

TNI	Posudzovanie manažérstva inovácií Usmernenie (ISO/TR 56004: 2019)	TNI CEN ISO/TR 56004 01 0312
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Innovation Management Assessment - Guidance (ISO/TR 56004:2019)

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This Technical standard information includes the English version of CEN ISO/TR 56004:2020,
ISO/TR 56004:2019.

Táto technická normalizačná informácia bola oznámená vo Vestníku ÚNMS SR č. 01/21

132281

TECHNICAL REPORT**CEN ISO/TR 56004****RAPPORT TECHNIQUE****TECHNISCHER BERICHT**

October 2020

ICS 03.100.01; 03.100.40

Supersedes CEN/TS 16555-7:2015

English Version

**Innovation Management Assessment - Guidance (ISO/TR
56004:2019)**Évaluation du management de l'innovation - Lignes
directrices (ISO/TR 56004:2019)

This Technical Report was approved by CEN on 18 October 2020. It has been drawn up by the Technical Committee CEN/TC 389.

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European foreword

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This document supersedes CEN/TS 16555-7:2015.

Endorsement notice

The text of ISO/TR 56004:2019 has been approved by CEN as CEN ISO/TR 56004:2020 without any modification.

TECHNICAL REPORT

ISO/TR 56004

First edition
2019-02

Innovation Management Assessment — Guidance

Évaluation du management de l'innovation — Lignes directrices



Reference number
ISO/TR 56004:2019(E)

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CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Fax: +41 22 749 09 47
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

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Foreword

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

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents 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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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso.org/iso/foreword.html.

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.

Introduction

Innovation is the key driver for organizations to create value from new products, services, processes, or business models. Therefore, innovation needs to be managed in a systematic manner. Many organizations have already established their innovation management (IM). This might build on key success factors such as the innovation strategy and objectives, the operations for innovation including the processes and organizational structures, and the innovation-enabling factors, the innovation support, including among others the innovation culture, tools and methods, competencies, human and financial resources. Managing innovation in a systematic manner creates value and secures the organization's future. As a consequence, organizations seek guidance on continuously developing their innovation management capabilities and performance. A pre-requisite is transparency of the organization's current performance of its IM. To achieve necessary transparency here, regular and effective assessments of the IM are essential. In this context, this document is designed to answer the following over-riding question: How can an Innovation Management Assessment (IMA) contribute to the future development of an organization and its IM?

This document provides guidance on why it is beneficial to implement an IMA, what you can expect from a good IMA, how to carry it out, and act upon the results of the IMA. More specifically, the document provides the fundamentals for considering an IMA and provides the foundation for carrying out such a process. It is intended to help the user to understand the:

- value and benefits of carrying out an IMA (reasons behind carrying out an IMA);
- different approaches for an IMA;
- IMA process, its steps and impact;
- improvement potential for the IM, the IMA and, as a result, for the assessed organization.

Before continuing further, the reader is encouraged to consult [Annex A](#) of this document, which outlines the key principles behind a good IMA.

Details of an Innovation Management System (IMS) can be found in ISO 56002¹⁾ with particular reference to [Clauses 9](#) and [10](#) which cover performance evaluation and improvement. For details on specific innovation and innovation management tools or techniques, consult ISO 56003 and following documents in the series. The common innovation management terminology can be found in ISO 56000²⁾, "*Fundamentals and Vocabulary*".

1) Under preparation. Stage at the time of publication: ISO/DIS 56002

2) Under preparation. Stage at the time of publication: ISO/CD 56000

Innovation Management Assessment — Guidance

1 Scope

This document will help the user understand why it is beneficial to carry out an Innovation Management Assessment (IMA), what to assess, how to carry out the IMA, and thus maximize the resulting benefits, which are universally applicable to:

- organizations seeking sustained success in their innovation activities;
- organizations performing IMAs;
- users and other interested parties (e.g. customers, suppliers, partners, funding organizations, universities and public authorities) seeking confidence in an organization's ability to manage innovation effectively;
- interested parties seeking to improve communication through a common understanding of Innovation Management (IM), via an assessment;
- providers of training, assessment, or advice in IM;
- developers of related standards;
- academics interested in research related to IMA.

Further, this document is intended to be applicable to:

- all types of organizations, regardless of sector, age, size, or country;
- all approaches to IM regardless of their level of sophistication, and complexity;
- all modalities of managing innovation whether centralized or decentralized;
- all ways to innovate, e.g. internal, collaborative, open, user-, market- or technology-driven innovation;
- all types of innovation such as product, service, process, business model, organizational innovation from incremental to radical.

2 Normative references

There are no normative references in this document.

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