

## How can ISO 56007 help you fine tune your innovation processes

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## 40+ YEARS OF PASSION

40+ YEARS  
CEO & serial entrepreneur

22 YEARS  
Professor & Academic Director

20 YEARS  
Boosting innovation and agility in  
corporations

20 YEARS  
Executive education



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## 2 topics today

**ISO 56007**

Tools and methods for  
managing opportunities  
and ideas — Guidance

**IpOp Model**

to implement it at  
operational level  
(with optional software)

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## Selection of world best practices

**ISO 56007:**

Tools and methods  
for managing opportunities and ideas  
- Guidance

The ISO 56000 family  
will help organizations  
significantly improve  
their ability to survive  
in our changing and  
uncertain world.

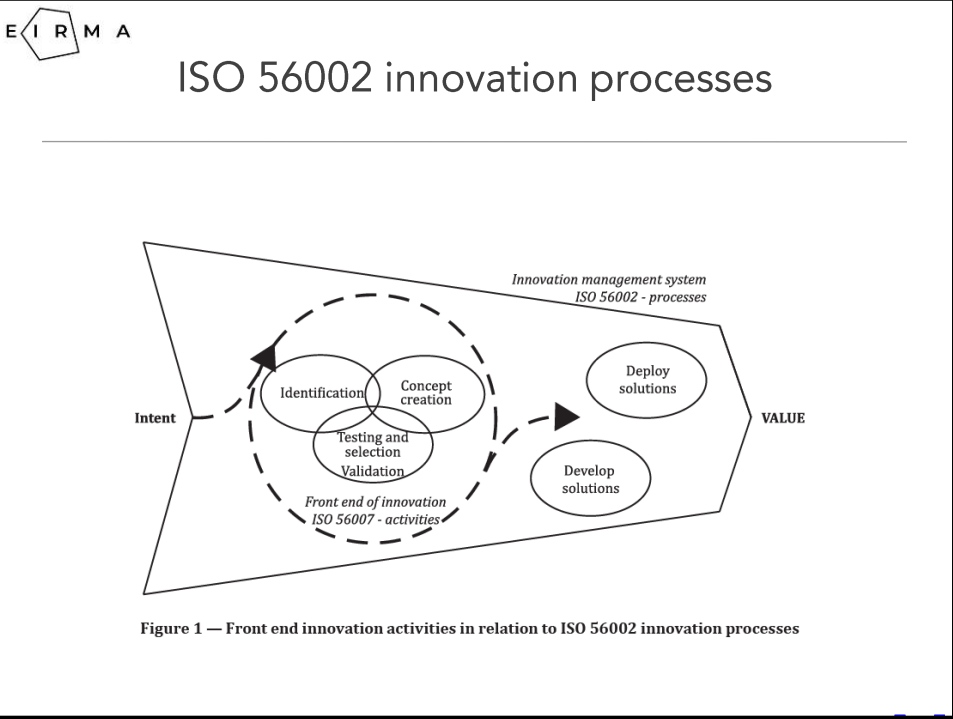


HELPING ORGANIZATIONS  
CONTINUOUSLY ADAPT  
AND EVOLVE WITH  
INNOVATION MANAGEMENT

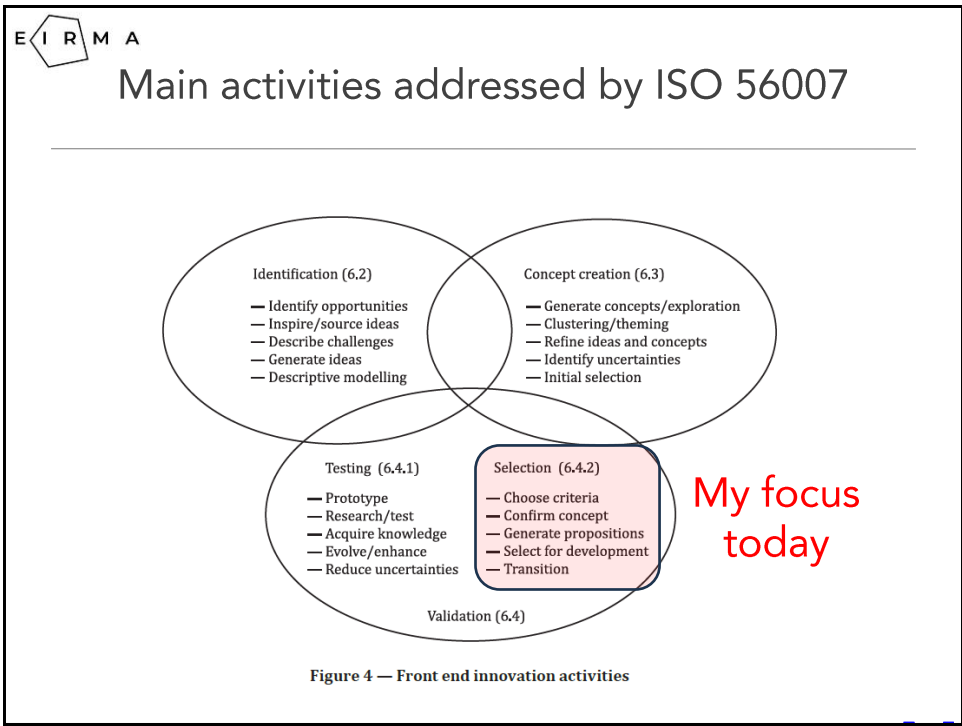
*Innovation isn't just having  
a few bright ideas. It's about  
creating value through  
a managed process,  
and in 2019 we published  
a new standard for helping  
companies, organizations  
and individuals do just that.*

Ultimately, big ideas and new inventions are  
often the result of a long series of little thoughts  
and changes, all captured and directed in the  
most effective way. An innovation management

