INNOVATION ASSESSMENT

Who: European Network

Where: Europe wide

When: Assessment 2023-2024

Why: *Improvement of Strategic Intelligence*
ISO 56006
ISO 56001/2

The Initiative

Applying an innovation assessment (ISO 56004) implementing capability assessment of IMS.x (IMS = Innovation Management System) and SIM,x (SIM = Strategic Intelligence Management) processes. The innovation capability assessment helps to benchmark with the ISO 5600x norm series and derive a strengths and weaknesses. Specifically the SIM related processes and learning from the norm inputs was in the focus.

TIME FRAME

The innovation capability assessment has been developed in the TIMS project (2023-2024) and is applied by partners in the EuroSPI network (www.eurospi.net). Thins involves partners from automotive, IT, aerospace, medical and defense industry.

To not violate NDA issues the case study uses the public available (will be published by SPRINGER in Sept 2024) experiences from the EuroSPI organization itself.

TIMS / ISO 56000 Connection

All already available norm parts have been structured into processes with a purpose, outcomes, base practices based on the guidelines from ISO 33004. The process measurements framework has been developed based on ISO 33020.

See below the currently used process landscape which will be extended once more ISO 56000 related parts will be published.

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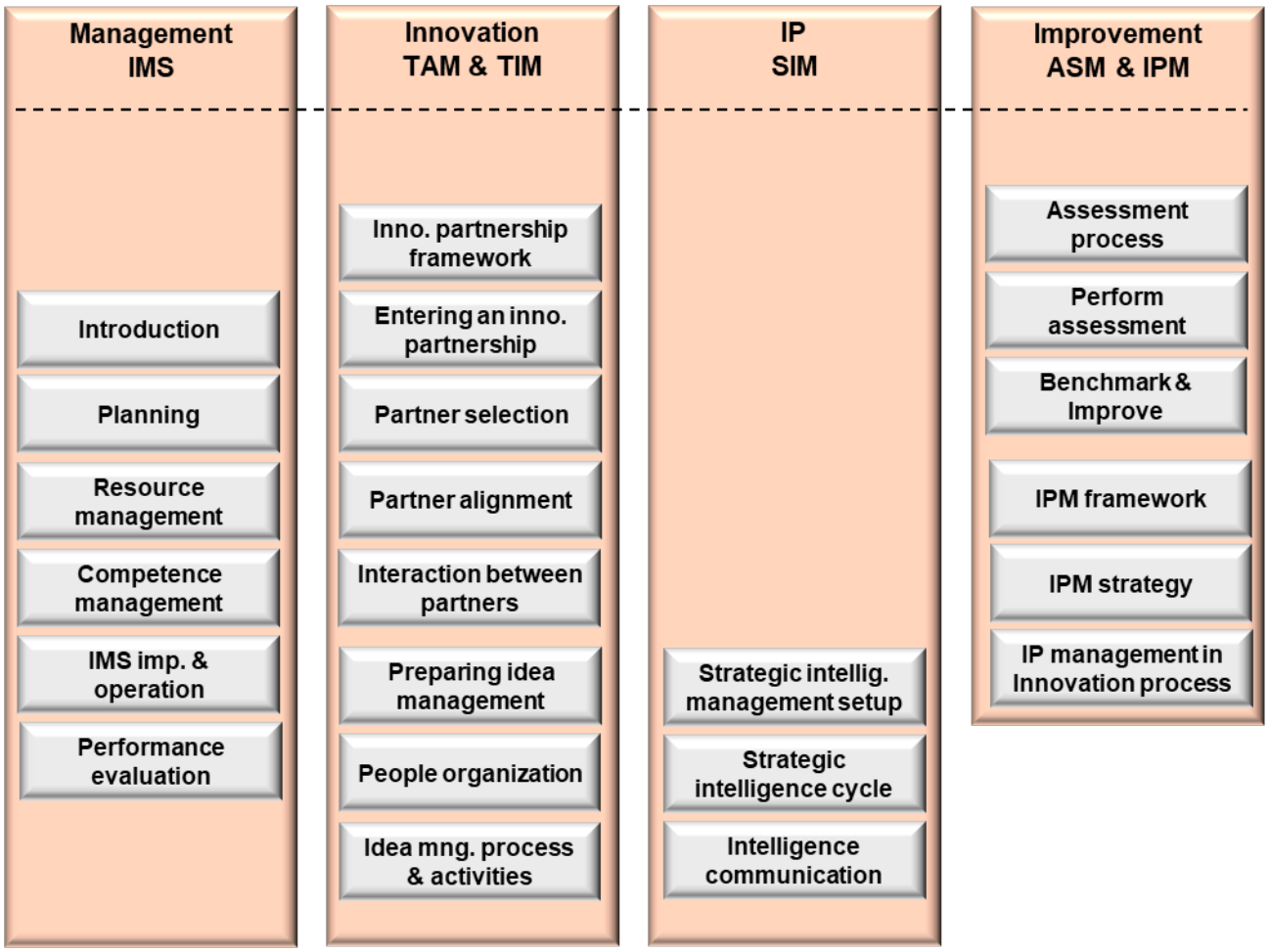

