

Clause 9: Performance Evaluation

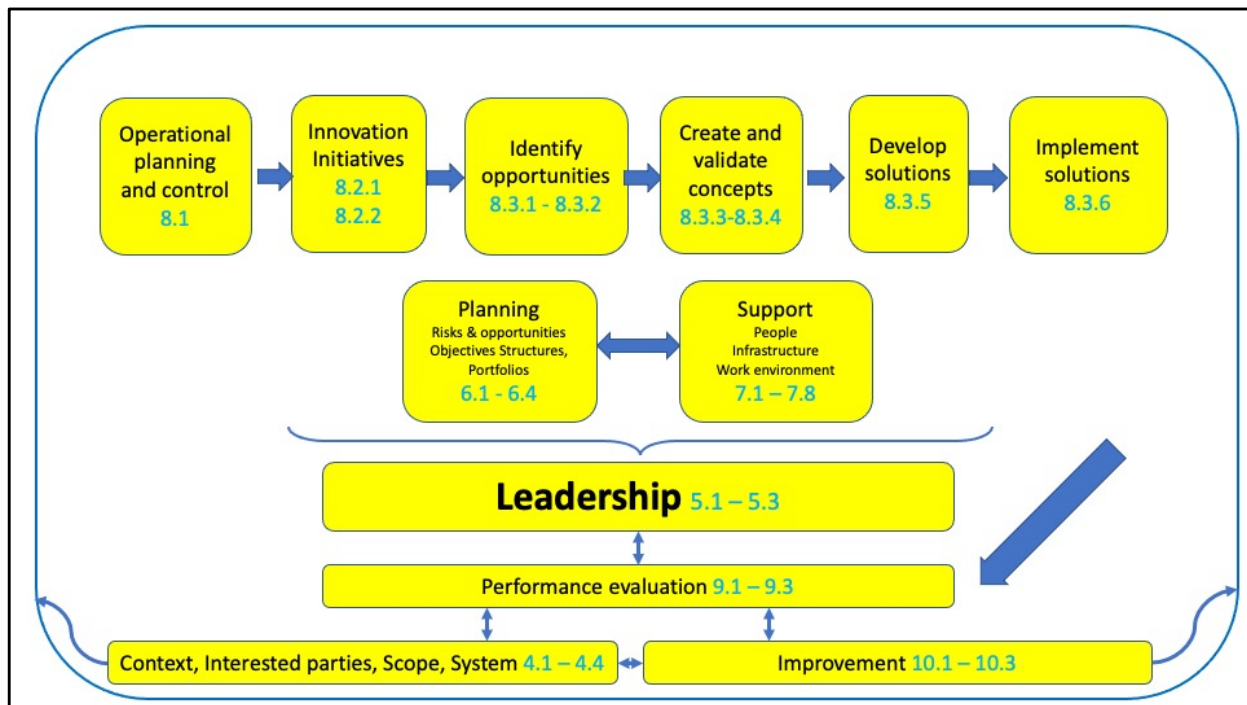
Clause 9.1.1 – Monitoring, Measurement, Analysis and Evaluation (General)

Clause 9.1.2 – Analysis and Evaluation



Simplify ISO 

The "Simplify ISO" logo is positioned in the bottom right area. The word "Simplify" is in a grey, sans-serif font. "ISO" is in a larger, bold, dark blue font. A green checkmark is integrated into the top right corner of the letter "O". Below the text, there is a subtle reflection effect.

