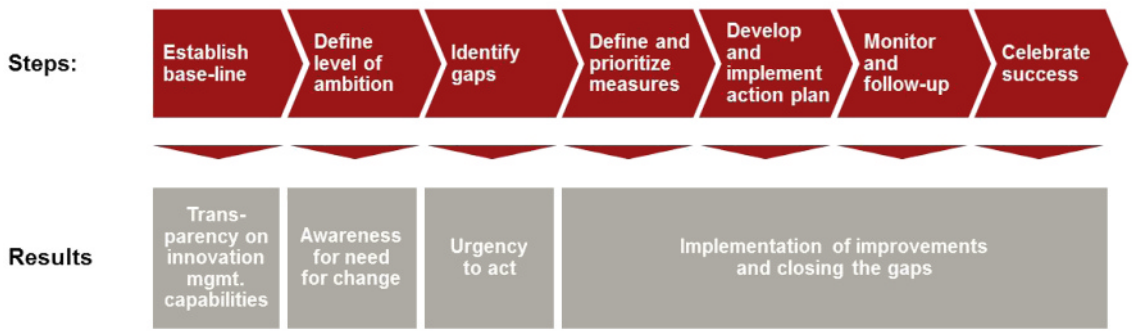

Figure 1 — Decision chain for launching an innovation management assessment

The organization might be interested in establishing a baseline that will create transparency on the innovation management capabilities and show the need for improvement. In other cases, the level of ambition has increased that will in turn lead to a need for change. Gaps in the innovation management system result in increased urgency to act. This in turn will lead to improvement measures that need to be defined and prioritized in an action plan. This plan needs to be implemented and monitored to ensure that the gaps have been closed before success can be celebrated.

It is important that the management of the organization is prepared to implement the measures to close the identified gaps in order to generate the expected value. There needs to be top management commitment, organizational readiness and resources to drive the process from assessing the innovation management performance to successful implementation of the improvement measures. This document will focus more on the innovation management assessment and less on the implementation of improvement measures which are covered in CEN/TS 16555-1:2013, Clause 10: Improvement of the innovation management system.

1 Scope

This Technical Specification provides guidance on assessing the innovation management system (IMS) and its performance. It describes how organizations can create transparency internally on strengths and weaknesses in their innovation management system. This transparency can be used as a basis to develop effective actions to improve the innovation management capabilities and performance. Increased innovation management performance is essential for generating value for the organization, its network partners and key stakeholders.

This Technical Specification provides guidance on:

- various types of innovation management assessment approaches;
- the generic process of an effective innovation management assessment;
- elements of innovation management to assess, including the insights and the impact that can be gained from the innovation management assessment.

By using this Technical Specification, organizations are guided to gain an overview of different innovation management assessment approaches. By knowing these approaches, organisations can design their innovation management assessment. The results of this innovation management assessment are therefore the basis to develop an action plan to improve the capabilities and performance of their innovation management on a continuous basis.

This technical specification does not address:

- recommendations on choosing specific tools for innovation management assessment;
- the measures for improving innovation management performance;
- specific benchmarks or scores for the various elements of innovation management;
- the actual decision-making on improvements and their impact.

This Technical Specification can be applied to any innovation management system. However, it is primarily intended to assess the innovation management system as defined in CEN/TS 16555-1. Annex B (normative) of CEN/TS 16555-7, includes the impact expected from an effective innovation management assessment on the innovation management system detailed in CEN/TS 16555-1.

This Technical Specification is applicable to all organizations regardless of sector, type, age or size of the organization. However, specific focus has been placed on the applicability for small and medium-sized enterprises. This Technical Specification is not intended for certification purposes.

2 Normative references

The following documents, in whole or in part, are normatively referenced and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

CEN/TS 16555-1:2013, *Innovation Management - Part 1: Innovation Management System*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in CEN/TS 16555-1 and the following apply.

3.1
benchmarking
management method comparing systems, processes, approaches across several organizations or companies to identify leading practices which can be implemented within an organization, either directly or in an adapted manner

3.2
benchmarking class
comparative sample of organizations to determine best practice

3.3
innovation
implementation of new or significantly improved product (good or service), process or new marketing method, or new organizational method in business practices, workplace organization or external relations

[SOURCE: CEN/TS 16555-1:2013, 3.1]

3.4
innovation capability
set of organizational capabilities that are leveraged by the innovation management system to deliver innovation performance

Note 1 to entry: Examples of innovation capabilities can include: proficiency in technologies, strategic intelligence, access to funds, operational functions and processes contributing to measurable innovation results, knowledgeable and experienced people contributing successfully to innovation objective.

