



SLOVENSKI STANDARD
kSIST-TS FprCEN/TS 16555-5:2014
01-september-2014

Upravljanje inovacij - 5. del: Upravljanje sodelovanja

Innovation management - Part 5: Collaboration management

Innovationsmanagement - Partnermanagement

Management de l'innovation - Partie 5 : Management de la collaboration

Ta slovenski standard je istoveten z: FprCEN/TS 16555-5

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ICS:

03.100.40	Raziskave in razvoj	Research and development
03.100.50	Proizvodnja. Vodenje proizvodnje	Production. Production management

kSIST-TS FprCEN/TS 16555-5:2014 **en,fr,de**

TECHNICAL SPECIFICATION
SPÉCIFICATION TECHNIQUE
TECHNISCHE SPEZIFIKATION

FINAL DRAFT
FprCEN/TS 16555-5

June 2014

ICS 03.100.40; 03.100.50

English Version

Innovation management - Part 5: Collaboration management

Management de l'innovation - Partie 5 : Management de la
collaboration

Innovationsmanagement - Partnermanagement

This draft Technical Specification is submitted to CEN members for formal vote. It has been drawn up by the Technical Committee CEN/TC 389.

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Recipients of this draft are invited to submit, with their comments, notification of any relevant patent rights of which they are aware and to provide supporting documentation.

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EUROPEAN COMMITTEE FOR STANDARDIZATION
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Foreword

This document (FprCEN/TS 16555-5:2014) has been prepared by Technical Committee CEN/TC 389 "Innovation Management", the secretariat of which is held by AENOR.

This document is currently submitted to the Formal Vote.

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.

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Introduction

Individuals and organizations would be hard pressed to possess all the skills and knowledge necessary to innovate regularly and effectively. Through collaboration it is possible to significantly improve the innovative performance of an organization.

This document describes the reasons to collaborate in different circumstances and the different ways in which organizations can collaborate, and it provides guidance for managing collaboration between individuals, teams and different organizations.

Issues addressed include when, how and with whom to collaborate, different types of collaboration and the difficulties and benefits of doing so. Case studies are included in Annex A to provide insight through the experience of others.

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1 Scope

This Technical Specification provides guidance for the management of collaboration and productive interaction between individuals, departments, divisions and third party organizations engaged in innovation. It applies to all types of organization including manufacturing and services industries, voluntary organizations, governmental and social enterprise but with a particular focus on small and medium-sized enterprises (SMEs).

This document is one of six parts that support Part 1 of the series, CEN/TS 16555-1.

2 Normative references

The following document, in whole or in part, is normatively referenced in this document and is indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

CEN/TS 16555-1:2013, *Innovation Management — Part 1: Innovation Management System*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in CEN/TS 16555-1 and the following apply.

3.1

bilateral collaboration

collaboration where two partners are involved

3.2

consortium

association or combination of multiple partners engaging in a joint venture

3.3

internal collaboration

collaboration between different individuals or groups within the same organization

3.4

open innovation

using external as well as internal ideas, and internal and external paths to market, in order to innovate¹⁾

4 Collaboration

4.1 General

As described in CEN/TS 16555-1, collaboration is often an integral part of an innovation process and, in CEN/TS 16555-1:2013, Subclauses 7.9 and 11.5 briefly describe collaboration management and how it is possible, through managed collaboration, to significantly improve the innovative performance of an organization. This document provides more detail.

4.2 Collaboration and its benefits

Collaboration can allow for the acquisition of new skills and resources. In addition it can bring different groups together, improve the opportunities for successful creativity and innovation, solve problems and help exploit external potential.

1) Henry Chesbrough, who is generally credited with inventing the paradigm, defines it as 'use of purposive inflows and outflows of knowledge to accelerate innovation'.

