IAOIP
2022
Strategic Plan

INTERNATIONAL ASSOCIATION OF INNOVATION PROFESSIONALS
From the CEO

I am very excited about all the great developments across the IAOIP membership and community of partners and sponsors. We are moving forward on several important initiatives to professionalize innovation, while continuing to bring the most value to our members, their organizations, and the global innovation community. IAOIP is where the experts go to learn and collaborate, and we are making a real difference on multiple fronts!

Over the last year, we have collaborated with over 300 innovation experts from 50 countries to drive the development of the ISO 56000 Standards for Innovation Management. We have refreshed our on-line capabilities, offering many new features for members. The Global Innovation Science Handbook (GISH) provided the foundation of our IAOIP Body of Knowledge over the last five years; we are now embarking on an extensive GISH update to add content in alignment with the ISO 56000 Innovation Management Standards. In addition, we are developing the Global Innovation Awards (GIA) Program to recognize exemplary innovative organizations around the globe. Finally, we have now released our IAOIP Wikipedia page to establish our global brand and increase awareness of our Association.

All of these exciting activities and important efforts position us to take IAOIP to the next level of global impact. This requires us to organize and structure our efforts to enable innovation to take root and thrive at a global scale. Our IAOIP Strategic Plan reflects collective insights and perspectives from our membership, the IAOIP Board of Advisors, and the Board of Directors to align and synergize our energies and passions for excellence.

It is my great pleasure to release our first IAOIP Strategic Plan. This Plan will be a living document and will be followed by a Strategic Implementation Plan to address the details of its deployment.

Dr. Brett Trusko, CEO
International Association of Innovation Professionals
From the Board of Directors

The International Association of Innovation Professionals (IAOIP) Board of Directors wholeheartedly endorses this 2022 IAOIP Strategic Plan to best position our members, partners and sponsors in their pursuit of innovation excellence. The concerted study of innovation can help solve the many challenges and risks that we face around the globe. By learning, sharing, and collaborating as a community of innovation experts, we can make a substantial difference and help to make the world a better place.

Innovation Science can fuel a nation’s economic growth. It can form a path for our young people in a competitive global marketplace. And it can spark the imagination. This is why basic-science research deserves a steady and strong commitment of resources and investment. At the heart of this new age of Innovation Science research will be our Innovation Science Think-Tank. The core skills at the heart of our new Think-Tank will include:

- Economic and political analysis of innovation public policy – assessing why, how, and with what degree of success the government designs and implements policy;

- Statistical thinking and quantitative analysis of economic data;

- Knowledge of the policymaking process; and

- The application of theoretical and quantitative tools to practical, real-life policy questions.

From the IAOIP Board of Directors’ perspective, the future of innovation science and practice will primarily concern:

1. **Closing the “Seeing-Doing” Gap** – Accelerating the incorporation of leading-edge innovation science into practice
2. **Providing Strong Leadership Support and Recognition** –
Promoting Innovation at all Levels and at all Stages of the Innovation Pipeline

3. **Generating Revenues that Drive Competitiveness** – New Products and Services from Innovation Create Growth and Stakeholder Value

4. **Innovation Investments that Enable the Creation of Distinctive Value in the Marketplace** – Sustaining Competitiveness Relies on Innovation Investment and Management

5. **An Innovative Culture that Exemplifies the concept of Creative Destruction** – Prototyping and Experimentation Accelerates Individual and Organizational Learning to Generate Meaningful and Impactful Results

6. **Recognizing that Innovation Talent Matters** – Recruiting, Developing and Certifying Professional Innovation Leaders ensures Sustained Exemplary Organizational Performance

7. **Innovation Management as a Key Organizational Competence** – Effective Innovation Portfolio Management ensures the appropriate Allocation of Resources, Alignment to Strategy, and an Innovative Learning Culture
Board of Directors

THE BOARD OF DIRECTORS ARE LEADERS IN THE FIELD OF INNOVATION

BOARD MEMBERS

Dr. Brett Trusko
President & CEO
Secretary of State-ISO Innovation Standards US TAG

Kirsten Trusko
Secretary

Lauren Huff
Treasurer

Dawn Gregory

Dr. Deleys Brandman

Frank Voehl
Administrator/Chair for ISO US TAG

Dr. Joseph Nadan
Chief, Innovation Scientist and Certification

Thomas Brazil

Dr. Dale L. Moore

Rick Fernandez
Vice Chair for ISO US TAG

Frank Lee, Jr.

