

AMPLIFY GUIDEBOOK

Introducing ISO 56001

– What it is and why it is essential.

Amplify:



Ensure that innovation efforts
can flourish and deliver the best
possible results.

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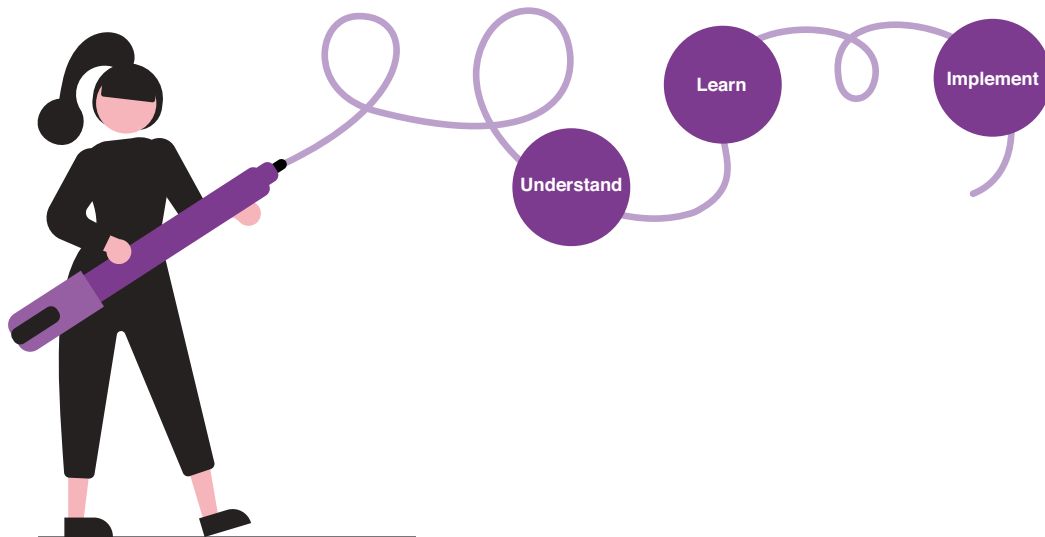
Summary

Given the opportunities and challenges we face as individuals, organizations, and societies, we must ensure that **innovation efforts can flourish and deliver the best possible results.**

ISO 56001 is an international standard for innovation management systems. The standard specifies the requirements for implementing and continually improving a management system for innovation efforts in an organization.

By learning to manage innovation activities more effectively based on ISO 56001, you can realize **more value with fewer resources.** It is not only an option but also a responsibility!

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What is ISO 56001?

ISO 56001 is an international standard for innovation management systems. The standard specifies the requirements for implementing and continually improving a management system for innovation efforts in an organization.

It can support your organization in developing and demonstrating its innovation capability and boosting performance.

A management system is the playbook for how an organization operates within a specific area, for example, concerning quality, environment, or innovation. It outlines the principles, structures, and processes for everyone to get their job done effectively and meet the organization's goals.

The purpose of an innovation management system is to enhance the ability to

realize value under conditions of uncertainty. It can be new products, services, processes, models, etc.

Think of the standard as a checklist for boosting innovation performance.

It describes a collection of critical system elements that, when put into practice, will support you in fulfilling your innovation ambitions. It provides you with a generic and adaptable framework that fits any organization without mandating specific tools or methods.

Based on ISO 56001, an organization can be audited and certified by an inde-



pendent certification body if its innovation management system meets the standard's requirements.

The standard can help you elevate your innovation activities, managing them with the same attention and professionalism as other mission-critical activities. It ensures that your innovation efforts are not just a side project but a core driver of your organization's success.



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Think of the standard as
a checklist for boosting
innovation performance.

What are the benefits?

ISO 56001 provides a credible and internationally agreed-upon framework and shared language for managing innovation efforts.

It is designed to create the best possible conditions and remove barriers to innovation activities. Any organization can use the standard regardless of type, size, or sector.