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Collaboration can be internal as well as with external entities. Involving staff members and their representatives is important in order to ensure buy-in and to dispel apprehension. In several countries such broad involvements are mandatory and rooted in social partner agreements and national legislation. Teams from different parts of an organization (or from outside), perhaps from different countries or regions, or from diverse business functions, may collaborate to achieve a common goal – a new global product or service or a bid to a major customer.

Collaboration is an activity that pools skills and resources that the organization does not have itself and it does so at less cost and/or by sharing risk, to contribute to a shared goal. This may be a matter of needing more resource or specialist expertise in one or more areas. Collaboration may also bring increased credibility to one or more of the people involved in the collaboration. Innovation can arise from interactions among people with different skill sets and experiences, who either solve problems or generate ideas that create value. Collaboration is therefore of vital importance for increasing the potential for innovation.

Collaboration with universities and research institutes is recommended as one policy as this can bring a variety of benefits. First, market innovations originating in a research facility can be exploited and brought to market; second, a wide range of disciplines can be accessed to generate ideas for new products and services and finally, research may be able to provide specific expertise to resolve otherwise intractable problems.

Collaboration with other organizations, sometimes competitors, may take place to reduce costs, especially in areas of non-competition or in areas that the organization considers non-core, or to bring complementary expertise to the project.

4.3 Types of collaboration

The knowledge and technology necessary for innovation may lie partly or wholly outside an organization's traditional core competencies. A common policy for addressing this problem is to form alliances with other organizations and institutions. This can increase the circulation of tacit knowledge and allow an organization to acquire knowledge outside its boundaries. Consequently, these cooperative agreements for R&D have grown dramatically.

However, many organizations enter into these agreements without considering the appropriate form of collaboration. Figure 1 shows the different types of collaboration, expressing the wider scope as we proceed from purely internal to fully open innovation.

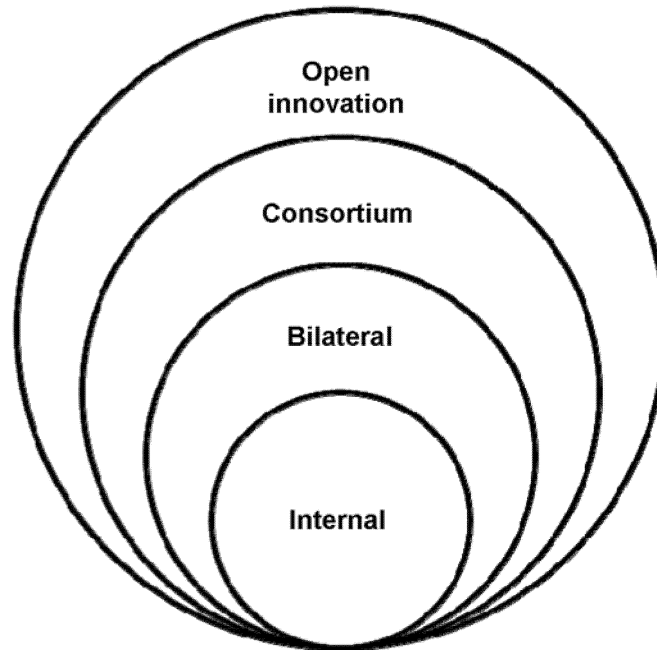


Figure 1 — Types of collaboration

a) Internal collaboration:

Collaboration can be within organizations as well as involving external partners. Internal collaboration has many challenges, including a tendency among groups, known as the 'not invented here' syndrome, to reject ideas and innovations that originated elsewhere. However, since the participants are from the same organization, they would tend to have some shared understanding, which is a necessary condition for successful collaboration. However, in many very large organizations, even this shared understanding is missing because of their sprawl and scope. Sharing information and communicating the organization's vision and mission widely to all staff members is crucial.

Many of the cultural barriers to collaboration are as prevalent within as between organizations. It has been suggested that information can flow more easily between, say, software developers from different companies meeting at a barbeque than between people from different departments within the same organization. Organizations therefore need to create a culture of sharing and, often, to overcome political resistance to working across silos.