IMS (Innovation Management System) ISO 56001/56002

IMS.0 Introduction: The purpose of the Innovation Management System Introduction is to create an organisational environment for innovation.

IMS.1 Leadership: The purpose of the leadership process by top management as described in ISO56002 is to demonstrate proper leadership while also implementing an innovation management system.

IMS.2 Planning: The purpose of the planning process is to define the innovation opportunities to be planned for exploitation, to plan activities to implement the innovation, and track the innovation objectives, and by planning and implementing the innovation creating an innovation portfolio for the organisation.

IMS.3 Resource Management: The purpose of the resource management process is to plan, provide and maintain resources for innovation management considering people, time, budgets / financing, and tools and infrastructure.

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IMS.4 Competence Management: The purpose of the competence management process is to analyse the skills gaps required for the innovation and to establish a competence matrix illustrating who contributes which skills to the innovation project. The stakeholders and teams are involved based on a communication plan, defined authorities and responsibilities, and a set of meetings.

IMS.5 IMS Implementation and Operation: The purpose of the IMS implementation and operation process is to establish an infrastructure with tools and documentation management in which innovation projects and initiatives can be planned, tracked and implemented. This also includes strategic intelligence analysis tools and methods, IPR procedures, and the tailoring options of plans and processes to fit with different types of innovation.

IMS.6 Performance Evaluation: The purpose of the performance evaluation process is to set up a number of measurable innovation indicators, to report the indicators and to track a successful implementation. The improvement opportunities and corrective actions derived from the analysis of the indicators, internal or external audits and management reviews of the IMS system are tracked to continuously update and improve the IMS.

TAM (Tools and Methods for Innovation Partnerships) ISO 56003

TAM.1 Innovation Partnership Framework: The purpose of the innovation partnership framework process is to establish a framework to identify and enter innovation partnerships.

TAM.2 Entering an Innovation Partnership: The purpose of the entering an innovation partnership process is to perform a gap analysis to identify the competency, capability and asset gaps and enter partnerships to fill the gaps.

TAM.3 Partner Selection: The purpose of the TAM partner selection process is to identify, evaluate and select innovation partner(s).

TAM.4 Partner Alignment: The purpose of the TAM partner alignment process is to create a shared understanding of the partnership in terms of the proposed opportunity for innovation.

TAM.5 Interaction between Partners: The purpose of the TAM interaction between partners process is to create a formal innovation partnership agreement.

ASM (Innovation Assessment) ISO/TR 56004

ASM.1 Assessment Process: The purpose of this process is to establish and define a continuous innovation management assessment and improvement cycle.

ASM.2 Perform Assessments: The purpose of this process is to assess the innovation projects applying the innovation process based on an ISO 56000 capability assessment (norm ISO 33020 based). This is based on interviews, assessment

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checklists or tools, and a resulting capability profile with strengths and weaknesses. Weaknesses are used to define action plans.

