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This standard includes the English version of the European Standard.

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Management de l'innovation - Outils et méthodes de management des opportunités et des idées - Recommandations (ISO 56007:2023)

Innovationsmanagement - Tools und Verfahren für Chancen und Ideen - Leitfaden (ISO 56007:2023)

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Ref. No. EN ISO 56007:2023 E

Contents

Page

European foreword..... 3

European foreword

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This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by February 2024, and conflicting national standards shall be withdrawn at the latest by February 2024.

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INTERNATIONAL STANDARD

ISO 56007

First edition
2023-08

Innovation management — Tools and methods for managing opportunities and ideas — Guidance

Management de l'innovation — Outils et méthodes de management des opportunités et des idées — Recommandations

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Contents

Page

Foreword ..... **v**

Introduction ..... **vi**

1 Scope **1**

2 Normative references **1**

3 Terms and definitions **1**

4 Preparing for managing opportunities and ideas **2**
4.1 General 2
4.2 Key terms 2
4.3 Uncertainty 3
4.3.1 General 3
4.3.2 Uncertainties versus risks 4
4.3.3 Uncertainty reduction 4
4.3.4 Screening for uncertainty 4
4.4 Fundamental questions and principles 4
4.5 Opportunity identification, idea generation and progression 5
4.6 Front end innovation considerations 6
4.7 Methods for managing opportunities and ideas 7

5 People and organization **8**
5.1 General 8
5.2 Leadership 8
5.2.1 General 8
5.2.2 Top management commitment 8
5.2.3 Strategy 9
5.2.4 Governance 9
5.2.5 Front end innovation portfolio 10
5.3 Enabling factors — Resources 10
5.3.1 General 10
5.3.2 Financial resources 10
5.3.3 Time and space 11
5.3.4 Competences and roles 11
5.4 Enabling factors — Organizational support 11
5.4.1 General 11
5.4.2 Culture, motivation and recognition 12
5.4.3 Idea ownership and intellectual property (IP) management 13
5.4.4 Responsible innovation, inclusiveness and sustainability 13

6 Front end innovation processes and activities **13**
6.1 General 13
6.2 Identification 14
6.2.1 General 14
6.2.2 Selecting the right path 15
6.2.3 Inspiring opportunities and ideas 15
6.2.4 Sourcing ideas 16
6.2.5 Generating and capturing opportunities and ideas 17
6.2.6 Scoping opportunities and ideas 17
6.3 Concept creation 18
6.3.1 What is an innovation concept? 18
6.3.2 Clustering/theming 18
6.3.3 Concept generation 19
6.3.4 Cataloguing innovation concept uncertainties 20
6.3.5 Selecting innovation concepts 20
6.4 Validation of innovation concepts 20
6.4.1 General 20

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6.4.2 Testing 20
6.4.3 Selection 22

7 Evaluation **27**
7.1 General 27
7.2 Inputs 27
7.3 Activities 27
7.4 Outputs 28

Annex A (informative) **Preparing for managing opportunities and ideas** **29**

Annex B (informative) **Managing uncertainty for opportunities and ideas** **38**

Annex C (informative) **Front end innovation processes and activities** **48**

Bibliography **59**

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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,* in collaboration with the European Committee for Standardization (CEN) Technical Committee CEN/TC 389, *Innovation management,* in accordance with the Agreement on technical cooperation between ISO and CEN (Vienna Agreement).

Any feedback or questions on this document should be directed to the user’s national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

0.1 General

The ability to innovate is central to any organization's growth, viability, and impact within society. Managing opportunities and ideas is central to the innovation management process. This document focuses on early-stage opportunities and ideas in the front end of innovation; tools and methods for identifying opportunities, creating innovation concepts, and validating innovation concepts to be considered for development and deployment. It does not address ideas that result from development and deployment activities.

Any organization wishing to innovate needs to bring good opportunities and ideas through to realization to provide a stream of potential innovations. This document gives guidelines for the activities from intention through to selection for development.

0.2 Guidance

This document gives guidelines to organizations and individuals to realize value from their opportunities and ideas at strategic and operational levels.

Opportunities and ideas can come from anywhere, e.g. top down, bottom up, inside or outside the organization. They can span the continuum of innovation types from incremental to radical. Organizations need to manage their efforts at different levels of sophistication and complexity, depending on their size, maturity, context, and ambition.

This document supports these different levels according to type of organization and innovation ambitions. It also can help users select and adapt methods and tools that are appropriate to their specific circumstances.

Types of organizations and users of this document include, for example:

a) established, large organizations (for profit and social value) desiring to be more systematic about their idea and opportunity management activities;

b) small and medium enterprises (SMEs) looking to bring more structure to their innovation activities;

c) start-ups/venture capitalists considering how to evaluate opportunities and ideas more systematically;

d) non-profit organizations seeking to leverage innovation activities to build a more innovative organization for the benefit of their interested parties;

e) non-governmental organizations (NGOs) aiming to transform innovation ecosystems through more effective and efficient innovation activities;

f) individuals inside or outside of an organization looking for a framework for managing opportunities and ideas;

g) universities and research institutions exploring new ways to create value by addressing the needs and expectations of the organization and their interested parties.

0.3 Front end of innovation

Figure 1 presents front end innovation activities in relation to innovation processes as described in ISO 56002. Figure 1 emphasizes the iterative nature of managing opportunities and ideas, with learning cycles that reduce uncertainty and lead toward realizing value.

