

ISO 56002 – Innovation Management – Clause 7

Clause 7.1 – Resources



Simplify ISO 

There are 6
sections in
this clause

Clause 7.1.1 – General

Clause 7.1.2 – People

Clause 7.1.3 – Time

Clause 7.1.4 – Knowledge

Clause 7.1.5 – Finance

Clause 7.1.6 – Infrastructure

7.1 Resources

7.1.1 General

The organization should determine and provide in a timely manner the resources needed for the establishment, implementation, maintenance, and continual improvement of the innovation management system.

The organization should consider:

- a) a proactive, transparent, flexible, and adaptable approach for providing resources;
- b) the capabilities of, and limitations on, existing internal support;
- c) what needs to be obtained from external providers, e.g. by outsourcing or partnering;
- d) internal and external collaboration, e.g. sharing or re-use, to optimize the use of resources;
- e) securing resources for innovation activities separated from other activities;
- f) the long-term build-up of capabilities for innovation activities.

7.1.2 People

The organization should determine, provide, and manage the people necessary for the effective implementation of its innovation management system.

The organization should consider:

- a) the need to attract, recruit, and retain people;

b) forming teams with a diversity and mix of people including different disciplines, personal attributes, and backgrounds to encourage cross-pollination that can result in unexpected positive outcomes;

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c) establishing appropriate incentives, including non-financial incentives, e.g. rewards and recognition;

d) protecting innovators given the potential higher degree of risk of innovation activities;

e) establishing and communicating the terms and conditions for the ownership of ideas, handling of patents and exploitation of innovations, which can be subject to different national laws, regulations, and other agreements.

7.1.3 Time

The organization should establish an approach for the management of time for the effective implementation of its innovation management system.

The organization should consider allocating time:

a) generally, for innovation activities and training in a balanced way, e.g. as a percentage of overall working time;

b) specifically, to each innovation initiative and for the different innovation processes;

c) for dedicated and other relevant roles in the organization, using allowances as appropriate.

7.1.4 Knowledge

The organization should establish an approach for the management of knowledge for the effective implementation of its innovation management system.

The organization should consider:

a) capturing internal and external knowledge, tacit or explicit, gained from intelligence and experience, e.g. understanding the context of the organization, lessons learned from success and failure of innovation initiatives and from analysis of performance data;

b) facilitating knowledge access and re-use to avoid the loss of, or duplication, of existing knowledge;

c) maintaining an appropriate mechanism for information analysis and for managing existing and future knowledge, e.g. directories of people's areas of expertise and interests, or resource planning data;

d) the level and means of confidentiality and protection of intellectual assets;

e) ethical issues related to the use of knowledge;

f) prioritizing external knowledge sources by, e.g. reliability, accessibility, and cost.

Knowledge can be individual or collective, tacit, or explicit. Collective knowledge is gained from people collaborating, codifying, and sharing their tacit and implicit knowledge.

External knowledge sources can be users, customers, partners, providers,

competitors, consultants, databases, expert networks, conferences, standards, academia, etc.

7.1.5 Finance

The organization should determine and provide financial resources for the effective implementation of its innovation management system.

The organization should consider:

a) the financial opportunities, risks, and constraints associated with innovation activities, including the financial implications and other risks, of not innovating;

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b) establishing funding principles, e.g. central financial resources versus funding through local or operational budgets;

c) allocating dedicated financial resources for innovation activities, e.g. as a percentage of annual budget or designating funds for innovation initiatives by top management;

d) identifying and accessing relevant financial resources outside the organization, e.g. from private and public investors, research agencies, partners, co-sponsors, innovation grants, tax credits for research and development, or crowdsourcing;

e) establishing investment principles, e.g. investing in internal versus external activities, investing in start-ups, corporate venture capital, or innovation accelerators;

f) the balance of funding across different time horizons, different degrees of risk, and different types of innovations, e.g. incremental innovation or radical innovation;

g) ensuring the funding of other relevant resources and support, e.g. people, time, infrastructure, or competence;

h) ensuring that the funding approach covers all activities needed.

7.1.6 Infrastructure

7.1.6.1 The organization should determine, provide, and maintain the necessary physical and virtual infrastructure for the effective implementation of its innovation management system.

