



BSI Standards Publication

Innovation management — Fundamentals and vocabulary

National foreword

Compliance with a British Standard cannot confer immunity from legal obligations.

Amendments/corrigenda issued since publication

EN ISO 56000



CEN-CENELEC Management Centre: Rue de la Science 23, B-1040 Brussels

European foreword

management” of the International Organization for Standardization (ISO) and has been taken over as EN ISO 56000:2021 by Technical Committee CEN/TC 389 “Innovation Management” the secretariat of

Endorsement notice

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Foreword

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Introduction

0.1 General

An organization's ability to innovate is recognized as a key factor for sustained growth, economic

0.2 Relationships with other innovation management standards

I

n

n

I

I

n

Innovation management — Fundamentals and vocabulary

1 Scope

1.1

1.2

-

2 Normative references

3 Terms and definitions

3.1 General terms related to innovation

3.1.1

innovation

e

o

r

p

entry: Innovation is an outcome. The word “innovation” sometimes refers to activities or processes resulting in, or aiming for, innovation. When “innovation” is used in this sense, it should always be used with e.g. “innovation activities”.

3.6.15, modified by using the term “entity” instead of “object” and by replacing

3.1.1.1
radical innovation
breakthrough innovation

i

e

3.1.1.2
disruptive innovation

i

p

e

3.1.2
management

o

s

p

Note 3 to entry: The word “management” sometimes refers to people, i.e. a person or group of people with authority and responsibility for the conduct and control of an organization. When “management” is used in this should always be used with some form of qualifier, e.g. “top management”.

3.3.3, modified by adding “strategies” to Note 1 to entry and by simplifying

3.1.2.1
innovation management

m

i

n

h

n

3.1.3
system

3.1.3.1 management system

*o**p**innovation**m*

Note 2 to entry: The management system elements include the organization's structure, roles and responsibilities,

ISO management system standards. The original definition has been modified by adding "strategies" and by adding examples to Note 1 to entry, by replacing "system" with "management system" and adding "support" to

3.1.3.2 innovation system

*s**o**i**i*

3.1.3.3 innovation management system

*m**o*

3.1.4 innovation activity

i

3.1.5 process

3.1.5.1 innovation process

*p**v**i*

u
n

i
n
d

o
r

3.1.6
invention
e

p

3.1.6.1
patentable invention
i

3.1.7
improvement
p

3.1.7.1
continual improvement
p

3.2 Terms related to organization

3.2.1
top management
o

m
a

3.2.2
organization

o

3.2.3**context of the organization***o**o*

by other terms such as “business environment”,
“organizational environment” or “ecosystem of an organization”.

3.2.4**interested party***o**r***3.2.5****entity***p*

3.6.1, modified by replacing “object” with “entity” as the preferred term, by
ding and removing examples and by replacing “non-material” by “immaterial” in Note 1 to entry.]

3.2.6**uncertainty***k**e***3.2.7****risk***u**d*

3.2.8

o
u
p
m
a

3.2.9
documented information

o
r

— m
— a
— n
— a
— ~

3.2.10
culture

o

3.2.11
work environment

3.3 Terms related to objective

3.3.1
vision

o
m

modified by adding “achieve” to the definition.]

3.3.1.1
innovation vision

v
o
i
g

3.3.2
policy

o

3.3.2.1
innovation policy

p

o

i

g

3.3.3
objective

p

i

n

i

a

n

t system standards. The original definition has been modified by adding “initiative” to Note 2 to entry and “innovation strategy” to Note 4 to entry.

3.3.3.1
innovation objective

o

i

p

p

3.3.4
strategy

o

o

r

3.5.12, modified by removing “long-term or overall” before “objectives” and

3.3.4.1
innovation strategy
s

o
r
i
n
n

p
m

3.4 Terms related to knowledge

3.4.1
knowledge

3.4.2
competence
k

3.4.3
insight
k

i
n
i

3.5 Terms related to intellectual property

3.5.1
intellectual asset
k

3.5.2
intellectual property

i
n
v

Note 2 to entry: “Protection by law” refers to areas of law considered to be *intellectual property rights* ([3.5.3](#)).

3.5.3
intellectual property rights
i

3.5.4
intellectual property management
m

3.5.5
intellectual property strategy
s

3.5.6
intellectual property policy
p

3.6 Terms related to innovation initiative

3.6.1
innovation initiative
i

i

o
b
j

i

3.6.2
innovation portfolio
i

m
a


3.6.3
ideation
p

i

3.6.4
deployment
p

i

3.6.5
open innovation

p 
o

3.6.6
innovation partnership

o

i
p
k

v

3.7 Terms related to performance

3.7.1
performance

m
a

3.7.2
indicator

3.7.3
efficiency

3.7.4
effectiveness

management system standards. The original definition has been modified by adding “are” before “achieved”.

3.7.5
innovation capability

i  

p
i

3.7.6 value

o
p

e
n

Note 5 to entry: The word “value” sometimes refers to a (numerical) unit of data, e.g. the output from *measurement*) and “values” sometimes refers to principles or standards of behaviour, e.g. included in the concept of *c* “numerical value” or the meaning should be obvious from the context.

3.8 Terms related to assessment

3.8.1 monitoring

s

3.8.2 measurement

p

3.8.3 evaluation

p

e
f

3.8.4 assessment

p

3.8.4.1 innovation management assessment

a

i
p

3.8.5
requirement

Note 1 to entry: “Generally implied” means that it is custom or common practice for the *organization* ([3.2.2](#)) and

i
d

3.8.6
audit

p
e

o

Note 3 to entry: “Audit evidence” and “audit criteria” are defined in ISO 19011.

