PD CEN/TS 16555-7:2015

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Innovation management

Part 7: Innovation Management Assessment

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National foreword

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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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This document is not intended for the purpose of certification.

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:

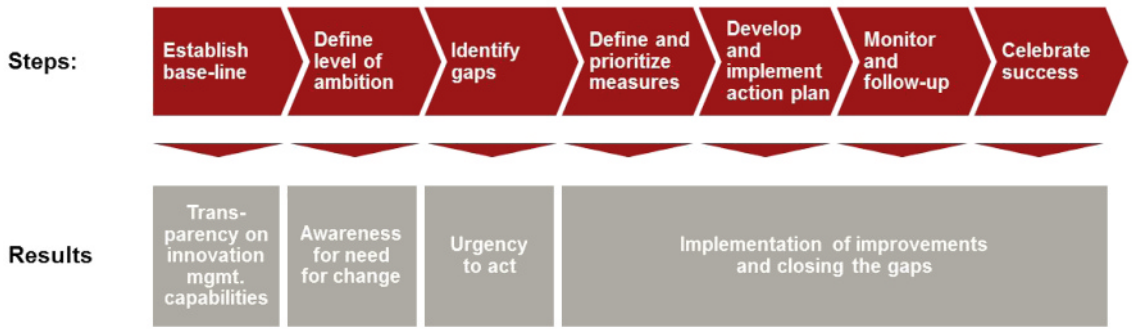

Figure 1 — Decision chain for launching an innovation management assessment

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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.

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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*

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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

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