ASM.3 Benchmark and Improve: The purpose of this process is to benchmark the assessment results (capability profiles) internally and externally and conclude the assessment and improvement strategy of the organisation.

IPM (Intellectual Property Management) ISO 56005

IPM.1 IPM Framework: The purpose of this process is to establish an organisational framework in which IP Management can be implemented.

IPM.2 IP Strategy: The purpose of this process is to develop and implement an IP management strategy.

IPM.3 IP Management in Innovation Processes: The purpose of this process is to deploy the IP management process.

SIM (Strategic Intelligence Management) ISO 56006

SIM.1 Strategic Intelligence Management Setup: The purpose of this process is to establish and define the key items of the Strategic Intelligence Management.

SIM.2 Strategic Intelligence Cycle: The purpose of this process is to describe in detail all steps that need to be taken in order to control and manage the SI Cycle successfully.

SIM.3 Intelligence Communication: The purpose of this process is to determine the necessary steps for the effectiveness of the strategic intelligence.

TIM (Tools and Methods for Idea Management) ISO 56007

TIM.1 Preparing for Idea Management: The purpose of the TIM preparing for idea management process is to prepare and support a holistic idea management including schema to categorise and rate ideas to make go/no-go decisions about ideas.

TIM.2 People and Organisation: The purpose of the TIM people and organisation process is to consider the roles and skills required for the innovation, assign staff to the roles, and receiving top management support and decision maker support for creating an environment for open innovation.

TIM.3 Idea Management Process and Activities: The purpose of the TIM idea management process and activities process is to assure the definition, and deployment of an effective process model for idea management.

CORE TEAM & EXTERNAL PARTICIPANTS

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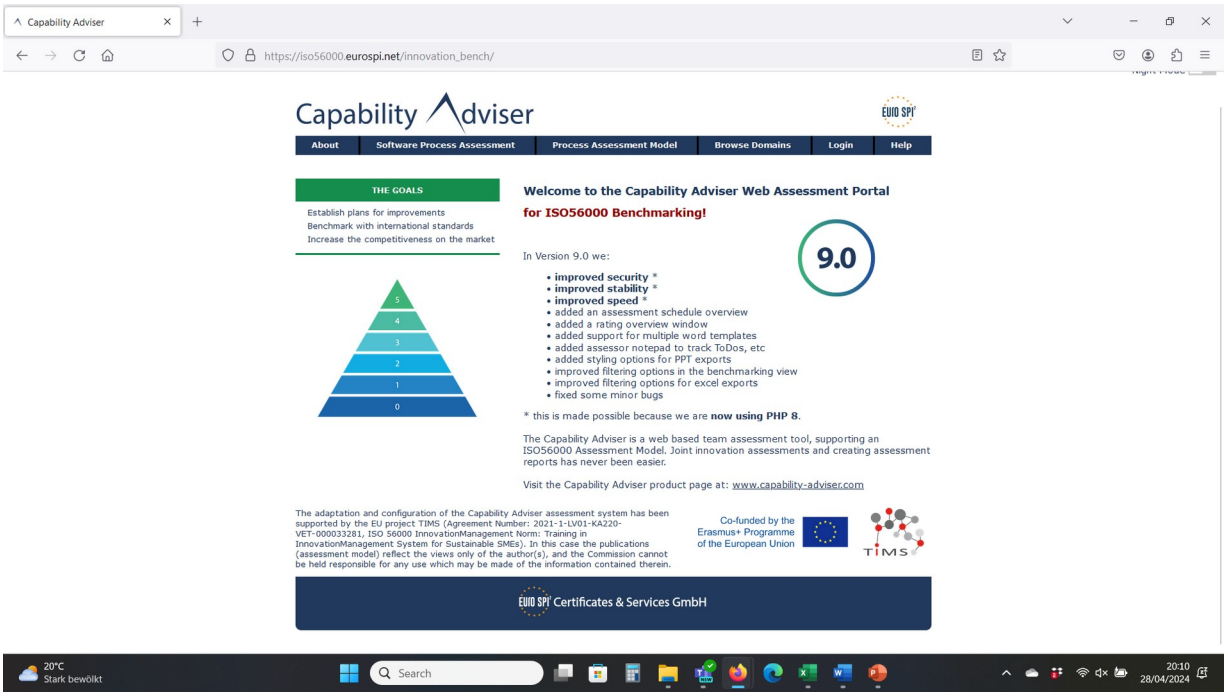
In EuroSPI (www.eurospi.net) in cooperation with TIMS an assessment system has been established. Partners in the EuroSPI network can access and use the portal and feedback to the team.