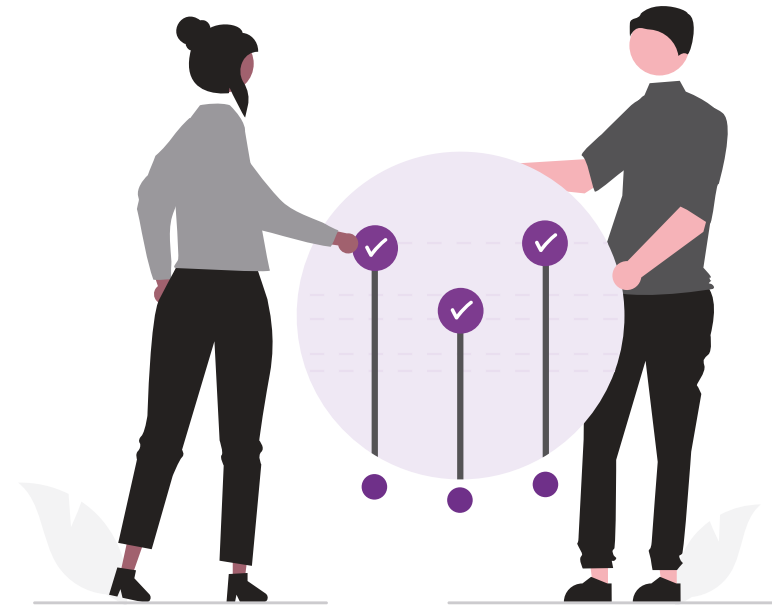
Using the standard has several benefits:

1 Your organization can effectively drive and manage innovation activities with a systems approach. You look at the whole picture, considering how all the different elements connect and affect each other, not just focusing on individual parts. It empowers the organization and its leaders to demonstrate professional leadership and steadfast commitment to innovation efforts.

2 You realize higher value faster and with greater precision, for users, customers, employees, and other stakeholders. It will increase the likelihood of hitting your innovation targets and securing prosperous returns on your innovation investments.

3 It lays a solid foundation for all types of transformations, for example, digital and green transformations, and the sustainable development of society. The only way to leverage major planned or unplanned shifts is a solid capability to renew your enterprise.

4 A common framework and ways of working for innovation activities can considerably support innovation collaboration. It helps people, units, and organizations align approaches when addressing joint innovation opportunities and challenges in a value network or ecosystem.





5 Finally, organizational certification can enhance the legitimacy of your innovation efforts internally and boost the organization's reputation externally to attract customers, employees, partners, and investors. It might also help you qualify for innovation funding and establish an advantage in procurements.

ISO 56001 can be utilized by policymakers and funding organizations at national, regional, and local levels as an instrument to encourage innovation initiatives that support economic and social agendas.

While it cannot offer a complete guarantee, it significantly contributes to the efficient and effective utilization of granted resources, promoting more reliable outcomes.

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It is designed to create the best possible conditions and remove barriers to innovation activities.

How was it developed?

ISO 56001 is the world's first international requirements standard for innovation management systems. It has been developed by ISO, the International Organization for Standardization, with contributions from leading experts from more than 50 countries.

The following key standards are part of the ISO 56000 family:

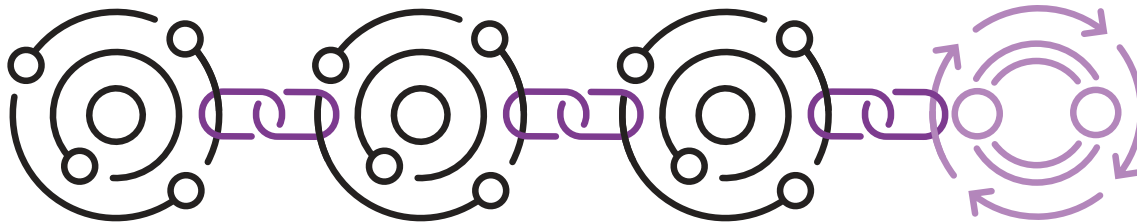
ISO 56000 Innovation management — Fundamentals and vocabulary

ISO 56001 Innovation management system — Requirements

ISO 56002 Innovation management system — Guidance



Contributions from leading experts from more than 50 countries.



ISO 56000 specifies the terms, definitions, and principles fundamental to the innovation management discipline and innovation management systems. This is where the common language is defined.

ISO 56001 and **56002** both focus on innovation management systems. ISO 56001 is the certifiable standard with specific requirements, making it different from ISO 56002, which offers guidance and recommendations instead. You can choose the standard that fits your organization's unique needs.

ISO 56001 has the same structure as other management system standards, such as ISO 9001 (quality management) and ISO 14001 (environmental management). You can implement innovation management as part of an integrated management system, reducing the risk of suboptimization and friction between your different management disciplines.