3.8.7
review

e
p

3.11.2, modified by adding “efficiency”, replacing “object” with “entity” and removing “established” before “objectives” in the definition and by reducing the number of examples

3.8.8
conformity

r

3.8.9
nonconformity

r

3.8.10
deviation

o

3.8.11
corrective action

d

adding “deviation”.

4 Fundamental concepts and innovation management principles

4.1 General

4.1.1 Rationale for engaging in innovation activities

4.1.2 Innovation activities in organizations

4.1.2.1

4.1.2.2

4.1.3 Impact of innovations

transformation of people's lives, organizations and societies.

4.2 Fundamental concepts

4.2.1 Innovation

interested parties involved. The innovation can e.g. be new to "the world", i.e. never been seen or done

4.2.2 Attributes of innovation

4.2.2.1 Attributes describing what is innovated

4.2.2.2 Attributes describing how it is innovated

4.2.2.3 Attributes describing why it is innovated

4.2.3 Concepts related to innovation

4.2.3.1 Relationship between improvement and innovation

4.2.3.2 Relationship between invention and innovation

4.2.3.3 Relationship between creativity and innovation

4.2.3.4 Relationship between research and innovation

4.2.3.5 Relationship between development and innovation

4.2.4 Activities and processes to achieve innovation

4.2.5 Innovation management

-

4.2.6 Innovation management system

4.2.6.1 General

4.2.6.2 Fundamental system elements

Context of the organization – The organization determines the external and internal issues that are

Leadership – With the context of the organization as input, top management demonstrates

Planning – Based on the leadership and ambition level set by top management, the organization

S
u
p
p

Operations – The innovation initiatives, e.g. projects, programs, or other activities, are established

f) Performance evaluation – The performance of the innovation management system is regularly

Improvement – Based on the performance evaluation, the innovation management system is

4.2.7 Relationship with other management systems

organization's management system, including its innovation management

4.3 Innovation management principles

4.3.1 Realization of value

4.3.1.1 Statement

4.3.1.2 Rationale

4.3.1.3 Key benefits

4.3.1.4 Possible actions

4.3.2 Future-focused leaders

4.3.2.1 Statement

4.3.2.2 Rationale

4.3.2.3 Key benefits

4.3.2.4 Possible actions

4.3.3 Strategic direction

4.3.3.1 Statement

4.3.3.2 Rationale

4.3.3.3 Key benefits

4.3.3.4 Possible actions

4.3.4 Culture

4.3.4.1 Statement

4.3.4.2 Rationale

4.3.4.3 Key benefits

4.3.4.4 Possible actions

reduce hierarchy in organizational structures and use e.g. innovation hubs, spin-off's, campus

4.3.5 Exploiting insights

4.3.5.1 Statement

4.3.5.2 Rationale

4.3.5.3 Key benefits

increased satisfaction of users' needs, speed to realization, return on investment and lifecycle of