Also the ASA (Automotive Skills Alliance) pact for skills partner in the Erasmus+ program is a supporter and will establish in 2024 an innovation agent task force in Brussels, where the use of such a benchmarking system will be promoted to all car makers and suppliers.



Origins

How it started; problems and questions that needed to be answered

To invest into future innovation and improvement requires to know where the organisation has gaps and in which areas an improvement is recommended. This means that process benchmarking is required.

In ISO this approach started in 1994 with the ISO 15504 series, which was from 2001 onward used by automotive and aerospace industry and around 2012 a rework of this norm started. This led to a new norm series ISO 330xx where the strengths and weaknesses profile approach (process measurement framework) has been extended to support all industries in the world. This means that ISO 33002 is general framework how to do such assessments, ISO 33004 describes how to define processes to assess for a new industry domain, and ISO 33020 describes how to measure and benchmark.

This norm approach is widely used in all continents of the world, such as Europe, USA, China, India, Japan, South America, etc. and in TIMS we developed the first

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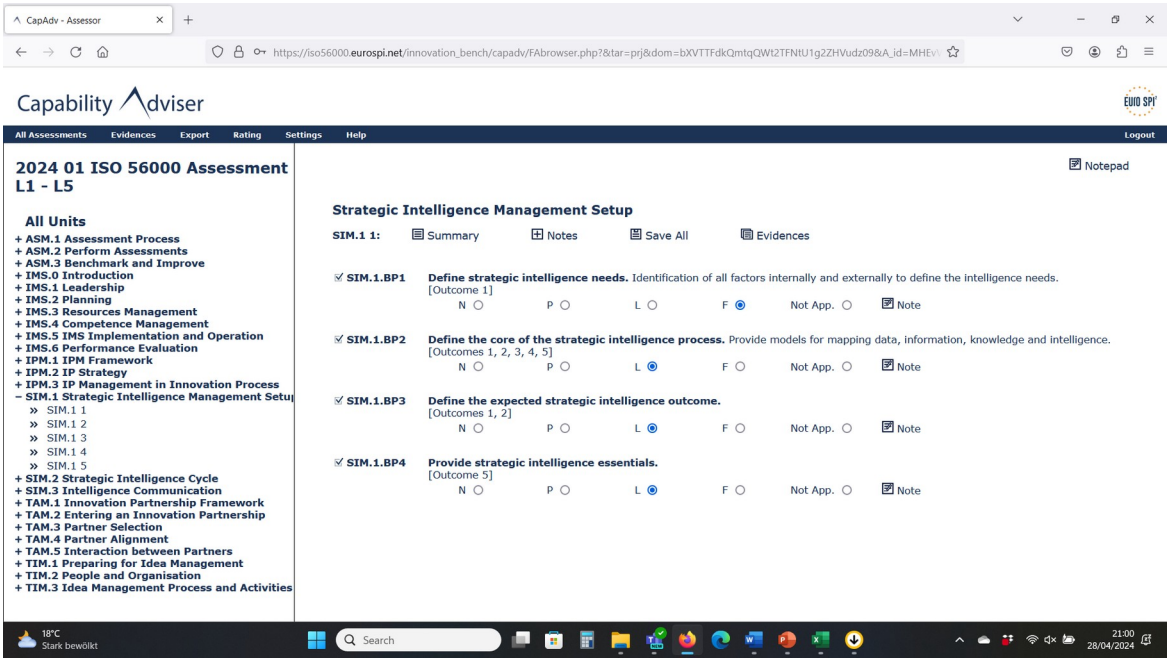
model to apply ISO 330xx series for innovation assessment.

