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Innovation management — Tools and methods for innovation partnership — Guidance

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Preface

This Standard was prepared by the Standards Australia Committee MB-279, Innovation Management.

The objective of this document is to provide guidance for innovation partnerships. It describes the innovation partnership framework and the sample corresponding tools to —

(a) decide whether to enter an innovation partnership;

(b) identify, evaluate and select partners;

(c) align the perceptions of value and challenges of the partnership; and

(d) manage the partner interactions.

The guidance provided by this document is relevant for any types of partnership and collaboration and it is intended to be applicable to any organization, regardless of its type, size, product/service provided, such as —

(i) start-ups collaborating with larger organizations;

(ii) SMEs or larger organizations;

(iii) private sector entities with public or academic entities;

(iv) public, academic or not-for-profit organizations.

This document is not applicable to organizations seeking innovation by merger or acquisition.

This document is identical with, and has been reproduced from, ISO 56003:2019, *Innovation management — Tools and methods for innovation partnership — Guidance.*

As this document has been reproduced from an International Standard, a full point substitutes for a comma when referring to a decimal marker.

Australian or Australian/New Zealand Standards that are identical adoptions of international normative references may be used interchangeably. Refer to the online catalogue for information on specific Standards.

The terms “normative” and “informative” are used in Standards to define the application of the appendices or annexes to which they apply. A “normative” appendix or annex is an integral part of a Standard, whereas an “informative” appendix or annex is only for information and guidance.

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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).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

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.

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

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.

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Introduction

Innovation partnerships are developed to create value for each partner working together.

Benefits of an innovation partnership include

— access to knowledge, skills, technology and other intellectual assets that are not available within the organization, and

— access to infrastructure resources, such as experimental laboratories and equipment to develop new or improved product and services.

This document provides recommendations for engaging in external partnerships to realize innovation. The corresponding tools and methods are detailed in Annex A to Annex E.

This document relates to the ISO 56000 family of standards, developed by TC 279, as follows:

a) ISO 56000, *Innovation management system — Fundamentals and vocabulary* provides the essential background for the understanding and implementation of this document.

b) ISO 56002, *Innovation management system — Guidance* provides guidance for the development, implementation and maintenance of an innovation management system, to which all subsequent standards of the family, are complementary to.

c) ISO 56005, *Innovation management — intellectual property management — Guidance* provides guidance on how to use intellectual property to achieve business objectives.

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Innovation management — Tools and methods for innovation partnership — Guidance

1 Scope

This document provides a guidance for innovation partnerships. It describes the innovation partnership framework (see Clause 4 to Clause 8) and the sample corresponding tools (see Annex A to Annex E) to

— decide whether to enter an innovation partnership,

— identify, evaluate and select partners,

— align the perceptions of value and challenges of the partnership,

— manage the partner interactions.

The guidance provided by this document is relevant for any type of partnerships and collaborations and it is intended to be applicable to any organizations, regardless of its type, size, product/service provided, such as:

a) start-ups collaborating with larger organizations;

b) SMEs or larger organizations;

c) private sector entities with public or academic entities;

d) public, academic or not-for-profit organizations.

Innovation partnerships start with a gap analysis, followed by the identification, and engagement, of potential innovation partners and the governance of their interaction.

NOTE The essence of an innovation partnership is for all parties to mutually benefit from working together in the context of an opportunity for innovation.

This document is not applicable to organizations seeking innovation by merger or acquisition.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

No terms and definitions are listed in this document.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

4 Innovation partnership framework

4.1 Framework

As described in Figure 1, this document proposes a structured approach and the corresponding tools in Annex A to Annex E. It can be used at any stage of its innovation process by a single organization to

— decide whether or not to enter an innovation partnership (see Clause 5),

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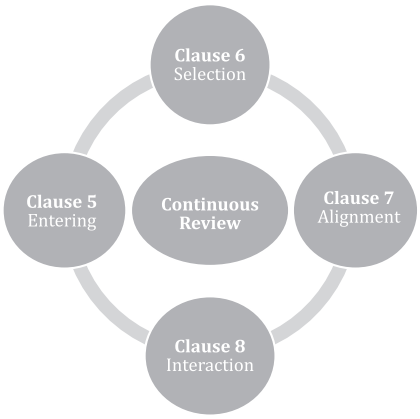
— identify and select partners (see Clause 6),

— align partners and agree on a common understanding (see Clause 7),

— assign roles, responsibilities and govern the interaction (see Clause 8).

Throughout the process, a continuous review should be carried out and actions adapted according to the performance evaluation criteria drawn from ISO 56002:—[1)], 9.1.1.1 and 9.1.1.2 and presented in Annex E.



Tools and methods to form Innovation Partnerships

Clause	5. Entering	6. Selection	7. Alignment	8. Interaction
Purpose	Decide to Enter Innovation Partnership	Identify, evaluate and select innovation partner(s)	Shared understanding of proposed opportunity for innovation	Describes the nature of collaboration between partners
How	Perform Gap Analysis to identify Capabilities and Resources	Generate List of Partners	Draft the written shared understanding	Draft an Innovation Partnership Agreement
Toolsets	Annex A	Annex B	Annex C	Annex D
Output	List of the required capabilities and resources, of the potential partner	List of partners to fill capability and resource gaps	Written shared understanding of the proposed opportunity for a joint innovation outcome	Innovation Partnership Agreement

Each output is input to the next clause. .

Figure 1 — The framework to develop and manage innovation partnerships.

4.2 Entry points to innovation partnership

Entering into an innovation partnership is not a linear process. Organizations may enter the innovation partnership process at any point, depending on their circumstances. For instance:

— if an organization has already decided the reason to enter an innovation partnership, it can skip Clause 5 and start from Clause 6;

— if an organization has already identified or been identified by potential partners, it can skip Clauses 5 and 6 and start from Clause 7;

— if an organization is already aligned with partners, it can start from Clause 8.

5 Entering an innovation partnership

5.1 General

Once an opportunity for innovation has been identified, the organization should conduct a gap analysis to evaluate the difference between the organization's existing competencies, capabilities and assets and those it needs.

Based on the gap analysis, the organization can decide if the project can be handled internally or through training, new hires and/or acquisition. For instance, when the opportunity cannot

1) Under preparation. Stage at the time of publication ISO/DIS 56002:2019.

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