The organization should consider:

a) infrastructure to support and facilitate the innovation management system and its processes;

b) separation versus sharing of infrastructure, when appropriate, considering factors such as flexibility, cost effectiveness, and coordination benefits;

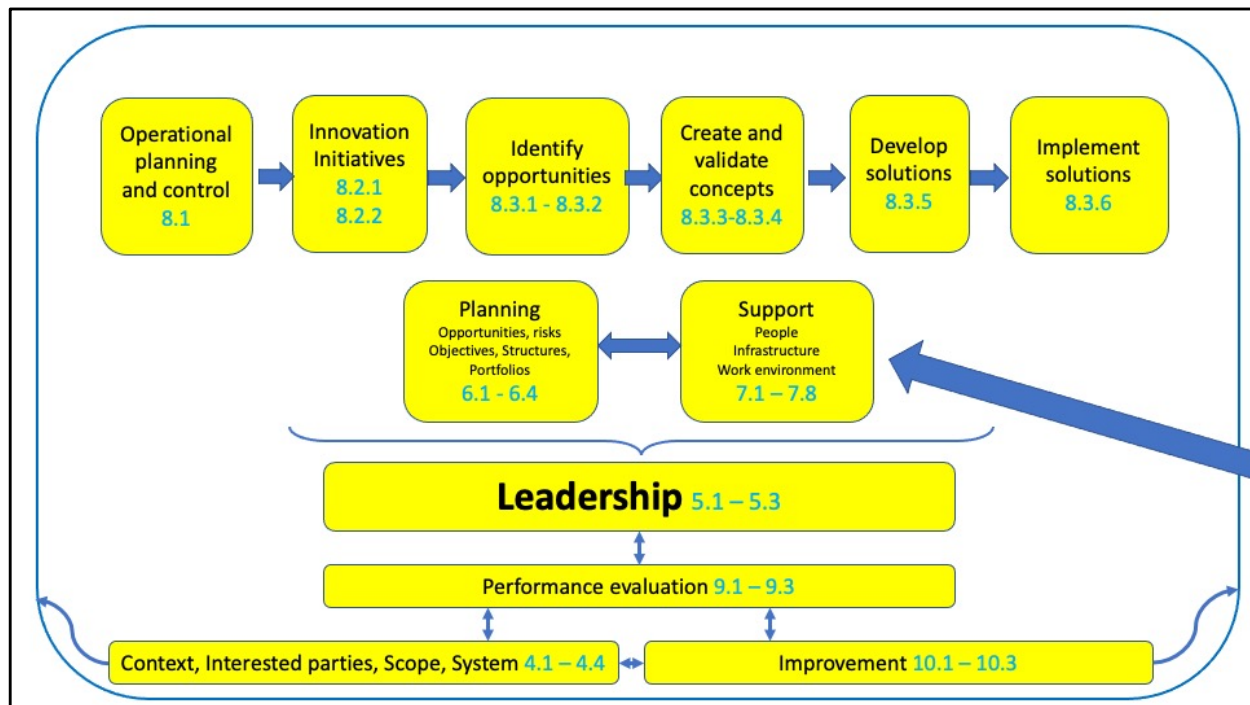
c) what infrastructure needs to be obtained from external relevant interested parties, including users and customers, e.g. by outsourcing or partnering;

d) pro-actively evaluate and consider advances in infrastructures, including new technologies, tools and methods, and statutory and regulatory requirements.

7.1.6.2 Infrastructure to support innovation activities can include:

a) buildings, facilities, and associated utilities, e.g. creative environments, research and development labs, maker spaces, simulation labs, or living labs;

- b) research and simulation equipment, physical tools, other hardware, software, methods, advanced technologies, and models;
- c) transportation resources;
- d) information and communication technology, e.g. for the management of collaboration, ideas, portfolios, insights, talent, projects, or programs, etc;
- e) networks, e.g. knowledge networks, or market networks.



You need
resources for
your innovation
'Management
System'

Establish

Implement

Maintain

Improve

Clause 7.1.1

7.1.1 General

The organization should determine and provide in a timely manner the resources needed for the establishment, implementation, maintenance, and continual improvement of the innovation management system.

Consider how to
optimize this
effort for long-
term innovation
activities

Optimize the use of
resources



Build skills of employees



Consider outsourcing
and/or partnering

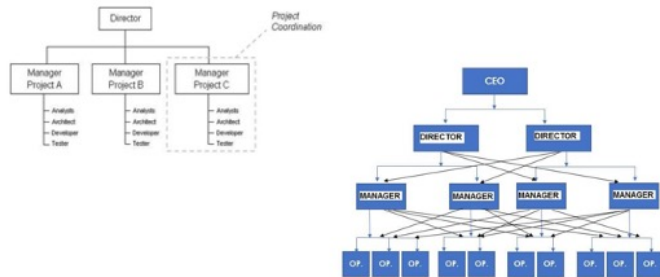


Clause 7.1.1

The organization should consider:

- a) a proactive, transparent, flexible, and adaptable approach for providing resources;
- b) the capabilities of, and limitations on, existing internal support;
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- d) internal and external collaboration, e.g. sharing or re-use, to optimize the use of resources;
- e) securing resources for innovation activities separated from other activities;
- f) the long-term build-up of capabilities for innovation activities.