3.5
innovation culture
behaviour, norms, habits, values, beliefs, symbols common to drive innovation in an organization

3.6
innovation enabling factors
set of tangible and intangible assets that facilitate the innovation management within an organization, such as IT-systems, IP and its management

3.7
innovation management assessment
method to evaluate how well an organization's innovation management system contributes to its innovation performance

3.8
innovation management capability
set of management skills aiming to implement and further develop the organization's innovation management system

3.9
innovation management system (IMS)
set of interrelated or interacting elements of an organization to establish innovation policies and objectives as well as processes to achieve those objectives

[SOURCE: CEN/TS 16555-1:2013, 3.2]

3.10
innovation performance
extent to which the innovation objectives have been achieved

3.11
innovation process
set of steps with clear input and output that are designed to generate, select and develop ideas into new products, services, processes, organizational or business models

3.12
innovation results
value created from innovation management

3.13
innovation strategy
general plan to achieve the organization's vision in how to secure and shape the organization's future based on innovation

3.14
performance
level of success that is defined in terms of effectiveness and efficiency of an organization

Note 1 to entry: For enterprises, the level of success can be defined by profit related figures such as growth in income from sales, in operational margin, in return on investment, and/or market share

4 Types of innovation management assessment approaches

4.1 General

Typical innovation management assessment approaches are:

- Check-list assessment.
- Maturity assessment.
- Benchmarking assessment.

4.2 Check-list assessment

Check-lists for innovation management assessment should include a number of elements of the innovation management capabilities and performance that the organization can tick off or rate as being in place. The purpose of a check-list assessment is to alert the organization of different aspects of innovation management. If the check-list is combined with scales, the check-list assessment will also show how the organization perceives their performance in these aspects.

The benefit of a check-list assessment is to gain an understanding of what the key success factors are and how they are already leveraged within the organization's innovation management system.

Figure 2 — Illustrative example: Question from a check-list assessment

4.3 Maturity assessment

Maturity assessment provides the organization with a comparison against a known maturity or excellence model. The maturity models provide for pre-defined levels of maturity in core elements of the innovation management system. The organization can then determine in which element they want to achieve which level of maturity, and at what point of time. Thus, an organization can identify possible gaps in the maturity level the organization is targeting. The organization can then define improvements to reach the next level. Therefore, the organization's target maturity levels are set in-line with the overall objectives of the organization.

The benefit of the maturity assessment is the possibility for comparison over time. The organization can assess its innovation management capabilities and performance based on the same criteria over time and monitor to what extent they have met their goals in reaching the next level of "excellence" in innovation management.

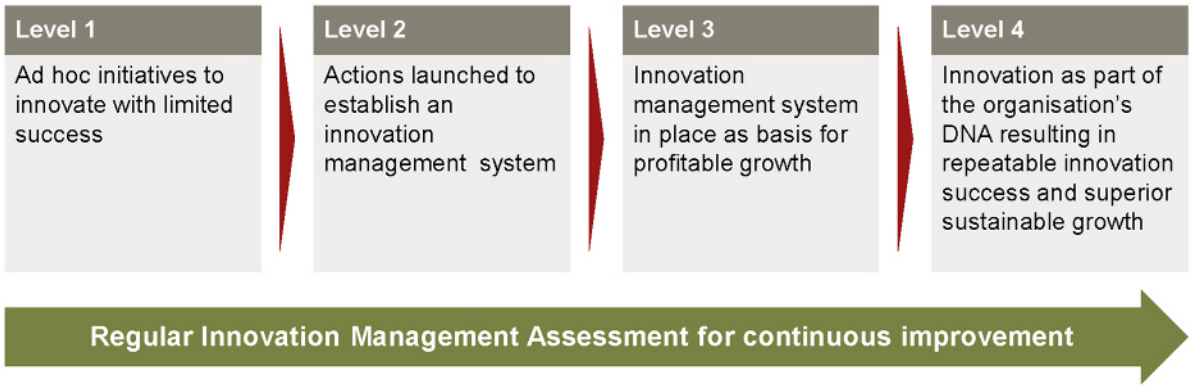

Figure 3 — Illustrative example: Levels of maturity of an innovation management system

If the maturity assessment provides quantitative scores, the organization can set up a scoreboard and monitor the degree of improvement of their innovation management system.

4.4 Benchmarking assessment

The innovation management benchmarking assessment compares the organization's innovation management performance against peers. It can be performed as a numeric comparison or as process learning by benchmarking various internal units and/or externally with relevant organizations (e.g. from the relevant industry sector or group of similar organizations, or across sectors and groups). External benchmarking assessment requires a common database on innovation management for comparison. There are several innovation management benchmarking tools available using online databases that enable innovation management benchmarking comparisons of similar industry sectors,

the organization's size and age group and within the country as well as across industry sectors, across size and age groups, and across countries.

The external benchmarking should provide the organization with transparency on the gaps between their own innovation management capabilities and those of other organizations.

A key benefit of the external innovation management benchmarking is the level of transparency on the competitive position, e.g. regarding the profitable growth from innovation management. Therefore, if a comparison is made between companies from the same industry sector, the innovation management benchmarking should show the gaps in terms of innovation success not only defined as a number of successfully completed innovation projects but also in terms of sustainable growth of the organization based on innovation.

