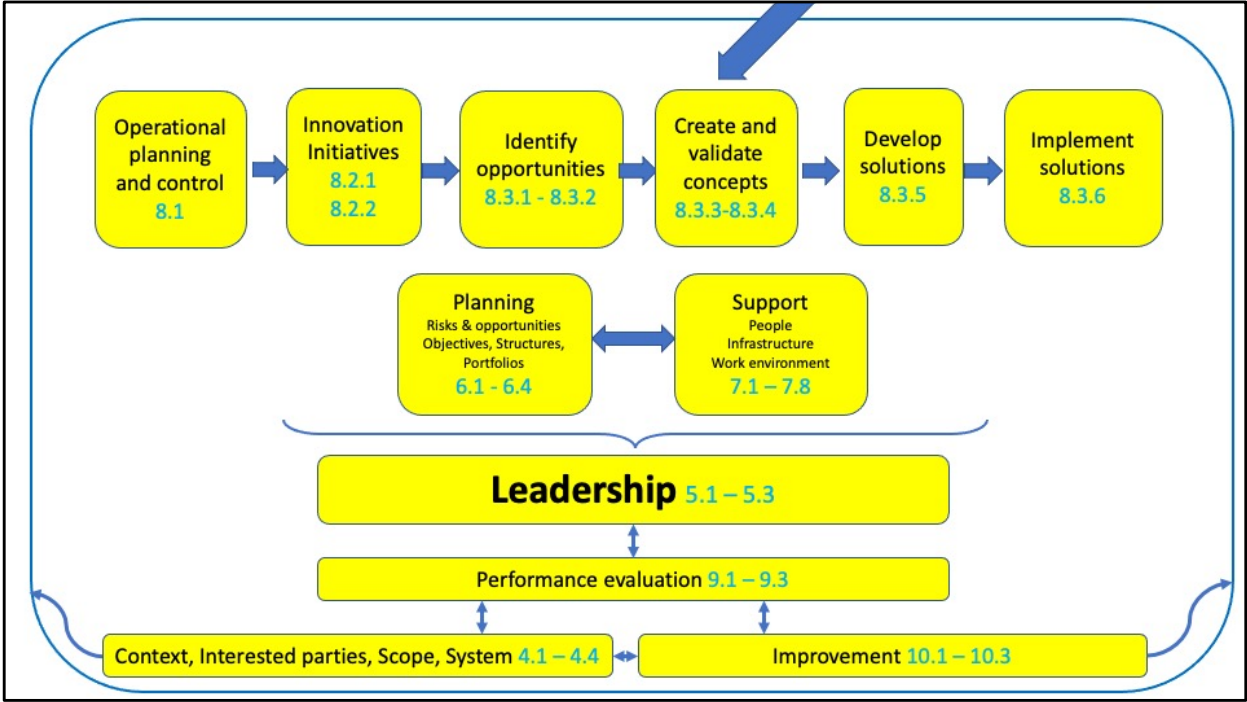# ISO 56002 – Innovation Management – Clause 8

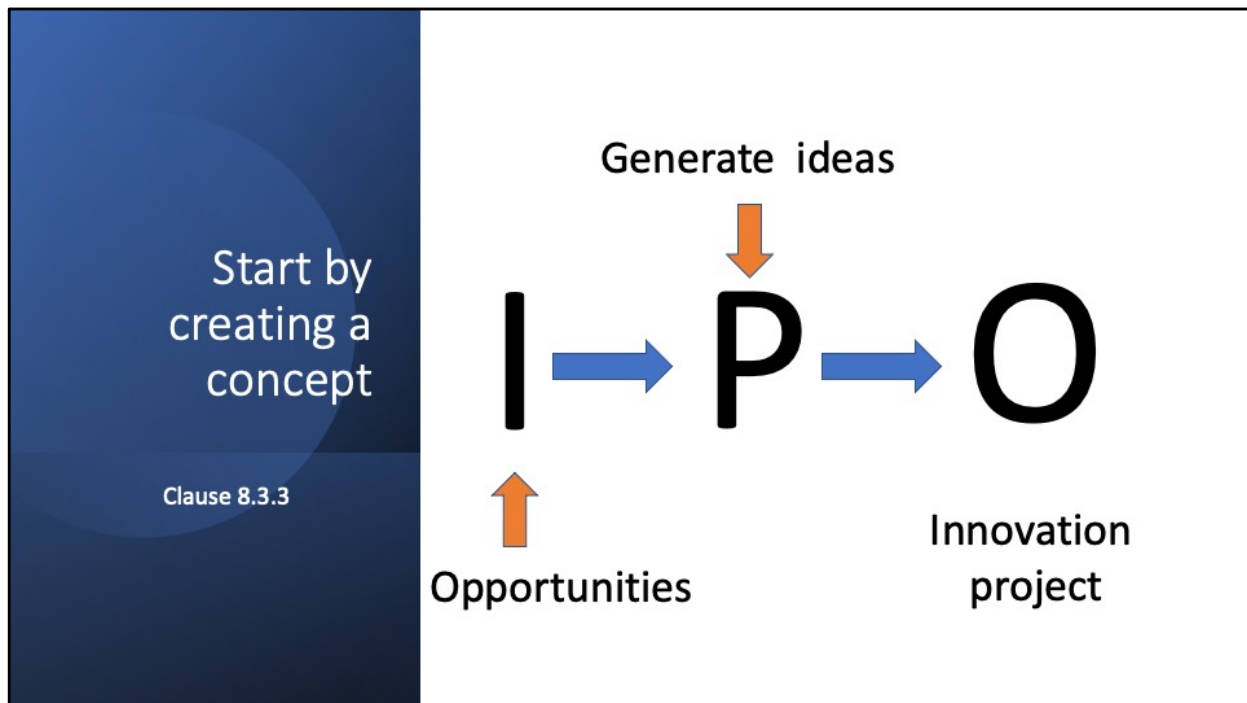Clause 8.3.3 – Create concepts
Clause 8.3.4 – Validate concepts