With the proper structure, you'll be able to create an environment where your people will flourish



	Marketing	Operations	Finance	HRM
	Marketing Manager	Operations Manager	Finance Manager	HR Manager
Project A (Team Leader)	Marketing Team (A)	Operations Team (A)	Finance Team (A)	HR Team (A)
Project B (Team Leader)	Marketing Team (B)	Operations Team (B)	Finance Team (B)	HR Team (B)
Project C (Team Leader)	Marketing Team (C)	Operations Team (C)	Finance Team (C)	HR Team (C)
Project D (Team Leader)	Marketing Team (D)	Operations Team (D)	Finance Team (D)	HR Team (D)

Clause 7.1.2

7.1.2 People

The organization should determine, provide, and manage the people necessary for the effective implementation of its innovation management system.

The organization should consider:

- a) the need to attract, recruit, and retain people;
- b) forming teams with a diversity and mix of people including different disciplines, personal attributes, and backgrounds to encourage cross-pollination that can result in unexpected positive outcomes;

Protect and
reward
innovators



- c) establishing appropriate incentives, including non-financial incentives, e.g. rewards and recognition;
- d) protecting innovators given the potential higher degree of risk of innovation activities;
- e) establishing and communicating the terms and conditions for the ownership of ideas, handling of patents and exploitation of innovations, which can be subject to different national laws, regulations, and other agreements.

Managing 'TIME' can
enhance your outcomes

Allocate time for training

Allocate time for each project

Allocate time for other roles to adjust

Clause 7.1.3



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'Knowledge' needs to be managed

7.1.4



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- b) facilitating knowledge access and re-use to avoid the loss of, or duplication, of existing knowledge;

Information
has to be
analyzed and
protected in
order to be
useful

7.1.4

Internal sources are everywhere...



c) maintaining an appropriate mechanism for information analysis and for managing existing and future knowledge, e.g. directories of people's areas of expertise and interests, or resource planning data;

d) the level and means of confidentiality and protection of intellectual assets;

e) ethical issues related to the use of knowledge;

f) prioritizing external knowledge sources by, e.g. reliability, accessibility, and cost. Knowledge can be individual or collective, tacit, or explicit. Collective knowledge is gained from people collaborating, codifying, and sharing their tacit and implicit knowledge.

External knowledge sources can be users, customers, partners, providers, competitors, consultants, databases, expert networks, conferences, standards, academia, etc.

Information
has to be
analyzed and
protected in
order to be
useful

7.1.4

External sources may include...

Users, customers, partners,
providers, competitors,
consultants, databases, expert
networks, conferences,
standards, academia

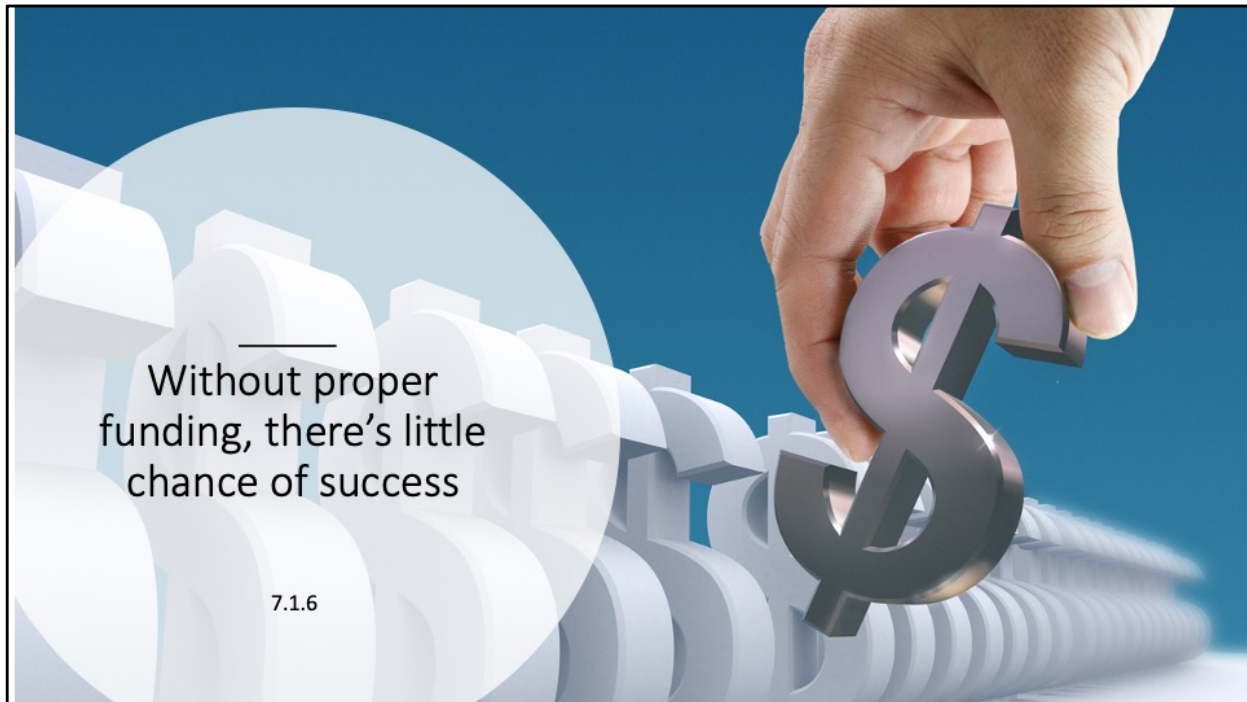
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- f) the balance of funding across different time horizons, different degrees of risk, and different types of innovations, e.g. incremental innovation or radical innovation;
- g) ensuring the funding of other relevant resources and support, e.g. people, time,