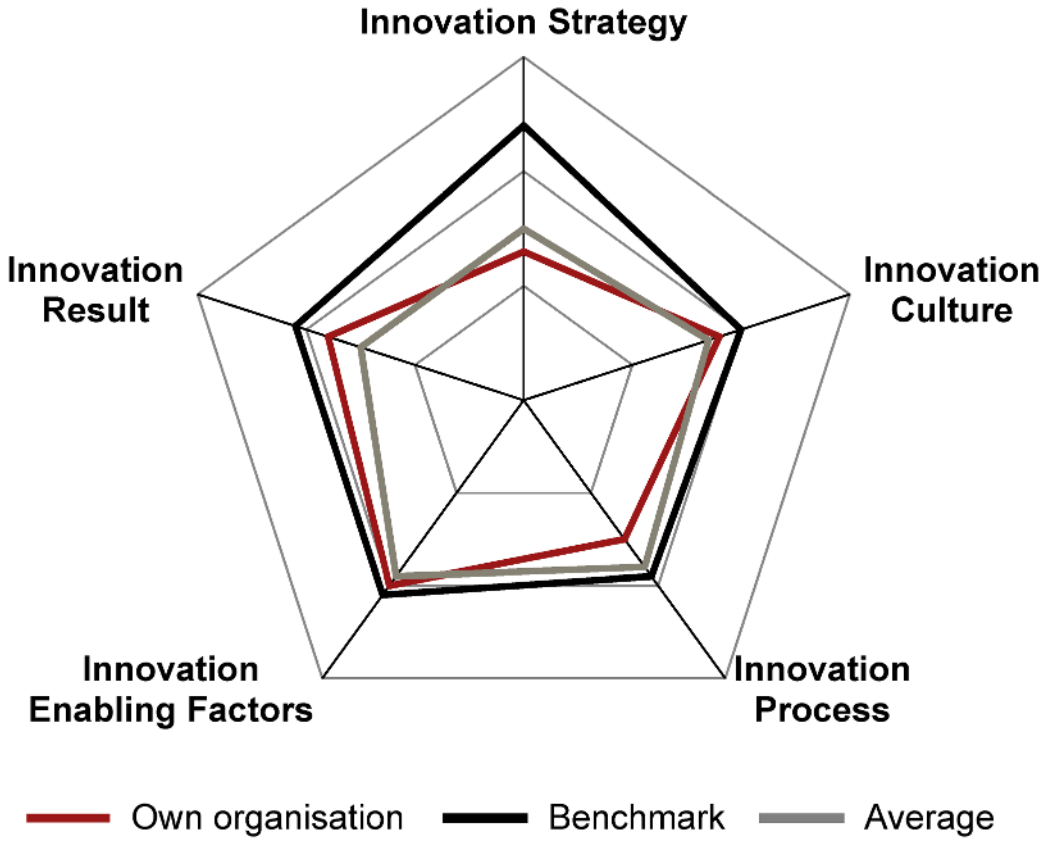

Figure 4 — Illustrative example of an Innovation Management benchmarking assessment

4.5 Application of the innovation management assessment approaches

All innovation management assessment approaches described above can be performed as self-assessments or with support from external experts who can guide the assessment process and provide additional outside-in insights. All approaches can be performed based on surveys and/or interviews, using quantitative and qualitative measures. They can also be used to assess the innovation management of the entire organization or parts of it.

The above mentioned innovation management assessment approaches can be executed only once or on a regular basis (recurring assessments). Recurring innovation management assessments are a means to drive the continuous improvement of the innovation management system and its performance.

Where innovation management assessment involves different people within the organization, it can also reveal internal differences in the perception of the innovation management capabilities and performance. Clarifying the underlying criteria for the assessment will help to resolve the differences.

5 Guidelines for innovation management assessment

5.1 General

The innovation management assessment should consist of three generic phases:

- Preparation.
- Execution.
- Implementation as transition phase from the innovation management assessment to improvement.

Figure 5 — Phases of an innovation management assessment

Each of the phases should have clear deliverables, a defined timeline and defined resources. All three phases should be geared to measurable results. They may be leveraged for creating awareness and education of the members of the organization about innovation management, as well as about how it contributes to the competitiveness of the organization or value network.

The implementation phase is the transition from “Assessment” to “Improvement” as described in CEN/TS 16555-1:2013, Clauses 9 and 10.

5.2 Preparation for the innovation management assessment

5.2.1 Defining the need for and objectives of the innovation management assessment

The organization should define the needs for an innovation management assessment by gaining a common understanding of:

- why an innovation management assessment should be performed, e.g. a scheduled periodical assessment of the innovation management system is due (see CEN/TS 16555-1:2013, Clauses 9 and 10);
- what the urgency is to innovate and to improve the organization’s innovation management capabilities and performance;
- what the organization’s level of ambition is to improve the innovation management capabilities and performance;

- what efforts the organization would like to put into the innovation management assessment and the improvement actions;
- who the main stakeholders are to receive the results and what their expectations are;
- what actions will be taken once the management has received the results of the innovation management assessment;
- what the expected outputs from the innovation management assessment are.

This will help to get the commitment by the management as well as in the organization (see also CEN/TS 16555-1:2013, Clause 4).

