



InnoWeit Expert Workshop

Standard and Innovation

Acknowledgement of IMS according to standards

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Unofficial translation of the original Hungarian version!



Pécs, 22 May, 2015





Contents

1. Relevance of IMS standards
2. Introduction – IMS standards
3. Utilization of the information gained
4. Summary





CEN/TS 16555 IMS - Series of Standards

1. rész: IMS
2. rész: Strategic Intelligence Management
3. rész: Innovation Thinking
4. rész: Intellectual Property Management
5. rész: Collaboration Management
6. rész: Creativity Management
7. rész: Innovation Management Assessment





Normative References

Innovation:

Implementation of new or significantly improved

- product (goods or service),
- process,
- new marketing method,
- new organizational method

In business practices, workplace organization or external relations.

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.



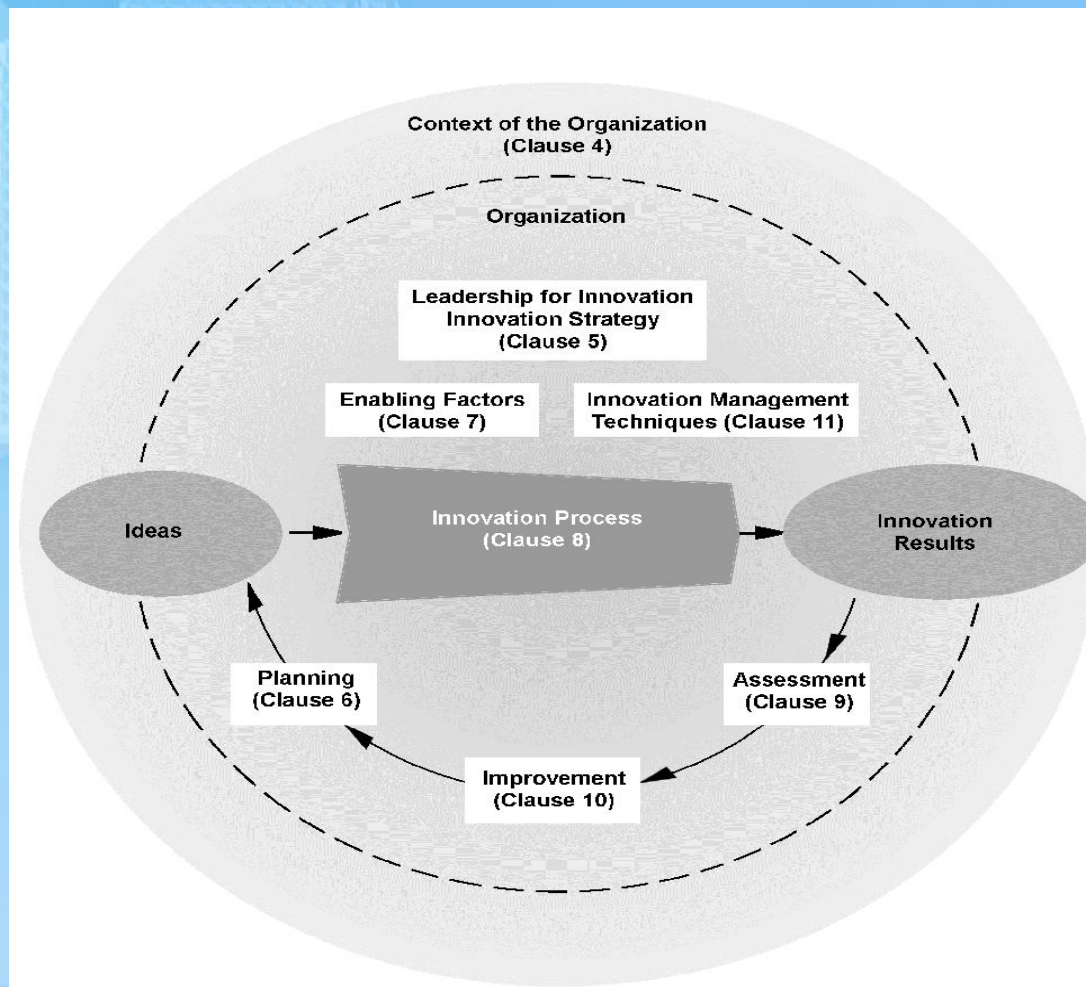


Schematic Definition of the Innovation Process





Elements of IMS





Context of the organisation

CEN/TS 16555-1:2013 (Section 4)