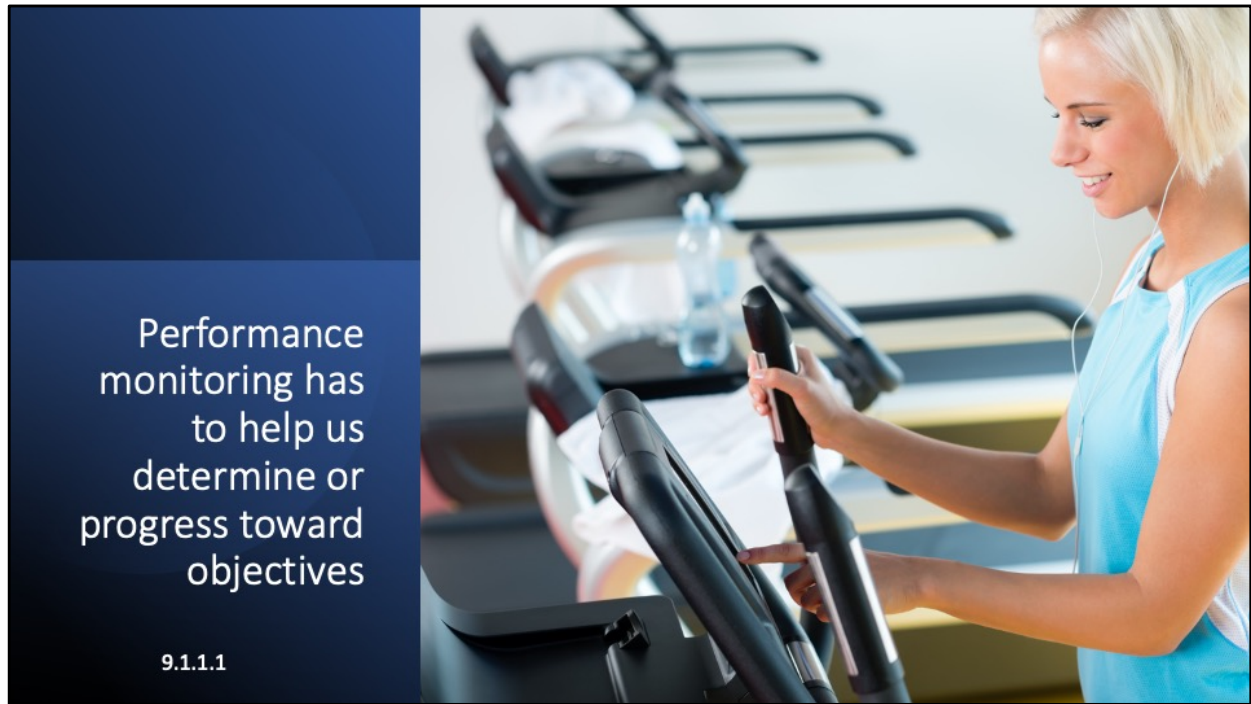


9.1 Monitoring, measurement, analysis, and evaluation

9.1.1 General

9.1.1.1 The organization should determine:

- what needs to be monitored and measured, including which innovation performance indicators are to be used;
- the tools and methods for monitoring, measurement, analysis, and evaluation, needed to ensure valid results;
- when the monitoring and measuring should be performed;
- when the results from monitoring and measurement should be analysed and evaluated;
- who will be responsible.



Performance
monitoring has
to help us
determine or
progress toward
objectives

9.1.1.1

9.1 Monitoring, measurement, analysis, and evaluation

9.1.1 General

9.1.1.1 The organization should determine:

- a) what needs to be monitored and measured, including which innovation performance indicators are to be used;
- b) the tools and methods for monitoring, measurement, analysis, and evaluation, needed to ensure valid results;
- c) when the monitoring and measuring should be performed;
- d) when the results from monitoring and measurement should be analysed and evaluated;
- e) who will be responsible.

We need *DATA*
to demonstrate
how successful
any innovation
program is

9.1.1.2




9.1.1.2 The set of innovation performance indicators, quantitative or qualitative, can include a balance of:
a) input-related indicators, e.g. number of ideas, number of innovation initiatives, value creation potential of ideas, new sources of knowledge, new insights, resources, and competence;

