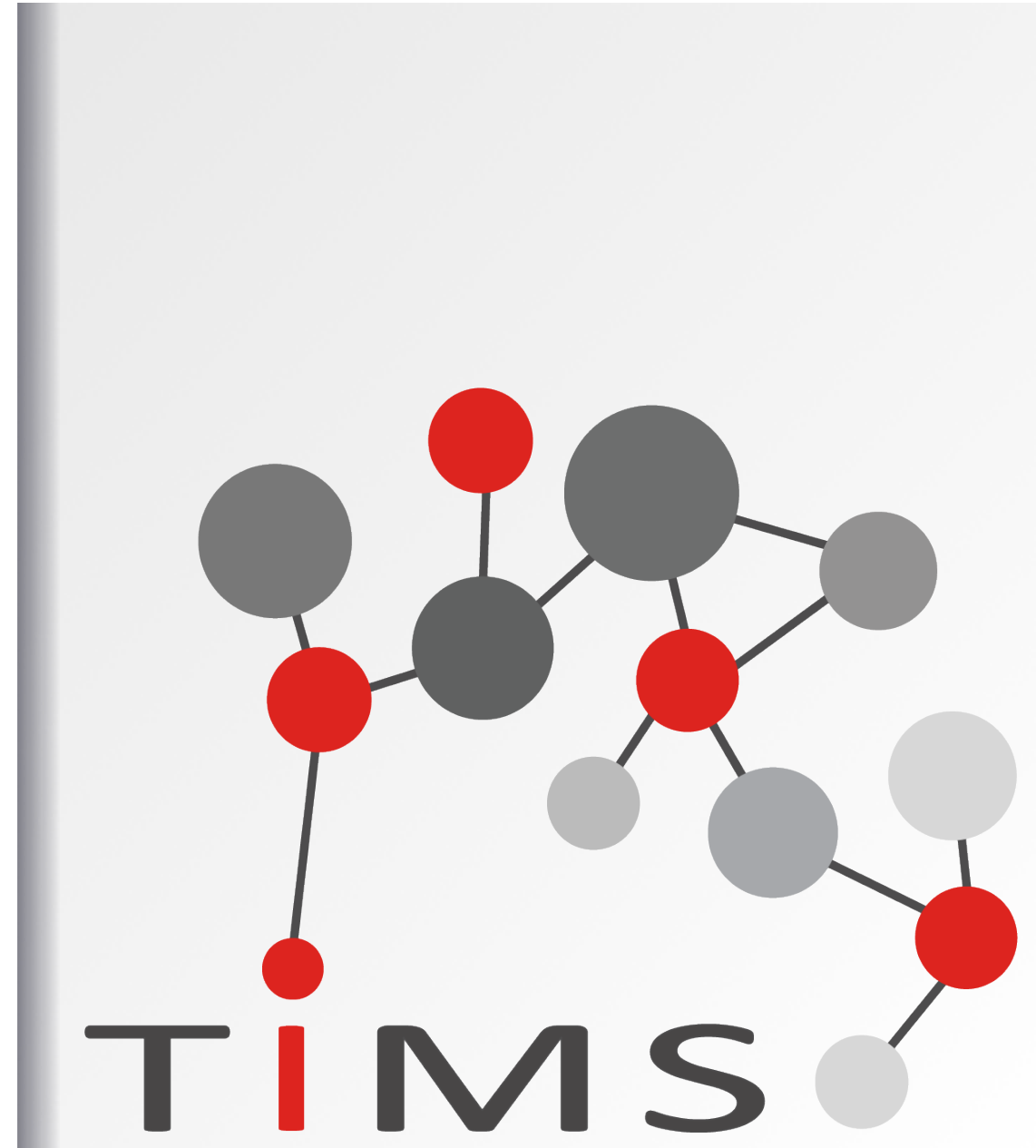


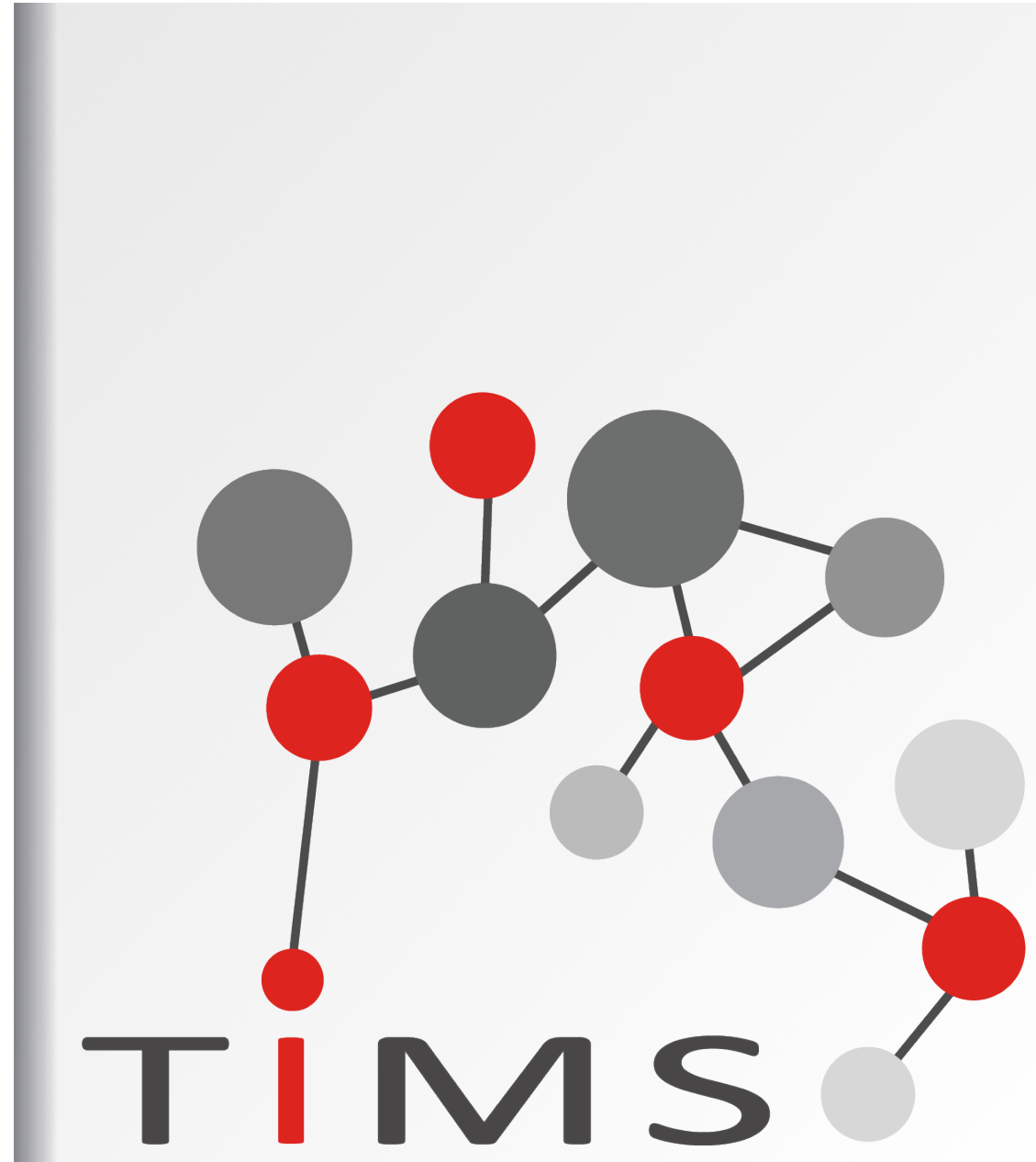
**Innovation management —
Innovation management
system**