Alvaro Reynoso

Harlan Bennett
EMERITUS BOARD MEMBERS

Dr. Lisa Friedman  Dr. H. James Harrington  Dr. Evan Shellshear  Marco D. Mancini  Howard Moskowitz  Dr. Paul Mugge
Executive Summary

IAOIP is the global leader in promoting innovation science and practice to help address the globe’s most pressing problems. As such, IAOIP’s members play a critical role in shaping the future for themselves, their organizations, their nations and the world at large. IAOIP is committed to creating and assimilating the most impactful innovation capabilities necessary to lead the changes necessary to meet a wide range of goals and objectives.

The IAOIP Strategic Plan 2022 was developed to guide and shape our efforts going forward to maximize our impact and contributions to the greater good. IAOIP is focused on developing individual skills and capabilities by professionalizing the practice of innovation, as well as helping organizations to prepare for the future by developing a systems approach to managing innovation in a holistic and comprehensive way. IAOIP is committed to continuous improvement and development to help lead the way for an innovation-enabled future.

This IAOIP Strategic Plan 2022 provides an assessment of the Global Landscape, clearly defines IAOIP’s Organizational Purpose and Innovation Policy, articulates IAOIP Values and Vision Statement, provides IAOIP’s Vision for the Future and Innovation Management Principles, expresses IAOIP’s Commitment to Value for its members and sponsors, and provides five IAOIP Value-Driven Strategies. These Strategies are focused on: People and Community Development; Sponsorships/Partnerships; Knowledge Creation, Management and Dissemination; Strategic Communications and Social Media; and Think-Tank Business Models. Within these Strategies are 5 top-level Goals and 36 specific Actions to meet those goals that will be aggressively pursued to continue IAOIP’s impressive growth and development to maximize impact.
The Global Innovation Landscape

Today’s world faces a vast array of critical and important challenge, but there are also opportunities to make an impactful difference. Mastering the tools, methodologies, processes, and practices of Innovation Science will enable us to unleash our human potential, capitalize on opportunities and address these problems. Innovation keeps organizations vibrant and competitive by enabling the rapid and continuous development of new capabilities, products and services.

The challenges we face today include growing concerns about COVID-19 and its variants wreaking havoc on global life and economies. In many ways, COVID-19 has driven society to become more open and receptive to innovation. Technology has enabled new ways of working together, solving problems, co-creating solutions and transforming how work is being done.

The UN identified their 17 Global Sustainability Development Goals, providing clear incentive for leading innovation at global scale. Innovation is at the heart of solving the world’s most complex and difficult challenges. It fosters what leading economics call "creative destruction," where new and novel approaches are developed and deployed while shedding the old and outdated ways. This continuous process of renewal, rooted in innovation, creativity and learning, provides the basis for society’s pursuit of self-actualization.

IAOIP’s science of innovation provides the requisite knowledge, skills and abilities to create the critical systems, processes and leadership needed for this future.

Today, we have incredible opportunities to bring the world closer together to address our most formidable challenges. Some of these include climate change, clean air and water, inequality, poverty, health care, sustainability, productivity and sustained growth.

IAOIP and its incredible members, the Da Vinci’s of our time, are creating a world that is committed to the pursuit of a better, kinder and more respectful and optimistic tomorrow.
IAOIP Organizational Purpose

"IAOIP is a professional non-profit membership organization that is the world’s most universally-recognized innovation certification body, providing members with the knowledge, skills and opportunities to deliver real change in their industry or field, and to enable people and their organizations to use the science of innovation to improve their lives and the world we live in."

IAOIP Innovation Policy

IAOIP recognizes that an organization’s ability to innovate is a key factor for sustained growth, economic viability, increased well-being, and the development of society.

