

STRATEGIC BUSINESS PLAN (SBP)

Clause 2.1.2 of the ISO/IEC Directives, Part 1



ISO/TC 279
Innovation Management
Secretariat:

What is the main market trend?
The ability of organizations to innovate is recognized as a critical factor for their viability, competitiveness, resilience and renewal, and for the sustainable development of society



What benefits can standards bring?
Improved innovation performance generating value (financial and/or non-financial) for organizations applying the standards

Who participates in standards development in this topic?
ISO/TC 279's work involves a wide range of stakeholders, because innovation is ultimately everyone's business.



What are the committee's strategic priorities?
Increasing consistency across the ISO 56000 series and promoting the standards' use

What actions will the committee take in the next 3 years?
Diligently revising the ISO 56000 series to account for present and future market needs and evaluating impacts



Message from the Chair, Mr Johan Claire

By making the most of the expertise of hundreds of experts in innovation management, formalised through the demanding processes of standardisation, we aim to change the world by enabling every organization to innovate more and better.



About ISO/TC 279

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High-profile standards

- ISO 56001 →
- ISO 56002 →
- Access the full TC 279 work programme →



About ISO

- ISO 2030 Strategy →
- ISO/IEC Directives, Part 1 →

ISO's role in supporting the SDGs

ISO/TC 279 standards support the following SDGs



Introduction

The evolution of formal strategic planning in ISO Technical Committees is a key measure in supporting the ISO 2030 Strategy vision of making lives easier, safer and better. This document is designed to aid committees and their stakeholders in:

- Identifying benefits and vision of standardization within the committee's field of activity
- Linking benefits to higher strategic imperatives (ISO 2030 Strategy, SDGs, London Declaration Action Plan)
- Prioritizing among projects and allocating resources
- Providing transparency and communicating through a format adapted to three key audiences (general public, TMB and other TCs, and internal TC stakeholders)
- Supporting data-driven continuous improvement, including user perspectives where available
- Maintaining strategic flexibility for different market cadences

International standards embody the essential principles of global openness and transparency, consensus and technical coherence. These are safeguarded through its development in ISO Technical committees, representative of all interested parties, supported by a WTO TBT-compliant public enquiry phase.

International standards are developed through a member-driven market-centric process, where any P- member may submit a proposal for new work.

This document represents an important filter through which new work items should be considered by P-members of a committee and shall be referenced in new work item proposals submitted to the committee per clause 2.3.4 of the ISO/IEC Directives, Part 1.

Beginning in 2026, deviations from this strategy shall be rationalized in new work item proposals.

History of ISO/TC 279

ISO TC 279 - Innovation Management is the ISO Technical Committee responsible for developing standards related to Innovation Management numbered as ISO 560XX documents.

The international committee was set up in 2013 by the French standardization body (Afnor), which has since continuously held the presidency and secretariat.

The work carried out by the European Committee for Standardization (CEN)'s TC 389 - Innovation Management, which had already published various standards under the number CEN 16555, has followed the work carried out by TC 279 since its creation. Other standards related to innovation management also exist at national level in several countries worldwide.

ISO TC 279 committee was created by a desire to formalise best practice guidelines in order to professionalize innovation management activities within organisations and ecosystems.

Initially, the committee was organised into 4 working groups:

- *WG1 dedicated to the Innovation management systems*
- *WG2 dedicated to Terminology, terms and definitions*
- *WG3 dedicated to Tools and methods*
- *WG4 dedicated to Innovation Management Assessment*

Committee evolution

Since its creation, ISO TC 279 has grown steadily reaching over 75-member countries from all continents in 2024.

The committee's work has also attracted the attention of several international organizations which have set up formal liaisons with the committee: ISO/TC 279 - Innovation management.

Over the years, the structure of the Technical Committee has also evolved in terms of growth in diversity and commitment of membership and has also established advisory groups to facilitate steering the committee and communication of the work.

After 9 years focusing exclusively on the development of guidance standards, initial work on a certification standard developed by ISO TC 279 started in 2021, resulting in ISO 56001 Innovation Management System – Requirements, which has been published in September 2024.

A list of the committee's publications is available here: [ISO/TC 279 - Innovation management](#)

Meeting global needs

To realize our vision, we must develop consensus-based standards that are relevant and respond to current and future challenges. We must focus on getting the right standards to market at the right time, and with the right content and in the right format.



Business environment and future trends

The ability of organizations to innovate is recognized as a critical factor for their viability, competitiveness, resilience and renewal, and for the sustainable development of society.

