PD CEN/TS 16555-5:2014

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Innovation management

Part 5: Collaboration management

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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 16555-5:2014) 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.

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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.

According to the CEN-CENELEC Internal Regulations, the national standards organizations of the following countries are bound to announce this Technical Specification: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

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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 CEN/TS 16555-1 of the series, CEN/TS 16555.

2 Normative references

The following documents, in whole or in part, are normatively referenced in this document and are 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, *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 innovate[1)]

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, 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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