4.3.5.4 Possible actions

4.3.6 Managing uncertainty

4.3.6.1 Statement

4.3.6.2 Rationale

4.3.6.3 Key benefits

4.3.6.4 Possible actions

4.3.7 Adaptability

4.3.7.1 Statement

4.3.7.2 Rationale

4.3.7.3 Key benefits

4.3.7.4 Possible actions

4.3.8 Systems approach

4.3.8.1 Statement

4.3.8.2 Rationale

4.3.8.3 Key benefits

4.3.8.4 Possible actions

Annex A

Concept relationships and their graphical representation

A.1 General

A.2 Generic relation

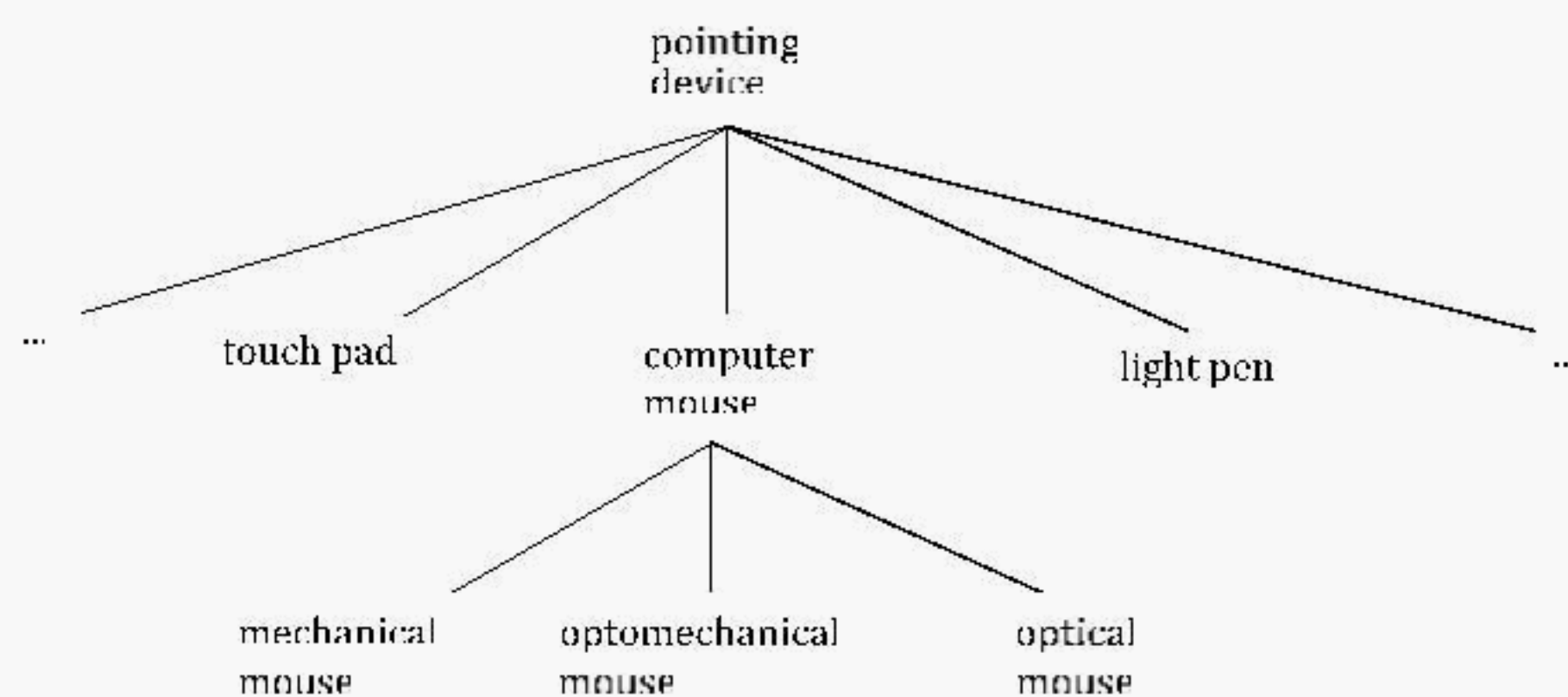


Figure A.1 — Graphical representation of a generic relation

A.3 Partitive relation

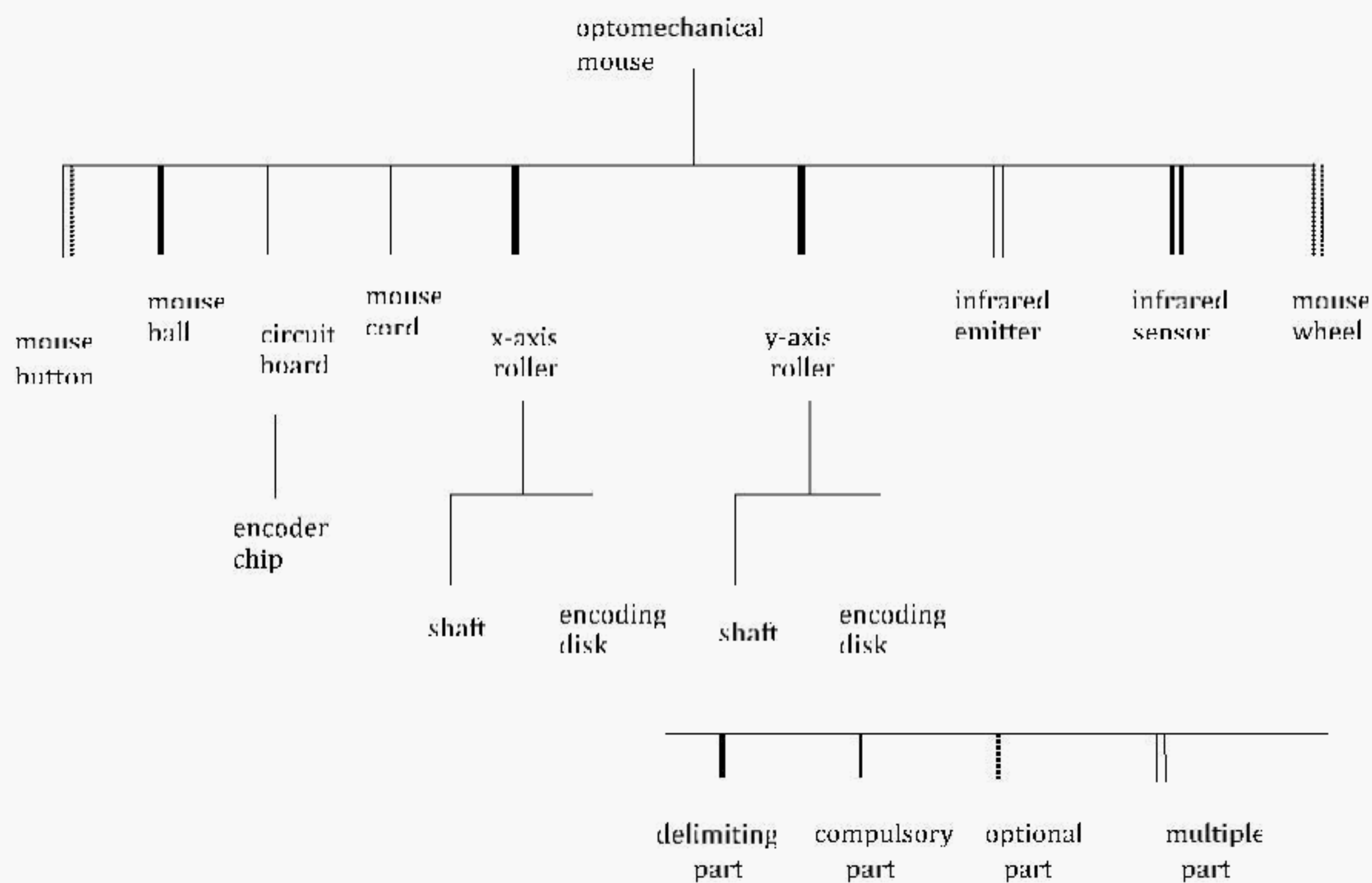


Figure A.2 — Graphical representation of a partitive relation

A.4 Associative relation

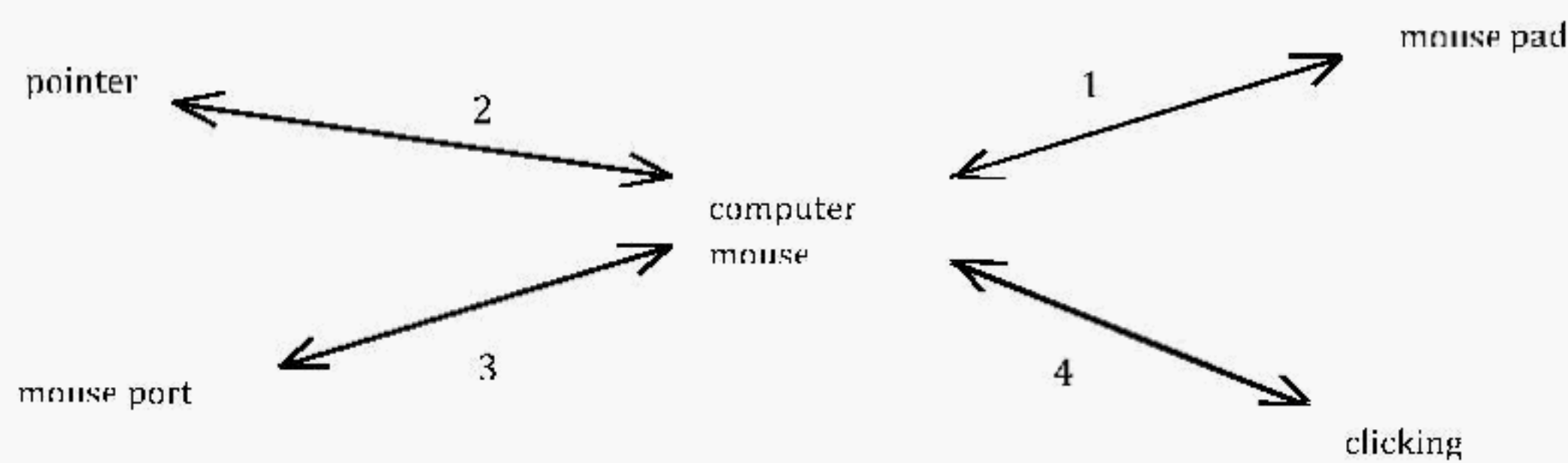


