

# DIN EN ISO 56008:2025-03 (E)

## Innovation management - Tools and methods for innovation operation measurements - Guidance (ISO 56008:2024)

---

<b>Contents</b>		<b>Page</b>
European foreword.....		4
Foreword.....		5
Introduction.....		6
<b>1</b>	<b>Scope</b> .....	<b>10</b>
<b>2</b>	<b>Normative references</b> .....	<b>10</b>
<b>3</b>	<b>Terms and definitions</b> .....	<b>11</b>
<b>4</b>	<b>Fundamentals of innovation operation measurements</b> .....	<b>13</b>
4.1	Principles of innovation management and innovation operation measurements.....	13
4.2	Innovation operation measurements process.....	14
4.3	Innovation operation measurement framework, indicators and metrics.....	15
4.3.1	General.....	15
4.3.2	Frameworks for innovation operation measurements.....	15
4.3.3	Innovation indicators.....	16
4.3.4	Innovation metrics.....	16
4.4	Leadership and strategy for innovation operation measurements.....	17
4.4.1	Leadership.....	17
4.4.2	Innovation operation measurement strategy.....	18
4.5	Planning and designing innovation operation measurements.....	18
4.5.1	Innovation operation measurements plan.....	18
4.5.2	Design of innovation operation measurements.....	19
4.6	Support for innovation operation measurements.....	20
4.7	Data collection and action.....	21
4.7.1	General.....	21
4.7.2	Gathering measurement data.....	21
4.7.3	Analyzing measurement data.....	21
4.7.4	Measurement-based corrective action.....	22
4.7.5	Measurement-based learning and improvement.....	22
<b>5</b>	<b>Measurements for establishing innovation operations</b> .....	<b>22</b>
5.1	General.....	22
5.2	Context measurements for establishing innovation initiatives.....	23
5.3	Measurements of leadership and culture for establishing innovation initiatives.....	24
5.4	Measurements of planning and support for establishing innovation initiatives.....	24
<b>6</b>	<b>Innovation process measurements</b> .....	<b>26</b>
6.1	General.....	26
6.2	Measurements for identifying innovation opportunities.....	27
6.3	Measurements in creating innovation concepts.....	28
6.4	Measurements in validating concepts.....	28
6.5	Measurements in developing innovation solutions.....	29
6.6	Measurements in deploying innovation solutions.....	30
<b>7</b>	<b>Innovation initiative measurements</b> .....	<b>30</b>
7.1	General.....	30
7.2	Measurements in the preparation of innovation initiatives.....	31
7.3	Measurements of activities towards initiative concept validation.....	32
7.4	Measurements of activities in development of initiative solution.....	32
7.5	Measurements of activities in initiative solution deployment.....	32
7.6	Measurements of innovation initiative outcomes.....	33

<b>8</b>	<b>Innovation portfolio measurements</b> .....	<b>33</b>
8.1	Measuring portfolios of innovation initiatives .....	33
8.2	Selecting a balanced set of innovation portfolio measurements.....	35
8.3	Innovation portfolio constituent analysis (IPCA) maps and review scorecards.....	36
<b>9</b>	<b>Assessing and improving innovation operation measurements</b> .....	<b>36</b>
9.1	Establishing the assessment .....	36
9.1.1	Identification of reviewers .....	36
9.1.2	Timing of the assessment.....	37
9.1.3	Scope of the assessment.....	37
9.2	Assessing the suitability of innovation operation measurements.....	37
9.2.1	Assess the set of measurements and the innovation measurement framework .....	37
9.2.2	Optional additional assessment.....	38
9.3	Improving the set of innovation operation measurements.....	38
9.3.1	General .....	38
9.3.2	Removing metrics .....	38
9.3.3	Revising metrics.....	38
9.3.4	Adding metrics.....	39
<b>Annex A (informative) Selection considerations and examples of indicators and metrics for innovation operation measurements</b> .....		<b>40</b>
<b>Annex B (informative) Examples of measurements for establishing innovation initiatives</b> .....		<b>42</b>
<b>Annex C (informative) Examples of innovation process measurements</b> .....		<b>53</b>
<b>Annex D (informative) Examples of indicators and metrics for innovation initiatives</b> .....		<b>69</b>
<b>Annex E (informative) Examples of indicators, metrics and methods for measuring innovation portfolios</b> .....		<b>74</b>
<b>Bibliography</b> .....		<b>82</b>