Why is it important?

All organizations must innovate and renew themselves to stay relevant over time. It can be about what they offer to users and customers, how they design their business or operational models, how they work in terms of processes and organizations, or how they collaborate with partners in an ecosystem.

The innovation imperative is valid for all organizations, large and small, private and public, in all sectors and geographies.

Many forces are driving the need to innovate. It can be changing user behaviors, technology shifts, environmental challenges, government regulations, global competition, etc.

For some organizations, it is about meeting the evolving requirements of users, customers, partners, and regulators. For others, it is about the opportunity to go beyond expectations to differentiate from competitors, reshape their industry, or pursue an inspiring vision.

Finally, today's global and local challenges call for us to transform innovation efforts from an option into a vital responsibility. It is imperative for every organization to actively engage in **shaping a sustainable future, contributing meaningfully to environmental, social, and economic missions.**

Given these driving forces, it is no surprise that innovation is at the top of the agenda of many organizations.

It is about
the opportunity to go beyond. ”



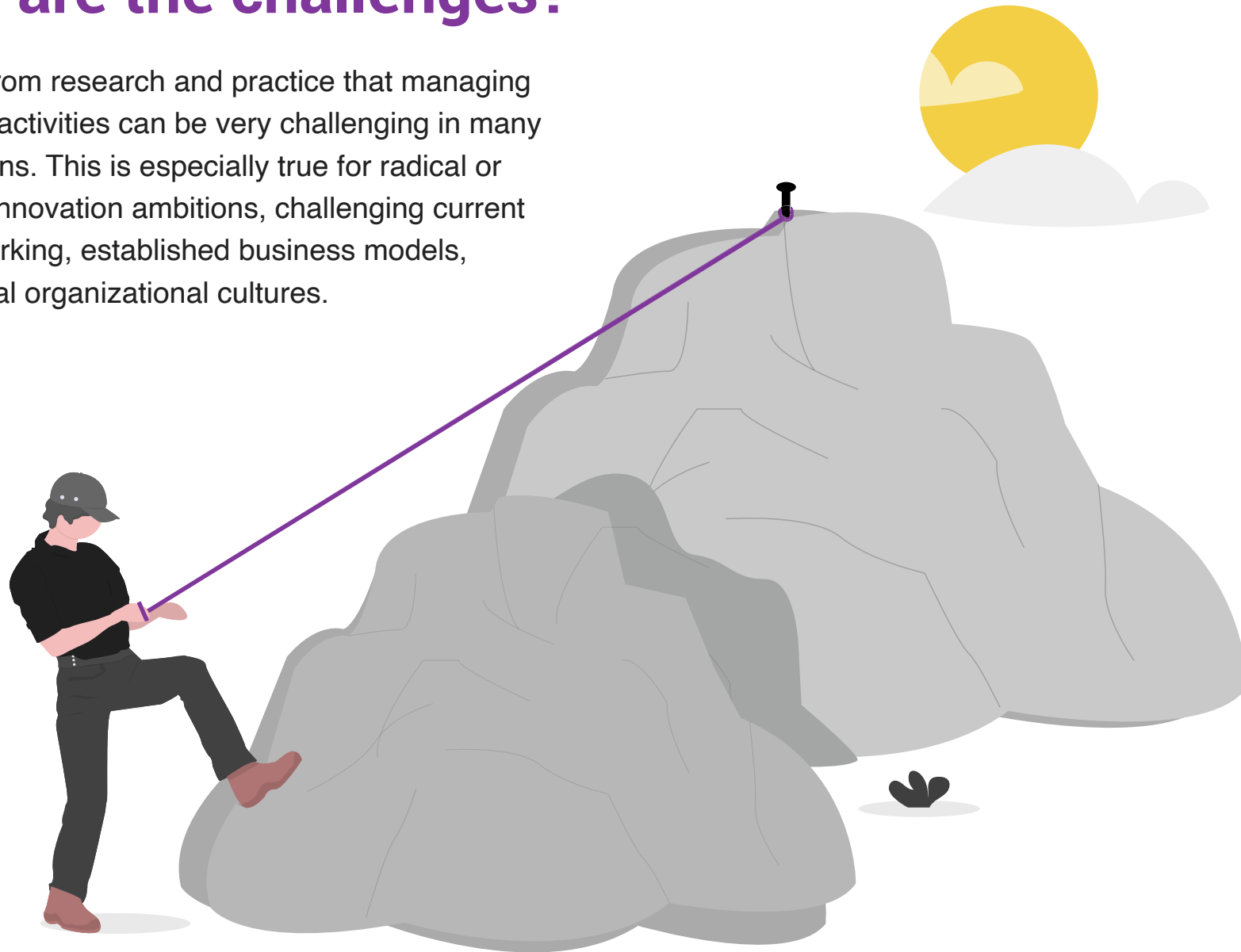
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The standards emphasize frameworks that support, rather than confine, creative processes.



