



1.6 Frequently Asked Questions

Version date: 24th of September, 2018

What does an Innovation Management Standard and Maturity Model add to the world?

The Innovation Management Standard and Maturity Model is the first truly international guide to help organizations become more innovative, and do it in a sustainable way. It is a highly structured, comprehensive and thorough way to pragmatically organize all innovation management activities in any organization. It can apply to businesses, but also to not-for-profit organizations, as public services, schools, churches, sports organizations. Many organizations have some structure and process built around innovation, but seldom are they as thorough and comprehensive as is required. We have passion to help professionals develop systemic innovation capability using the Innovation Management Standard and Maturity Model. With this model, organizations build their own Innovation Management capability.

Why would organizations implement this at all?

In today's economy, efficiency and effectiveness is important, *but it is no longer enough to succeed*. Incremental innovation only leads to operational excellence. Commoditization is also increasing rapidly, as is the speed of market and technology change. Therefore, repeatable innovation (radical or incremental) as capability becomes more and more important. At the same time organizations have to do this with the same people and probably at lower cost levels. Organizations should create their own innovation management capability to increase their innovation effectiveness and efficiency, generating more and better output at the same or lower cost in times of shortage.

Organize Innovation Capability!

The Innovation Management Standard and Maturity Model organizes lasting *innovation capability*. It is an advisory and scalable maturity model, which means that it captures what the organization wants to and should record and change. The end result of assessments is to record progress on a scale of innovation capability over time. *If all you want to do is execute on a simple idea, don't use an Innovation Management Standard and Maturity Model but run a straightforward project.*

Is there a need for structured innovation management capability in a complex world without central controls, that thrives on Open Innovation?

Actually, it is quite the opposite. The need for developing a solid Innovation Management Capability Framework is *increasing* if you are partnering (with e.g. Open Innovation) and cooperation becomes the norm rather than the exception. Now that more and more organizations have more complex interactions with their environments (e.g. through open innovation programs), and new innovations can come from organizations of any size or shape, standardizing on terminology, tools and processes and benchmarking actually become *more* important rather than less. An Innovation Management Standard and Maturity Model reduces clutter and noise in communications between organizations and helps improve partnering, also within the supply chain.

Who actually benefits from improved innovation capability?

- it helps professionals to assess their organization's innovation strengths
- it helps consultants to assess organizations on innovation capability



- it helps professionals to increase their level of proficiency in innovation in a structured way, to further their careers.

Why should I use an Innovation Management Standard and Maturity Model at all?

1. The documentation set will provide guidance on how to quickly but thoroughly make progress on implementing systemic innovation capability.
2. The framework is advisory: people are in charge to determine what they want to do, how deep and wide they implement systemic innovation capability. *Every organization should implement its own version (not copy others')*
3. It offers a path towards improvement of capability rather than a one-off evaluation, meaning you want to monitor progress over time, and using the framework to get advice on how to improve performance, not draw oversimplified short-term conclusions.

I am concerned about important aspects like creativity, serendipity or entrepreneurship. Why do we need this?

There are certain aspects of innovation that cannot (should not) be managed by exerting traditional forms of planning-and-control management, such as creativity, serendipity or entrepreneurship. It would be pretentious to say that you can.

However, there are two important points to realize:

1. The fact that some elements cannot be entirely planned or controlled does not release professionals from responsibilities *for managing the elements where they actually can*
2. *If creativity, serendipity or entrepreneurship cannot be managed, they can at least be facilitated and given direction*, so that people can perform at their best in circumstances that are advantageous to innovation.
3. You *can* manage the processes around facilitation meaning you create proper conditions under which they can flourish, and write it down in an Innovation Management Standard and Maturity Model like we do here.

Which innovation management issues do you address?

Through our project (funded by a foundation), a very fundamental question has been raised (and addressed), that rarely innovations are repeatable, and performance stable. Innovation typically has a one-off character in that companies, and individual products may have success, but rarely can this be done repeatedly and consistently over time. Using an Innovation Capability Framework, organizations can significantly improve their innovation performance. This will help them increase revenues, lower costs, and get more out of their current pipeline. The framework is universally applicable to all kinds of organizations.

What is the status of the Innovation Management Standard and Maturity Model, and its scale?

The core texts and tools have been completed, and TIM Foundation staff are working on more auxiliary documentation, which will be vetted by an international team of experts on innovation and new product development. It has been rolled out since the fall of 2013, including an assessment toolkit to help organizations use it for assessments and training purposes.

What are the expected effects of adopting an Innovation Management Standard and Maturity Model in your organization?

The expected effects are such, that by adopting this Innovation Management Standard and Maturity Model way of thinking and working, organizations may get significantly better at innovation management, and may improve their innovation performance as a result: meaning



innovate better, cheaper, faster and with more lasting effects.

What insights can be derived from the Innovation Management Standard and Maturity Model? What are the lessons learnt? And to what extent, are these insights relevant?

Developing real Innovation Capability is a cycle. What we have learned in the meantime, is that introduction of an Innovation Management Standard and Maturity Model can be a steep learning curve for most organizations, *one that is almost never understood fully in one cycle*. At the same time, the majority of them will need to learn and adapt sooner rather than later. Also, that implementing an Innovation Management Standard and Maturity Model is a very rewarding and productive way to let an organization learn to improve its own innovation capability. It is a path to follow, not a point to reach, a movie, not a picture. Moreover, that once organizations do understand the needs they have, their performance increases significantly.

Need more information? Check out www.timfoundation.org or contact us by phone or email.