

DRAFT FOR COMMENTS ONLY

BUREAU OF INDIAN STANDARDS

Draft Indian Standard

**Innovation management —
Tools and methods for strategic intelligence management —
Guidance
(ICS 03.100.01; 03.100.40)**

Not to be reproduced without the permission of BIS or used as Standard	Last Date for receipt of Comments is May 2023
---	--

NATIONAL FOREWORD

Formal clauses to be added later.

The text of ISO Standard has been approved as suitable for publication as an Indian Standard without deviations. Certain conventions are, however, not identical to those used in Indian Standards. Attention is particularly drawn to the following:

- Wherever the words ‘International Standard’ appear referring to this standard, they should be read as ‘Indian Standard’.
- Comma (,) has been used as a decimal marker while in Indian Standards, the current practice is to use a point (.) as the decimal marker.

In this adopted standard, reference appears to an International Standard for which Indian Standard also exists. The corresponding Indian Standard, which is to be substituted in its place, is listed below along with its degree of equivalence for the editions indicated:

<i>International Standard</i>	<i>Corresponding Indian Standard</i>	<i>Degree of Equivalence</i>
ISO 56000, Innovation management — Fundamentals and vocabulary	IS/ISO 56000 : 2020, Innovation management — Fundamentals and vocabulary	Identical

Note: The technical content of the document is not available on BIS Website. For details, please refer the corresponding ISO 56006: 2021 or kindly contact:

Sc F & Head
Management and Systems Department
Bureau of Indian Standards,
Manak Bhawan, 9, B.S. Zafar Marg, New
Delhi – 110 002
Email: msd@bis.org.in
Telephone/Fax: 011-23231106

Introduction

0.1. General

Organizations operate in a volatile, uncertain, complex and ambiguous environment which is characterised by expanding knowledge flows, increasing global competition and rapid rates of change. This creates the need to anticipate change, influence the environment and make timely and informed decisions regarding innovation.

Global knowledge and information-based environments require strategic-thinking leaders to utilise this knowledge to define their organizational and innovation strategy. This supports organizations in responding to changes in their environment, e.g. social, technological, market, regulatory, policy.

To this extent, it is necessary to isolate or synthesize data and information with high-confidence and to convert it into knowledge for driving strategic decisions.

Strategic intelligence is the outcome of a structured process for collecting, processing and communicating data, information and knowledge to decision-makers, that can be applied continuously or to specific projects to be launched.

The process backbone lies on the capability of ensuring objectiveness and appropriateness of scope and criteria, reliability of data sources and information derived, transparency of the actions performed to interpret and communicate the knowledge. As such, it is both an element of risk reduction as well as strategic growth and it enables organizations to set strategic direction and implement their innovation initiatives.

An organization can leverage strategic intelligence as an enabling factor to achieve its business objectives and to implement innovation initiatives, for a range of purposes such as:

- identifying new business opportunities and alliances;
- increasing competitive advantage;
- anticipating risk and uncertainty;
- enabling technology transfer opportunities;
- forecasting societal, political, technological and business drivers;
- seeking out weak signals to anticipate change;
- overcoming barriers that limit value creation;
- implementing a structured approach to problem solving.

0.2. Principles

Strategic intelligence within the context of innovation management should conform to the following innovation management principles that are the foundation of an innovation management system:

- a) Realisation of value

Strategic intelligence impacts on the vision, mission and innovation activities of an organization.

As such, it should support the creation of value for all relevant stakeholders. This includes long-term and short-term value; explicit and implicit value; financial and non-financial value (e.g. competence growth, technological and/or competitive advantage, societal benefit, sustainability improvement).

b) Future-focused leaders

When managing innovation initiatives, leaders across the organization should foster strategic intelligence as an enabling factor for long-term value creation.

c) Strategic direction

The organization should align the overall strategic direction for the management of strategic intelligence with its business and innovation strategies.

d) Culture

Strategic intelligence management should be aligned and fostered within the shared values, beliefs and behaviours across the organization (and relevant community) and should be part of its identity.

NOTE 1 The concept of "culture" (supporting innovation activities) is defined in ISO 56000:2020, 3.2.10 and specifically addressed in ISO 56000:2020 4.3.4 and ISO 56002:2019, 4.4.2 respectively.

NOTE 2 The concept of "identity of an organization" is specified and addressed in ISO 9004:2018, Clause 6.

e) Exploiting insights

Pursuing innovation opportunities in order to drive innovation and create value, clearly relies on the capacity of generating insight, defined in ISO 56000:2020, 3.4.3 as profound and unique knowledge about an entity.

In this perspective, strategic intelligence management should ensure access to a diverse range of internal and external data, information and knowledge sources to systematically build expertise in support of strategic decision-making.

f) Managing uncertainty

The organization should foster strategic intelligence management in support of identifying, assessing and managing innovation uncertainties and related opportunities and risks.

g) Adaptability

The organization should align the need of strategic intelligence with its vision and mission, addressing and even anticipating changes at different time scales in the external and internal context.

h) Systems approach

The organization should manage strategic intelligence based on a systems approach (instead of

an ad-hoc basis) with a view to reducing organizational risks and enhancing value creation potential for the organization.

These principles can be considered as an open set to be integrated and adapted within the organization.

Scope

This document provides guidelines for supporting strategic intelligence within innovation management. It aims at addressing the following areas concerning strategic intelligence at strategic and operational levels:

- creating a strategic intelligence management strategy to support innovation in an organization;
- establishing strategic intelligence management in support of the innovation activities and initiatives within the innovation management system and the related innovation processes;
- applying strategic intelligence tools and methods in support of the innovation activities and initiatives within the innovation management system and the related innovation processes.

Strategic intelligence is transversal and cross-sectorial by nature. It is not limited to innovation activities and can apply to all areas where knowledge is required for strategic decision-making and consequent actions.

This document is not applicable to:

- certification;
- data protection.