What are the challenges?

We know from research and practice that managing innovation activities can be very challenging in many organizations. This is especially true for radical or disruptive innovation ambitions, challenging current ways of working, established business models, or traditional organizational cultures.



**Transformation and
change are often
an uphill battle.
Why is that?**

One reason is that innovation efforts involve high levels of uncertainty and risk. For managers, it is safer to stay the course rather than take the risk of innovating, even if it means a lost opportunity. They are trained to, measured on, and rewarded for reaching a predetermined destination.

Another reason is high operational efficiency, which is achieved in many organizations through, for example, Lean and Six Sigma. These are all outstanding achievements but have also, in many cases, reduced the slack and space for innovation efforts to thrive.

Finally, innovation activities are often fragmented and episodic. Isolated activities like creativity workshops, ideation campaigns, hackathons, or open innovation initiatives are not connected, strategically aligned, sufficiently resourced, or sustained over time.

Generally, organizations and their leaders underestimate what it takes strategically, tactically, and operationally to generate the innovation results they desire and need.



Managing innovation activities can
be very challenging in many organizations.

Why a systems approach?

How can we tackle these challenges to ensure our innovation initiatives are strategically aligned, coherently and systematically organized, and more effectively managed from a risk perspective?

Through decades of research, we know that innovation activities can be systematically managed to create the right conditions, remove barriers, and engage people in organizations.

We also know that several interrelated factors, such as leadership, strategy, culture, collaboration, competencies, communication, processes, and performance evaluation, determine the ability to innovate. An organization can innovate more effectively if all these elements are managed as a system.

ISO 56001 codifies the latest research- and practice-based knowledge of the innovation management discipline and provides a common language and credible framework, enabling organizations to overcome their most pressing challenges.

It helps your organization to become more systematic and systemic in its innovation endeavors.



Are there any drawbacks?

The typical reaction among people is that standardizing innovation management might be counterproductive. Here are a few common concerns and approaches for how they are addressed in ISO 56001.

First, a common worry is that standardization might restrict creativity and spontaneity in innovation activities. However, the standards emphasize frameworks that support, rather than confine, creative processes. It offers flexible guidelines that adapt to different innovation situations and needs.

Second, there is a belief that standardization might lead to uniformity in innovations, reducing competitive edge. However, these standards encourage a systematic approach to innovation efforts while promoting unique and tailored strategies for each organization, fostering diversity in innovation outcomes.

Third, the worry is that the focus might shift from the innovation outcomes to the

process itself. However, while establishing systematic approaches, the standards prioritize measurable outcomes, ensuring that the processes serve the end goal.

