

Leveraging innovation management as policy instrument

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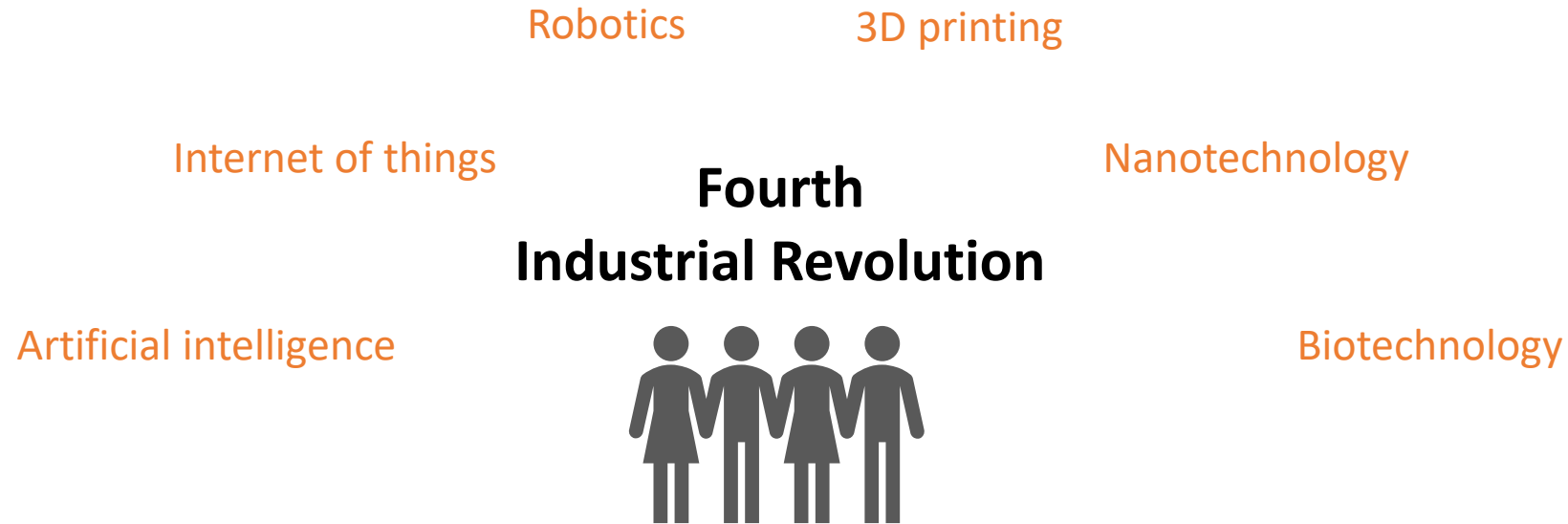
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Augmented innovation capabilities needed

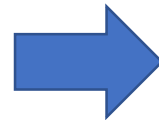


How can capability-based **innovation policy instruments** support sustainable growth?

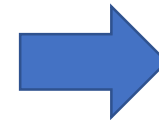
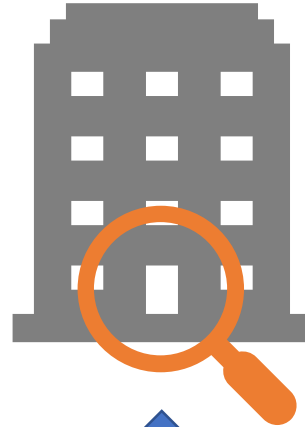
Innovation policy instruments

Supply-oriented instruments

E.g. R&D incentives
& direct support



“Black box”



