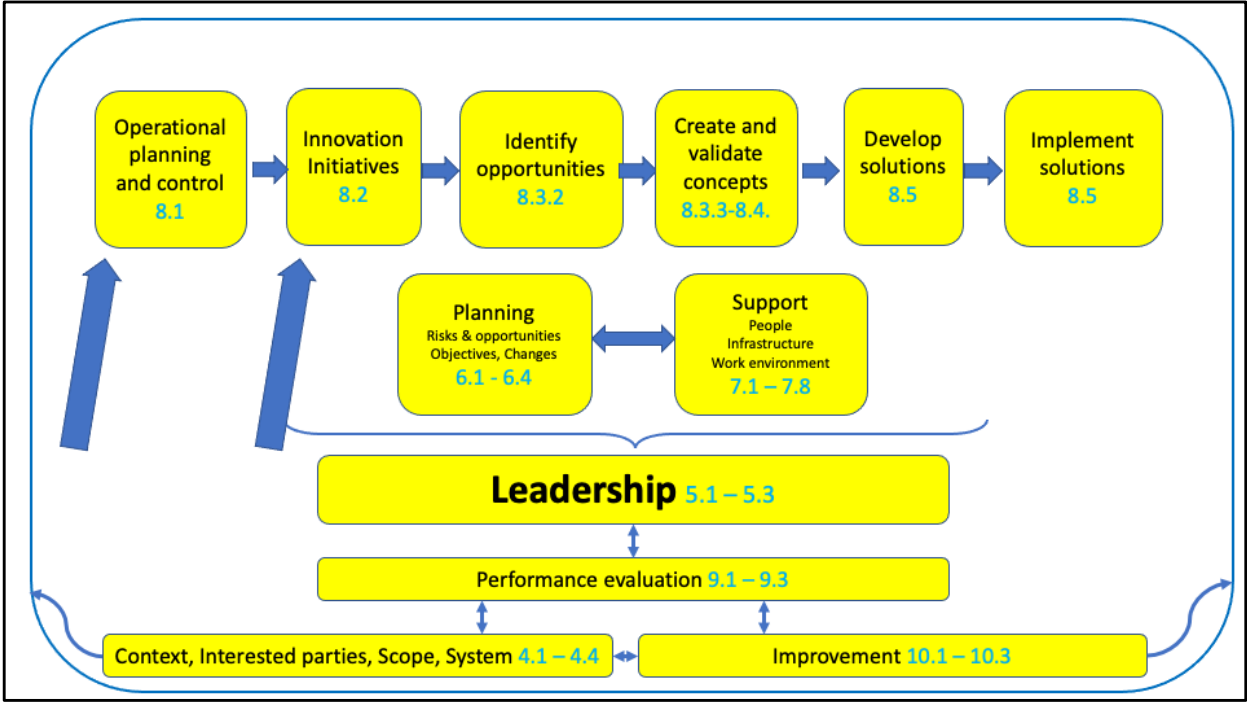


ISO 56002 – Innovation Management – Clause 8

Clause 8.1 – Operational Planning and Control
Clause 8.2 – Innovation Initiatives



Simplify ISO 



Plan your
innovation
projects!
Use the PDCA
approach

Clause 8.1

Establish criteria



Use the criteria to
manage initiatives



Document what you
need to in order to
assess the plan – did it
work?



8.1 Operational planning and control

The organization should plan, implement, and control innovation initiatives, processes, structures, and support needed to address innovation opportunities, meet requirements, and to implement the actions determined in 6.2, by:

- a) establishing criteria for innovation initiatives and processes;
- b) implementing control of the innovation initiatives and processes in accordance with the criteria;
- c) keeping documented information to the extent necessary to have confidence that the innovation initiatives and processes have been carried out as planned.

Reduce the risk
of unwanted
outcomes and
mitigate any
that happen

Clause 8.1

Control collaborations



Creative projects may
need creative controls!