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## The sad reality

- **30%** of all projects are **canceled** before completion
- **30%** experience schedule **delays**
- **50%** exceed original **cost** estimates
- **12% completed on time and on budget**

Source : [www.ijkm.org/Volume1/IJKMv1p023-036Furumo03.pdf](http://www.ijkm.org/Volume1/IJKMv1p023-036Furumo03.pdf)



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**One of the main reasons of this mediocre level of performance is NOT because of inadequate project management but because of**

**poor calibration  
+ poor selection  
of the project**

**before giving the green light**

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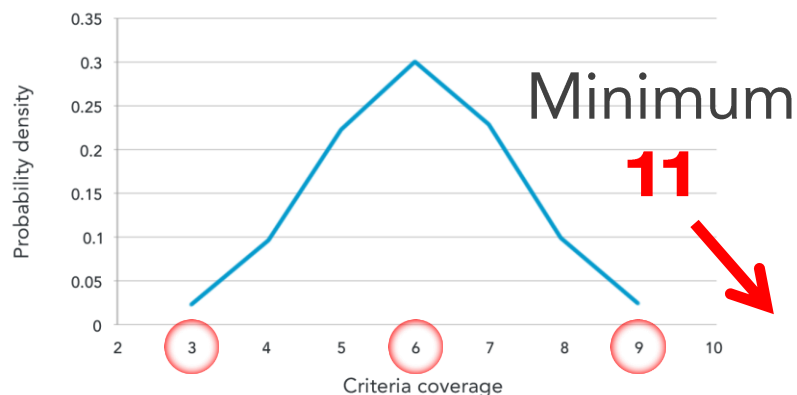
## Projects evaluation criteria

- List the generic issues to be verified
- To quickly evaluate the benefits and feasibility of projects
- Regardless of their nature (new products, marketing, process, etc.)
- Maximum 12 questions/issues

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## Number of criteria mentioned by decision-makers

“Investigating how decision-makers select new projects: comparison between management practice and the literature’s view of how it should be”, Mark Moses, 2014



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## The problem:

Projects are complex  
(at least 11 parameters must be verified)

The human brain does not like  
to embrace complexity  
(maximum 6-7 parameters)