Figure A.3 — Graphical representation of an associative relation

A.5 Concept diagrams

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i

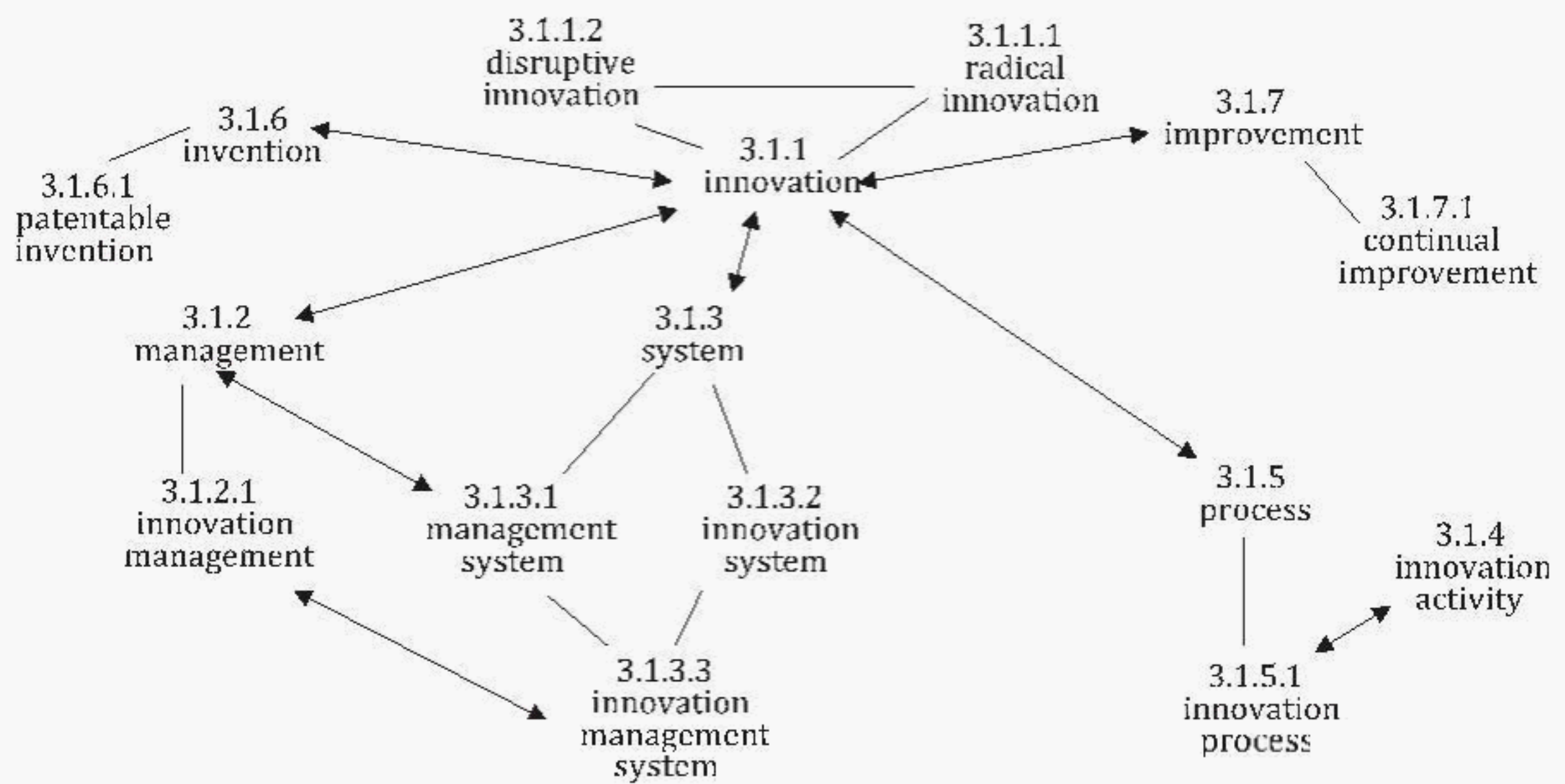


Figure A.4 — 3.1 General terms related to innovation

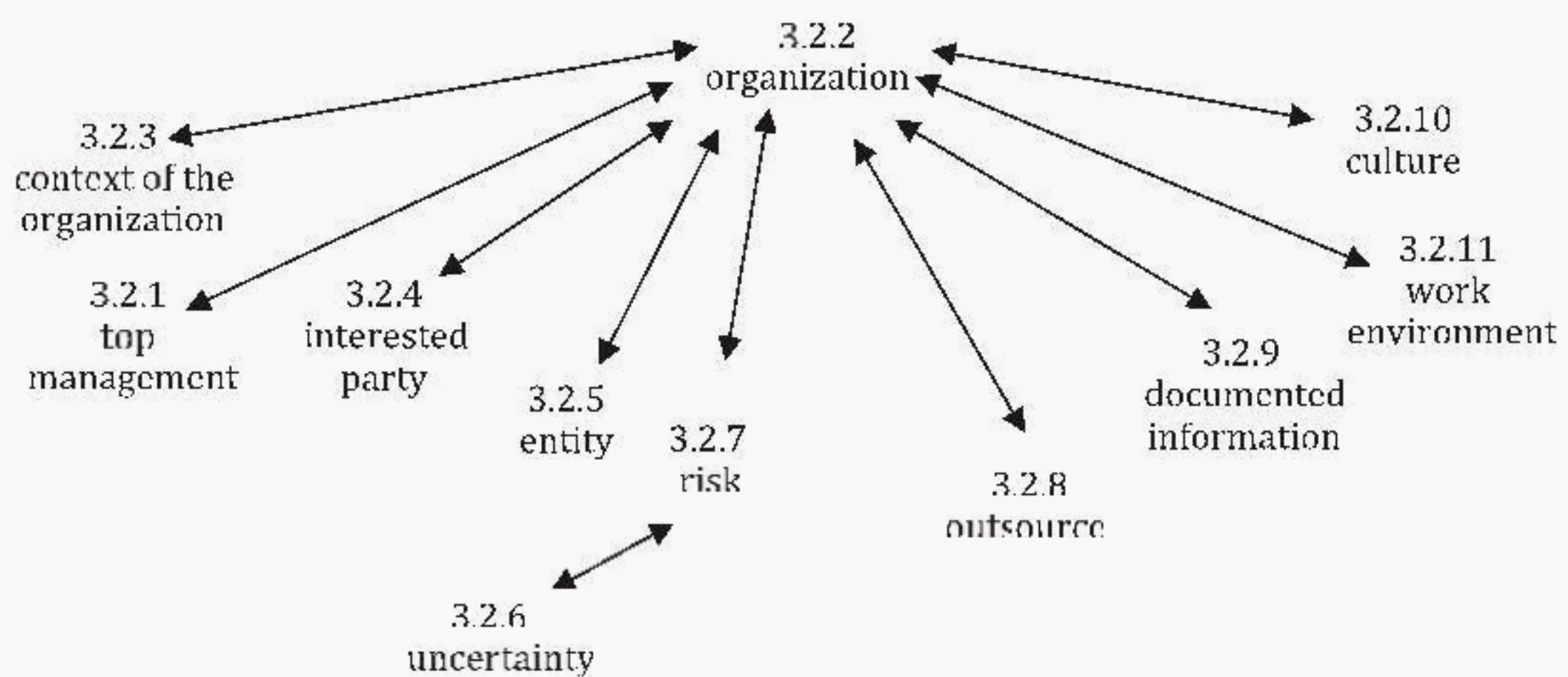


Figure A.5 — 3.2 Terms related to organization

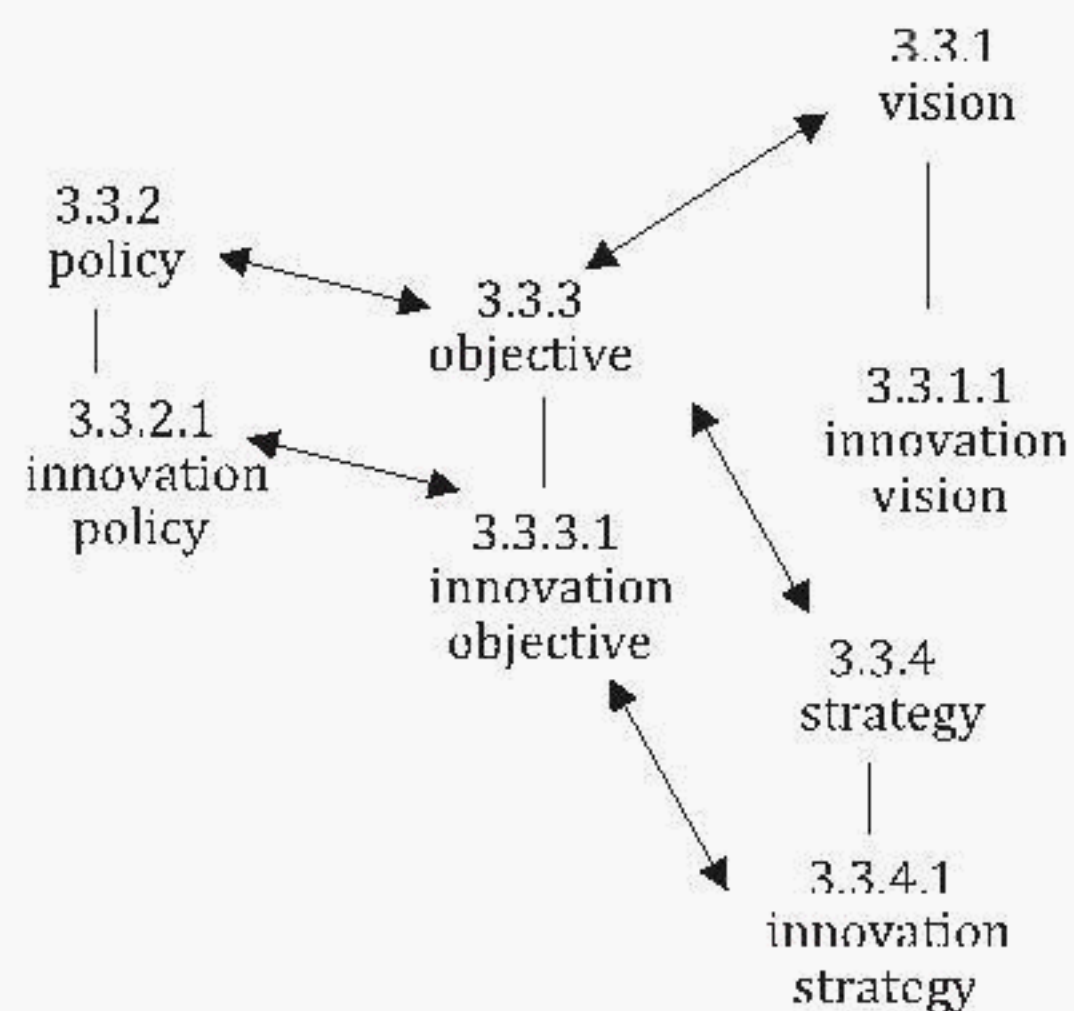


Figure A.6 — 3.3 Terms related to objective

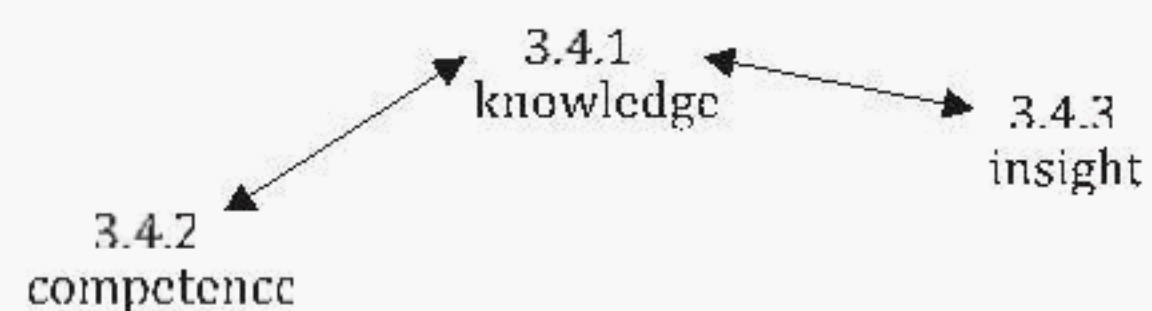


Figure A.7 — 3.4 Terms related to knowledge

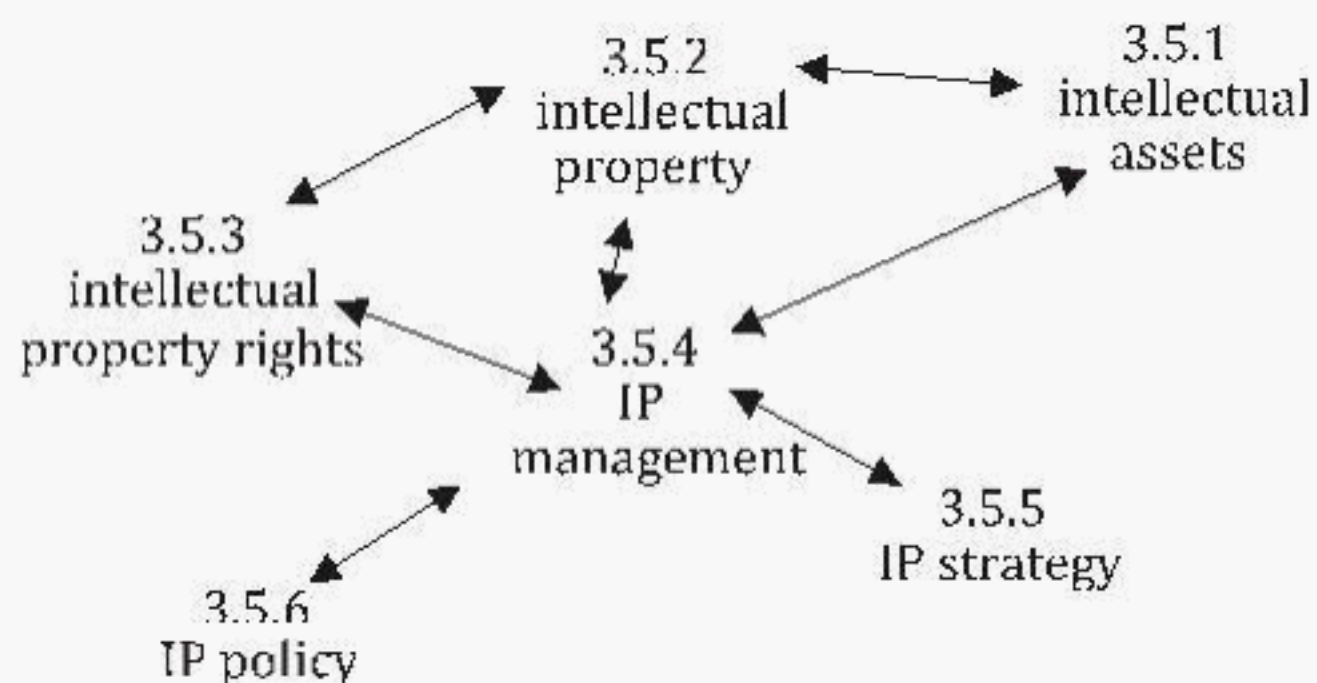


Figure A.8 — 3.5 Terms related to intellectual property

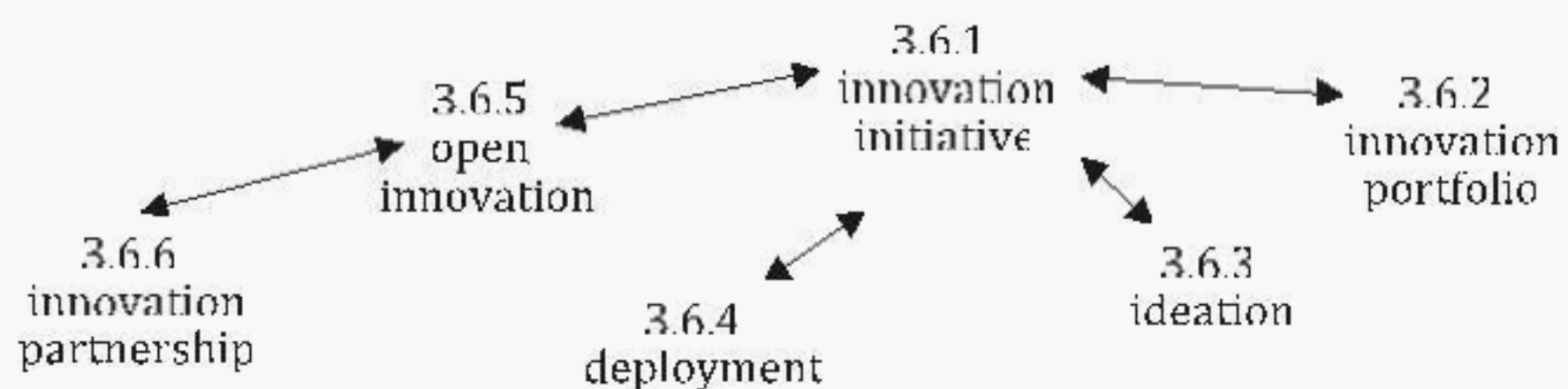


Figure A.9 — 3.6 Terms related to innovation initiative

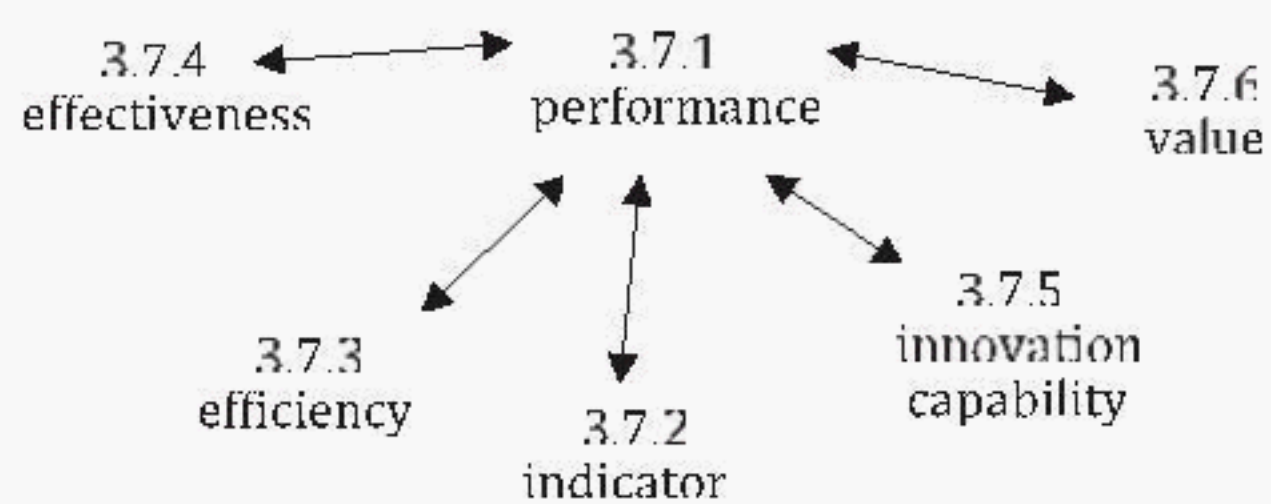


Figure A.10 — 3.7 Terms related to performance