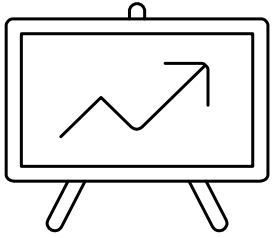


Hello!
Nice to meet you

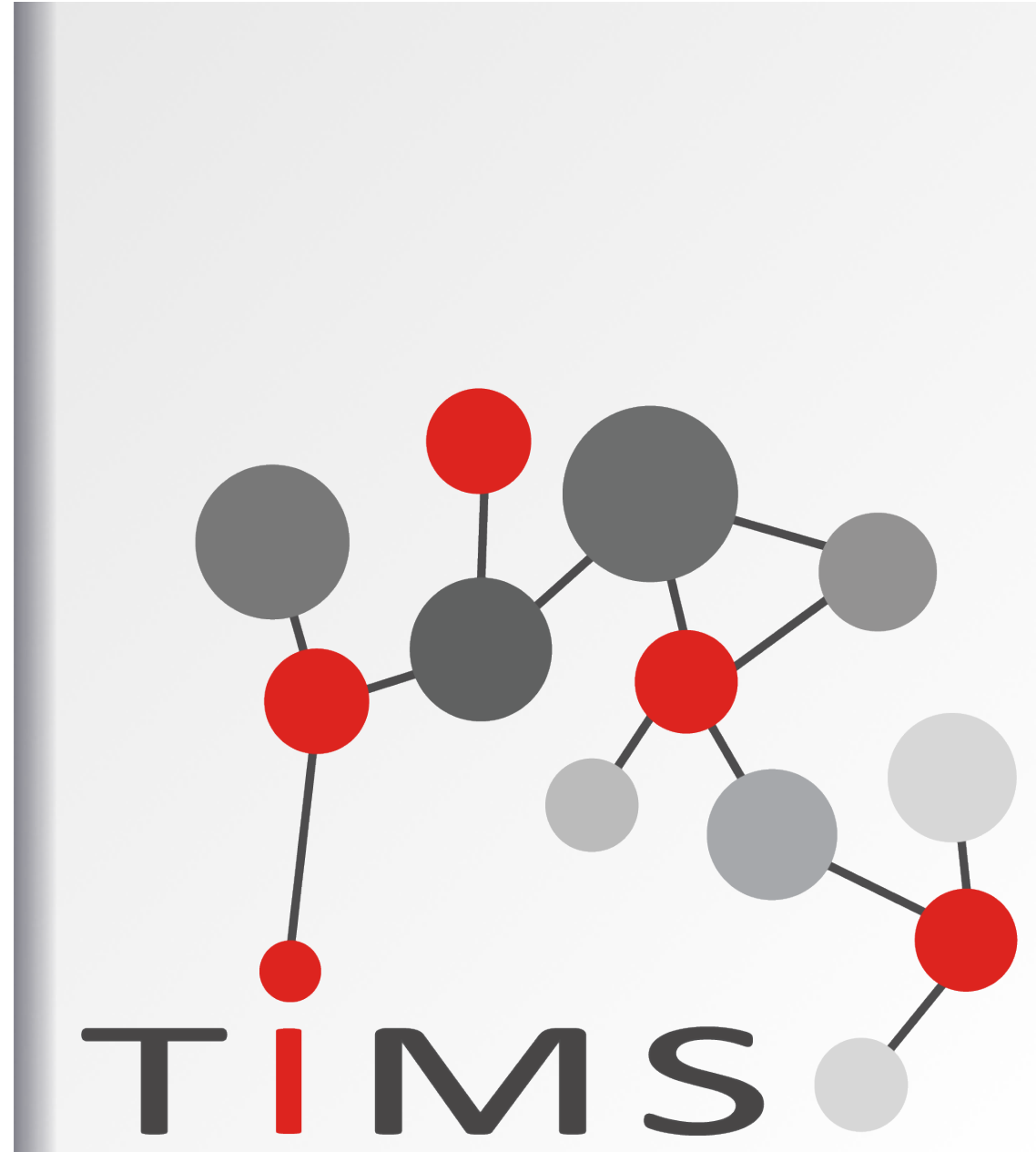
Contact us at:

- www.timsproject.eu
- <https://www.facebook.com/timsproject>





Performance evaluation





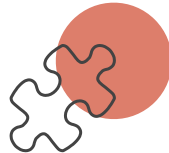
what should be monitored and measured in terms of innovation performance at the system, portfolio and initiative levels;



what innovation performance indicators will be used;



where necessary, monitoring, measurement, analysis and evaluation tools and methods to ensure valid results;



when monitoring and measurements will be carried out;



when the monitoring and measurement results will be analyzed and evaluated;



who will be responsible.