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ISO 56007 recommends to

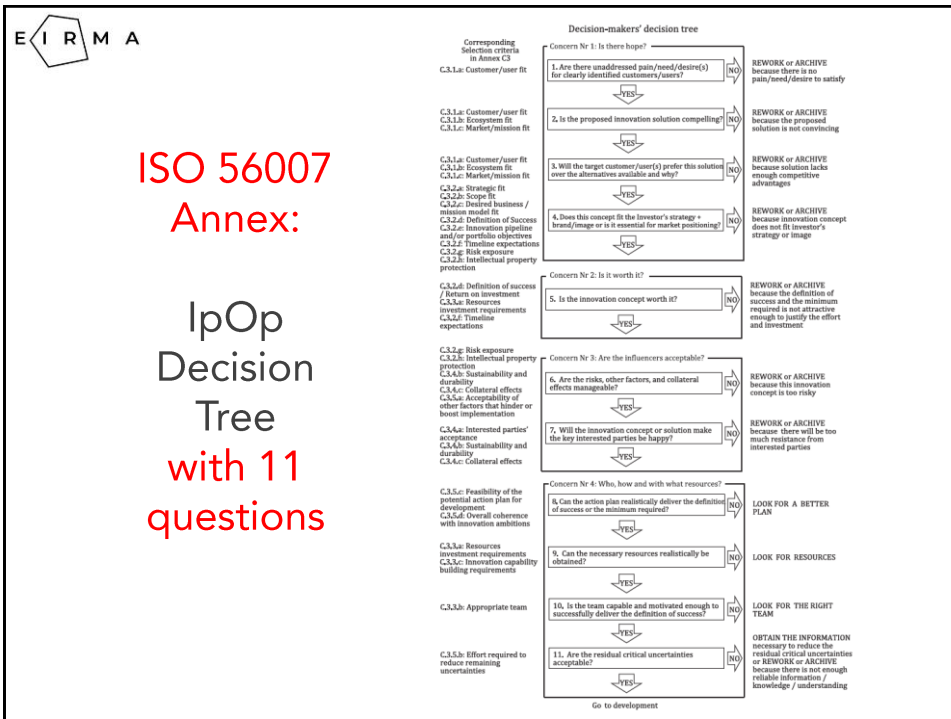
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1. Agree on the project selection criteria for the organization.  
(as a source of inspiration, the standard suggests some selection criteria)
2. Publish the list to let everyone prepare their case accordingly

### My additional advice

1. Organize a workshop to truly understand the meaning of each criterion and how the answer should be presented
2. Have the rigor to only use these criteria to decide  
→ decision-makers at all level must be accountable on those criteria

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## 2 ways to present a concept

### Traditional Approach

#### Business plan

- ✓ What
- ✓ Why
- ✓ Who
- ✓ How much
- ✓ **How**

\* No impact on success



### IpOp Approach + ISO 56007

#### Opportunity Case

- ✓ What
- ✓ Why
- ✓ Who
- ✓ (Approx. how much)

#### Implementation Plan

- ✓ **How**
- ✓ Detailed how much

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## The IpOp Model Opportunity/Concept Case

A standardized presentation of all projects allows to

- Let innovators prepare adequately
- Make sure **selection criteria are all addressed** (better calibration/selection)
- **Compare** projects in a structured manner
- **Optimize the allocation of resources**
- **Reduce delays and cost overruns**
- Manage the portfolio of project more efficiently
- Improve project **governance**

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## Ask the right questions

to avoid

**the pain and stress**

associated with

**failure and wrong choices!**

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## Question to Einstein

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- Question:  
What would you do if you had **one hour** to **solve** a problem?
- Answer:  
I would spend **55 minutes understanding** the problem.  
Finding the solution would then be quick

Helmet illustration ([www.bbc.co.uk/news/health-25681895](http://www.bbc.co.uk/news/health-25681895)) 

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# Truly understanding a project

means

**knowing what  
we do not know**

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Unknowns are at the heart of ISO 56007  
(called 'uncertainties' in ISO 56007 for historic reasons)