The organization should control planned changes and review the consequences of unintended changes, taking action to prevent or mitigate any adverse effects, as necessary.

The organization should ensure that outsourced and collaborative innovation initiatives and processes are controlled.

Operational planning can require a different approach to control, especially regarding creative and experimentation activities, incorporating a higher degree of freedom and flexibility to manage uncertainty. This approach can be different from other established management control practices.

What is an 'innovation initiative'?

Clause 8.2

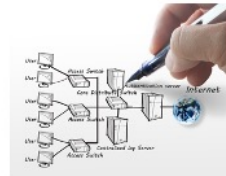
A set of coordinated Activities



Can be proposed by anyone in the organization



Can be managed by one or more processes



An innovation initiative is a set of coordinated activities, formal or informal, and can be an innovation project, an innovation program, or any other kind of approach. An initiative can be proposed by anyone in the organization and is characterized by having a starting and an ending point. The organization can establish one or more processes to manage these initiatives.

Things to consider when managing Innovation Initiatives

Clause 8.2.1

Determine and use progress indicators



Leadership is vital



You need the right team!



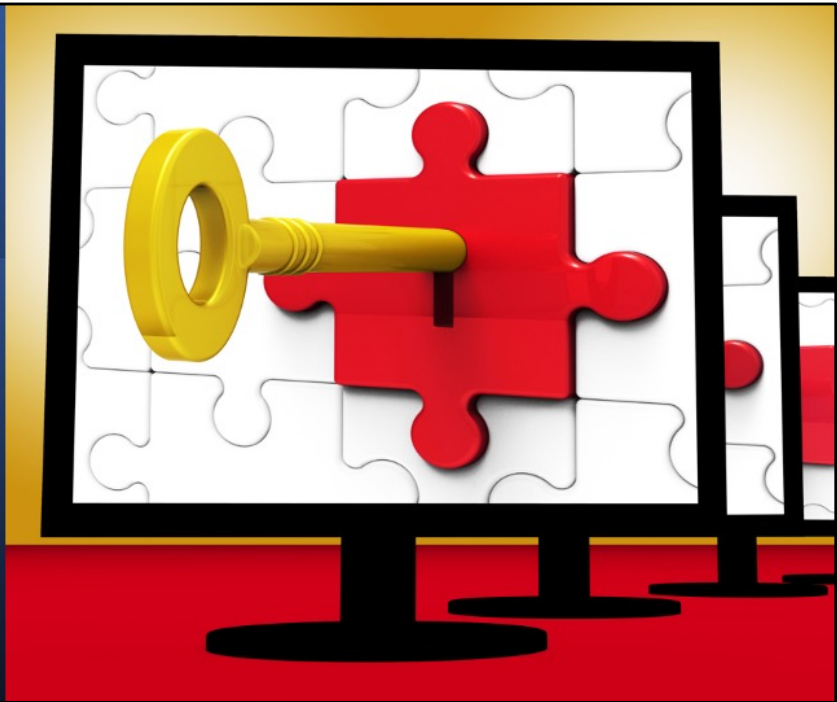
8.2 Innovation initiatives

8.2.1 The organization should manage each innovation initiative, considering to:

- a) establish, and continuously review, the scope of the initiative, including the objectives, constraints, expected results, and deliverables;
- b) determine indicators and how to apply them in order to evaluate and improve the initiative;
- c) establish the management and decision-making structures, e.g. steering or reference groups;
- d) ensure appropriate leadership and the necessary structures and support, including resources;
- e) secure and retain the people with the right competencies and experiences, and build the team;
- f) establish the necessary roles, responsibilities, and authorities, including people for managing and coaching;
- g) identify and establish the necessary internal and external collaboration;
- h) establish and implement the appropriate innovation processes;
- i) ensure the protection of intellectual property and other critical assets;
- j) consider internal and external requirements and the risk of not complying with legal and regulatory requirements, including social responsibility issues;