Documented information should be available

Monitoring, measurement, analysis and evaluation
The organization must determine:



A set of quantitative or qualitative innovation performance indicators may include a balance of:

1. indicators related to the contribution, such as number of ideas, number of innovation initiatives, value creation potential of ideas, new sources of knowledge, new knowledge, resources and competences;
2. performance-related metrics such as speed of experimentation, learning and development, number or proportion of employees, managers or users involved or trained, effectiveness of collaboration and relationships, new tools and methods adopted, time to profit, time to market, level of commitment, and brand awareness;



A set of quantitative or qualitative innovation performance indicators may include a balance of:

3. indicators related to results, such as the number or proportion of ideas implemented, return on investment in innovation, revenue and profit growth, market share, ease of use, speed of user adoption, customer satisfaction users, innovation diffusion rate, organizational renewal and transformation, social and sustainability benefits, cost savings, learning speed, intellectual property, new users and image.



Innovation performance measures can be applied at the system, portfolio or initiative level and can be evaluated and improved as needed. They can focus both on the elements of the innovation management system, the evaluation of their interaction, and on the results.



An organization can use comparisons with other organizations to monitor and evaluate performance.



Analysis and evaluation

The organization must analyze and evaluate the performance and effectiveness of the innovation and the effectiveness of the IMS.



(a) realization and redistribution of value in connection with innovation strategy and goals, as well as as a result of innovation activities;

(b) the elements of the IMS and their interactions, including portfolios, support, initiatives and processes.



The frequency of analysis and evaluation, as well as the tools and methods used, may depend on the context of the organization, as well as on its ambitions to further improve innovation performance.





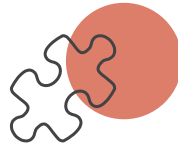
**The level of understanding
of the context;**



**The degree of
commitment of the
leader**



**The effectiveness of
actions taken to address
opportunities and risks;**



**Efficiency of the
innovation strategy**



**Efficiency and
effectiveness of
innovation support and
processes;**



**Sharing knowledge and
learning from successes and
failures**



**The need for IMS
improvements.**

The results of the
analysis can be used to
assess:

Internal audit

The organization conducts internal audits at scheduled intervals to provide information on whether the IMS meets:

- 1.the organization's requirements for its IMS
- 2.is effectively implemented and maintained
- 3.there are gaps that need to be addressed





Internal audit program

The organization plans, establishes, implements, and maintains one or more audit programs, including frequency, methods, responsibilities, scheduling requirements, and reporting.

In developing the internal audit program(s), the organization shall take into account the importance of relevant management system processes and other elements and the results of previous audits.



The organization:

Determines the audit objectives, criteria and scope of each audit;

Select auditors and conduct audits to ensure objectivity and impartiality of the audit process;

Ensures that the results of the audit are reported to the relevant management;

Resolve corrective measures within a reasonable time frame.

Documented information should be available as evidence.



Management review

Top management should review the organization's IMS at planned intervals to ensure its continued suitability, relevance, effectiveness and efficiency.

The management review can be carried out over a certain period of time, and it can partially or fully cover all elements of the IMS. The depth and frequency of such reviews may vary depending on the circumstances of the organization.



Management review input



1. the status of previous management review activities;
2. changes in external and internal themes and areas of opportunity relevant to the IMS;
3. changes in the needs and expectations of stakeholders regarding the IMS;
4. information on innovation results, including trends:



Trends:



- realization of values;
- degree of achievement of innovation goals;
- execution of innovation portfolios, initiatives and processes;
- share knowledge and learn from both successes and failures;
- deviations, inconsistencies and corrective actions;
- results of monitoring, measurement, analysis and evaluation;
- audit results.



Management review input



5. compatibility of innovation intention, policy, strategy and goals with the strategic direction of the organization;
6. adequacy of support, including resources and competencies;
7. relevance of innovation performance indicators;
8. the effectiveness of actions taken to address opportunities and risks;
9. continuous improvement opportunities.



Management review results



The results of the management review will include decisions and actions related to improvement opportunities and any changes to the IMS.

Documented information should be available as evidence.







Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.



Co-funded by
the European Union