Demand-oriented instruments

E.g. Public functional
procurement



Capability- and process-
oriented instruments

Innovation performance gap



84%

of global executives
say innovation is
extremely important

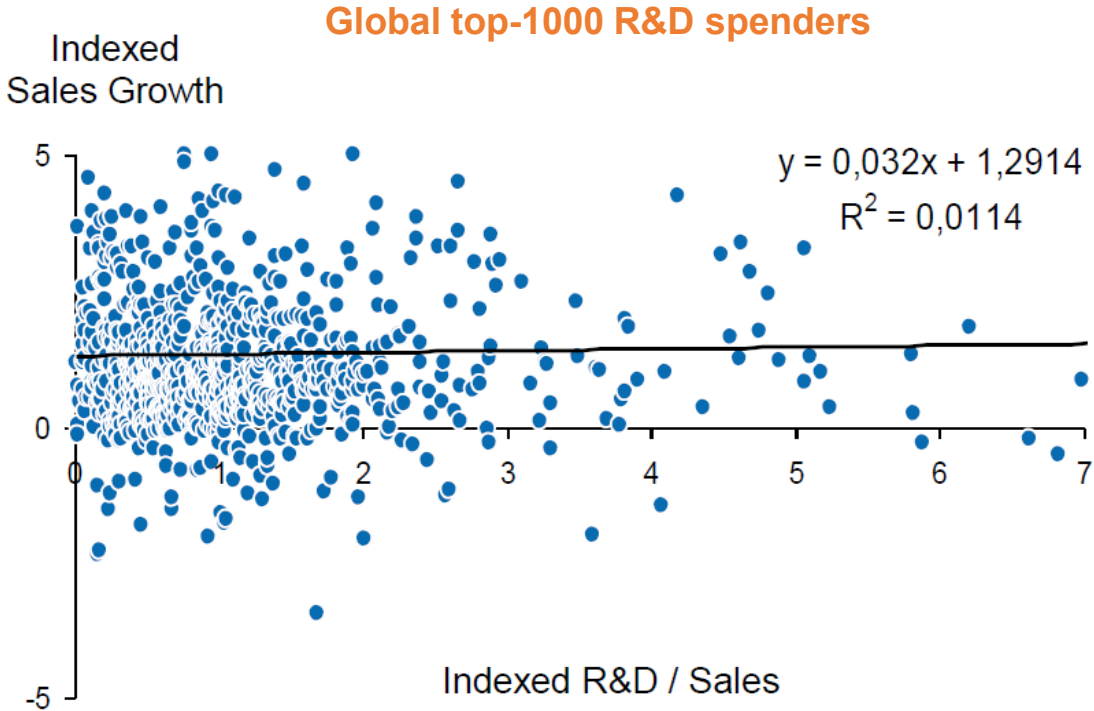
94%

are dissatisfied with
their innovation
performance

Need for guidance

 *Many firms are **confused** about innovation — what it is, what it can do and whether it can or should be formally managed* 

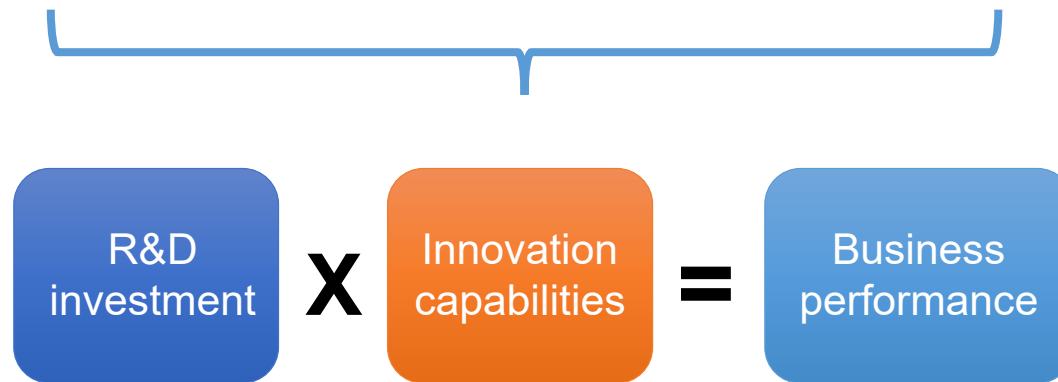
R&D is not enough



NO correlation between R&D spending and business performance

Innovation strategy & culture key

Companies with a highly
aligned innovation strategy and a
culture that supports innovation
significantly outperform peers



