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BUREAU OF INDIAN STANDARDS

Draft Indian Standard

Innovation Management —
Tools and Methods for Managing Opportunities and Ideas — Guidance

ICS 03.100.40; 03.100.01

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NATIONAL FOREWORD

(Formal clauses to be added later on)

The text of the International 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:

   a) Wherever the words 'International Standard' appear referring to this standard, they should be read as `Indian Standard'.

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

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

Annexes A, B and C are for informative only.

Note: The technical content of the document is not available on website. For details, please refer the corresponding ISO 56007: 2023 or kindly contact:

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Scope

This document provides guidance on managing opportunities and ideas by:

— explaining the reasons for and the value of managing ideas effectively;
— describing how to prepare for front end innovation activities;
— addressing people and organization issues, including innovation leadership, culture and strategy;
— detailing innovation activities and their interrelationships;
— outlining activity and process evaluation considerations that are important for innovation success.

A sub-set of processes are addressed as described in ISO 56002, i.e. identifying opportunities, creating concepts, and validating them. The activities within these processes, when managed together, bring forward viable innovation concepts for development. Developing these innovation concepts into solutions and deploying these solutions is addressed by ISO 56002 and is outside the scope of this guidance document.

This document provides guidance for any innovation type along the continuum from incremental to radical innovation, as defined in ISO 56000.

This guidance is intended for:

— any user involved in innovation, whether for an organization or individual;
— any organization type or scale;
— any understanding of value creation and realization, whether for profit, social impact, changes in strategic direction, or any other purpose.

This document can help organizations to systematically manage their opportunities and ideas to realize greater value from front end innovation activities to arrive at go/no–go decisions for development. There is no one method or set of tools for use in all situations. Choice is impacted by a range of related considerations to be addressed in this document.

Introduction

0.1 General

The ability to innovate is central to any organization's growth, viability, and impact within society. Managing opportunities and ideas is central to the innovation management process. This document focuses on early-stage opportunities and ideas in the front end of innovation; tools and methods for identifying opportunities, creating innovation concepts, and validating innovation concepts to be considered for development and deployment. It does not address ideas that result from development and deployment activities.

Any organization wishing to innovate needs to bring good opportunities and ideas through to realization to provide a stream of potential innovations. This document gives guidelines for the activities from intention through to selection for development.

0.2 Guidance

This document gives guidelines to organizations and individuals to realize value from their opportunities and ideas at strategic and operational levels.

Opportunities and ideas can come from anywhere, e.g. top down, bottom up, inside or outside the organization. They can span the continuum of innovation types from incremental to radical. Organizations need to manage their efforts at different levels of sophistication and complexity, depending on their size, maturity, context, and ambition.

This document supports these different levels according to type of organization and innovation ambitions. It also can help users select and adapt methods and tools that are appropriate to their specific circumstances.

Types of organizations and users of this document include, for example:

a) established, large organizations (for profit and social value) desiring to be more systematic about their idea and opportunity management activities;
b) small and medium enterprises (SMEs) looking to bring more structure to their innovation activities;
c) start-ups/venture capitalists considering how to evaluate opportunities and ideas more systematically;
d) non-profit organizations seeking to leverage innovation activities to build a more innovative organization for the benefit of their interested parties;
e) non-governmental organizations (NGOs) aiming to transform innovation ecosystems through more effective and efficient innovation activities;
f) individuals inside or outside of an organization looking for a framework for managing opportunities and ideas;
g) universities and research institutions exploring new ways to create value by addressing the needs and expectations of the organization and their interested parties.