The organization should define the objectives for the innovation management assessment based on the identified needs. This will allow the organization to measure the success of the innovation management assessment once it is completed as well as to achieve a common understanding of the objectives of the innovation management assessment and its implications on the organization's strategy, organizational structures and culture, processes, systems, business performance and competitiveness.

Objectives of the innovation management assessment for performance analysis (process) could include, for example:

- establishing a baseline of the organization's innovation management performance;
- comparing the organization's innovation management performance with that of competitors or innovation leaders;
- defining the innovation maturity level and capability gaps in different parts of the organization.

Objectives of the innovation management assessment with respect to improvement measures (measurable results, see also CEN/TS 16555-1:2013, Clauses 9 and 10) could include, for example:

- increased number of ideas for the next generation of innovation;
- enhanced pipeline of innovation projects;
- shorter time-to-market of innovation projects;
- shorter time to profit from innovation.

This will then lead to:

- improved competitiveness and sustainable growth;
- mobilizing the organization for innovation, including putting innovation on the agenda of top management;
- fostering an innovation and a learning culture in the organization;
- identifying windows of opportunity for future competitiveness and growth;
- complying with requirements for public funding of innovation projects;
- establishing a new, or improving an existing innovation management system.

Clear objectives for the innovation management assessment will help to define the scope of the innovation management assessment.

5.2.2 Defining the scope of the innovation management assessment

The organization should define the scope of the innovation management assessment based on their needs and objectives. The following questions may be considered when defining the scope:

- which parts of the organization, its suppliers, partners or collaborators should be included - the entire organization or just one organizational unit?
- which elements of innovation management should be assessed: only some or all?
- what level of detail should be gained from the results of the innovation management assessment?
- what amount of time and effort should be invested for the innovation management assessment?
- who should be available for surveys and interviews during the innovation management assessment?
- which innovation management assessment deliverables and results are expected; e.g. report types, workshop results, benchmarks based on comparisons with other organizations, recommendations for improvement, higher success of innovation projects?

The organizational reach of the innovation management assessment can cover the organization as a legal entity, a unit or several units within the organization, or include an entire value network that as a whole would like to increase its innovation performance. Customers, suppliers, research organizations and other trusted partners delivering to a common value proposition are examples of partners in a value network.

The innovation management assessment may cover all (holistic) or some elements of innovation management such as, the innovation strategy, the innovation leadership, innovation roles and responsibilities and culture, the innovation processes, innovation enabling factors, and the innovation results (financial and non-financial). If only some parts of the innovation management system are assessed, there is a risk that interdependencies with other parts are neglected. Therefore, a holistic approach may be able to better reveal the root/causes of gaps in the innovation management system.

The innovation management assessment may be very simple as a first “scan” based on only a few questions, or very detailed, based on a catalogue of numerous questions.

The time and effort for the innovation management assessment can vary with organizational size, structure, relevant roles and geographical spread. Important considerations to define the appropriate time and effort can include:

- the defined objectives for the innovation management assessment and its underlying rationale;
- organizational time commitment for participants to complete a survey and to take part in interviews and/or workshops;
- cost in relation to the desired level of detail, since typically, the larger the assessment, the higher the cost but also the more profound the results;
- the need to consult and involve key innovation stakeholders including practitioners, customers, sponsors, etc. This will allow for increased innovation investment or to prevent key decision players from hindering improvements in the innovation management system.

The assessment deliverables should include an assessment report with facts and findings as a solid basis for improvement recommendations and for a clear action plan to improve innovation management performance. Gaining organizational commitment from key stakeholders to the

assessment report, the recommendations and their implementation is essential. Therefore, deliverables may also include communication workshops and support for prioritizing and implementing the recommendations for action.

The defined scope of the innovation management assessment will help to identify the appropriate approach.

5.2.3 Identifying the most suitable approach and tool for the innovation management assessment

The organization should identify the type of innovation management assessment approach that is most suitable based on the defined needs, objectives and scope, and evaluate and select the appropriate innovation management assessment tools.

When identifying the most suitable approach and tools for the innovation management assessment, the organization should consider:

- the different types of innovation management assessment approaches (see Clause 4);
- the fit of the selected approach and tools with the defined needs, objectives and scope of the innovation management assessment;
- the availability of quantitative and qualitative data that the tools require, and how they will be collected (e.g. via interview and/or survey, desk research).