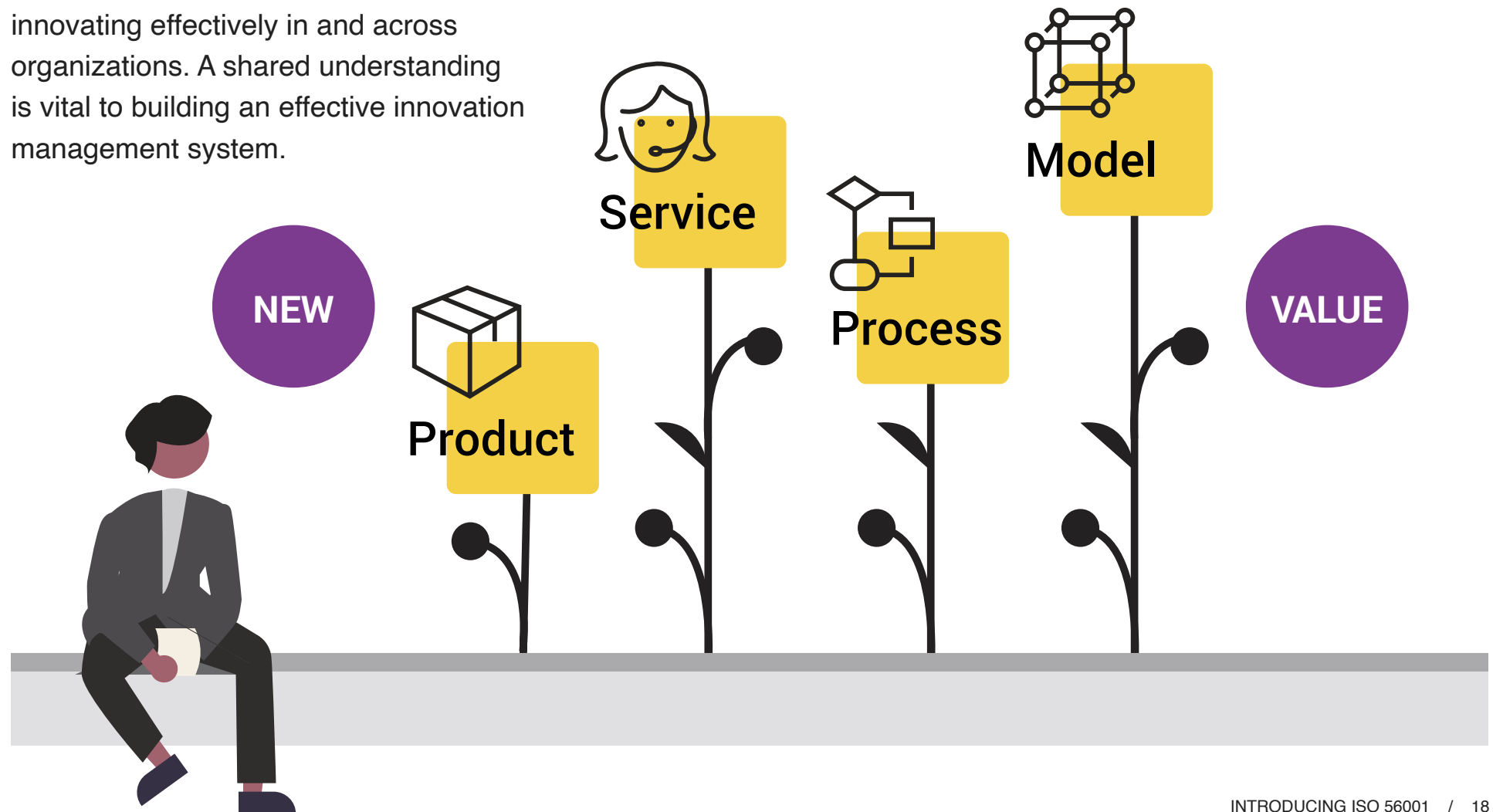
Fourth, it can be argued that it is a new standard that has not yet proven effective. However, the individual requirements in the standard are based on 20+ years of research and practice. The essence of that knowledge is summarized in ISO 56001.

Finally, some organizations fear implementing these standards might be overly complex and resource-intensive. However, the standards are designed with scalability in mind, are suitable for different ambitions, and have clear guidelines to facilitate gradual implementation.

ISO 56001, while bringing a structured approach to innovation management, is designed with flexibility and adaptability at its core. It aims to remove barriers and create the best possible conditions for innovation activities.

How is innovation defined?

There are many proposed definitions of innovation out there. The lack of a common language is one barrier to innovating effectively in and across organizations. A shared understanding is vital to building an effective innovation management system.



ISO 56000 provides a broad definition with a focus on novelty and value. An innovation is defined as a “new or changed entity, realizing or redistributing value.”*

Anything can be innovated according to the definition. The entity can be, for example, a product, service, process, model, method, etc., ranging from incremental to radical.

An innovation can be new to the world, new to an organization, or a new combination of existing things. Value is not limited to financial value but can be any kind of value, such as an experience, well-being, or social value.

The broad nature of this definition often requires one or more attributes to be more specific, for example, process innovation, incremental innovation, business model innovation, or social innovation.

The definition is aligned with ISO 9001 for quality management and the OECD Oslo Manual.

