PD CEN/TS 16555-1:2013

BSI Standards Publication

Innovation Management

Part 1: Innovation Management System

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National foreword

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The UK participation in its preparation was entrusted to Technical Committee IMS/1, Innovation management.

A list of organizations represented on this committee can be obtained on request to its secretary.

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Foreword

This document (CEN/TS 16555-1:2013) has been prepared by Technical Committee CEN/TC 389 “Innovation management”, the secretariat of which is held by AENOR.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

This document is not intended for the purpose of certification.

CEN/TS 16555 will consist of the following parts under 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.*

Parts 2 to 7 are in preparation.

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Introduction

Innovation is a key driver for the success of organizations. The aim of this Technical Specification is to guide organizations to introduce, develop, and maintain a framework for systematic innovation management practices, an Innovation Management System (IMS). Establishing such a management system would allow organizations to become more innovative and to achieve more success with their product, service, process, organizational design and business model innovations. This would foster organisation's results, value and competitiveness.

Implementing an innovation management system provides several benefits to an organisation, for example, it:

— enhances growth, revenues and profit from innovations;

— brings fresh thinking and new value to the organisation;

— proactively captures value from better understanding of future market needs and possibilities;

— helps identify and mitigate risks;

— taps into the collective creativity and intelligence of the organisation;

— captures value from the collaboration with partners for innovation;

— motivates employee involvement in the organisation and fosters teamwork and collaboration.

An innovation management system includes all activities that are required for generating innovations on a continuous basis, regardless of the organisation's size and it builds, amongst others, on the following:

— context of the organisation;

— leadership for innovation and strategy;

— planning for innovation success;

— innovation enablers/driving factors;

— innovation management process;

— assessment of the performance of the IMS;

— improvement of the IMS;

— innovation management techniques.

Figure 1 provides a conceptual overview of the innovation management system that is outlined in this Technical Specification.

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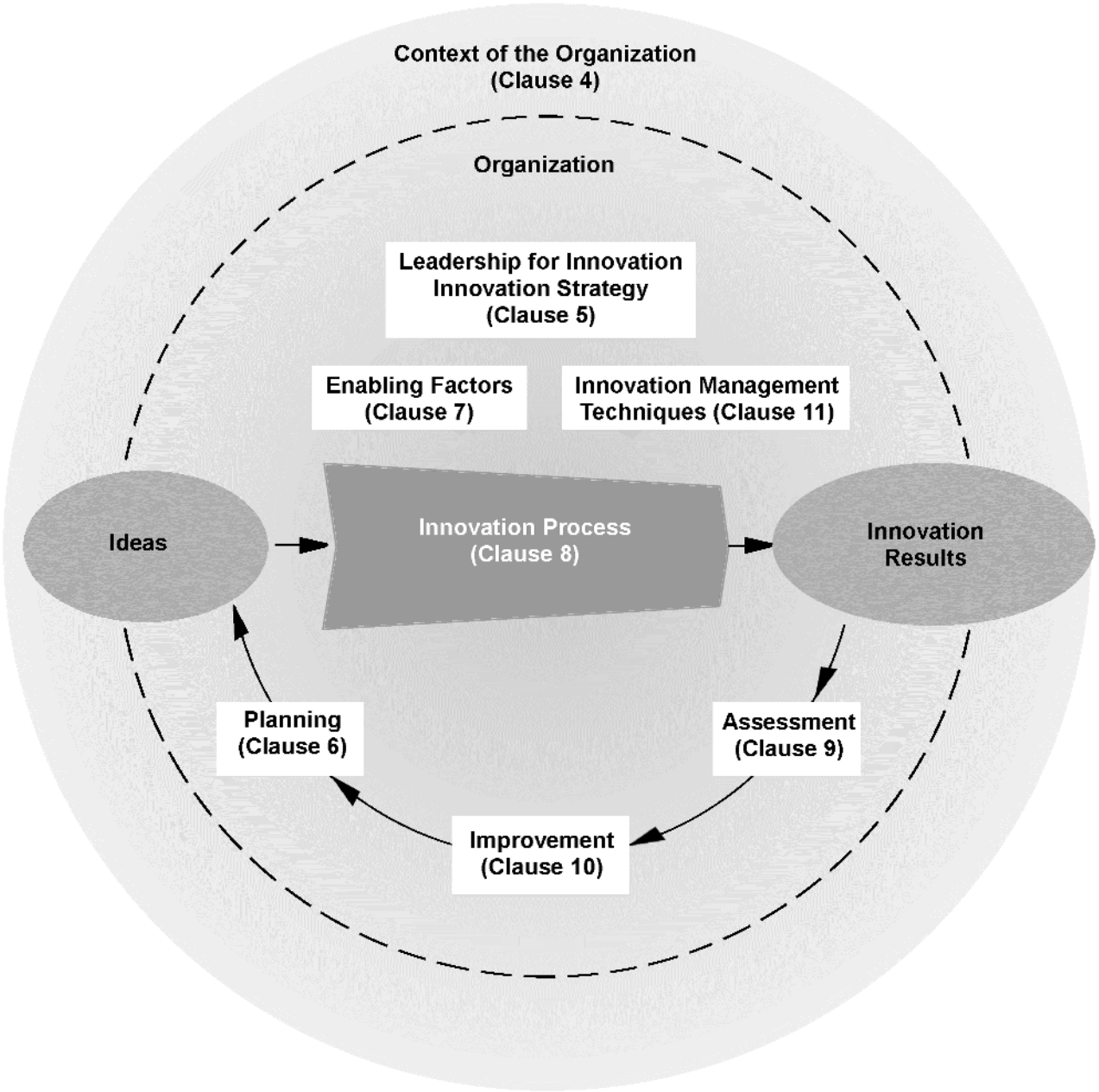

Figure 1 — Key elements covered by this innovation management system

The innovation management system can be a stand-alone one or can be integrated into the core operations and management of the organisation to ensure innovation objectives are delivered and performance is measured and improved.

During the development of this Technical Specification, particular attention has been given to the needs of small and medium-sized enterprises.

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1 Scope

This Technical Specification provides guidance on establishing and maintaining an innovation management system (IMS). It is applicable to all public and private organizations regardless of sector, type or size.

This document provides guidance on:

— understanding the context of the organisation;

— establishing the leadership and commitment of top management;

— planning for innovation success;

— identifying and fostering innovation enablers/driving factors;

— developing the innovation management process;

— evaluating and improving the performance of the IMS;

— understanding and using innovation management techniques.

By using this document, organizations can increase their awareness of the value of an IMS, establish such a system, expand their capacity for innovation, and ultimately generate more value for the organisation and its interested parties.

NOTE The innovation management system outlined in this document follows the PDCA structure (plan-do-check-act), so that it can be integrated within other standardized business management systems existing in organizations, e.g. EN ISO 9001, EN ISO 14001, etc.

2 Normative references

Not applicable.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

3.1
innovation
implementation of a new or significantly improved product (good or service), or process, new marketing method, or new organizational method in business practices, workplace organization or external relations

3.2
innovation management system (IMS)
set of interrelated or interacting elements of an organization to establish innovation policies and objectives as well as processes to achieve those objectives

4 Context of the organisation

4.1 Understanding the organisation and its context

The organisation should determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended outcomes of its IMS. The organisation should determine the boundaries and applicability of the IMS to establish its scope.

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