International standardization



CEN/TC 389 started in 2008

First publication 2013:
CEN/TS 16555-1
Innovation Management
System



ISO/TC 279 started in 2013

First publications expected Q1 2019

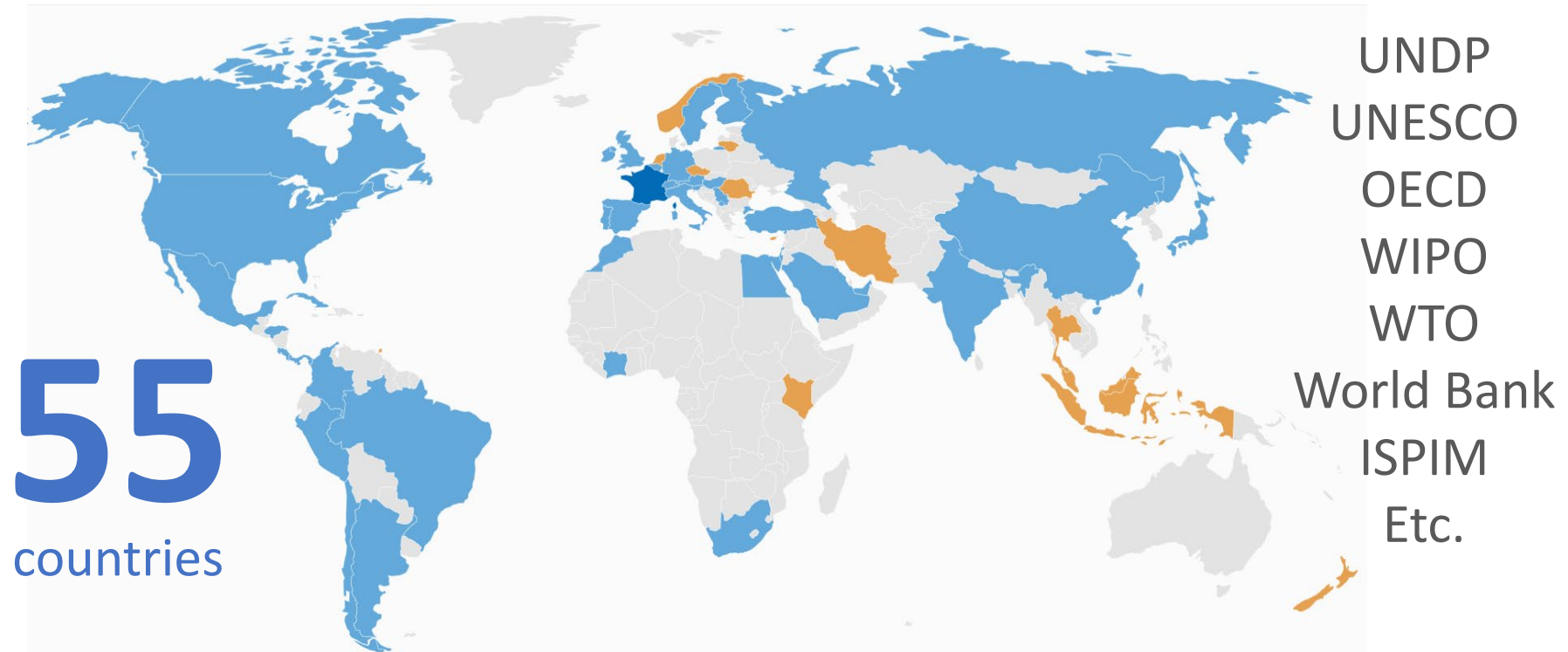
ISO 56000-series:
**Innovation Management System –
Guidance
Fundamentals and Vocabulary**

Innovation management system standard is...

...a **guiding framework** for top-management to lead and organize for innovation.

