



A MANAGEMENT SUMMARY OF THE INNOVATION MANAGEMENT STANDARDS

Why have an innovation management standard?

Any organization, in order to stay alive and relevant, needs to continually adapt itself to its environment. Many of those changes are small, some changes and developments are significant and radical. This standard describes precisely what it takes for an organization to be truly innovative, to make those changes big and small. It helps organizations get better at creating new and different services, products and processes and thereby stay relevant. Saving time, cost, and effort. Get smarter and better innovating capability improvement.

What is this standard?

This is a truly international and universal innovation management standard. It is the first of its kind. Utmost care has been given to make this standard available and accessible to all organizations, regardless of their nature, purpose and activities.

The standard consists of seven main documents:

1. The Innovation Management Standard itself
2. An assessment checklist
3. An interpretation guideline, containing assessment notes
4. A basic implementation guideline
5. Innovation definitions
6. Innovation metrics
7. The accreditation and certification program (its rule set).

A whole range of further support documents is available, such as for example a special guideline for using this standard in smaller organizations, a guideline for sustainability, a guideline on process, on innovation venturing, and many internal tools which help auditors and consultants make innovation assessments and provide advice respectively.

What does this standard cover?

It describes the ideal situation or norm of any organization's measures to be truly innovative. This is done according to three overarching criteria that determine an organization's innovation capability: innovation planning, innovation execution, and innovation deployment. The standard covers six major areas: Culture, Leadership, Resources, Processes, Monitoring and Measuring, and Improvement.

How does an assessment work?

With this standard, organizations can perform self-assessments, which gives them the possibility to opt for a self-declaration to reach level 1. They can aim for higher levels of capability by asking an accredited Certification Partner to rate them against the 3 dimensions mentioned above, which provides an image of where improvements could be made, so as to be able to continuously improve their capabilities to innovate and increase overall performance. Attention has been given to incorporate principles of sustainability.

Can you innovate with a standard process?

Certainly. Although you cannot manage all aspects of innovation, you can facilitate innovation, give it focus and direction, and so manage the facilitation process. It is very different from quality management standards, that always use the existing situation and organization as their departure point, and assume you can manage everything from within. The Innovation Management Standard is a cooperative initiative of the Product Development and Management Association, holder of the Registry, and the Total Innovation Management Foundation, which manages the standard on behalf of PDMA. More information? Check www.pdma.org for standards, and www.timfoundation.org for more information.

All PDMA and TIM Standards and supporting publications are subject to continual user feedback and a two-year evaluation and review process, under the supervision of the Total Innovation Management Foundation's Board and the PDMA's Standards Committee.

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APPLICABILITY AND SCOPE

The Innovation Management Standard, its guidelines and reference documents are applicable to all types of organizations in all sectors, startup or established, for developing an Innovation Management System (business, government, non-profits, sports and entertainment, etc.). The Innovation Management Standard is applicable to the development of new technologies, products, services and processes. Organizations can assess their innovation maturity to the standards requirements and systematically adopt the six elements of the standard to develop their own unique Innovation Management System. In general, every organization will have to adopt its own selection of underlying components. The standard provides the criteria necessary for individual learning, knowledge and management of an innovation framework and innovation pipeline and portfolios. Innovation objectives and subsequent projects may include creating new or improving existing technologies, products, services and processes. Companion documents such as Assessment Checklist, Guidelines and Reference Publications are available to support this standard and assist the consultant and the end user in developing and implementing an Innovation Management System (IMS).

DESCRIPTION OF THE CORE DOCUMENT SET

The Innovation Management System Framework core set consists of seven publications. Implementing an Innovation Management System is a voluntary process that organizations can use to establish and or improve their capability to innovate.

TIM-PD-001-STD INNOVATION MANAGEMENT STANDARD

This publication is the hierarchy or governing document or the core set to which all other documents provide support or guidance. It is a requirements document, not a management book, method or technique. The TIM Accreditation and Certification Program for organizations and individuals is based on TIM-PD-001 Innovation Management Standard. The Standard is comprised of six (6) elements. These elements form the essential parts of innovation. These are:

- Culture
- Leadership
- Resources
- Processes
- Measuring and Monitoring
- Improvement

Within each element of the Standard are numbered clauses. These clauses, fifty eight (58) in total, form the requirements of the Standard by element. The clauses are generic in nature (not sector specific) and can be easily adopted by any type of organization.

