Who needs a standard for Innovation Management?

Towards a Management System Standard (MSS) for Innovation

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Counterintuitive?

Innovation

Standardization
1. Innovation: more complex

- Product centric
- Internally oriented
- Mature markets focus
- Current business
- Experts
- Market & insight driven

- Emerging markets
- Open & collaborative
- New areas & models
- Involve everyone
2. R&D is not enough

There is NO correlation between R&D spending and business performance.

Companies with a highly aligned innovation strategy and a culture that supports innovation significantly outperform their peers:

- 30% higher enterprise value growth
- 17% higher profit growth

Annual survey of the global 1000 top R&D spenders, Booz & Company 2012
3. Less organizational “slack”
4. Organizations are confused

Many firms are confused about innovation — what it is, what it can do and whether it can or should be formally managed.

Even companies considered to be highly innovative struggle to maintain a consistent and ongoing level of innovation.

[Gartner Research 2010]
Your organization?

- Innovation is very important for us
  - We can get better at it
  - But not sure how to do it
Summary

1. Innovation: more complex
2. R&D is not enough
3. Less organizational “slack”
4. Organizations are confused

Need for systematic innovation
What is standardization?

• The voluntary process of developing technical specifications based on consensus among all interested parties (industry including SMEs, consumers, trade unions, public authorities, etc).
• It is carried out by independent standards bodies, acting at national, European (CEN) and international (ISO) level.
Ongoing standardization

- CEN/TC 389 “Innovation Management” started in November 2008, initiated by Spain AENOR
- First publication July 2013: CEN/TS 16555-1 Innovation Management System
- Work starting within ISO
Planning for the IMS

Innovation enablers

Performance evaluation of the IMS

Leadership for Innovation

IDEAS

Innovation processes

RESULTS

Planning for the IMS

Improvement of the IMS

Innovation Management System
Leadership for innovation

1. Vision & goal
2. Innovation strategy
3. Human/financial resources
4. Roles and responsibilities
5. Policy for protecting IP
6. Policy for collaboration
7. Foster innovative culture
8. Communication
9. Measure performance
10. Promote IMS improvement
Purpose and scope

• Aim: Guide organizations to introduce, develop and maintain a framework for systematic innovation management practices (an IMS).
• Scope: Applicable to all public and private organizations, regardless of sector, type or size.
• Intention: Increase awareness of innovation, guide to establish an IMS, improve innovation performance, create value for the organization
Why a common framework?

1. **Guide organizations** to implement systematic innovation
2. Facilitate **innovation assessment** and benchmarking
3. Expand the market for innovation **support services**
4. **Pre-requisite** for funding, procurement & partnering etc.
5. Step to **integrate innovation** as a discipline into the organization
General management system

Quality: ISO9000
Environment: ISO14000
... Innovation

Common format
Professionalization?

Maturity

Established, integrated

Ad hoc, sporadic

Project management

Quality management

Innovation management

Today
Going forward

- Main document to be published July 2013
- Pilot test of the standard in organizations
- Continued development by ISO

Want to participate? -> National standards organization
END
Links

Systematic Innovation and the Journey Towards a Unified Innovation Management Standard

Preparing Ourselves for Innovation Standards
http://www.innovationmanagement.se/2012/11/22/preparing-ourselves-for-innovation-standards/

CEN/TC 389 'Innovation Management'
http://www.cen.eu/cen/Sectors/Sectors/Innovation/Pages/TC%20389.aspx
Innovation defined

“implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations”

[Oslo Manual, OECD 2005]
Innovation Management System

“set of interrelated or interacting elements of an organization to establish innovation policies and objectives, and processes to achieve those objectives”

[CEN/TC 389 N 106, 2012]