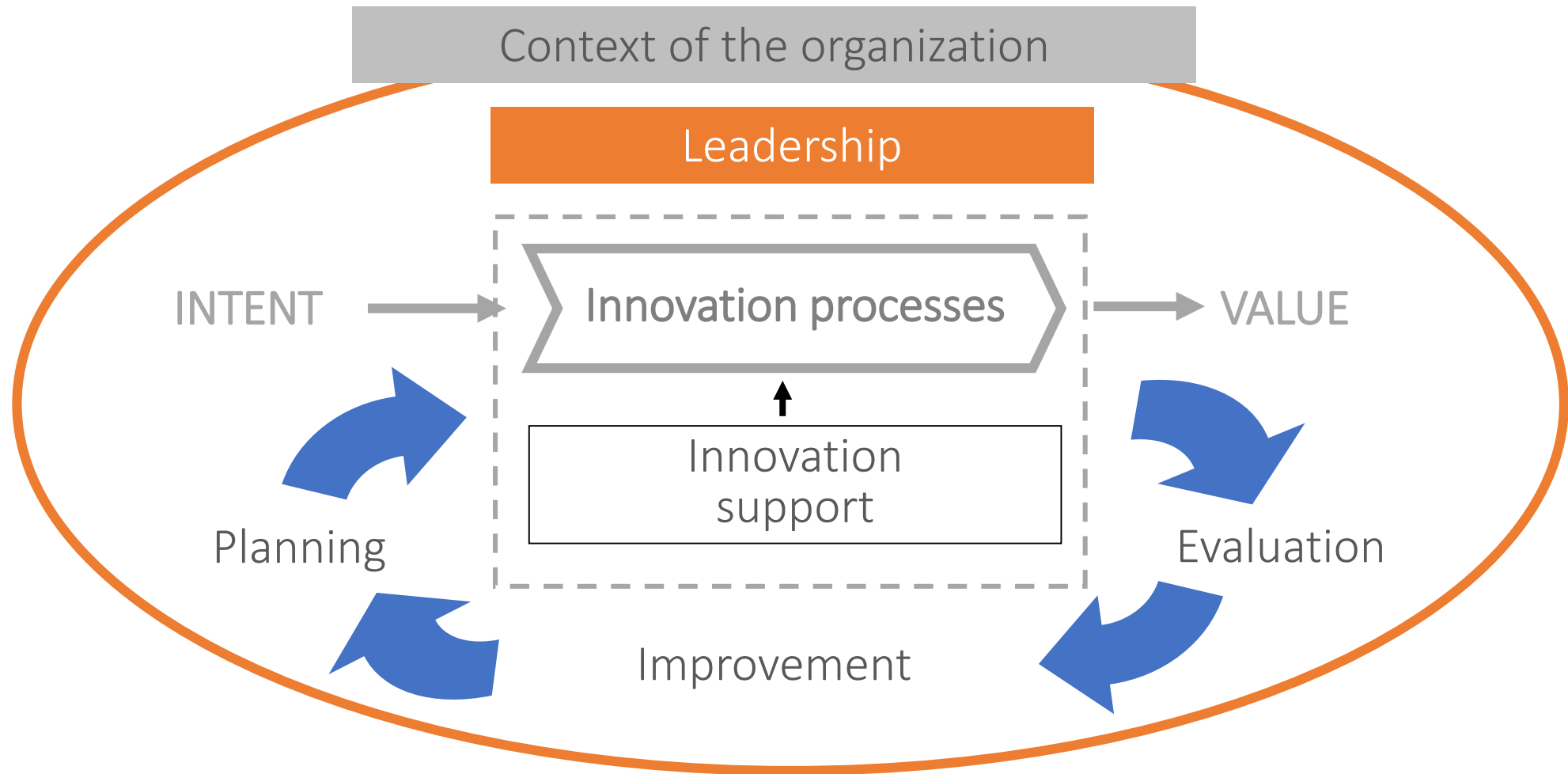
...a check-list to **enable** systematic innovation.

Participation



[[ISO TC 279 Innovation Management](#)]

Innovation Management System



Capability-oriented innovation policy instruments

A

Innovation management coaching programs

E.g. Enhancing Innovation Management Capabilities (EIMC), part of EEN, based on CEN TS 16555-1

B

Requirement for public funding of projects

Organizational certification required for innovation project funding, e.g. Spain, Portugal

C

Personal certification of innovation managers

Support for developing professional innovation management skills, e.g. RISE, Vinnova in Sweden



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