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Innovation management - Innovation management system - Guidance (ISO 56002:2019)

Innovationsmanagement - Innovationsmanagementsystem - Leitfaden (ISO 56002:2019)

Management de l'innovation - Système de management de l'innovation - Recommandations (ISO 56002:2019)

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Innovationsmanagement - Innovationsmanagementsystem - Leitfaden (ISO 56002:2019)

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European foreword

The text of ISO 56002:2019 has been prepared by Technical Committee ISO/TC 279 "Innovation management" of the International Organization for Standardization (ISO) and has been taken over as EN ISO 56002:2021 by Technical Committee CEN/TC 389 "Innovation Management" the secretariat of which is held by UNE.

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INTERNATIONAL STANDARD

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2019-07

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Management de l'innovation — Système de management de l'innovation — Recommandations

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Foreword

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The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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0 Introduction

0.1 General

An organization's ability to innovate is recognized as a key factor for sustained growth, economic viability, increased well-being, and the development of society.

The innovation capabilities of an organization include the ability to understand and respond to changing conditions of its context, to pursue new opportunities, and to leverage the knowledge and creativity of people within the organization, and in collaboration with external interested parties.

An organization can innovate more effectively and efficiently if all necessary activities and other interrelated or interacting elements are managed as a system.

An innovation management system guides the organization to determine its innovation vision, strategy, policy, and objectives, and to establish the support and processes needed to achieve the intended outcomes.

The potential benefits of implementing an innovation management system in accordance with this document are:

a) increased ability to manage uncertainty;

b) increased growth, revenues, profitability, and competitiveness;

c) reduced costs and waste, and increased productivity and resource efficiency;

d) improved sustainability and resilience;

e) increased satisfaction of users, customers, citizens, and other interested parties;

f) sustained renewal of the portfolio of offerings;

g) engaged and empowered people in the organization;

h) increased ability to attract partners, collaborators, and funding;

i) enhanced reputation and valuation of the organization;

j) facilitated compliance with regulations and other relevant requirements.

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0.2 Innovation management principles

This document is based on innovation management principles. An innovation management principle includes a statement of the principle, a rationale of why the principle is important for the organization, some examples of benefits associated with the principle, and finally examples of actions the organization can take to improve performance when applying the principle.

The following principles are the foundation of the innovation management system:

a) realization of value;

b) future-focused leaders;

c) strategic direction;

d) culture;

e) exploiting insights;

f) managing uncertainty;

g) adaptability;

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h) systems approach.

The principles can be considered as an open set to be integrated and adapted within the organization.

0.3 Innovation management system

0.3.1 General

An innovation management system is a set of interrelated and interacting elements, aiming for the realization of value. It provides a common framework to develop and deploy innovation capabilities, evaluate performance, and achieve intended outcomes.

The elements can be gradually adopted to implement the system according to the particular context and circumstances of the organization. Full benefits can be gained when all the elements of the innovation management system, are adopted by the organization.

Ultimately, the effective implementation of the innovation management system relies on the commitment by top management and the ability of leaders to promote innovation capabilities and a culture supporting innovation activities.

0.3.2 Plan-Do-Check-Act cycle

The Plan-Do-Check-Act (PDCA) cycle enables continual improvement of the innovation management system to ensure that the innovation initiatives and processes are adequately supported, resourced, and managed, and that opportunities and risks are identified and addressed by the organization.

The PDCA cycle can be applied to the innovation management system as a whole or its parts. Figure 1 illustrates how Clauses 4 to 10 can be grouped in relation to the PDCA cycle. The cycle is informed and directed by the context of the organization (Clause 4) and its leadership (Clause 5).

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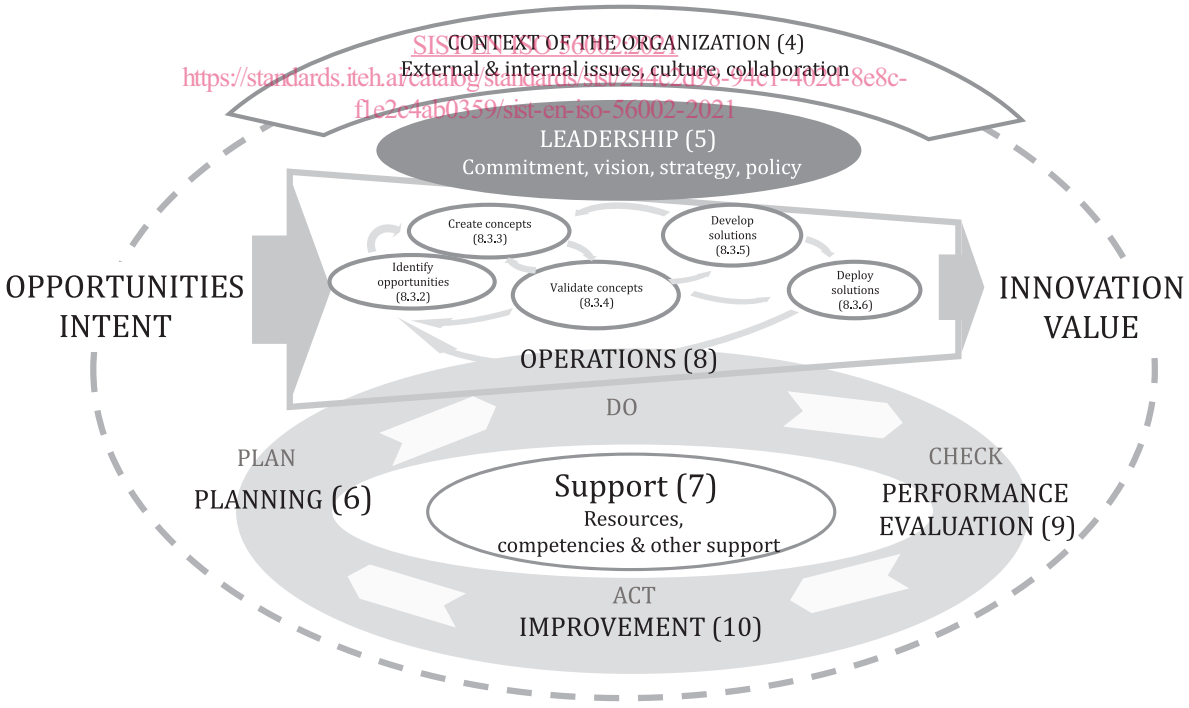

Figure 1 — Representation of the framework of the innovation management system with references to the clauses of this document

The cycle can be briefly described as follows:

a) Plan: Establish the objectives and determine the actions needed to address opportunities and risks (Clause 6);

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