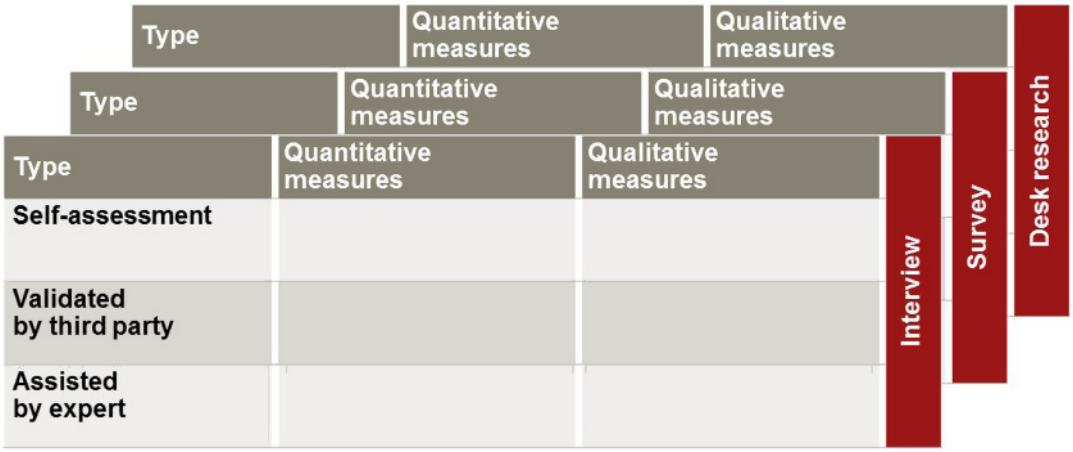

Figure 6 — Options for the various approaches to innovation management assessment

The quantitative measures will facilitate the involvement of a large population, while the qualitative measures will help to put the quantitative measures and findings into perspective.

When evaluating and selecting a specific innovation management assessment tool, the organization should consider:

- compliance with standards on innovation management such as CEN/TS 16555-1;
- comprehensiveness regarding the included elements of innovation management (see Annex B) related to the defined scope;
- level of detail provided in the tool as well as in the documentation of results and assessment reports;
- focusing on relevant performance criteria that are in line with the defined objectives;

- suitability for the size, age, sector of the organization;
- accessibility for the organization, including languages in which the tool is available, the cost of using the tool in relation to the value it creates, and the time it takes to have access to the innovation management assessment results;
- provided documentation of the innovation management assessment results (identified strengths and weaknesses) with regards to comprehensiveness and level of detail;
- evaluation of the tool by other users.

In addition, the following selection criteria should also be considered for the innovation management benchmarking tools:

- size of the benchmarking database;
- quality of the benchmarks: age of database, measures implemented to maintain high data quality;
- confidentiality of the data;
- selection options to specify the benchmarking sample (industry sector, size of the organization, age of the organization, country);
- relevance of the benchmarking database for the organization, industry, country etc.;
- ease of deriving actions from the benchmarking report.

Furthermore, the organization should define the data required based on the type of tool selected and ensure that they are available in the right level of detail and in the right format (e.g. consistent currency when working on an international scale).

5.3 Execution of the innovation management assessment

5.3.1 Timing and team for the innovation management assessment

Top management should identify the correct time for the innovation management assessment. Trigger points for an innovation management assessment can be:

- times of economic challenges or crisis that may result in declining turnover rates;
- increased competitive pressure on the core offerings;
- change in management and/or strategic direction of the organization;
- a window of opportunity for new business creation, e.g. emerging technologies or emerging markets;
- success or failure of an innovation project (improving capitalization).

The organization should also define the timeline for the innovation management assessment. This defines at what point the expected deliverables will be delivered and their expected materialised impact.

Top management should select the appropriate team to perform the innovation management assessment and give the team the necessary authority, mandate as well as access to key stakeholders

and to the data required for the innovation management assessment. If necessary, external experts may be included in the team.

The team members may be selected based on their functional expertise, their competences, their passion for innovation and their acceptance within the organization, e.g. as trusted and/or high performing colleagues. The team will define the appropriate tasks to be performed in each phase during the innovation management assessment given the type of assessment approach and tools that have been selected.

Top management should clearly communicate the objectives of the innovation management assessment to all staff members and mobilize them to actively support the assessment with the data required.

5.3.2 Conducting the innovation management assessment

When conducting the innovation management assessment, the team in charge should:

- have a good understanding of the questions raised in the questionnaire, survey or interview;
- check the correctness, completeness and consistency of the data provided;
- balance the level of detail and time available for the innovation management assessment project;
- manage the expectations regarding the innovation management assessment process and its results by appropriate means of communication;
- maintain the confidentiality of the data as required;
- define the level of detail and structure, and on how the innovation management assessment results should be presented and to whom;
- collect the data via survey, interview, or other means of research;
- analyse the data by moving from facts to findings to conclusions and then to recommendations with high impact on the organization's innovation performance;
- communicate throughout the whole assessment process to ensure support of the innovation management assessment project from the beginning to the end, including the assessment results and planned actions to be taken to improve the innovation management performance of the organization.

The organization should consider the appropriate measures required to facilitate and remove barriers to ensure the successful execution of the innovation management assessment.

Actions should be considered in case of deviation from expected results and can include:

- re-allocation of resources and deadlines;
- re-prioritization of tasks;
- involvement of external expertise;
- training and coaching.

5.4 Action plan development for improvement of the innovation management system

5.4.1 General

The gap between the actual result of the innovation management assessment and the target result should be considered in the action plan for improvement. The organization should develop a clear action plan with timelines, milestones, deliverables, roles and responsibilities for the implementation of improvement measures.

This plan should be documented and clearly communicated within the organization and to external partners as appropriate. Additionally, the plan for an improved innovation management system should help to prepare the organization for change and transformation.

