

# INNOVATION TOOL – IMS Checklist

## The European Innovation Management Standard

The European Innovation Management Standard CEN/TS 16555 incorporates a lot of the elements which are believed to constitute current best practices on innovation management. The Standard consists of 7 documents:

1. Innovation management system (16555-1:2013)
2. Strategic intelligence management (16555-2:2014)
3. Innovation thinking (16555-2:2014)
4. Intellectual property management (16555-4:2014)
5. Collaboration management (16555-5:2014)
6. Creativity management (16555-6:2014)
7. Innovation management assessment (16555-7, not published yet)

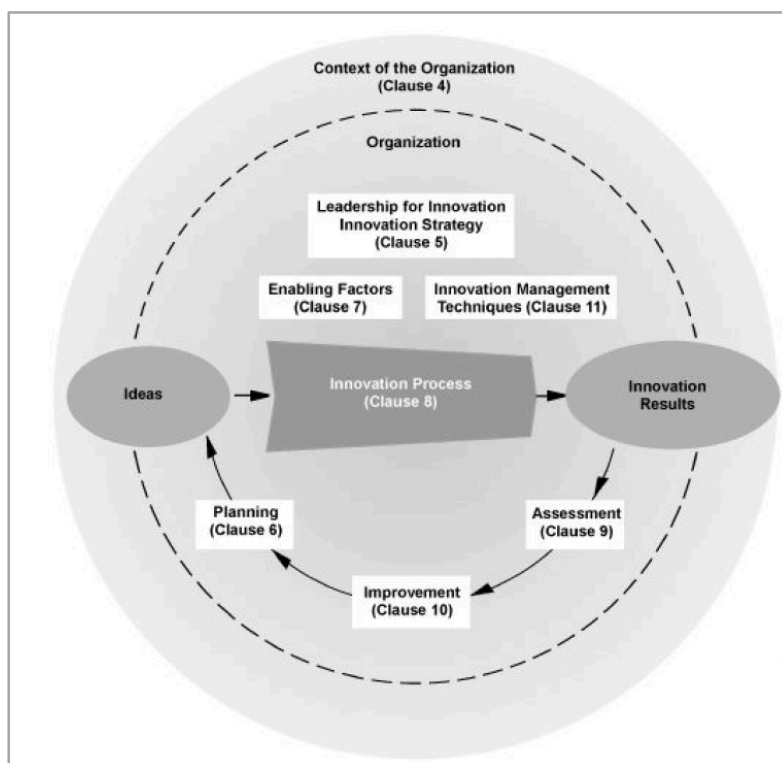
## Innovation Management System (IMS)

According to the first document of the European Innovation Standard (1655-1:2013), an innovation management system is defined as follows:

*IMS = Innovation Management System:*

*Set of interrelated or interacting elements of an organisation to establish innovation policies and objectives, and processes to achieve those objectives*

The key elements of the Innovation Management System can be illustrated as follows:



Based on Clause 4-11 in 16555-1:2013, a checklist has been prepared, allowing for an initial assessment of the status of your Innovation Management System.

# INNOVATION TOOL – IMS Checklist

## IMS Checklist

			Not at All	To some extent	To a large extent	Completely
Clause	#	Question	1	2	3	4
4. Context of the Organisation	4.1	To what extent do you have a complete overview over what external and internal issues are relevant for your IMS, and the boundaries within which the IMS must operate?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	4.2	Have you identified your internal and external stakeholders which are relevant to our IMS, and what are their needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Leadership for Innovation - Innovation Strategy	5.1	Does top management have a clear innovation vision and strategy?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	5.2	Does top management demonstrate leadership and commitment to the IMS?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	5.3	Does top management foster a culture that supports innovation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	5.4	Does top management ensure that roles and responsibilities are properly assigned and communicated?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Planning	6.1	Do you know the risks and opportunities that need to be addressed, and do you have a plan to deal with this?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	6.2	Have you established innovation objectives at relevant functions and levels, which are consistent with the innovation vision and strategy?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Enabling Factors	7.1	Have you assigned responsibilities for specific innovation projects and for general innovation management?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	7.2	Do you have the necessary resources for running the IMS? (human, tools, facilities, money)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	7.3	Have you determined the competences needed and are your people trained to work with innovation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	7.4	Are your people aware and motivated about the importance of innovation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	7.5	Have you established internal and external communication relevant to the IMS?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	7.6	Are the workings of the IMS properly documented?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	7.7	Does your strategic HR enforce a strong innovation culture?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	7.8	Do you have an IP management policy?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	7.9	Do you have policies for internal and external collaboration?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Innovation Process	8.1	Does your organisation have a detailed innovation process covering all relevant steps from gaining insight about a problem or opportunity to successful launch?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	8.2	Has your organisation defined indicators to assess innovation results?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Assessment	9	Has your organisation determined how to assess innovation strategy, enabling factors, and innovation process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Improvement	10	Does the organisation continuously improve the suitability and effectiveness of the IMS?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Innovation Management Techniques	11.1	Are techniques in place for innovation management development at IMS level as well as innovation project level?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	11.2	Do you have adequate strategic intelligence (SI) management?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	11.3	Does the organisation develop innovation thinking as a core skill, creating an innovative approach involving every person in the organisation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	11.4	Is the relevance of IPR understood by the whole organisation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	11.5	Does the IMS include processes to handle collaboration management?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	11.6	Does the IMS include processes and tools to handle creativity management?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# INNOVATION TOOL – IMS Checklist

## Interpretation of IMS Checklist Score

Minimum score from the checklist is 27, and maximum is 108. It is highly unlikely for any organisation to score minimum or maximum. Most companies have some systems in place, which may qualify as part of an IMS, thus driving the score up. On the other hand, most companies do not have the degree of system in their IMS that would justify full score in all areas, thus driving the score down.

## Scoring Ranges

Total Score	Average Score	IMS Rating	Overall Diagnostic
27 – 40	1,00 – 1,48	Poor	Your innovation management system is almost non existent
41 – 67	1,52 – 2,48	Sporadic	You have elements of an IMS in place, but it is not implemented in all areas of the organisation
68 – 94	2,52 – 3,48	Good	You have a well established IMS in some areas, but are lagging behind in others
95 – 108	3,52 – 4,00	Excellent	You have a well established IMS in most areas

## Recommendations Based on IMS Rating

IMS Rating	Recommendation
Poor	<a href="#">Innovation Camp</a> with top management, to decide the necessary steps to improve the IMS. <a href="#">Innovation Training</a> will be required, as well as working with your <a href="#">Innovation Culture</a> .
Sporadic	Focus on Innovation Competences, e.g. through <a href="#">Innovation Keynotes</a> , <a href="#">Innovation Training</a> , or sessions with the <a href="#">INNOCULTURE</a> game.
Good	You can do a lot here, e.g. harvest ideas to improve the IMS from an <a href="#">Innovation Event</a> , use the <a href="#">INNOCULTURE</a> game, or even embark on a <a href="#">FORTH Innovation project</a> .
Excellent	Communicate the virtues of your IMS through an <a href="#">Innovation Event</a> , or fine tune your innovation capabilities through a <a href="#">FORTH Innovation project</a> .