| Operational planning and control 8.1 | Innovation Initiatives 8.2.1 8.2.2 | Identify opportunities 8.3.1 - 8.3.2 | Create and validate concepts 8.3.3-8.3.4 | Develop solutions 8.3.5 | Implement solutions 8.3.6 |

Planning
Risks & opportunities
Objectives, Structures,
Portfolios
6.1 - 6.4

Support
People
Infrastructure
Work environment
7.1 – 7.8

Leadership 5.1 – 5.3

Performance evaluation 9.1 – 9.3

Context, Interested parties, Scope, System 4.1 – 4.4

Improvement 10.1 – 10.3

8.3.3 Create concepts

To create concepts the organization should consider identified and defined opportunities as inputs.

The organization should:

a) generate new ideas, potential solutions, or combinations of existing ones, from internal and external sources, using creative problem solving, ideation, or other methods;

Are the ideas…

Clause 8.3.3 b)

Novel?
Risky??
Feasible??
Viable?
Desirable?
Sustainable?

b) investigate, document, and evaluate ideas and potential solutions, e.g. with regard to degree of novelty, risk, feasibility, viability, desirability, sustainability, and intellectual property rights;

Choose from your ideas and check them against your criteria

Clause 8.3.3 c)

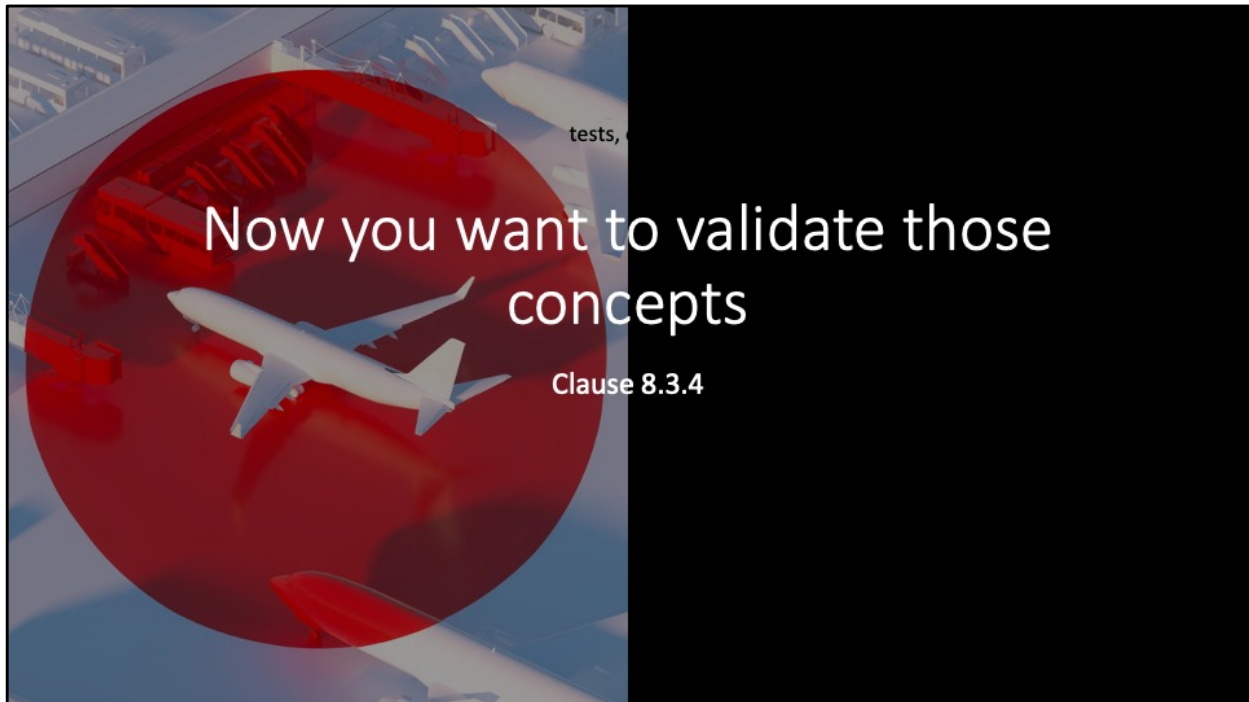c) select the preferred ideas and potential solutions based on established criteria;

Develop concepts and alternatives from these ideas

Clause 8.3.3

d) develop concepts from ideas and potential solutions, including value propositions;
e) develop alternatives for how value can be realized, e.g. hypothetical business, operational, or marketing models.