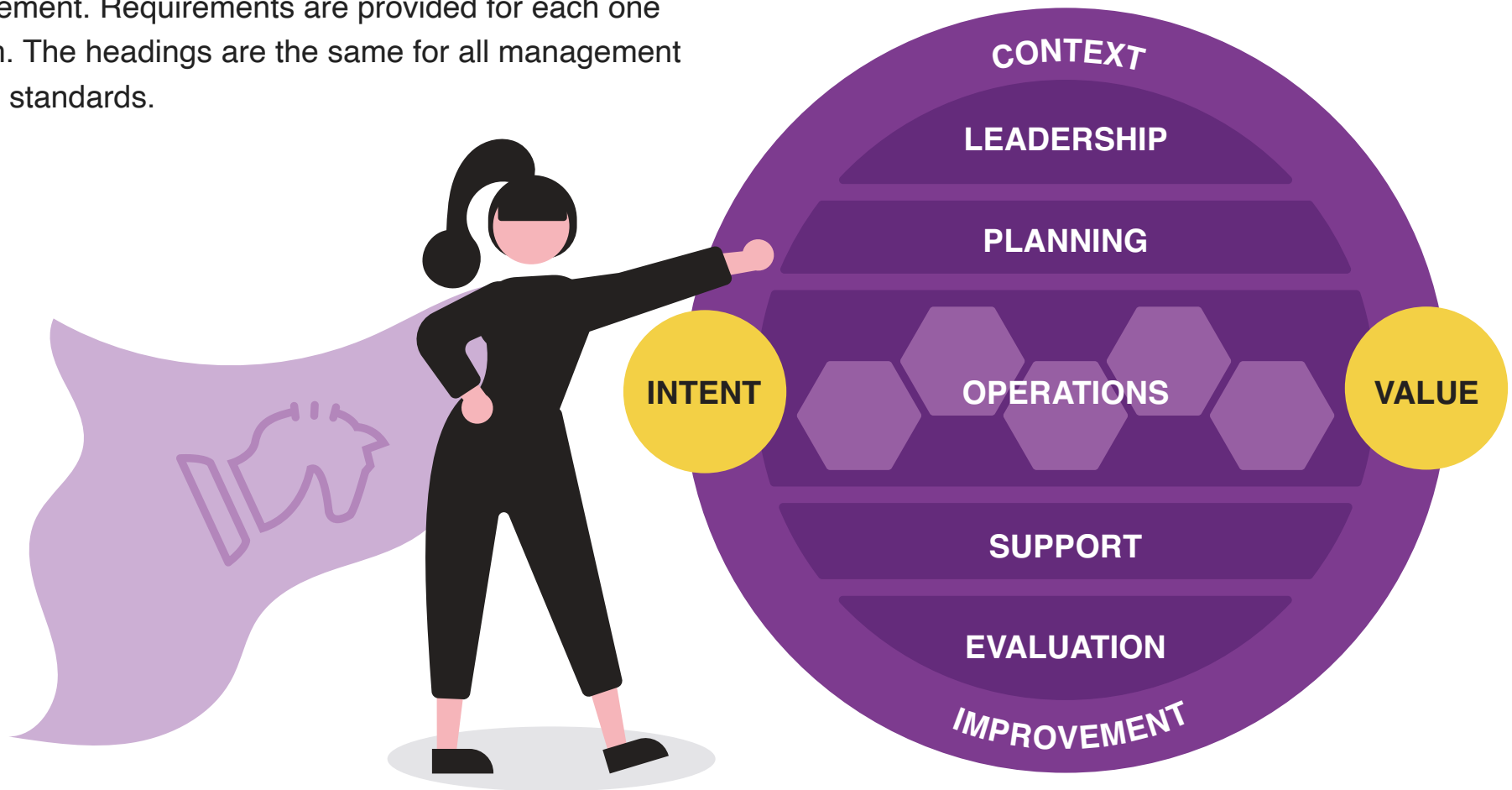


New or changed entity, realizing or redistributing value.



What are the system elements?

The management system elements, or success factors, of ISO 56001 are structured under seven headings: context, leadership, planning, support, operation, evaluation, and improvement. Requirements are provided for each one of them. The headings are the same for all management system standards.



CONTEXT: The organization shall determine external and internal issues and trends, for example, user preferences, technology developments, and internal capabilities, to identify opportunities and challenges that can trigger innovation activities.

LEADERSHIP: Based on the understanding of the context, top management shall demonstrate leadership and commitment by establishing an innovation policy and strategy. Top management is also responsible for promoting an innovation culture and assigning the necessary roles and responsibilities.