5.4.2 Developing the action plan for an improved innovation management system

The organization should develop an action plan for implementing the recommendations based on the results of the innovation management assessment.

The action plan should therefore include the improvement measures, their expected impact (value), timelines for implementation with (quantifiable) milestones, the required resources and investments as well as the responsible staff members. A contingency plan and risk management approach, in case of deviation, should also be considered.

The organization should ensure that the action plan and timelines are coherent with the organization's overall strategy, present and on schedule projects, competitive situation, capabilities and resources.

The organization should consider the following criteria for selecting and prioritizing the actions:

- urgency and innovation pressure affecting the organization's competitiveness;
- expected impact of the improvement measure on the company's competitiveness and on the innovation capabilities versus the required investment;
- ability of gaining quick wins;
- degree of improvement of the organization's performance (such as: growth in revenue, profit, market share from innovation for profit organizations and value-creation by response to societal challenges for not-for-profit organizations);
- compatibility with the organization's level of ambition and readiness to take risk;
- ability of the organization to cope with the change triggered by the improvement measures.

5.4.3 Documentation and communication of the innovation management assessment results

Top management should ensure documentation of the innovation management assessment's results including the action plan for the further development of innovation management capabilities and performance and ensure that these results are communicated to all key stakeholders in an appropriate way to create impact in the organization.

The documentation should:

- provide a clear and comprehensive picture of the organization's current innovation management capabilities and performance and its improvement potential;
- be well structured to serve as a baseline and provide for the necessary transparency;
- be communicated to and easily accessible to relevant stakeholders;

- be actionable to improve the innovation management capabilities and performance;
- be efficient in terms of time required to provide the baseline, i.e. build on assessment tools that offer actionable reports that provide this baseline within a short period of time;
- explain the next steps to be taken for improvement and make reference to the specific parts of the innovation management system.

The communication of the results should:

- include the key results and key actions that need to be taken;
- use various communication channels and communicators to reach the defined stakeholders;
- explain the action plan and the milestones;
- describe the roles and responsibilities for the implementation of improvement measures;
- regularly highlight the progress of the implementation as well as the organization's commitment to increase the innovation management performance;
- identify innovative approaches for effective communication of the innovation management assessment results and their impact on the organization's performance.

5.5 Realization of measurable results from the innovation management assessment

To realize the measurable results, the organization needs to implement and monitor the improvement actions as described in CEN/TS 16555-1:2013, Clause 10.

A thorough innovation management assessment can reveal the root/causes of operational issues such as the low number of innovation projects that led to measurable innovation success, low growth in revenue or profit from innovation activities, poor cash-flow, growth in revenues or profit (not appropriate to not-for-profit organizations), poor quality, marketing, customer relationships, etc. that then can be addressed by innovative solutions.

The innovation management assessment should create value by providing the path to better innovation management performance and competitiveness. Thus, the innovation management assessment is a learning exercise both for the management and the staff – and a chance for the development of the organization, especially when the organization performs the innovation management assessment on a regular basis (recurring assessment). This will give the organization an indication on the success of the changes carried out.

Periodic re-assessments will ensure that the innovation management performance is continuously monitored and the impact of the measures on the performance of the organization is evaluated. Repeated innovation management assessment will also help to embed innovation management as a key part of the organization's development and culture. If the organization uses innovation management performance benchmarking with other organizations, it can gain further insights into its competitive position and the dynamics in its industry regarding innovation management.

Annex A
(informative)

Comparison of innovation management assessment methods and finding the right tools

In general, innovation management assessment tools can:

- be completed as self-assessments;
- be externally validated by an expert third party;
- be used to compare the innovation management system performance over time;
- provide learning about key success factors of innovation management;
- identify gaps in innovation management practice;
- capture data that can be statistically analysed, displayed graphically (scoreboard), and interpreted with validity dependent on survey sample size, participant knowledge and their perspective on innovation management; e.g. owner or customer of own innovation management system.

The interpretation of purely quantitative assessment results should be informed by a good understanding of the internal and external context of an organization.

The three primary approaches for assessing innovation management performance are:

- check-list assessment;
- capability maturity assessment;
- innovation management benchmarking.

Table A.1 — Comparison of innovation management assessment approaches

Criteria	Check-list assessment	Capability maturity assessment	Innovation management benchmarking
Availability of performance reference values	No	Internal	Internal and/or external
Comparison with competitors	No	No	Yes
Identification of best practices	Yes, if they are provided in the checklist	Yes, provided by maturity level	Yes, provided with the benchmark
Provision of clear stages of excellence	No	Yes	Relative within the benchmarking sample
Assessment results are a solid basis for defining effective improvement measures	Not really	Yes, when method combines qualitative and quantitative data	Yes, based on benchmarks

A check-list approach may be useful as a quick innovation management check. Innovation management maturity assessment methods are mostly about capability maturity. Innovation management assessment benchmarks rely on a common database. Hence, it is beneficial when benchmark comparisons can be made with similar types and size of organization; e.g. within the same industry sector, as well as in cross-industry benchmarks.