To comply or conform to the TIM-PD-001 Innovation Management Standard, an organization would need to address each clause in all elements of the Standard. In doing so the organization would be developing their unique Innovation Management System.

TIM-PD-002-A STANDARD ASSESSMENT CHECKLIST

This publication provides users of the Standards an Assessment Checklist that corresponds to the elements and clauses of TIM-PD-001 Innovation Management Standards.

The Assessment Checklist is typically used to conduct an initial gap assessment of the organization's compliance to the TIM-PD-001 Innovation Management Standard. It can also be used for conducting external assessments. Once an organization has developed their unique Innovation Management System the Assessment Checklist would be modified to reflect the system they developed. Assessment results are summarized in the TIM-PD-002-AMG Standard Assessment Maturity Grid document.

TIM-PD-003-GL STANDARD INTERPRETATION GUIDELINE

This publication is a guideline that provides users of the TIM-PD-STD-001 Innovation Management Standard an interpretation of the requirements of the Standard.

The guideline corresponds to the elements and clauses of TIM-PD-STD-001 Innovation Management Standard.

TIM-PD-003-GL1 BASIC IMPLEMENTATION GUIDELINE

This publication is a guideline that provides users of the TIM-PD-STD-001 Innovation Management Standard a generic methodology on how to adopt the Standard within their organization. The document corresponds to the elements of TIM-PD-STD-001 Innovation Management Standard.

TIM-PD-004-R INNOVATION DEFINITIONS

This reference publication provides definitions to terms used in the TIM Innovation Management Standards.

TIM-PD-004-R1 ACCREDITATION AND CERTIFICATION PROGRAM

This reference publication describes the requirements and protocols associated with the TIM Accreditation and Certification Program. The Programs applies to individuals, trainers, auditors and organizations.

TIM-PD-004-R2 INNOVATION METRICS

This reference publication provides users of the TIM-PD-STD-001 Innovation Management Standard sample measurements and metrics. The measurements and metrics would be defined

in the organization's Innovation Management System for monitoring and measuring the organization's innovation capability along with innovation activities associated with the system and projects.

Additional publications, guidelines and reference documents are continually under development to provide specific knowledge by organization sector and for innovation methods, techniques and tools. These are (currently drafted and in the pipeline for approvals by the PDMA Standards Committee):

TIM-PD-003-GL2 Sustainability Guideline
TIM-PD-004-R3 Reference Document on Innovation Decision-Making Processes
TIM-PD-004-R4 Reference Document on Venturing Programs
TIM-PD-004-R5 Reference Document on Small Organizations
TIM-PD-004-R6 Reference Document on Planning
TIM-PD-004-R7 Reference Document on Planning Templates
TIM-PD-004-R8 Cross-Reference to PDMA Handbook and Toolbooks

More information? Check out www.pdma.org for the document set of the framework, or www.timfoundation.org for more detail.

INTRODUCTION TO THE INNOVATION MANAGEMENT STANDARD

The PDMA's Innovation Management Standard provides the criteria for establishing an Innovation Management System (IMS) within an organization. Each element of the standard addresses the basic requirements that are essential for implementing innovation in an integral approach with respect to the objectives of the organization. The standard sets the parameters for the business model framework and addresses the distinct front end, middle and back end of innovation.

An Innovation Management System is a structured system intended to sustain continual innovation activities within an organization. The standard is not limited to, and supports the various innovation methodologies, techniques and tools such as incremental, open and disruptive innovation.

Through Licensed Organizations, the standard supports the training, accreditation and certification of individuals licensed to operate the standards, and the assessment of organizations's current innovation management systems.

PDMA Adoption and Endorsement

This Innovation Management Standard and its approved companion documentation set is adopted, endorsed, and distributed exclusively by the Product Development and Management Association (PDMA) worldwide. The PDMA is a global not-for-profit organization for New Product Development and innovation management professionals.

Innovation Management Standard Registry

The PDMA is the holder of the Innovation Management Standard's Registry. The Registry records:

- Identity and capability w.r.t. innovation management of organizations on five levels of competence and deployment

- Innovation management proficiency by professionals according to the standards (e.g. trainers, auditors).
- The identity of registered partners who can perform audits or provide training on the standards' implementation
- Ownership of versions of the Innovation Management Standard for professionals (personal or review copy) or organizations (for assessment, certification or training purposes).

