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Irish Standard Recommendation  
S.R. CEN/TS 16555-2:2014

# Innovation management - Part 2: Strategic intelligence management

**S.R. CEN/TS 16555-2:2014**

*Incorporating amendments/corrigenda/National Annexes issued since publication:*

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English Version

**Innovation management - Part 2: Strategic intelligence  
management**

Management de l'innovation - Partie 2 : Management de  
l'intelligence stratégique

Innovationsmanagement - Teil 2: Management  
strategischer Erkenntnisse

This Technical Specification (CEN/TS) was approved by CEN on 27 October 2014 for provisional application.

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## Foreword

This document (CEN/TS 16555-2:2014) has been prepared by Technical Committee CEN/TC 389 “Innovation Management”, the secretariat of which is held by AENOR.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

This document is not intended for the purpose of certification.

The CEN/TS 16555 series consists of the following parts with the general title *Innovation management*:

- *Part 1: Innovation Management System;*
- *Part 2: Strategic intelligence management;*
- *Part 3: Innovation thinking;*
- *Part 4: Intellectual property management;*
- *Part 5: Collaboration management;*
- *Part 6: Creativity management;*
- *Part 7: Innovation management assessment.*

Part 7 is in preparation.

According to the CEN-CENELEC Internal Regulations, the national standards organizations of the following countries are bound to announce this Technical Specification: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

**CEN/TS 16555-2:2014 (E)**

## **Introduction**

Strategic Intelligence (SI) plays a key role in innovation management as it contributes to the articulation of the vision and strategy of the organization. For example, as described in CEN/TS 16555-1, SI provides intelligence and foresight on economic, technological, scientific, regulatory, legal, financial, commercial, competitive, customer, social and environmental issues and topics, relevant to the organization, when launching an innovation strategy or project.

## 1 Scope

This Technical Specification applies to the structuring and management of a strategic intelligence system intended to inform decisions in the planning and the deployment of innovation.

This Technical Specification defines:

- the various terms relating to strategic intelligence and its management;
- the key tasks in the strategic intelligence system;
- the strategic intelligence system process (management, implementation and support).

This Technical Specification does not concern:

- information validation and data protection;
- the decision-making process.

## 2 Normative references

Not applicable.

## 3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

### 3.1

#### **information**

significant data

### 3.2

#### **information system**

structured set of resources and processes enabling the collection, storage, structuring, processing, transfer and dissemination of data in text, image, sound or coded data format within an organization

### 3.3

#### **strategy**

organization's overall objectives and plan of development, describing the effective use of resources in support of the organization in its future activities which reflects its vision

### 3.4

#### **strategic information**

information that contains elements likely to contribute to defining, altering or questioning an organization's strategy

### 3.5

#### **strategic intelligence**

SI

outcome of the analysis of the strategic information to be used to inform and to organize the strategy of the organization (for example: forward-planning, positioning, influence or protection)

### 3.6

#### **strategic intelligence system**

SIS

processes and structures to generate the strategic intelligence

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