When quantitative survey data are combined with qualitative data, it facilitates the development of an understanding of organizational context and useful insights that can support effective improvement measures. In principle, key-stakeholder interviews can be used to complement any assessment approach. However, some assessment methods always capture qualitative data as part of their standard process; e.g. in semi-structured interviews conducted by an expert third party.

Annex B
(normative)

Deliverables and expected impact from innovation management assessment

This annex highlights possible insights and the potential impact from an innovation management assessment. They are tabled here to help the reader relate their organization's innovation management practices to key clauses in CEN/TS 16555-1 on innovation management system and hence to motivate them to initiate an innovation management assessment.

NOTE The references in the table refer to the clauses in CEN/TS 16555–1 and are shown in the diagram below.

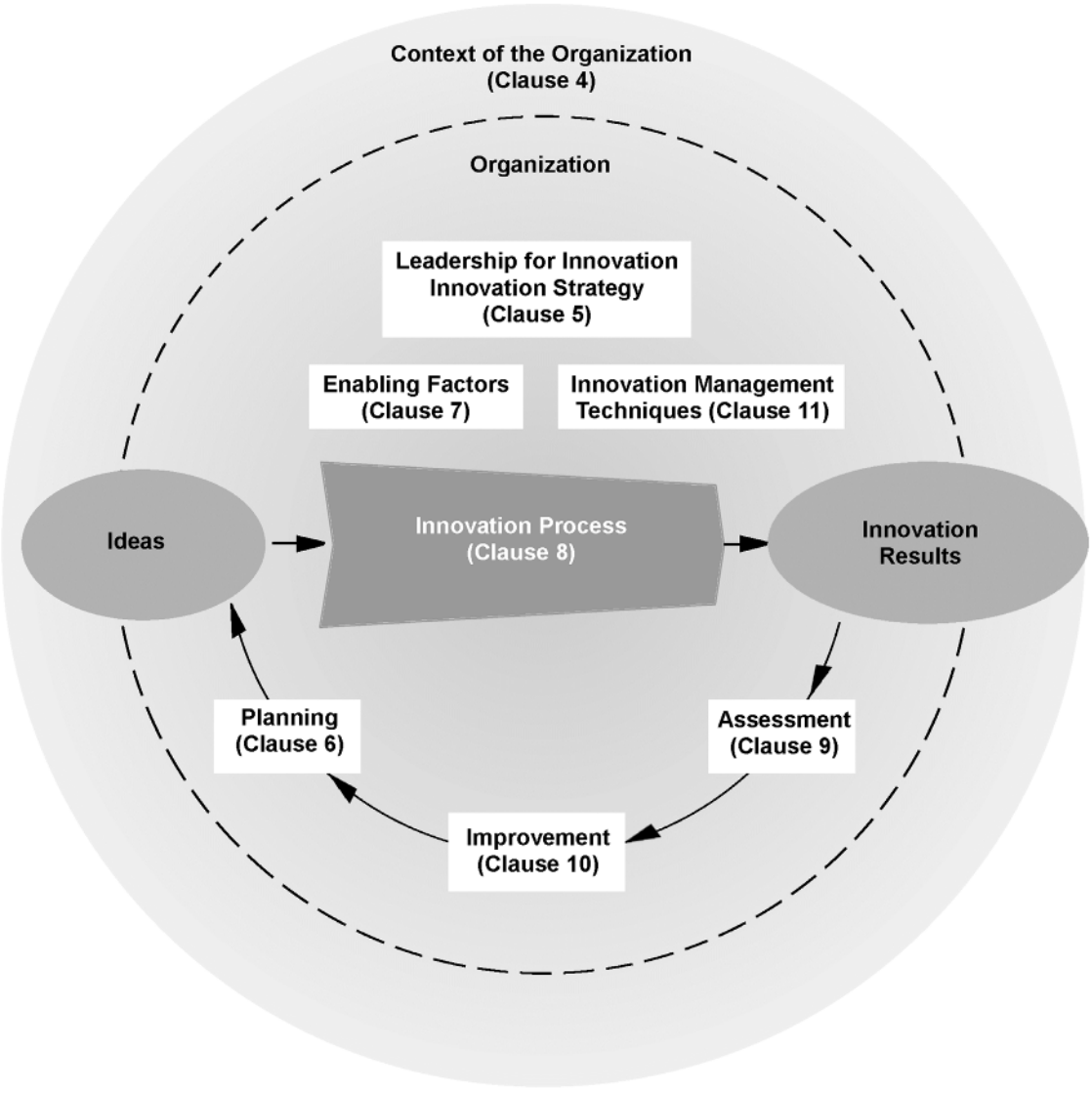

Figure B.1 — Innovation management system as described in CEN/TS 16555-1

Table B.1 — Deliverables and expected impact

Innovation management aspects (see Figure B.1) with illustrative examples of statements from CEN/TS 16555–1:2013 **that may be used to guide an innovation management assessment**	**Effective innovation management assessments will deliver insights into:**	**Effective innovation management assessment should therefore create the following impact:**
Context of the organization (Clause 4) • The organization has determined **external and internal issues** such as market, technology or political aspects that are relevant to its purpose and that affect its ability to achieve the intended outcomes of its IMS. • The organization has determined the **interested parties** that are relevant to the IMS, and identified their needs, expectations and requirements.	How well an organization has understood its strategic environment, its internal capabilities and the innovation opportunities and needs of its internal and external stakeholders.	Driving the organization's ambition in effectively meeting the innovation needs of the internal and external stakeholders given the organization's market situation, the technological development and the competitive pressure.
Leadership for innovation/ Innovation strategy (Clause 5) • Top management has established an **innovation vision**, which is a statement about what the organization wants to achieve in terms of innovation. • Based on the vision, top management has developed an **innovation strategy** that serves as the general plan to achieve this vision. The strategy takes into account the results of the analysis of the external and internal context. • Top management **fosters a culture** that supports innovation. • Top management ensures that the **responsibilities** and authorities for relevant roles in the IMS are assigned and communicated within the organization.	How effective an organization's leaders are at developing the organization's innovation vision and strategy aligning stakeholders, creating an innovation vision and personally supporting/ fostering an organizational culture and structure that supports innovation.	Clear alignment between the external forces, risks and opportunities with the organization's vision, the implementation of the innovation strategy, the innovation culture and organizational structures (roles and responsibilities for innovation) for effective and efficient implementation of the innovation management system documented in the organization's key performance indicators.
Planning for innovation success (Clause 6) • The organization has established innovation objectives at relevant functions and levels. • The organization has determined the risks and opportunities that need to be addressed.	Whether an organization's innovation strategy has been translated into strategically aligned and resourced innovation projects with effective risk evaluation and operational planning.	Systematic translation of the organization's innovation strategy into innovation projects (strategic innovation project portfolio), and vice versa, gear the innovation projects to reach the strategic goals given the organization's ambition and its existing innovation management capabilities.

Innovation management aspects (see Figure B.1) with illustrative examples of statements from CEN/TS 16555–1:2013 **that may be used to guide an innovation management assessment**	**Effective innovation management assessments will deliver insights into:**	**Effective innovation management assessment should therefore create the following impact:**