Deciding the focus

How / whom decided the focus to take; how was this process

In the case study for EuroSPI certain processes have been selected where it was expected to learn from the benchmarking with the norm. Therefore EuroSPI decided to e.g. benchmark with SIM Strategic Intelligence Management.

Bae practices of the SIM.x processes are rated.



Each practice has expected outcomes.

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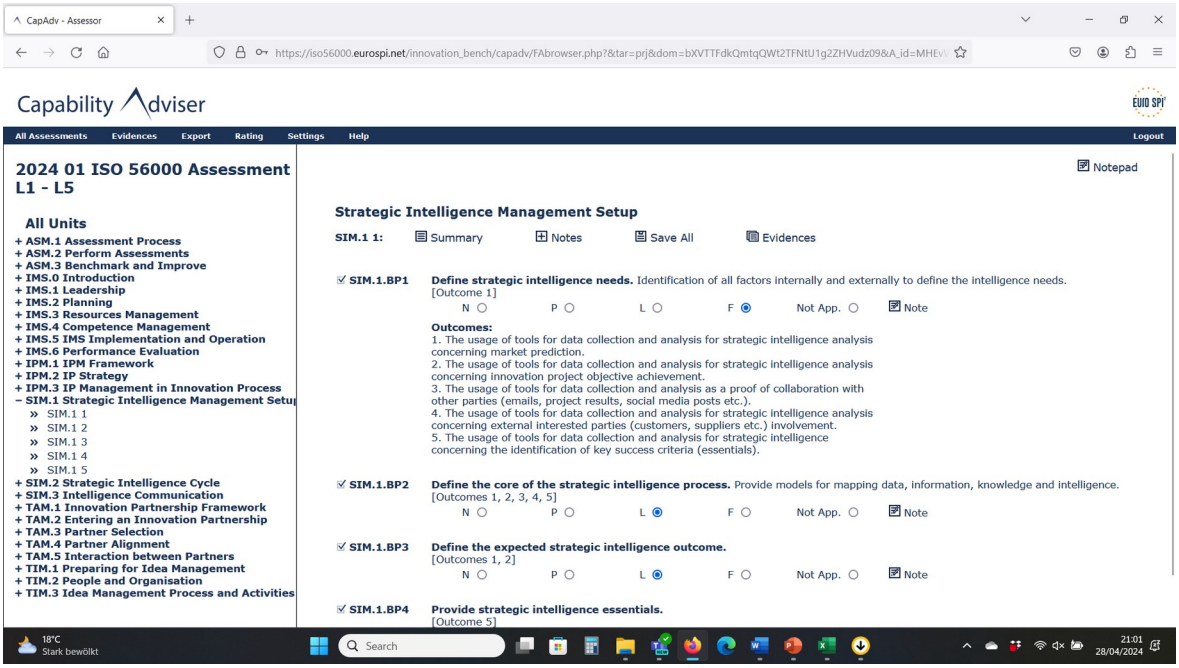
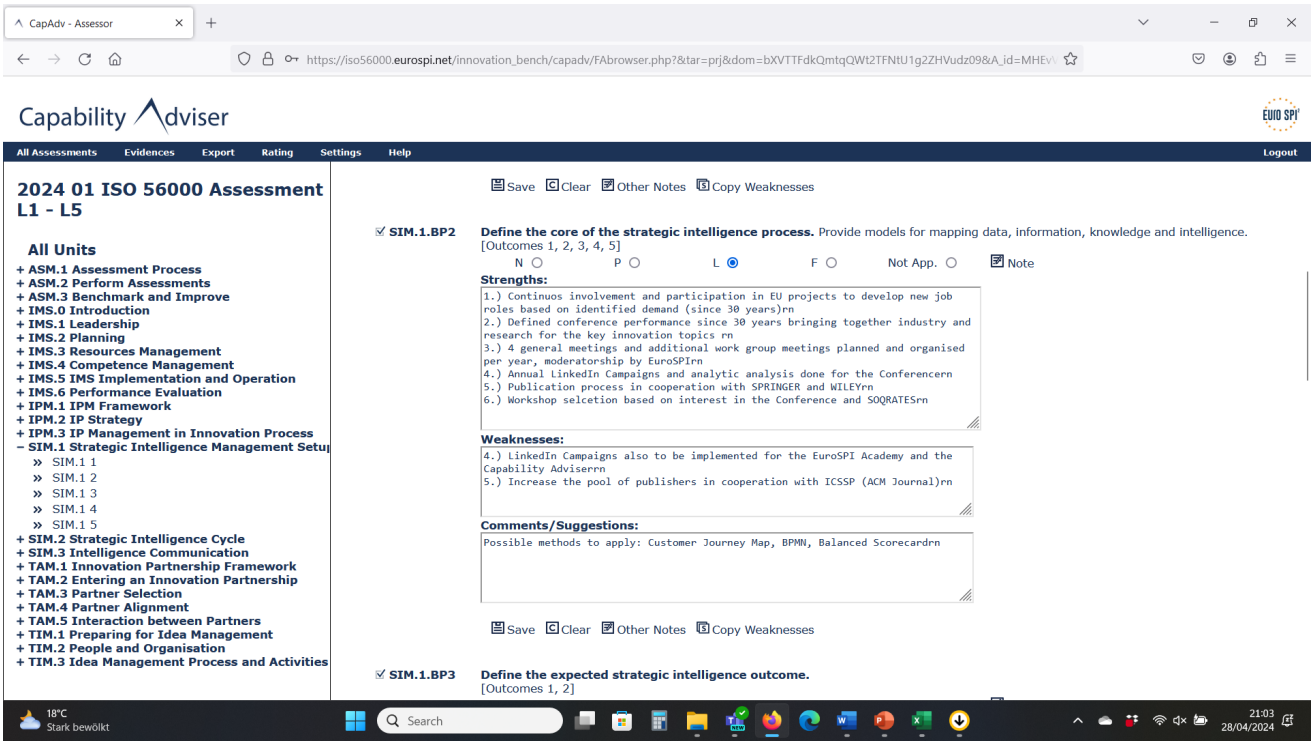