It is the IAOIP Innovation Policy to help enhance the innovation capabilities of our members and sponsoring organizations, including the ability to understand and respond to changing conditions of organizational context, to pursue new opportunities, and to leverage the knowledge and creativity of people within the organization, in collaboration with external interested parties. It is our Policy that an organization can innovate more effectively and efficiently if all necessary activities and other interrelated or interacting elements are managed as a system.

IAOIP supports the use of an innovation management operating system to guide vision, strategy, policy, and objectives, and to establish the support and processes necessary to achieve its intended innovation outcomes.
IAOIP Values

In today’s society, as it has always been, it is important to describe and articulate the values by which we live. IAOIP is an organization that stands for the highest values around the globe, supporting efforts that promote peace and prosperity wherever we can work with others to make a difference.

IAOIP builds upon the following foundational Values to better today’s society and actualize a brighter future for today and tomorrow.

<table>
<thead>
<tr>
<th>Inclusion:</th>
<th>Providing equal access to opportunities and resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity:</td>
<td>Involvement with broad backgrounds, views, ethnicities etc.</td>
</tr>
<tr>
<td>Trust:</td>
<td>Demonstrated character, ability, strength or truth of someone</td>
</tr>
<tr>
<td>Creativity:</td>
<td>Use of imagination, originality of ideas, concepts and thoughts</td>
</tr>
<tr>
<td>Curiosity:</td>
<td>A strong desire to learn or know something new</td>
</tr>
<tr>
<td>Leadership:</td>
<td>Ability to motivate and inspire toward achieving common goals</td>
</tr>
<tr>
<td>Wisdom:</td>
<td>Knowledge providing insight, common sense &amp; good judgment</td>
</tr>
</tbody>
</table>
IAOIP Vision Statement

“IAOIP operates as the world’s leading authority and resource for excellence in innovation, creating unsurpassed membership value for solving 21st Century global challenges.”

IAOIP CEO Dr. Brett Trusko

Our IAOIP Vision for the Future

IAOIP aspires to be the one-stop-shop for innovation excellence, providing easy-to-use access to leading edge innovation science and practice through a world class community of experts and practitioners across industry, government, academia, and non-profit associations.

IAOIP believes strongly in developing and proliferating leading-edge knowledge and standards around the globe in the continuous pursuit of innovation excellence, as we are working with experts in over 50 countries to improve innovation management science.

As a community, IAOIP is building a global ecosystem of innovators that touches on every aspect of society. Diverse and expansive, our network strengthens the partnerships and relationships required to grow economic, educational and societal capabilities for the common good.

Lastly, IAOIP is about developing and promulgating Innovation Leadership to drive change and transformation at scale to meet the needs of our global innovation partners and community.
IAOIP Innovation Management Principles

The IAOIP innovation management principles are based upon the 8 ISO Innovation Management Principles that undergird the management system high-level structure. They were adapted by our Board of Directors to capture the essence of effective management of innovation activities. They are being used as an introduction to understand the innovation management system, and as a tool for assessing the innovation management capabilities of our organization.

1. **Realization of value**
   Value (which includes both financial or non-financial) is realized from the deployment, adoption, and impact of new or changed solutions for interested parties.

2. **Future-focused leaders**
   Leaders at all IAOIP levels -- driven by competency, curiosity, and courage -- challenge the status quo by building an inspiring vision and purpose for our association, and by continuously engaging people to achieve those aims.

3. **Strategic direction**
   The direction for innovation activities is based upon our aligned and shared objectives and a relevant ambition level, supported by the necessary people and other resources.

4. **Culture**
   Shared values, beliefs and behaviors support our openness to change, our strategic risk-taking, and our culture of collaboration enables the coexistence of creativity and of effective execution.
5. **Exploiting insights**

IAOIP uses a diverse range of internal and external sources to exploit and systematically build insightful knowledge to expand upon stated and unstated needs.

6. **Managing uncertainty**

Uncertainties and risks are evaluated by senior thought leaders, and then leveraged and managed, by learning from systematic experimentation and iterative process enhancement, within a portfolio of opportunities in our eco-system.

7. **Adaptability**

Changes in the context of the organization are addressed by timely adaptation of structures, processes, competences, and value realization models to maximize innovation science management capabilities.