Intellectual
property needs
to be 'managed'
as well

Clause 8.2.1 i)



Determine how to
implement each
Innovation Initiative

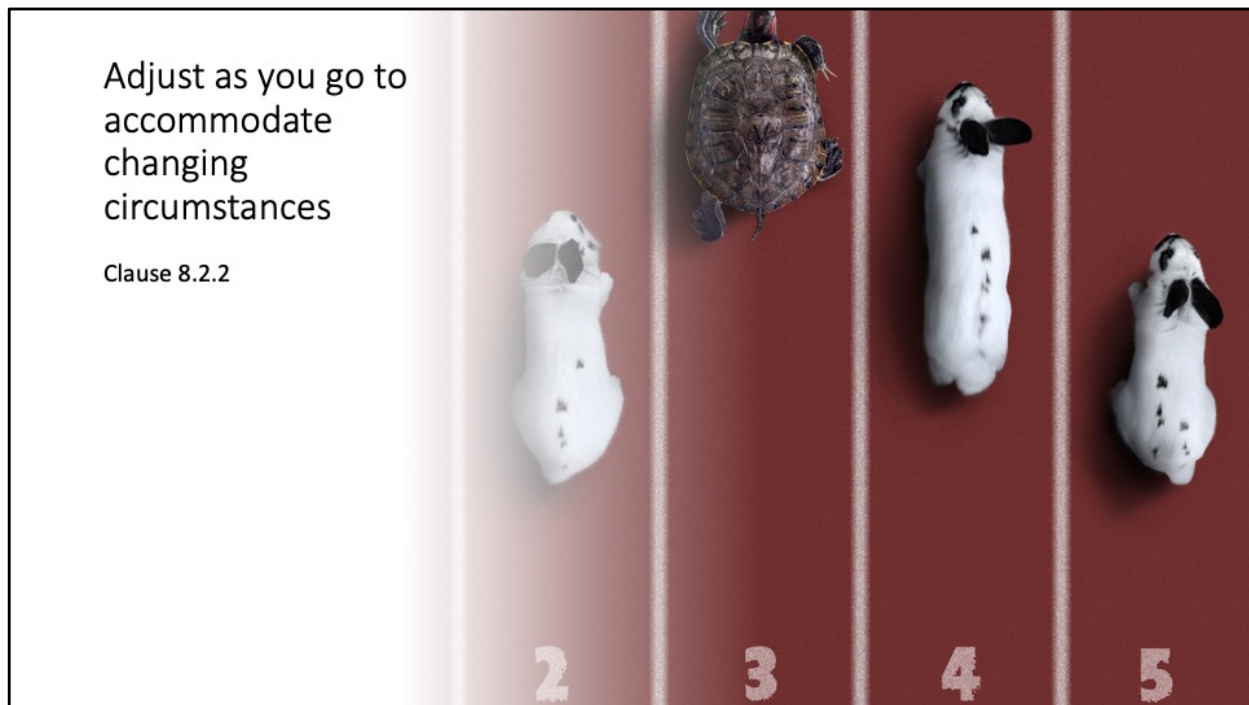
Clause 8.2.2

8.2 Innovation initiatives

8.2.2 The organization should determine how to implement each innovation initiative by using a single approach or a combination of different approaches, such as:

- a) an internal approach in one unit or across several internal units;
- b) crowdsourcing across an organization, in a permanent or temporary arrangement;
- c) collaborative, in e.g. partnerships, alliances, joint ventures, public programs, ecosystems, and other clusters of organizations;
- d) outsourced, fully or partly;
- e) acquisition, full merger or partial investments;
- f) divestiture, full or partial spin-off.

The approach can be re-considered during the processes.



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Three takeaways from 'Innovation Initiatives'

1. They can be managed like any other project
2. Creativity needs to be encouraged
3. You can do them with an internal team, an external team and many other kinds of collaboration

Time for a quiz!

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