— concepts with preliminary value realization models that can be validated;
— understanding of the critical uncertainties or assumptions for each concept to be validated;
— initial assessment of risks, degree of novelty, and its implications for further development in terms of processes, structures, etc.

Now you want to validate those concepts

Clause 8.3.4

8.3.4 Validate concepts

To validate concepts, the organization should consider created concepts as inputs.

The organization should:

a) start validation early with an initial version of the concept;

b) consider one or more approaches to validation, e.g. tests, experiments, pilots, and studies;
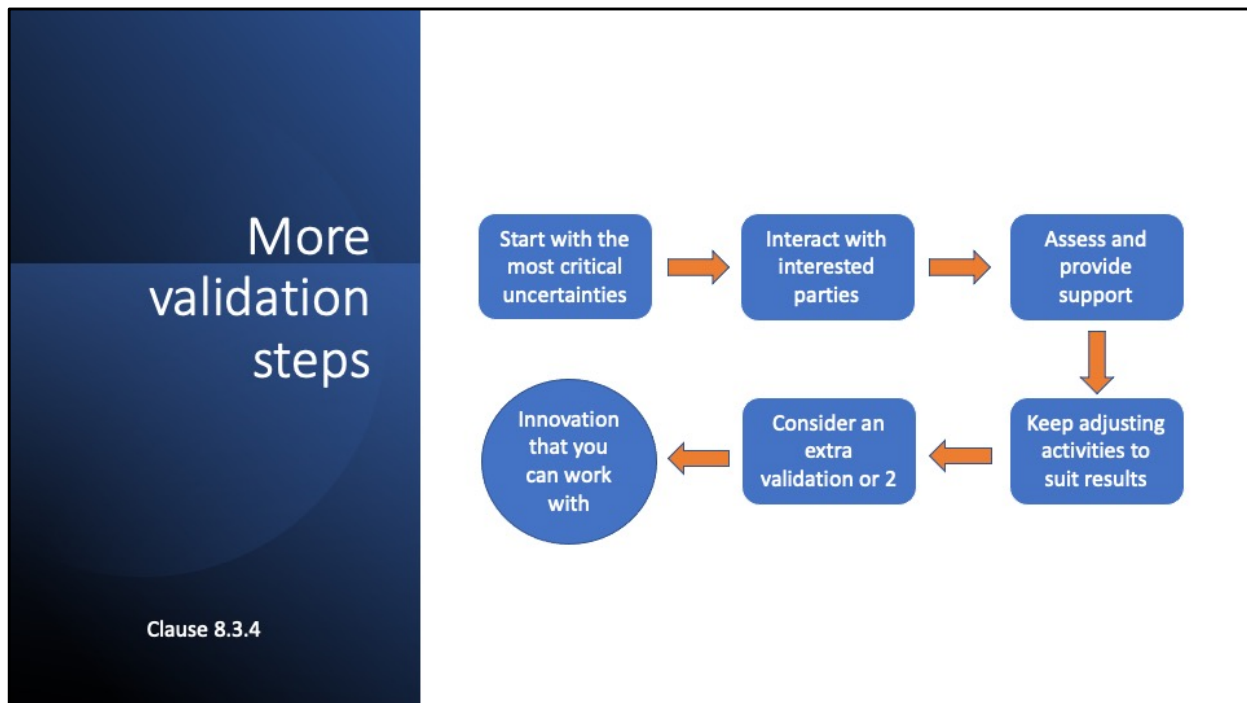
c) address the concept, starting with the most critical uncertainties, hypotheses, or assumptions, to learn, get feedback, and create new knowledge to reduce uncertainty related to:

1) interaction with users, customers, partners, and other interested parties;

2) support, including resources;

3) technical, legal, marketing, time to market, financial, and organizational aspects;

d) adjust and improve the concept based on lessons learned, feedback, and new knowledge;

e) evaluate the feasibility of the concept and if remaining uncertainties, hypotheses or assumptions need to be addressed;

f) consider further validation, if necessary.

These activities can result in the following outputs:

— validated concepts or proof of concepts with acceptable levels of uncertainty for further development;

Now you have something more tangible to work with

Clause 8.3.4

8.3.4 Validate concepts

— validated concepts or proof of concepts with acceptable levels of uncertainty for further development;

— relationships with users, customers, partners, and other interested parties;

— new knowledge.

Three takeaways from create and validate your concepts

1. Start with a selection of concepts

2. Asses the 'value' of each one

3. Put together a plan for the most promising one (PDCA)

These activities can result in the following outputs:
— understanding of the potential value to be realized and other potential impacts;
— identified, defined, and prioritized opportunities, areas of opportunity or problem statements;
— understanding of state of the art, including intellectual property rights.

Time for a quiz!

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