

PD CEN/TS 16555-7:2015



BSI Standards Publication

## Innovation management

Part 7: Innovation Management Assessment

**bsi.**

...making excellence a habit.™

**National foreword**

This Published Document is the UK implementation of CEN/TS 16555-7:2015.

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.

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

© The British Standards Institution 2015. Published by BSI Standards Limited 2015

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.

The period of validity of this CEN/TS is limited initially to three years. After two years the members of CEN will be requested to submit their comments, particularly on the question whether the CEN/TS can be converted into a European Standard.

CEN members are required to announce the existence of this CEN/TS in the same way as for an EN and to make the CEN/TS available promptly at national level in an appropriate form. It is permissible to keep conflicting national standards in force (in parallel to the CEN/TS) until the final decision about the possible conversion of the CEN/TS into an EN is reached.

CEN members are the national standards bodies of Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and United Kingdom.



EUROPEAN COMMITTEE FOR STANDARDIZATION  
 COMITÉ EUROPÉEN DE NORMALISATION  
 EUROPÄISCHES KOMITEE FÜR NORMUNG

**CEN-CENELEC Management Centre: Avenue Marnix 17, B-1000 Brussels**

<b>Contents</b>	<b>Page</b>
<b>European foreword</b> .....	<b>3</b>
<b>Introduction</b> .....	<b>4</b>
<b>1 Scope</b> .....	<b>6</b>
<b>2 Normative references</b> .....	<b>6</b>
<b>3 Terms and definitions</b> .....	<b>7</b>
<b>4 Types of innovation management assessment approaches</b> .....	<b>8</b>
4.1 General.....	8
4.2 Check-list assessment.....	8
4.3 Maturity assessment.....	9
4.4 Benchmarking assessment.....	9
4.5 Application of the innovation management assessment approaches.....	10
<b>5 Guidelines for innovation management assessment</b> .....	<b>11</b>
5.1 General.....	11
5.2 Preparation for the innovation management assessment .....	11
5.2.1 Defining the need for and objectives of the innovation management assessment.....	11
5.2.2 Defining the scope of the innovation management assessment.....	13
5.2.3 Identifying the most suitable approach and tool for the innovation management assessment.....	14
5.3 Execution of the innovation management assessment .....	15
5.3.1 Timing and team for the innovation management assessment .....	15
5.3.2 Conducting the innovation management assessment .....	16
5.4 Action plan development for improvement of the innovation management system.....	17
5.4.1 General.....	17
5.4.2 Developing the action plan for an improved innovation management system.....	17
5.4.3 Documentation and communication of the innovation management assessment results.....	17
5.5 Realization of measurable results from the innovation management assessment.....	19
<b>Annex A (informative) Comparison of innovation management assessment methods and finding the right tool</b> .....	<b>20</b>
<b>Annex B (normative) Deliverables and expected impact from innovation management assessment</b> .....	<b>22</b>

## 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.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

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.*

According to the CEN-CENELEC Internal Regulations, the national standards organizations of the following countries are bound to announce this Technical Specification: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

## 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:

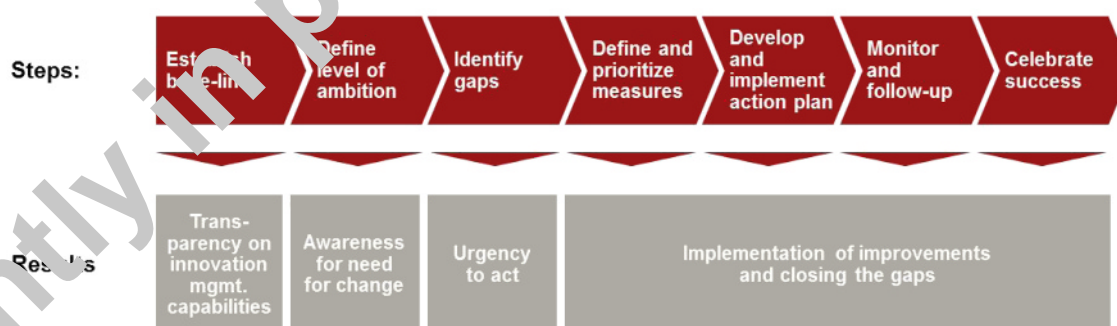


Figure 1 — Decision chain for launching an innovation management assessment

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.

Currently in preview, click buy full version

## 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 the 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*