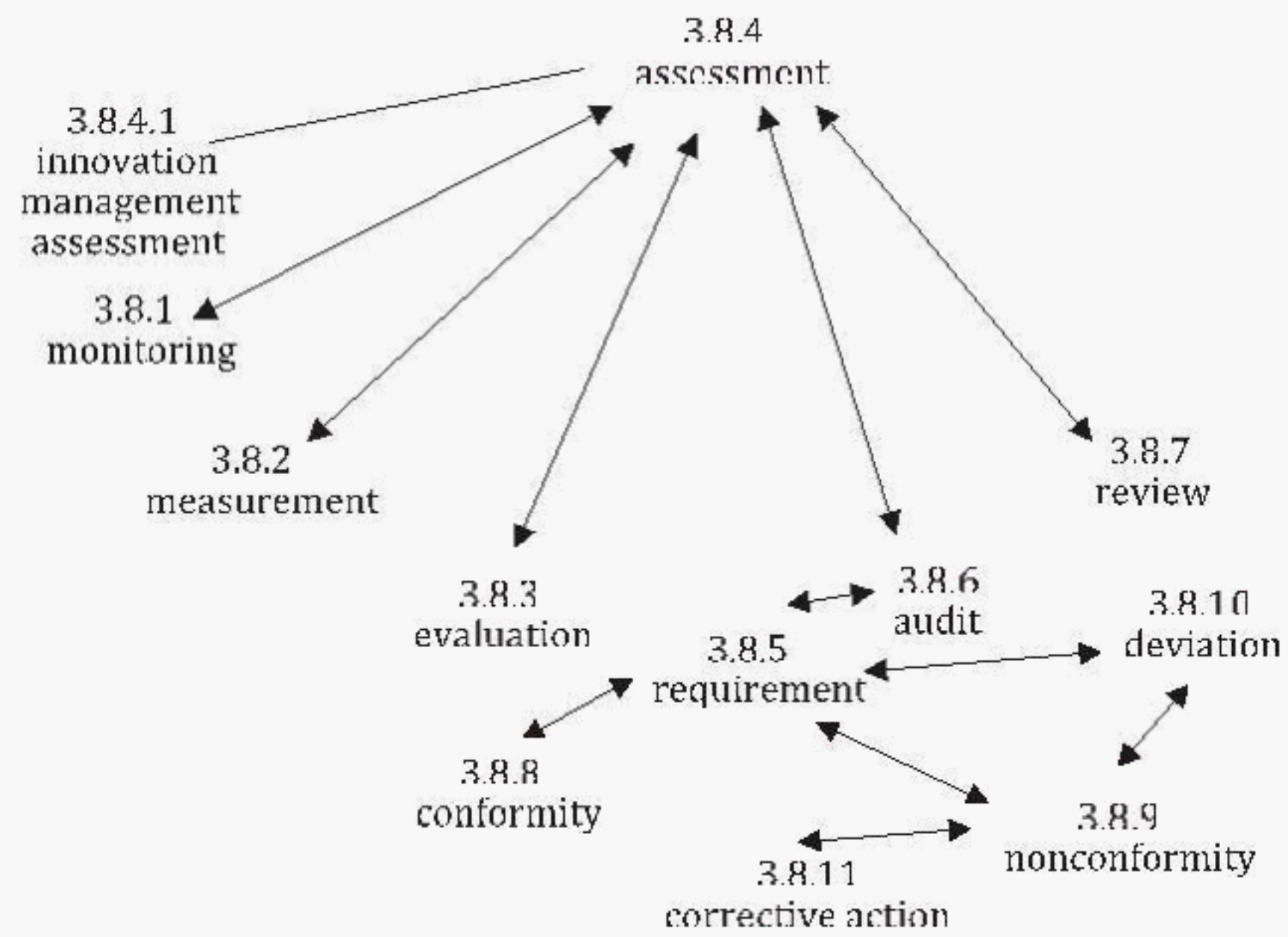


Figure A.11 — 3.8 Terms related to assessment

Annex B

Relations to vocabulary of other organizations

B.1 General

B.2 The Oslo Manual

-

“An innovation is a new or improved product or process, or combination thereof, that differs significantly from the unit’s previous products or processes and that has been made available to potential users or brought into use by the unit.”

The “unit” in the definition refers to the “institutional unit” as defined in the SNA. An institutional unit full range of economic transactions. “Product” is defined as a good or a service.

“A new or improved product, process, or combination thereof, that differs significantly from previous products and processes”, can be interpreted as more restrictive