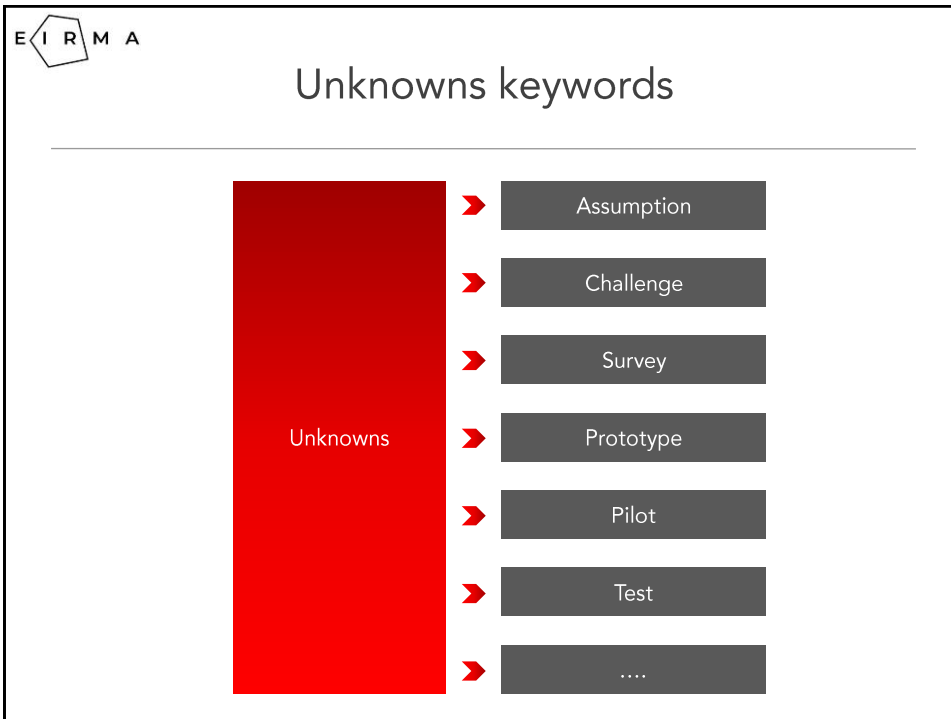
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The deadly blind spots (= ignorance)  
that must be **identified and catalogued**:

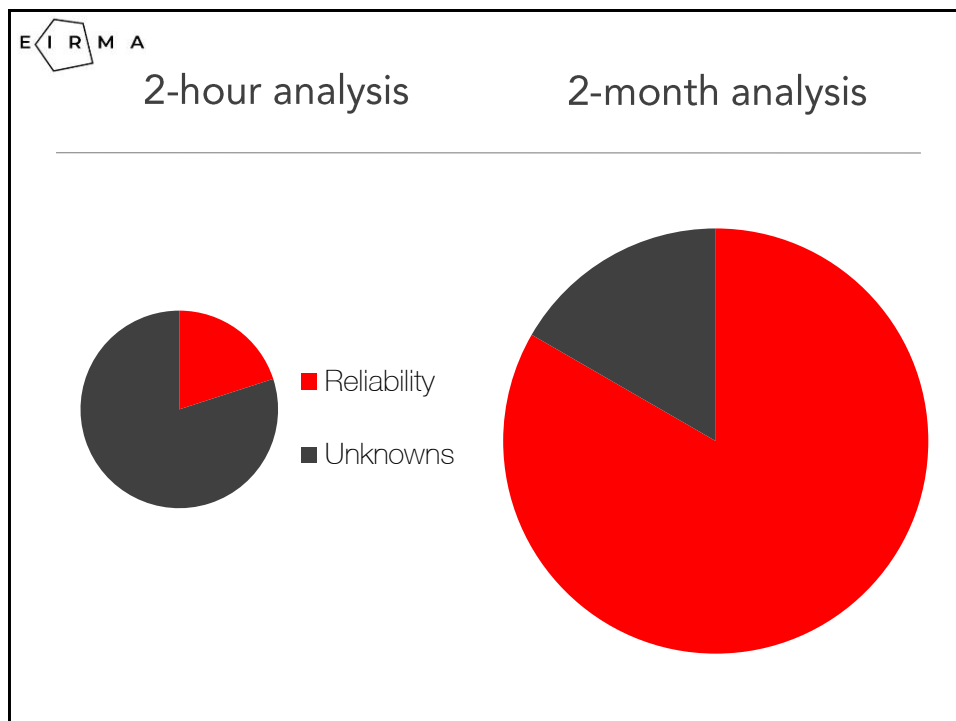
- **Technology** unknowns
- **Market** unknowns  
(price, demand,...)
- **Organization** unknowns
- **Resources** unknowns
- **Stakeholders** unknowns\*
- **Regulatory** unknowns
- **Network** unknowns

Assumptions mean unknowns!