PLANNING: In alignment with the innovation strategy, the organization shall establish innovation objectives, portfolios, and organizational structures appropriate to the identified opportunities and risks. An approach to managing internal and external collaboration shall also be established.

SUPPORT: The support necessary for innovation activities shall be put in place, for example, people with the right competencies, financial resources, infrastructures,

knowledge and intellectual property management, tools and methods, communication and awareness-creating activities, as well as the relevant documented information.

OPERATIONS: Innovation initiatives shall be established in line with the innovation strategy, objectives, and portfolios. Innovation processes shall be configured to suit the individual innovation initiative and the types of innovations targeted. The processes must be highly adaptable and have the potential to cover five generic activities: identify opportunities, create and validate concepts, and develop and deploy solutions.

EVALUATION: The performance of the innovation management system as a whole shall regularly be evaluated to identify strengths, weaknesses, and gaps. This shall be done through internal audits and management reviews at planned intervals.

IMPROVEMENT: Based on the evaluation, the system shall be continually improved by addressing the most critical gaps with regard to all its elements.



The performance of the innovation management system as a whole shall regularly be evaluated.

What are the principles?

Eight principles form the foundation for managing innovation activities in organizations. They are embedded in the innovation management system developed by ISO.

The innovation management principles, published in ISO 56000, capture the essence of effective innovation management and provide the foundation for the innovation management system. They can be used as an introduction to the innovation management discipline or as a tool for assessing an organization's innovation capabilities.

INNOVATION MANAGEMENT PRINCIPLES *

- 1. REALIZATION OF VALUE** – Value, financial or non-financial, is realized from the deployment, adoption, and impact of new or changed solutions for interested parties.
- 2. FUTURE-FOCUSED LEADERS** – Leaders at all levels, driven by curiosity and courage, challenge the status quo by building an inspiring vision and purpose and by continuously engaging people to achieve those aims.
- 3. STRATEGIC DIRECTION** – The direction for innovation activities is based on aligned and shared objectives and a relevant ambition level, supported by the necessary people and other resources.
- 4. CULTURE** – Shared values, beliefs, and behaviors, supporting openness to change, risk-taking, and collaboration, enabling the coexistence of creativity and effective execution.
- 5. EXPLOITING INSIGHTS** – A diverse range of internal and external sources are used to systematically build insightful knowledge to exploit stated and unstated needs.
- 6. MANAGING UNCERTAINTY** – Uncertainties and risks are evaluated, leveraged, and then managed, by learning from systematic experimentation and iterative processes within a portfolio of opportunities.
- 7. ADAPTABILITY** – Changes in the context of the organization are addressed by timely adaptation of structures, processes, competences, and value realization models to maximize innovation capabilities.
- 8. SYSTEMS APPROACH** – Innovation management is based on a systems approach with interrelated and interacting elements, and regular performance evaluation and improvements of the system.

Get started

ISO 56001 is a requirement standard for innovation management system that helps your organization become more systematic in your innovation endeavors and demonstrate compliance with the critical factors for innovation success.

Here are the steps to get started.

1. Understand

Create awareness in your organization about ISO 56001 – what it is and why it is essential for boosting your innovation performance.

2. Learn

Build competence in leadership teams and other key groups about how your organization can drive systematic innovation activities based on ISO 56001.

3. Implement


Identify your innovation capability gaps and prioritize actions to build, enhance, and, if preferred, certify your innovation management system.


Given the opportunities and challenges we face as individuals, organizations, and societies, we must ensure that innovation efforts can flourish and deliver the best possible results.


By learning to manage innovation activities more effectively, you can realize more value with fewer resources. It is not only an option but also a responsibility!





Learn more


innovationmanagementsystem.com 

ISO 56001 Innovation management — Innovation management system — Requirements. 

ISO Technical Committee TC 279 Innovation management. 

ISO 56000 family of standards by ISO/TC 279. 

Systematic Innovation Management – Training program for blended and self-paced learning, by Amplify. 

Changing the Dynamics and Impact of Innovation Management – A Systems Approach and the ISO standard, by ISPIM and World Scientific. 

Innovation Management Capabilities Assessment, IMCA 2019, by SIS Swedish Institute for Standards. 

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About us

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Let's talk

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Amplify: