



**SLOVENSKI STANDARD**  
**oSIST prEN ISO 56001:2023**  
**01-december-2023**

---

**Upravljanje inovacij - Sistem upravljanja inovacij - Zahteve (ISO/DIS 56001:2023)**

Innovation management - Innovation management system - Requirements (ISO/DIS 56001:2023)

Innovationsmanagement - Innovationsmanagementsystem - Anforderungen (ISO/DIS 56001:2023)

Management de l'innovation - Système de management de l'innovation - Exigences (ISO/DIS 56001:2023)

**Ta slovenski standard je istoveten z: prEN ISO 56001**

---

<https://standards.iteh.ai/catalog/standards/sist/9fd4e4ff-b247-4318-8317-a59543b8cc4f/osist-pren-iso-56001-2023>

**ICS:**

03.100.40	Raziskave in razvoj	Research and development
03.100.70	Sistemi vodenja	Management systems

**oSIST prEN ISO 56001:2023**

**en,fr,de**



# DRAFT INTERNATIONAL STANDARD

## ISO/DIS 56001

ISO/TC 279

Secretariat: AFNOR

Voting begins on:  
2023-09-28Voting terminates on:  
2023-12-21

---

---

## Innovation management — Innovation management system — Requirements

ICS: 03.100.01; 03.100.40; 03.100.70

### iTeh Standards (<https://standards.iteh.ai>) Document Preview

[oSIST prEN ISO 56001:2023](https://standards.iteh.ai/catalog/standards/sist/9fd4e4ff-b247-4318-8317-a59543b8cc4f/osist-pren-iso-56001-2023)<https://standards.iteh.ai/catalog/standards/sist/9fd4e4ff-b247-4318-8317-a59543b8cc4f/osist-pren-iso-56001-2023>

This document is circulated as received from the committee secretariat.

THIS DOCUMENT IS A DRAFT CIRCULATED FOR COMMENT AND APPROVAL. IT IS THEREFORE SUBJECT TO CHANGE AND MAY NOT BE REFERRED TO AS AN INTERNATIONAL STANDARD UNTIL PUBLISHED AS SUCH.

IN ADDITION TO THEIR EVALUATION AS BEING ACCEPTABLE FOR INDUSTRIAL, TECHNOLOGICAL, COMMERCIAL AND USER PURPOSES, DRAFT INTERNATIONAL STANDARDS MAY ON OCCASION HAVE TO BE CONSIDERED IN THE LIGHT OF THEIR POTENTIAL TO BECOME STANDARDS TO WHICH REFERENCE MAY BE MADE IN NATIONAL REGULATIONS.

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.

**ISO/CEN PARALLEL PROCESSING**



Reference number  
ISO/DIS 56001:2023(E)

© ISO 2023

iTeh Standards  
(<https://standards.iteh.ai>)  
Document Preview

[oSIST prEN ISO 56001:2023](https://standards.iteh.ai/catalog/standards/sist/9fd4e4ff-b247-4318-8317-a59543b8cc4f/osist-pren-iso-56001-2023)

<https://standards.iteh.ai/catalog/standards/sist/9fd4e4ff-b247-4318-8317-a59543b8cc4f/osist-pren-iso-56001-2023>



**COPYRIGHT PROTECTED DOCUMENT**

© ISO 2023

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office  
CP 401 • Ch. de Blandonnet 8  
CH-1214 Vernier, Geneva  
Phone: +41 22 749 01 11  
Email: [copyright@iso.org](mailto:copyright@iso.org)  
Website: [www.iso.org](http://www.iso.org)

Published in Switzerland

7.1.4	Finance.....	12
7.1.5	Infrastructure.....	12
7.1.6	Knowledge.....	12
7.1.7	Intellectual Property .....	12
7.1.8	Tools and methods .....	13
7.2	Competence.....	13
7.3	Awareness and engagement.....	13
7.4	Communication.....	13
7.5	Documented information.....	14
7.5.1	General.....	14
7.5.2	Creating and updating documented information .....	14
8	Operation .....	15
8.1	Operational planning and control.....	15
8.2	Innovation initiatives .....	15
8.3	Innovation processes.....	15
8.3.1	General.....	15
8.3.2	Identify opportunities.....	16
8.3.3	Create concepts.....	16
8.3.4	Validate concepts.....	16
8.3.5	Develop solutions .....	16
8.3.6	Deploy solutions.....	17
9	Performance evaluation .....	17
9.1	Monitoring, measurement, analysis, and evaluation .....	17
9.1.1	General.....	17
9.1.2	Analysis and evaluation.....	17
9.2	Internal audit.....	18
9.2.1	General.....	18
9.2.2	Internal audit programme.....	18
9.3	Management review.....	18
9.3.1	General.....	18
9.3.2	Management review inputs.....	18
9.3.3	Management review results.....	19
10	Improvement.....	19
10.1	Continual improvement .....	19
10.2	Nonconformity and corrective action.....	19
	Bibliography .....	20

## ISO/DIS 56001:2024

### Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

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](http://www.iso.org/directives)).

ISO draws attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO takes no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at [www.iso.org/patents](http://www.iso.org/patents). ISO shall not be held responsible for identifying any or all such patent rights.

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 279 Innovation management.

A list of all parts in the ISO 56000 series can be found on the ISO website.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).

oSIST prEN ISO 56001:2023

<https://standards.iteh.ai/catalog/standards/sist/9fd4e4ff-b247-4318-8317-a59543b8cc4f/osist-pren-iso-56001-2023>

## **Introduction**

# **iTeh Standards (<https://standards.iteh.ai>) Document Preview**

[oSIST prEN ISO 56001:2023](https://standards.iteh.ai/catalog/standards/sist/9fd4e4ff-b247-4318-8317-a59543b8cc4f/osist-pren-iso-56001-2023)

<https://standards.iteh.ai/catalog/standards/sist/9fd4e4ff-b247-4318-8317-a59543b8cc4f/osist-pren-iso-56001-2023>

# ISO/DIS 56001:2024

## 0.1 General

An organization's ability to innovate and renew itself is recognized as a critical factor for its sustained growth, economic viability, continuous competitiveness, organizational resilience, and capability to achieve its environmental, social, and governance (ESG) related goals and contribute to sustainable development of society.

Adopting an innovation management system is a strategic decision for an organization aimed at improving its innovation performance and ability to adapt to changes.

An organization's innovation capability is determined by several interrelated and interacting elements described in this document such as leadership, strategy, culture, structures, collaboration, support, resources, competences, communication, processes, and performance evaluation.

An organization can innovate more effectively if all the necessary elements are managed as a system. A systematic approach reduces the level of uncertainty and increases the feasibility of achieving desired results of innovation initiatives.

This document provides an internationally agreed upon terminology and framework of requirements for implementing and continually improving an innovation management system in an organization.

The benefits to an organization of implementing an innovation management system based on this document can be:

- a) enhanced organizational capability to systematically manage innovation activities under conditions of uncertainty in an organization or across collaborating organizations;
- b) increased realization of value from new products, services, processes, models, methods, etc. for users, customers, partners, and other interested parties;
- c) sustained build-up of innovation capabilities for enhanced innovation performance;
- d) enhanced reputation to attract users, customers, employees, and partners;
- e) the capability to demonstrate conformity to specified innovation management system requirements.

Conformity to requirements can be determined through, for example, management reviews, internal and third-party audits, and self- or assisted assessment procedures. This document can also be used by:

- 1) collaborating organizations seeking a shared framework for innovating together in a value chain, open innovation networks, or ecosystems with a shared mission or vision;
- 2) organizations seeking assurance of the innovation capability of potential partners, suppliers, or other interested parties;
- 3) national and international funding and donor agencies, investors, and government authorities seeking assurance of the innovation capability of a funding applicant or partner organization.

As this is a requirements document, it may not be relevant for early-stage startups.

It is not the intent of this document to imply the need for:

- uniformity in the structure of different innovation management systems;
- alignment of documentation to the clause structure of this document.

In this document, the following terms are used:

- “shall” indicates a requirement;
- “consider” indicates taking into account possible actions;
- “can” indicates a possibility.

“NOTE” is for clarifying the associated requirement.



## 0.2 Innovation management principles

This document is referencing the eight innovation management principles, which are described in ISO 56000:2020, and are the foundation of the innovation management system. The principles are:

1. Realization of value - Value, 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 levels, driven by curiosity and courage, challenge the status quo by building an inspiring vision and purpose and by continuously engaging people to achieve those aims.
3. Strategic direction - The direction for innovation activities is based on aligned and shared objectives and a relevant ambition level, supported by the necessary people and other resources.
4. Culture - Shared values, beliefs and behaviours, supporting openness to change, risk-taking, and collaboration, enable the coexistence of creativity and effective execution.
5. Exploiting insights - A diverse range of internal and external sources are used to systematically build insightful knowledge, to exploit stated and unstated needs.
6. Managing uncertainty - Uncertainties and risks are evaluated, leveraged, and then managed, by learning from systematic experimentation and iterative processes, within a portfolio of opportunities.
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 capabilities.
8. Systems approach - Innovation management is based on a systems approach with interrelated and interacting elements and regular performance evaluation and improvements of the system.

## 0.3 Innovation management system

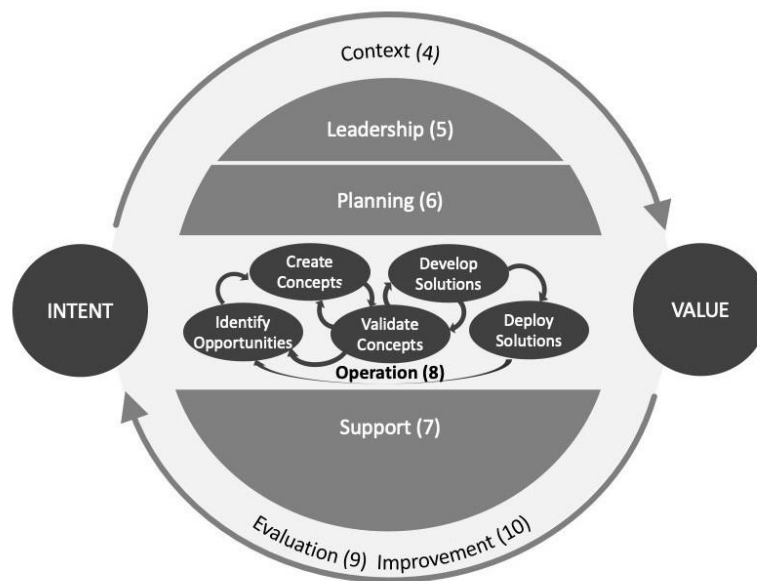
### 0.3.1 General

An innovation management system is a set of interrelated and interacting elements with the purpose of realizing value, both financial and non-financial. Value is realized by the systematic identification of opportunities, creation, validation of concepts, development, deployment, adoption, and impact of new solutions for users, customers, and other interested parties (see Figure 1).

Opportunities can, for example, be based on current or future, stated or unstated needs. The system can be applied to both exploring new and exploiting existing opportunities.

The innovation management system provides a common framework and vocabulary to support the development of innovation capabilities, evaluate performance, and achieve intended results.

The elements can be gradually adopted to implement the system according to the context and circumstances of the organization. Greater benefits are gained, and conformity to the standard can only be claimed, when the organization implements and integrates all the elements of the innovation management system to maturity.



**Figure 1 – Representation of the innovation management system framework with references to the clauses in this document**

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

### 0.3.2 Managing uncertainty and risk

Innovation activities can include high degrees of variation and uncertainty, particularly during the early explorative phases. These phases are characterized by non-linearity, experimentation, and learning. As the process progresses, new knowledge and insights are gained, and uncertainty is reduced.

Uncertainties can, for example, be related to user acceptance, technical feasibility, manufacturing constraints, regulatory conditions, and market size.

Innovation initiatives involve risk-taking in decision-making and therefore not all initiatives will achieve successful innovations. However, discontinued initiatives are an integral part of the processes and sources of learning as input to future innovation activities.

The acceptable degree of risk is dependent on the innovation ambition and strategy, the organization's capability, and the types of innovation addressed by the organization.

The management of uncertainty and risk can be addressed by different approaches, for example, iterative processes, systematic experimentation, partnering, and portfolio diversification. By applying a systems approach, interdependencies and uncertainties can be better understood, measured, and managed.

Organizations can also address the balance between pursuing opportunities and the related risks.

Innovation initiatives are enabled by processes that identify opportunities, create, and validate concepts, develop, and deploy solutions. These innovation processes are often iterative and can follow a non-linear sequence. They need to be flexible and adaptable to the types of innovations the organization seeks to achieve.

### 0.3.3 Plan-do-check-act cycle and management levels

The Plan-Do-Check-Act (PDCA) cycle enables continual improvement of the innovation management system. At the system-level, the clauses of this document can be grouped in relation to the PDCA cycle as follows: Plan (clause 6 Planning), Do (clauses 7 Support and 8 Operation), Check (clause 9 Performance evaluation), and Act (clause 10 Improvement).

An innovation management system consists of three management levels: strategic, tactical, and operational. It includes an innovation intent, policy, and strategy at the strategic level.

The relationships among the different levels (see Figure 2) can be described as follows.