Innovation management is a constantly evolving field with new practices, tools and methods emerging all the time, sometimes contradicting previously recognised approaches. The ISO 56000 standards, which aspire to offer an objective measure drawing on the world's best practices in innovation management, must therefore be capable of evolving at the same pace. On the other hand, it is important to maintain coherence across all standards drafted by the committee, which plans to practice the principle of continuous improvement, thereby enabling gradual adoption and development through experience.

Following the initial publications of the ISO 56000 series, one of the challenges ISO/TC 279 is facing is to maintain and develop documents at a pace that is in line with developments in the field, working within the constraints associated with the development of standards. Revision of the standards presents an opportunity for the documents to benefit from growth in number and expertise provided by experts in the committee.

The committee therefore considers the revision of standards to be just as important as the initial drafting of a new standard.

In addition to the evolution of discipline-specific practices, many more general trends are also impacting on the field of innovation management, such as:

- Climate change and its consequences, which are influencing the perception and management of innovation.
- Technological developments, and in particular artificial intelligence technologies.
- International crises such as the financial or health crises and their impact on business practices.



Benefits of standards and vision for standardization in the field of activity



The standards in the ISO 56000 series aim to realize value for all interested parties, especially via:

- Improved innovation performance generating value (financial and/or non-financial) for organizations applying the standards
- Common language encouraging interactions within the community of innovation management professionals
- Dissemination and systematisation of innovation management practices in organizations
- Professionalisation of innovation management
- Strengthening of innovation management activities (including training, consultancy, and support)
- Better and more effective public policies and ecosystems supporting innovation

Ultimately, the committee's aim is to improve implementing organization's innovation performance. Standardization is a vehicle for promoting the professionalisation of innovation management practices in all organizations. ISO/TC 279 standards are relevant for all public and private organizations, of all sizes, technological or not, and of any type, whether in the industry, services or business. Any organization wishing to evolve, to offer something new, or to adapt to a changing context can rely on the ISO 56000 Series standards to develop their practices.

At an individual level, ISO/TC 279 standards can be useful to anyone with a personal interest in innovation (emergence, development, success, etc.). In an ever-changing world, the work of the ISO/TC 279 can enable individuals to gain a better understanding of the broad characteristics of innovation.

Research organizations or other professional services, whether financial, intellectual property, consultancy or providing any other form of support for innovation, can benefit from ISO/TC 279 standards. Innovation management standards may both improve or enhance service offerings, but also encourage partnerships. Universities and training centres also have an interest insofar as

	<p>innovation management falls within the realms of their teaching methods and may be used to develop training programmes.</p>
 <p>Reflections on current publications and their market impacts</p>	<p>The first standards of the ISO 56000 series were published in 2019 in the midst of the COVID 19 pandemic crisis and others published during the months that followed, which resulted in a heterogeneous dissemination of knowledge worldwide. Innovation communities are also sometimes surprised by the existence of normative documents and standardization in the discipline of innovation management, which may seem counter-intuitive to some users. One of the committee's current challenges is to educate users through the dissemination of published standards, for which an ad hoc communication group has been established in 2024.</p> <p>The number of standards published is growing all the time, and many fields are experiencing standards explosion. Innovation management is a relatively new sector for discipline-specific standardization but is also vast with many sub-themes and stakeholders. Therefore, there is a risk that the ISO 56000 series of standards will grow exponentially, losing clarity and coherence by seeking to produce standards for niche or immature topics. As such, the committee considers the revision of standards to be just as critical as the initial drafting of a new standard.</p> <p>Increasing the distribution of published standards</p> <p>The first standards of the ISO 56000 series were published in 2019 in the midst of the COVID 19 pandemic crisis and others published during the months that followed, of knowledge worldwide. Innovation communities are also sometimes surprised by the existence of normative documents and standardisation in the discipline of innovation management, which may seem counter-intuitive to some users. One of the committee's current challenges is to educate users through the dissemination of published standards, for which an ad hoc communication group has been established in 2024.</p>
 <p>Sustainability and climate change</p>	<p>Innovation and value realization in its many forms is essential for achieving the Sustainable Development Goals (SDGs). Documents developed within the ISO/TC 279 pay particular attention to ensuring their content has a positive impact on the achievement of the SDGs.</p> <p>Existing and future documents developed within ISO/TC 279 demonstrating a positive impact on the achievement of the SDGs are prioritized.</p> <p>Innovation and value realization in its many forms is essential for achieving the Sustainable Development Goals (SDGs). Documents developed within the ISO TC 279 pay particular attention to ensuring their content has a positive impact on the achievement of the SDGs.</p> <p>Existing and future documents developed within ISO TC 279 demonstrating a positive impact on the achievement of the SDGs are prioritized.</p> <p>At the institutional level, policy makers and those responsible for innovation support programmes at local, national or international level will also find reference frameworks in the work of the ISO/TC 279 for structuring ecosystems and setting up innovation support programmes. At a societal level, the work of ISO/TC 279 on innovation management also provides an ideal forum for discussing innovation practices and their links with social, societal and environmental developments.</p>

All voices heard

We need to ensure that we attract and retain the best experts and enable everyone to participate. We must listen to all voices, both in the development of standards and when making decisions as an organization.