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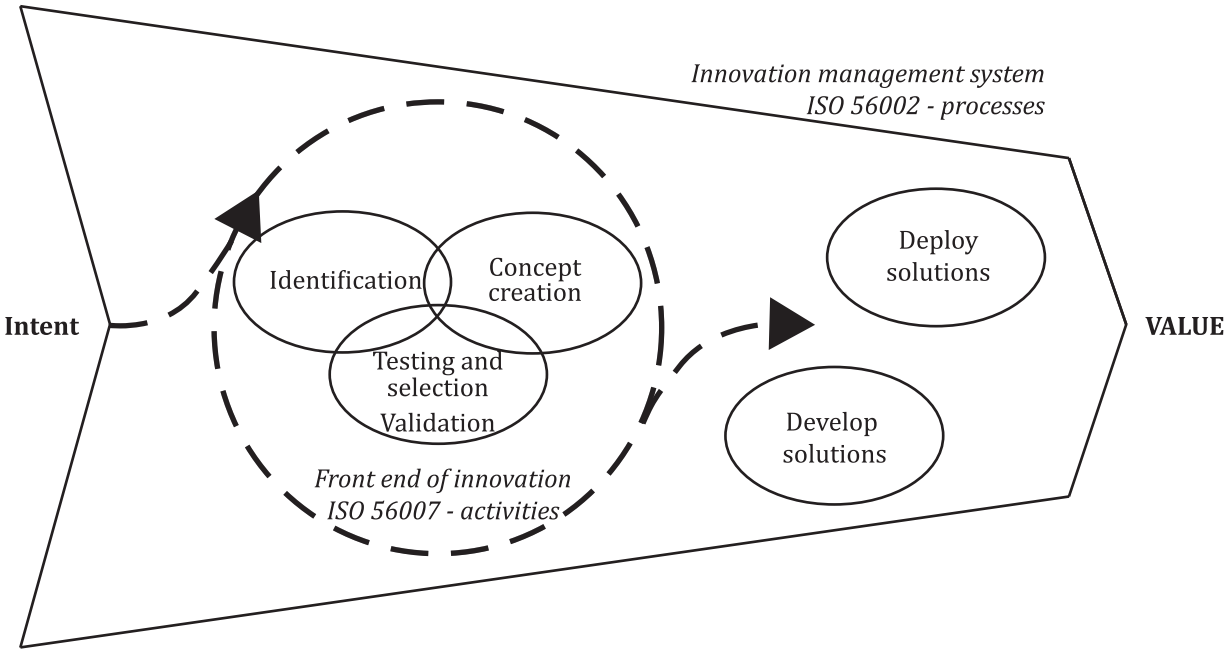

Figure 1 — Front end innovation activities in relation to ISO 56002 innovation processes

The main clauses of this document provide information and guidance as follows:

— Clause 4 focuses on preparing for managing opportunities and ideas, including key terms of reference, fundamental questions to ask, the progression of ideas, innovation drivers to consider, and different methods that can apply;

— Clause 5 focuses on people and organizational considerations and how they can affect managing opportunities and ideas;

— Clause 6 details opportunity and idea management activities and their interrelationships through identification, concept creation and validation (further refined into testing and selection);

— Clause 7 covers review and evaluation of front-end innovation activities and efforts.

0.4 Relationship to other innovation management standards

This document relates to the ISO 56000 family of standards, developed by ISO/TC 279 as follows:

a) ISO 56000 for understanding the main terms, definitions, concepts, and principles of innovation management.

b) ISO 56002 for establishing, implementing, maintaining, and continually improving an innovation management system.

c) ISO 56003 for working together to innovate through innovation partnerships.

d) ISO/TR 56004 for planning, implementing, and acting upon the results of an innovation management assessment.

e) ISO 56005 for establishing and implementing an intellectual property (IP) framework, strategy, and tools for IP management activities.

f) ISO 56006 for developing and providing intelligence to enable strategically driven innovation decisions.

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g) ISO 56008[1)] for planning, designing, and selecting indicators and metrics to measure innovation activities and portfolios.

1) Under preparation. Stage at the time of publication: ISO/DIS 56008:2023.

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INTERNATIONAL STANDARD ISO 56007:2023(E)

Innovation management — Tools and methods for managing opportunities and ideas — Guidance

1 Scope

This document provides guidance on managing opportunities and ideas by:

— explaining the reasons for and the value of managing ideas effectively;

— describing how to prepare for front end innovation activities;

— addressing people and organization issues, including innovation leadership, culture and strategy;

— detailing innovation activities and their interrelationships;

— outlining activity and process evaluation considerations that are important for innovation success.

A sub-set of processes are addressed as described in ISO 56002, i.e. identifying opportunities, creating concepts, and validating them. The activities within these processes, when managed together, bring forward viable innovation concepts for development. Developing these innovation concepts into solutions and deploying these solutions is addressed by ISO 56002 and is outside the scope of this guidance document.

This document provides guidance for any innovation type along the continuum from incremental to radical innovation, as defined in ISO 56000.

This guidance is intended for:

— any user involved in innovation, whether for an organization or individual;

— any organization type or scale;

— any understanding of value creation and realization, whether for profit, social impact, changes in strategic direction, or any other purpose.

This document can help organizations to systematically manage their opportunities and ideas to realize greater value from front end innovation activities to arrive at go/no–go decisions for development. There is no one method or set of tools for use in all situations. Choice is impacted by a range of related considerations to be addressed in this document.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 56000, *Innovation management — Fundamentals and vocabulary*

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