Modern technologies have the potential to facilitate internal collaboration and also external collaboration across time, distance and cultures.

b) Bilateral collaboration:

Bilateral collaboration is a simpler version of the consortium where two partners are involved. Nonetheless, the same issues (see Clause 7) should be addressed.

c) Consortium:

A consortium is an association or combination of multiple partners. It is essential to agree in advance how the consortium will work, the ownership of intellectual property, etc. (see Clause 7).

d) Open innovation:

The central idea behind open innovation is that in a world of widely distributed knowledge, with the border between the organization and its environment becoming ever more permeable, organizations cannot afford to

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rely entirely on their internal knowledge, but should instead look to complement it with external knowledge by, for example, buying, licensing or co-generating processes or inventions from or with other organizations. These are the 'inflows' in Figure 2. These can be used to better address the organization's current market or to extend its current boundaries and address new markets.

In addition, internal inventions not being used in an organization's business could be put to use through licensing, joint ventures, spinoffs, for example. This creates new markets for others, as shown in Figure 2. The IP policy should clearly state who will benefit from any income from licences or patents.

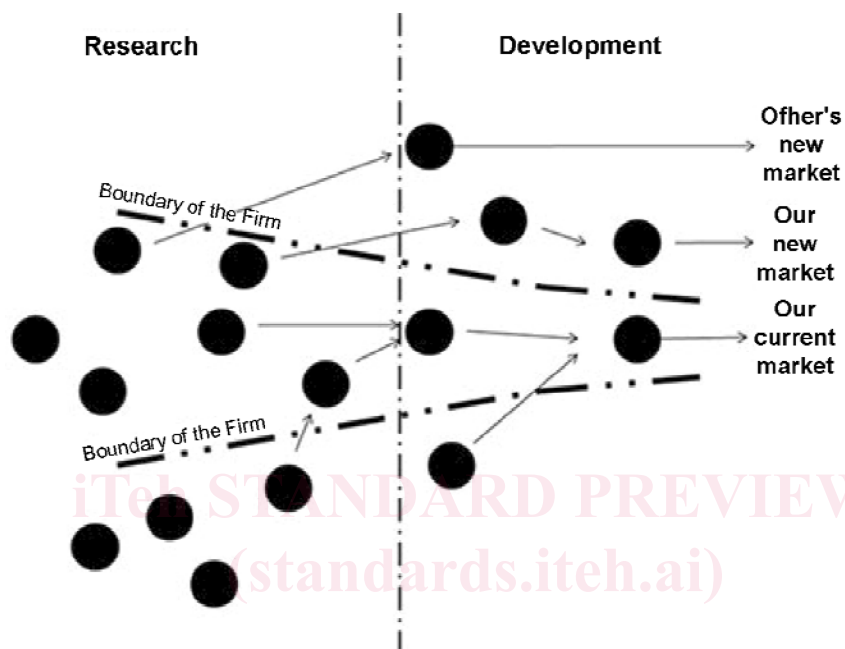


Figure 2 — Open innovation (after Henry Chesbrough)

5 Collaboration at different stages in the innovation process

Collaboration is integral to a wider on-going innovation management process (CEN/TS 16555-1). As such it should be embedded in the organization's policy, sanctioned and supported by the organization's leadership and accepted by staff and other stakeholders. The leaders should define the reasons for innovating and the scale of their ambition and be explicit in encouraging collaborative behaviour as part of the innovation process.

Collaboration can take place at many different phases of innovation (see Figure 3) and the type of partner can vary depending where one is in the process. For example, at the later stages the organization may not be looking for a new idea but instead need to find a solution to a specific technical problem, require access to manufacturing facilities or need marketing expertise – that is, looking for knowledge to solve a problem (which may be about producing a new product or service) rather than knowledge that prompts or generates an opportune innovation. All stages of the innovation process are important, not just idea generation, and collaboration can be appropriate throughout.