

# ISO/TR 56009:2025-07 (E)

## Innovation management - Example implementations of innovation operation measurements

---

### Contents

Page

- Foreword.....v
- Introduction.....vi
- 1 Scope.....1
- 2 Normative references.....1
- 3 Terms and definitions.....1
- 4 **Mid-size company: Service innovation operation measurements example**.....1
  - 4.1 EduTrain.....1
    - 4.1.1 General.....1
    - 4.1.2 Innovation mission and objectives.....1
    - 4.1.3 Innovation focus.....2
  - 4.2 Measurements for identifying innovation opportunities.....2
  - 4.3 Measurements in developing innovation solutions.....4
  - 4.4 General issues encountered during measurements.....5
  - 4.5 Conclusions and positive/negative lessons.....5
    - 4.5.1 General.....5
    - 4.5.2 Measurement lessons.....5
    - 4.5.3 General lessons.....6
- 5 **Not-for-profit organization: Social innovation operation measurements example**.....6
  - 5.1 Donatelt4: Business model and innovation objectives.....6
  - 5.2 Assessing present situation (early measurements) for a revamped innovation programme.....7
  - 5.3 Innovation concept creation and validation.....8
    - 5.3.1 Concept creation measurements.....8
    - 5.3.2 Concept validation measurements.....9
  - 5.4 Innovation solution development measurements.....10
  - 5.5 Innovation solution deployment measurements.....12
    - 5.5.1 Solution deployment preparation measurements.....12
    - 5.5.2 Solution deployment progress measurements.....14
  - 5.6 Conclusion and future studies.....15
- 6 **Government organization: Innovation programme measurements example**.....15
  - 6.1 Harmonia Ministry of National Education.....15
  - 6.2 Innovation focus and objectives.....16
  - 6.3 Some measurements for identifying innovation opportunities.....16
  - 6.4 Some measurements for innovation concept creation.....18
  - 6.5 Some measurements for innovation solution development.....19
  - 6.6 Measurements for innovation solution deployment.....21
  - 6.7 Conclusion and future studies.....23
- 7 **SME: New business model innovation measurements example**.....23
  - 7.1 X-energy: Context, innovation intent, strategy and focus.....23
  - 7.2 Measurements.....25
    - 7.2.1 General.....25
    - 7.2.2 Measurements for the preparation of the innovation initiative.....25
    - 7.2.3 Measurements for the validation of the concept.....27
    - 7.2.4 Measurements for developing the solution.....30
    - 7.2.5 Measurements for deploying the solution.....32
  - 7.3 Conclusion.....34

<b>8</b>	<b>Spin-off company: Technology innovation measurements example</b> .....	<b>35</b>
8.1	AFOWP (Agri-Food Waste Products) Inc.: Spin-off, innovation strategy and tactical focus ....	35
8.2	Measurements: Design, implementation, results and decision-making .....	36
8.2.1	General .....	36
8.2.2	Measuring preparation for development phase .....	36
8.2.3	Measuring effectiveness and efficiency in the development phase .....	37
8.2.4	Measuring solution development outputs and outcomes .....	38
8.2.5	Measuring preparation for solution deployment .....	39
8.2.6	Measuring progress of innovation deployment .....	40
<b>9</b>	<b>Large company: Innovation portfolio measurements example</b> .....	<b>42</b>
9.1	Banana Tech: Organization, innovation set-up and strategy .....	42
9.1.1	The organization and its context .....	42
9.1.2	Innovation set-up .....	43
9.1.3	Innovation strategy and innovations pursued .....	44
9.2	Measurements .....	44
9.2.1	Strategy and responsibilities .....	44
9.2.2	Banana Tech innovation operation measurement framework .....	45
9.2.3	Innovation portfolio review .....	45
9.3	Post-measurement actions .....	50
9.3.1	General .....	50
9.3.2	Allocating resources more efficiently and strategically inside the portfolio .....	50
9.3.3	Increasing the performance of innovation operations .....	50
9.3.4	Managing and measuring SDG impact .....	50
9.3.5	Portfolio renewal .....	50
9.4	Conclusions and lessons learned .....	51
	<b>Bibliography</b> .....	<b>53</b>