The TIM Foundation as Center of Excellence

The TIM Foundation is PDMA's Center of Excellence for standardization. The PDMA and TIM Foundation jointly own, and operate the Innovation Management Standard. TIM Foundation has an exclusive agreement with PDMA for its management and sustained development. TIM Board members and Standards Committee members of PDMA serve on the Standard's Governance Board to manage and control its quality and comprehensiveness, and to oversee the development and deployment of new releases.

Future Development

PDMA and TIM Foundation actively pursue the development of further documentation required to set up and run an innovation management system, with the aim to develop professionalism in the field of innovation and product/service development. Future documents will contain:

- Further guidelines from either PDMA or TIM origin, or both, in specific areas of interest requiring additional guidance
- Cross-reference documentation from the Innovation Management Standard to PDMA's content (such as Handbook, Toolbooks, scientific articles, and vice versa)
- Verticalized versions of standards documentation will be co-developed in cooperation with branch-specific organizations in areas of industry or not-for-profit organizations, or public bodies.

Companion documents, Assessment Checklist, Guidelines and Reference Publications are available to support this standard and assist the end user in developing and implementing an Innovation Management System (IMS). There are additional reference publications such as guidelines for use in small organizations, for sustainable innovation, for venture funding, for product development processes, or individual subjects of interest.

All standards and supporting publications are subject to continual user feedback and a bi-annual revision analysis process. During its first revision cycle, i.e. in the first two years, intermediate versions may appear. Any intermediate versions will be made available upon request at distribution cost (for printed versions), or free-of-charge for digital versions to existing, registered owners of the standards' core set.

INTRODUCTION TO THE STANDARD ASSESSMENT CHECKLIST

This TIM-PD-002-A Standard Assessment Checklist is a companion document to the main TIM-PD-001-STD Innovation Management Standard and to be used as such. The Standard Assessment Checklist provides the basis for conducting an assessment and gap analysis of an organization's innovation activities.

The assessment can be conducted on two levels: using the overall assessment questions at the start of each section, or the detailed, itemized list for an in-depth additional review. This depends

on the needs of the user organization, which could be a self-assessment in the form of a quick scan for a level-1 self-declaration, or an in-depth review for achieving higher levels of capabilities.

An innovation management system is a structured approach to continual change and improvement that spurs growth and prosperity. Most organizations will need to change and manage this change to achieve lasting innovation. The assessment is based on the requirements of the TIM-PD-001-STD Innovation Management Standard, and the TIM-PD-003-GL Standard Interpretation Guideline, and other reference documents of the same core set.

Organizations that wish to deploy assessments will create their own toolset for doing so, or may use this standard toolkit available that helps them make assessments.

ASSESSMENT CRITERIA

This Assessment Checklist assesses organizations on their innovation capability, on a trajectory towards innovation excellence. The assessment of organizations will be done according to the degree to which organizations implement the standard (as addressed, evidenced) and three main criteria:

1. Innovation planning: the degree to which the organization has adopted innovation planning practices. This ranges between the following stages:
 - a. Immature: informal, traditional plans, hardly any formalization of planning
 - b. Starter: basic plans, portfolios, roadmaps
 - c. Mature: integrated mature plans, portfolios, roadmaps
 - d. Advanced: well established plans, portfolios and roadmaps: interlinked, integrated resource planning
 - e. Excellent/conforming: long-range, strategic, flexible plans, portfolios, roadmaps
2. Innovation execution: the degree to which the organization has mastered execution of innovation processes, toolsets and metrics. This ranges between the following stages:
 - a. Immature: hardly any structured processes, tools, metrics
 - b. Starter: basic processes, toolsets and metrics, loose structures
 - c. Mature: processes, toolset and metrics in advanced stage, basic idea management
 - d. Advanced: multiple innovation processes, mature idea management, mature process metrics
 - e. Excellent/conforming: learning organization, continuous live process improvements across the entire lifecycle
3. Innovation deployment: spread of Innovation Management System's practices across all organizational units. This ranges between the following stages:
 - a. Local: individual single deployment
 - b. Organizational Units individually use practices on their own
 - c. Multiple Organizational Units: multiple units use practices and these may be synchronized
 - d. Advanced: Most organizational units use practices and these are synchronized
 - e. Uniform global adoption/conforming: unified implementation of an overarching innovation management system.