8. **Systems approach**

Our IAOIP innovation management model is based on a systems approach, which has interrelated and interacting elements, along with regular performance evaluation and improvements of the system.

The innovation management principles are published in ISO 56000:2020 *Innovation management – Fundamentals and vocabulary*, that also includes the terms and definitions, and are available on the ISO/TC 279 website. ISO 56002 is an international standard for innovation management, which helps companies to conduct their innovation projects more effectively. ISO 56002 is not mandatory but is based on principles of innovation management. These support companies in their efforts to develop their innovation vision and values, along with their guiding principles.
IAOIP’s Commitment to Value

The ultimate purpose of IAOIP is to create value for its stakeholders and business partners, its customers and its staff and Board of Directors. We create value through innovation science by offering the novel and differentiated approaches that are needed in all areas of the sciences – including product idea generation, research, product development, manufacturing, and commercial - to generate value.

We are committed to helping everyone learn and practice the fundamentals of innovation leadership, enabling organizations to be more productive in innovating and creating value. You will learn best practices to design and implement an innovation strategy - creating value uplift throughout the business. You will explore how to implement radical and incremental innovation with limited resources, creating opportunities for your business. Through a deep understanding of innovation-based value creation you will have the tools to overcome a major management challenge in the innovation sciences - how to best identify and develop innovative products with speed, quality, and at a reasonable cost.

We create value with Innovation Management by creating standards with 50 nations who are committed to a common cause. ISO was founded with the purpose of answering a fundamental question: “what's the best way of doing this?” It started with the obvious things like weights and measures, and over the last 50 years has developed into a family of standards that cover everything from the shoes we walk in to the Wi-Fi networks that connect us invisibly to each other. Addressing all these and more, International Standards mean that consumers can have confidence that their products are safe, reliable and of good quality. ISO's standards on road safety, toy safety and secure medical packaging are just a few of those that help make the world a safer place. Regulators and governments count on ISO standards to help develop better regulation, knowing they have a sound basis thanks to the involvement of globally-established experts. Our standards of Innovation Management will promote a similar confidence.
We create value with our Innovation Certifications by providing significant advantages to professionals and job candidates. Professionals with certifications have an average salary of $100,000, or 7% more than non-certified professionals.¹ Innovation IT professionals who gained new skills and/or certifications last year received an average raise of $12,000-$13,000. Also, 91% of hiring managers report certification is an important criterion for hiring. Certification makes job candidates stand out in a crowded job market and makes a better case for that big raise or promotion. Studies have shown that Third-party Validation of skills is far more powerful than self-promotion of knowledge.

Instead of a strictly transactional approach, it's more useful to consider the myriad ways that academic books create value. Each of these value mechanisms represents a button that we can push to promote open access. They also point to new market structures in which participants join to create mutual value.

Finally, we create value with our Innovation Think Tank for our two major customers: donors, who provide resources, and those who benefit from our products and services.

IAOIP Value-Driven Strategies

**Value-Driven Strategy #1**

**People & Community Development**

**Goal:** Expand our IAOIP Members, Sponsors and Partners for World Class Collaborative Innovation Networks to help Solve their Critical Challenges

**Value-Driven Strategy #2**

**Knowledge Creation, Management and Dissemination**

**Goal:** Create, Develop and Sustain a World Class Innovation Body of Knowledge (BoK) that is Readily Accessible and Current to Promote Innovation Thought Leadership and the Broadest Possible Application of Best Practices and New Capabilities

**Value-Driven Strategy #3**

**Sponsorships/Partnerships**

**Goal:** Increase Corporate Sponsors and Partnerships to promote and accelerate our relentless pursuit of Innovation Science and Practice Excellence

**Value-Driven Strategy #4**

**Strategic Communications and Social Media**

**Goal:** Expand and Continuously Improve IAOIP’s Global Awareness, Recognition, Engagement and Ultimately Maximize Overall Impact

**Value-Driven Strategy #5**

**Think-Tank Business Models**

**Goal:** Continuously Assess, Develop and Deploy New IAOIP Business Models to Adapt to the needs of our Members, Partners and Sponsors