Each rating is commented (strengts/weaknesses/comments)



The rating scale is defined by ISO 33020:

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Not achieved 0% to 15 %
"There is little or no evidence of achievement of the defined attribute in the assessed process."

Partially achieved > 15 % to 50 %

"There is some evidence of an approach to, and some achievement of, the defined attribute in the assessed process. Some aspects of achievement of the attribute may be unpredictable."

Largely achieved > 50 % to 85 %

"There is evidence of a systematic approach to, and significant achievement of, the defined attribute in the assessed process. Some weakness related to this attribute may exist in the assessed process."

Fully achieved > 85 % to 100 %

"There is evidence of a complete and systematic approach to, and full achievement of, the defined attribute in the assessed process. No significant weaknesses related to this attribute exist in the assessed process."

Based on the benchmarking the identified weakenesses are used to establish an action plan. E.g. SIMS related:

- LinkedIn Campaigns also to be implemented for the EuroSPI Academy and the Capability Adviser
- Increase the pool of publishers in cooperation with ICSSP (ACM Journal)
- Competitor analysis missing, balanced scorecard: Metric per strategy 1-6 and creating a dashbord to track and analyse it anually

Finance

According to the Also the ASA (Automotive Skills Alliance) pact for skills partner in the Erasmus+ program which establishes an innovation agent task force in Brussels, this tool is a method to be applied by the innovation managers and innovation agents in a company.

For companies who have already an established innovation management and innovation process the additional effort is within the normal innovation budget, only this tool facilitates the innovation planning and innovation decision making.

For those starting new with innovation the duration for such an assessment is approximately 1 week (2 hours per process of the assessment model) plus 3 days to establish a report and improvement plan.

Outcomes to date

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Added value taken from the case study strategy.

The innovation capability assessment delivers an objective evaluation showing a strengths and weaknesses profile against the ISO 56000 sections (which were structured as processes which are assed). The capability level scale allows a measurement framework to benchmark a company against a comparable profile (measurement framework of ISO 33020).

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