compared to the corresponding “new or changed entity” of the ISO definition of innovation in this document (see [3.1.1](#)).

realization or redistribution of value. The product or process need only be “made available to potential users or brought into use by the unit”. To realize or redistribute value is not required, according to the

B.3 The definitions of intellectual property, bridging with TRIPS/WIPO convention

Among practitioners within the innovation management domain the term “intellectual property” “intellectual property rights” refers to the legal rights attached to those assets (patents, trademarks,

“intellectual property” can encompass both the legal

ISO’s definition attempts to reflect this common usage while more clearly distinguishing between

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Quality management — Guidelines for quality management in projects

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Societal security — Business continuity management systems — Requirements

Guidance on social responsibility

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Human resource management — Vocabulary

Knowledge management systems — Requirements

Risk management — Guidelines

Guidance on outsourcing

Energy management systems — Requirements with guidance for use

Asset management — Management systems — Requirements

Innovation management — Innovation management system — Guidance

Innovation management — Tools and methods for innovation partnership — Guidance

Innovation Management Assessment — Guidance

Part 1, Consolidated ISO Supplement, Annex L

management – Vocabulary

Design management systems — Part 1: Guide to managing innovation

Specification for the provision of services relating to the commercialization of intellectual property rights

Innovation Management (Parts 1-7)

Value Management — Vocabulary — Terms and definitions

Management of innovation – Guidelines for implementing an innovation management approach

Management of research, development, and innovation (RDI) - Terminology and definitions of RDI activities

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Guidance to good practice in innovation and product development processes

R&D&i management – Terminology and definitions of R&D&i activities

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