Innovation enablers/driving factors (Clause 7) • The organization has defined and put in place: – The main responsibilities for innovation management to reach the objectives. – The resources needed for the establishment, implementation, maintenance and continual improvement of the innovation management performance and the innovation management system. – The necessary competence of persons working with and developing innovation activities. – Internal and external communications relevant to the IMS. – Documented information on the IMS determined by the organization as being necessary. – Strategic approach to human resources to achieve the innovation objectives. – Policy for intangible assets and intellectual property (IP) management. – Policy for internal and external collaboration.	The efficiency and effectiveness of all of the organization's innovation enabling management practices (including role assignments, resource management processes, HR and competency development, IP management, collaboration management and innovation related communications/ awareness).	Strengthened innovation enabling factors that are essential to successfully execute the innovation projects and finally implement the organization's innovation strategy and improve or secure the organization's market position.
Innovation management process (Clause 8) • The organization has established a detailed innovation process suitable for the size of the organization covering all relevant steps from gaining insight about a problem or opportunity for development, successful launch and continuous enhancement. • The organization has established integrated project portfolio management. • The organization has defined indicators for the enhancement of the innovation including business impact and lifecycle of the innovation, incremental improvements and phase-out and replacement of the innovation. • The organization has defined financial and non-financial performance indicators to regularly assess the performance of the innovation process.	How well an organization defines, optimizes and manages its innovation management process (from idea development to successful launch of a new product, service, process, or business model and continuous enhancement of the innovation).	Seamless innovation process with shortened "time-to-market" and "time-to-profit" (the latter relevant for profit organizations).

Innovation management aspects (see Figure B.1) with illustrative examples of statements from CEN/TS 16555–1:2013 **that may be used to guide an innovation management assessment**	**Effective innovation management assessments will deliver insights into:**	**Effective innovation management assessment should therefore create the following impact:**
Performance assessment of the innovation management system (Clause 9) • The organization has determined the indicators, methods, frequency and criteria for performance assessment of the innovation management system. • The results of the innovation management system assessments are documented and communicated within the organization to help improve the performance of the innovation management system.	The rigour by which an organization sets specific innovation indicators/targets that help to assess/optimize its innovation management performance and system.	Improved business performance (growth in revenue, profit, value-creation and/or number of employees) based on an improved innovation management system.
Improvement of the innovation management system (Clause 10) • The organization continually improves the suitability, appropriateness or effectiveness of the innovation management system based on the performance assessment. • The organization identifies deviations, and establishes corrective actions in order to improve the efficiency and the results of the IMS.	How well an organization prioritises and acts upon potential improvements to its innovation management system.	Continuous improvement of the innovation management system resulting in better performance of the organization.
Innovation management techniques (Clause 11) • The organization assesses innovation management techniques that might contribute to the improvement of its own innovation management system.	How an organization adopts and/or maintains awareness of current and future, techniques that may help to optimize its innovation management system or projects (including techniques for strategic intelligence management, fostering collaboration, innovation thinking and IP management).	Agility to integrate innovation management techniques effectively.

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