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Paul Valery

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**There is worse  
than false,  
it is the mix of  
true and false**

«Il y a plus faux que le faux,  
c'est le mélange du vrai et du faux»

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Remember:

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**« Knowing your  
ignorance is the best  
road to knowledge »**

Lao Tseu

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## Underlying logic of the IpOp Tools Opportunity Case

**Is there hope that this customer will prefer this solution to other alternatives addressing the same Pain/Need/Desire(s) ?**

Customer Decision Criteria	Our Project	Alternat 1	Alternat 2	Alternat 3
CDC 1	4	2	1	5
CDC 2	5	0	4	4
CDC 3	5	3	5	2
CDC 4	2	4	3	3
Total number of clients	125	?	?	?
Percentage that can be reached	20%	-	-	-

**Remaining unknowns regarding this customer**

Ref	Critical Unknowns	Impact	Tactical Move to reduce the Unknowns	Out-of-pocket Expenses	Man days	Due date	Opportunity Killer

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# Cataloging Unknowns

**is your best insurance policy against failure, delays and cost overruns**

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## As ignorance creates anxiety, managing Unknowns is a central activity

1. Early **cataloguing** of Unknowns  
(= existing ignorance)
2. Prioritizing critical ones
3. Identifying inexpensive & fast Moves to  
**reduce critical Unknowns**
4. → **Go / No-Go Plan**  
(with pre-launch milestones)
  - **customized** "stage-gate"
  - **avoid the wrong sequence**

### Reminder:

- only 20% of the information is required to make 80% of the decisions
- Uncertainty is more stressful than pain that is certain



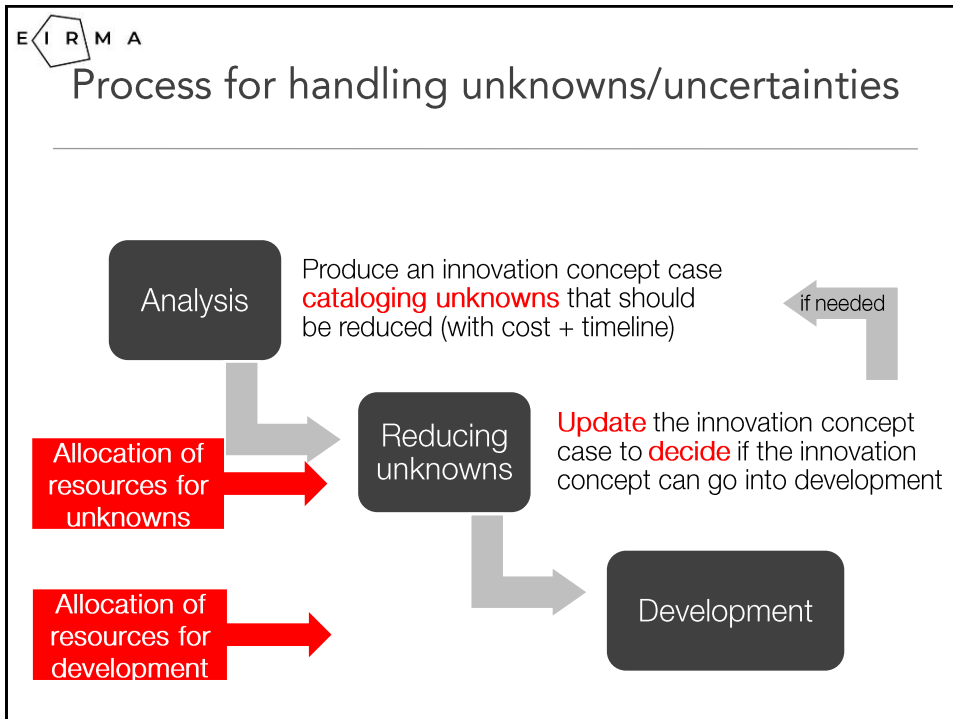
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## Design-thinking Fast-prototyping etc.

**= tools to quickly obtain  
information  
→ reducing Unknowns**

**(while consuming resources!)**

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**The IpOp Model  
is a toolbox for **identifying**  
and **mapping** Unknowns**

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The IpOp Tools software can be used to

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- **Analyze any opportunity** / project (A to Z)
  - **Iterate** the analysis
  - **Revisit** one that is already on the way (= verification)
  - **Cooperate remotely**
  - Be **coached remotely** (using comments)
  - **Explore** alternative versions
- + automatically**
- **produce your Opportunity Case**
  - **update knowledge management system**

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## Effective project-decision governance

1. Executive Board agrees on customized Company Decision Criteria
2. **Publish customized Company Decision Criteria**
3. Provide customized Opportunity Case template
4. Allow for **only one shot** (= requests can only be submitted once)
5. Teach people to analyze and present their project according to the Opportunity Case template
6. Enforce **transparent compliance** with this governance by recording all requests in a transparent database (including for projects that are rejected)

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## Q & A time



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