infrastructure, or competence;

h) ensuring that the funding approach covers all activities needed.

Infrastructure is usually needed to complete most innovation projects

7.1.6

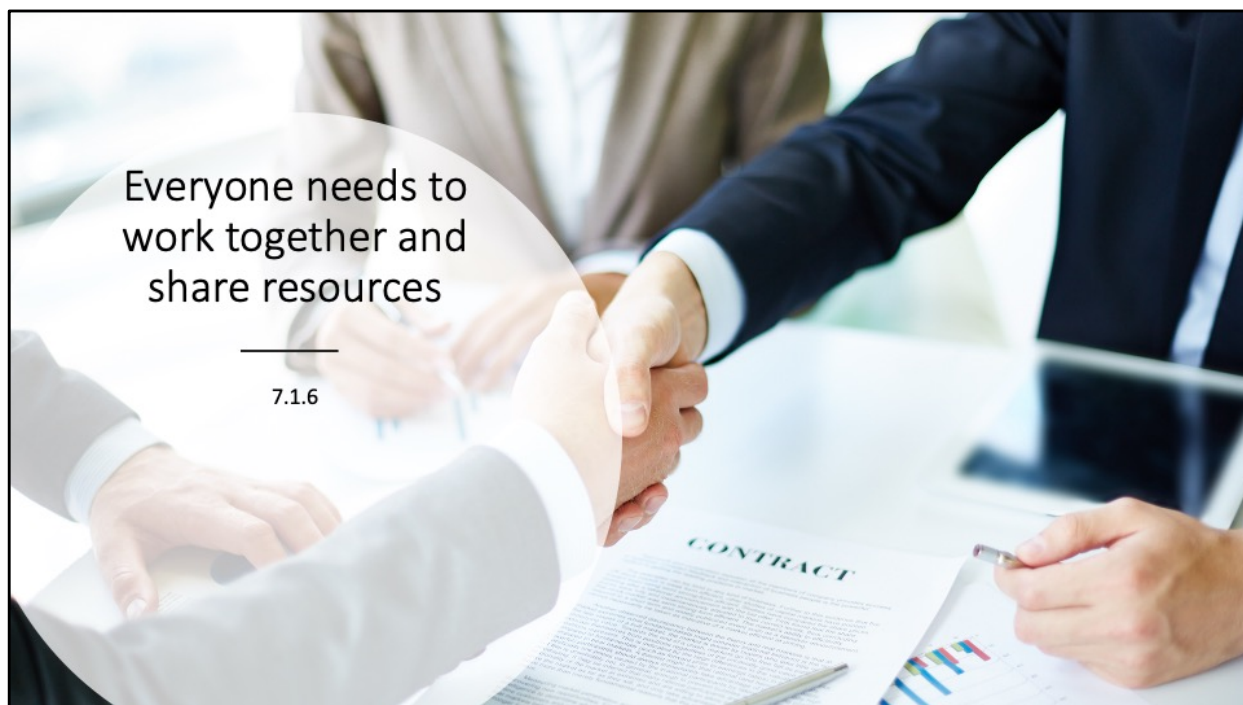


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- e) networks, e.g. knowledge networks, or market networks.

Three takeaways from 'Resources'

1. You need people, infrastructure and the right 'work environment'
2. Top management needs to know what it takes to create innovative ideas
3. Knowledge and information are critical

Time for a quiz!

You'll need your copy
of ISO 56002 to answer
the quiz questions
after each Lesson