Stakeholder mixture and engagement

ISO/TC 279's work involves a wide range of stakeholders, because innovation is ultimately everyone's business. The ISO/TC 279 committee is taking active steps to increase diversity and cater for multiplication of perspectives, which are essential factors in the development of innovation management. The Committee ensures diversity by actively encouraging participation and membership from all continents.

The leadership team also promotes ISO programmes that encourage the involvement of developing countries (training, financial support, twinning, etc.). Diversity in terms of professions, gender, age, career path and professional expertise in the field of innovation is also constantly sought to increase exchanges between experts and the quality of the reference frameworks.

The ISO/TC 279 committee pays special attention to the development of liaisons with international organizations in the field of innovation. These links are useful for ensuring high quality contribution to the standards as well as dissemination of the work.

Managing the growth

The committee's work has widespread appeal, which has led to steady growth in both member countries as well as the number of experts directly involved in the drafting processes. This growth and increase in the diversity of experts' profiles are particularly beneficial for the quality of work and publications, but is not without management challenges. For the groups to be able to fully benefit from a growing body of technical experts, efficient and effective integration of new experts is essential. The committee's leadership must also fully reflect the diversity of membership. Several initiatives have been implemented such as the establishment of a Chair Advisory Group (CAG) in 2024 made up of representatives from both developed and developing countries, which has enabled the Chair to benefit from recommendations from this diverse panel of members. The leadership also promotes ISO programmes that encourage the involvement of developing countries (training, financial support, twinning, etc.).

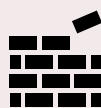


Developing country perspectives

The Chair Advisory Group (CAG) consists of representatives from developed and developing countries and has been set up specifically so that the Chair can benefit from recommendations made by a diverse panel of committee members.

ISO Standards used everywhere

To encourage the widespread use of ISO standards and attract experts to the development process, we must clearly demonstrate the benefits of using ISO standards.



Coordination and cohesion

As mentioned above, Innovation management is a relatively new sector for discipline-specific standardization but is also vast with many sub-themes and stakeholders.

Therefore there is a risk that the ISO 56000 series of standards will grow exponentially, losing clarity and coherence by seeking to produce standards for niche or immature topics. Careful analysis of New Work Item Proposals (NPs) by interested parties in the field is therefore critical within the committee, and the CAG has recommended that members should organise a session to introduce the NP during a plenary session before submitting the project to a vote. The aim is for each new project to go through a constructive consultation process during which experts can debate the relevance and maturity of the proposed subject matter.



**National
adoption
perspectives**

No information available yet.



**Conformity
assessment**

No information available yet.

ISO TC 279 Strategic Objectives

Objectives	Responsible SC or WG (if applicable)	Proposed actions	Priority (HIGH, MEDIUM, LOW)
Promote diversity at all levels	TC leadership	Systematically share information about the ISO initiative to support diversity. Encourage twinning programs at all levels.	High
Increase African representation	TC leadership	Proactively communicate and motivate experts and NSBs	Medium
Increase consistency across the 56000 family	TC conveners	Develop interactions between <i>ISO/TC 279/WG 2 "Terminology, terms and definitions"</i> and other working groups to deepen terminology analysis and alignment. Develop interactions between all working groups. Use all published ISO 56000 Series documents to prepare for the revision of any of them.	High
Increase dissemination of the ISO 56000 family of standards	AG communication and engagement	Internal newsletter, review of the ISO/TC 279 website, support promotion and communication events.	High
Evaluate the impact of published documents	AG communication and engagement	Gathering and sharing information relating to ISO 56000 implementation.	Medium

Adapt published standards to the real and evolving contexts	All Members	Systematic review of standards - no confirmation without revision.	Medium
Complete the ISO 56000 Series but remaining mindful of Standards inflation and committee resources	All members	<p>Balancing the risks of not developing a standard vs. suffering from standards inflation.</p> <p>Ensure that NWIPs are consistent with the needs of potential users.</p> <p>Encourage NWIP socialization before balloting.</p>	Medium