Measure
'throughput'
for an idea of
your
innovation
effectiveness

9.1.1.2



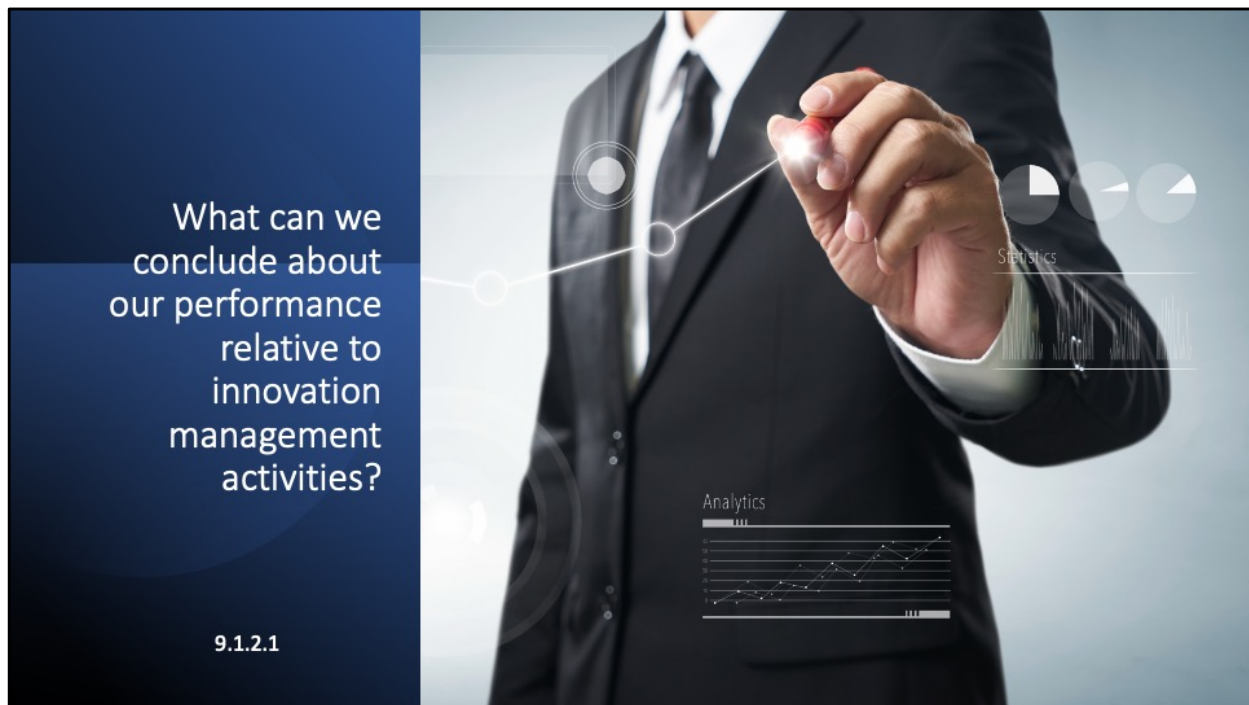
b) throughput-related indicators, e.g. speed of experimentation, learning and development, number or ratio of employees, managers or users involved or trained, effectiveness of collaboration and relationships, new tools and methods adopted, time to profit, time to market, engagement level, and brand awareness;



Are we using
DATA to make
output
effectiveness
decisions?

9.1.1.2

c) output-related indicators, e.g. number or ratio of ideas implemented, return on innovation investment, revenue and profit growth, market share, ease of use, speed of adoption by users, user satisfaction, rate of innovation diffusion, organizational renewal and transformation, social and sustainability benefits, cost savings, rate of learning, intellectual property, new users, and image.



What can we
conclude about
our performance
relative to
innovation
management
activities?

9.1.2.1

9.1.2 Analysis and evaluation

9.1.2.1 The organization should analyse and evaluate the innovation performance and the effectiveness and efficiency of the innovation management system.

The analysis and evaluation should consider:

- a) the realization and redistribution of value, in relation to the innovation strategy and objectives, and as a result of innovation activities;
- b) the elements of the innovation management system and their interactions, including portfolios, support, initiatives, and processes.

The frequency of analysis and evaluation, as well as the tools and methods used, can depend on the context of the organization, as well as on its ambition to further improve innovation performance



9.1.2.2 The results of the analysis can be used to evaluate:

- a) the level of understanding of the context;
- b) the degree of leadership commitment;
- c) the effectiveness of actions taken to address opportunities and risks;
- d) the effectiveness of the innovation strategy;
- e) the effectiveness and efficiency of innovation support and processes;
- f) knowledge sharing and learnings from both successes and failures;
- g) the need for improvements of the innovation management system.

The organization should retain appropriate documented information as evidence of the results

Three takeaways from 'Monitoring, measurement and analysis'

1. This is the way to find out if your innovation project worked
2. You need actual *DATA*
3. This will give you great ideas for future innovations

Time for the Quiz!

You'll need your copy of
ISO 45003 to answer the
quiz questions