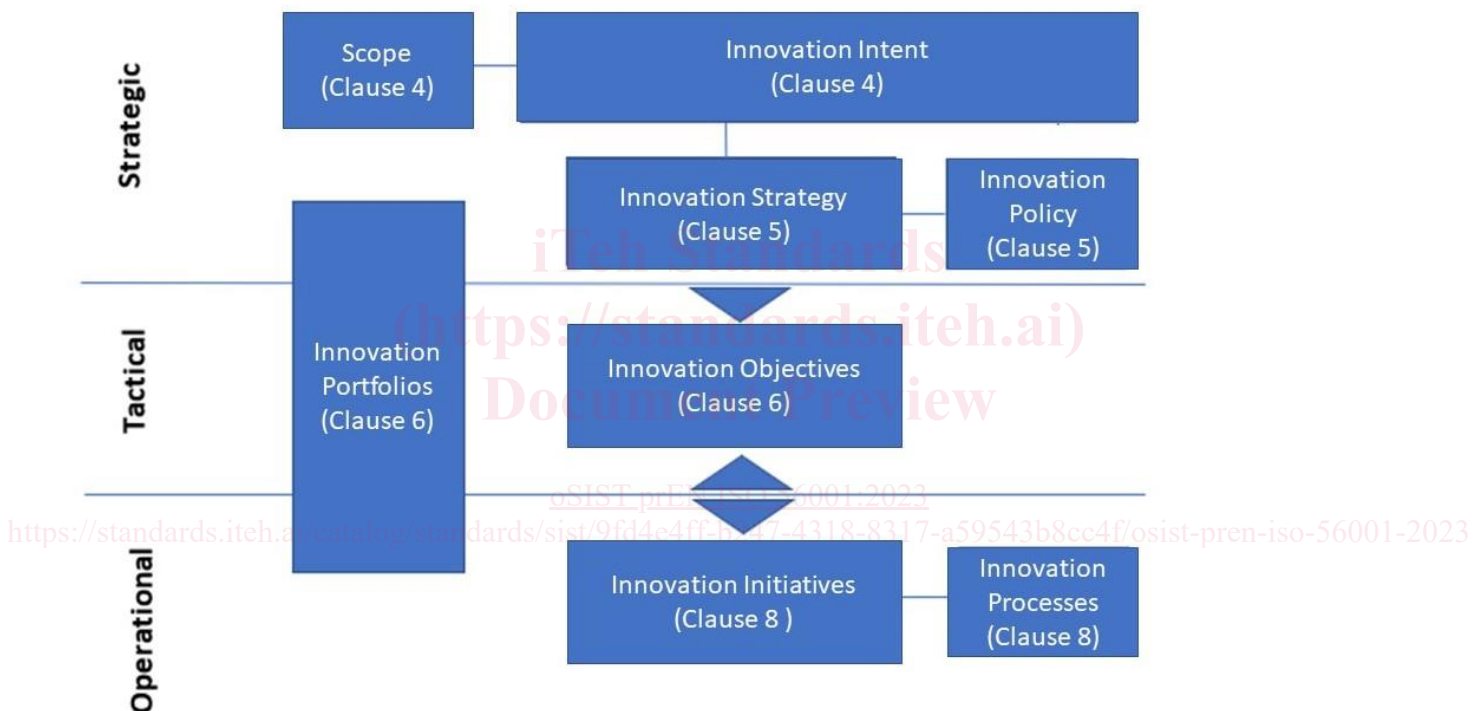
The **innovation intent** (clause 4) at strategic level helps to determine the scope of the innovation management system and forms the basis for establishing the innovation strategy.

The **innovation policy** (clause 5) provides a framework for setting the innovation strategy and objectives. Both the innovation intent and policy support the purpose of the organization. The innovation policy can complement other management system policies in the organization.

The **innovation strategy** (clause 5), including strategic innovation objectives, builds on the innovation intent, is aligned with the innovation policy, and provides a framework for setting tactical innovation objectives and establishing innovation portfolios. The innovation strategy is compatible with the strategic direction of the organization.

**Innovation objectives** (clause 6) at tactical level are consistent with the innovation policy and strategy.

**Innovation initiatives**, including objectives, and processes (clause 8) are established at the operational level.



**Figure 2 – Representation of the management levels and their relationships with references to the clauses in this document**

#### 0.4 Relationship with other management system standards

Management system standards complement each other but can also be used independently. The innovation management system can be implemented together with other management system standards, helping organizations to balance the exploitation of existing offerings and operations, with the exploration and introduction of new offerings and ways of working (see Figure 3).

This document applies the Harmonized Structure developed by ISO to improve alignment among its International Standards for management systems. This framework enables an organization to align or integrate its innovation management system with the requirements of other management system standards. It can be necessary to adjust those other management systems to achieve a successful integration.