0.3 Front end of innovation

Figure 1 presents front end innovation activities in relation to innovation processes as described in ISO 56002. Figure 1 emphasizes the iterative nature of managing opportunities and ideas, with learning cycles that reduce uncertainty and lead toward realizing value.
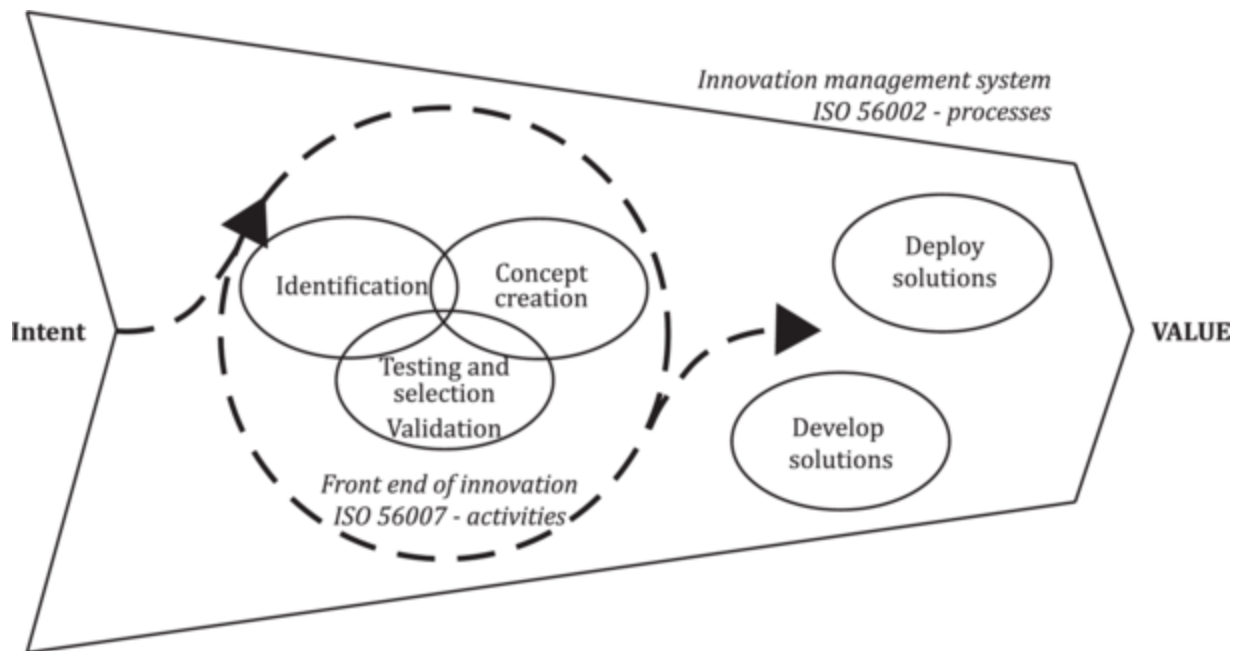
Figure 1 — Front end innovation activities in relation to ISO 56002 innovation processes

The main clauses of this document provide information and guidance as follows:

— Clause 4 focuses on preparing for managing opportunities and ideas, including key terms of reference, fundamental questions to ask, the progression of ideas, innovation drivers to consider, and different methods that can apply;
— Clause 5 focuses on people and organizational considerations and how they can affect managing opportunities and ideas;
— Clause 6 details opportunity and idea management activities and their interrelationships through identification, concept creation and validation (further refined into testing and selection);
— Clause 7 covers review and evaluation of front-end innovation activities and efforts.

0.4 Relationship to other innovation management standards

This document relates to the ISO 56000 family of standards, developed by ISO/TC 279 as follows:

a) ISO 56000 for understanding the main terms, definitions, concepts, and principles of innovation management.
b) ISO 56002 for establishing, implementing, maintaining, and continually improving an innovation management system.
c) ISO 56003 for working together to innovate through innovation partnerships.
d) ISO/TR 56004 for planning, implementing, and acting upon the results of an innovation management assessment.
e) ISO 56005 for establishing and implementing an intellectual property (IP) framework, strategy, and tools for IP management activities.
f) ISO 56006 for developing and providing intelligence to enable strategically driven innovation decisions.
g) ISO 56008[1)] for planning, designing, and selecting indicators and metrics to measure innovation activities and portfolios.