4.1. Understanding the organisation and its context

- Boundaries and applicability of IMS
- Identification of present and future challenges of external issues (market, technical, political, economic and social aspects)
- Present and future opportunities related to IMS (existing practices, cultural, operational and efficiency aspects)

4.2. Understanding the needs and expectations of interested parties

- Determine interested parties (external, internal)
- Involve interested parties, identify their needs





Leadership for innovation I.

CEN/TS 16555-1:2013 (Section 5)

5.1. Innovation vision and strategy development

- Inspiring vision: setting direction and change, sufficiently ambitious and not constrained by the organisation's current capabilities
- The innovation strategy should define:
 - the organisation's innovation capacity and resources,
 - how to distinguish innovation from the daily business;
 - the type of innovation and level of novelty,
 - the policy enabling innovation regarding
 - human resources
 - intellectual property
 - internal collaboration
- The innovation vision, strategy and policies should be available as documented information, be measured, communicated





Leadership for innovation II.

CEN/TS 16555-1:2013 (Section 5)

5.2. Leadership and top management commitment

- innovation vision, culture, resources, communication, efficiency, development

5.3. Fostering innovation culture

- Idea support, communication, openness and collaboration encouragement, conflict consciousness, failure tolerance

5.4. Organizational roles, responsibilities and authorities

- Assigning and communicating roles (IMS to conform to the recommendations of this Technical Specification, reporting on the performance of IMS back to top management)





Planning for innovation success

CEN/TS 6555-1:2013 (Section 6)

6.1. Risks and opportunities

- during all innovation activities actions to be taken to address risks and opportunities
- to address risks and opportunities in order to achieve expected results, reduce undesired effects and achieve continuous improvement

6.2. Operational planning

- to establish innovation objectives at relevant functions and levels
- to keep documented information on objectives, to define innovation enablers/driving factors process activities, resources and milestones, furthermore a monitoring system to measure achievements.



Innovation enablers/driving factors I.

CEN/TS 16555-1:2013 (Section 7)

7.1. Organisation of the roles and responsibilities

- define two main responsibilities
- responsibilities for the general innovation management:
 - Effective management,
 - Operational planning,
 - Process control,
 - Assigning project responsibilities,
 - Coordination and reporting to management
- responsibilities for the specific innovation projects include:
 - Undertaking objectives,
 - Using innovation tools,
 - Reporting personnel about the progress





Innovation enablers/driving factors II.

CEN/TS 16555-1:2013 (Section 7)

7.2. Resources

- provide resources needed for the establishment, implementation, maintenance and continual improvement of the IMS

7.3. Competence

- determine the necessary competence of persons working with and developing innovation activities, ensure competence on the basis of appropriate education, training and experience

7.4. Awareness

- Staff to be aware and motivated about the importance of innovation to the organization, the innovation vision and strategy



Innovation enablers/driving factors III.

CEN/TS 16555-1:2013 (Section 7)

7.5. Communication

- External and internal

(what, when, to whom, what way, feedback)

7.6. Documented information

- documentation should be created, identified, shared, updated, stored, controlled and protected as derived from the application of this Technical Specification

7.7. Strategic human resources

- human resource policy should

foster creativity, learning and dissemination of knowledge, encourage open interaction, trust, diversity and opened interaction and tolerance, encourage participation, access to information





Innovation enablers/driving factors IV.

CEN/TS 16555-1:2013 (Section 7)

7.8. Intellectual property and knowledge management

- policy for intangible assets and intellectual property (IP) management
- Policy tasks: awareness regarding third party IP ownership, responsibility, freedom, risk, training

7.9. Collaboration

- internal and external collaboration
(fostering or idea collection)
- consideration should be given to the IP ownership

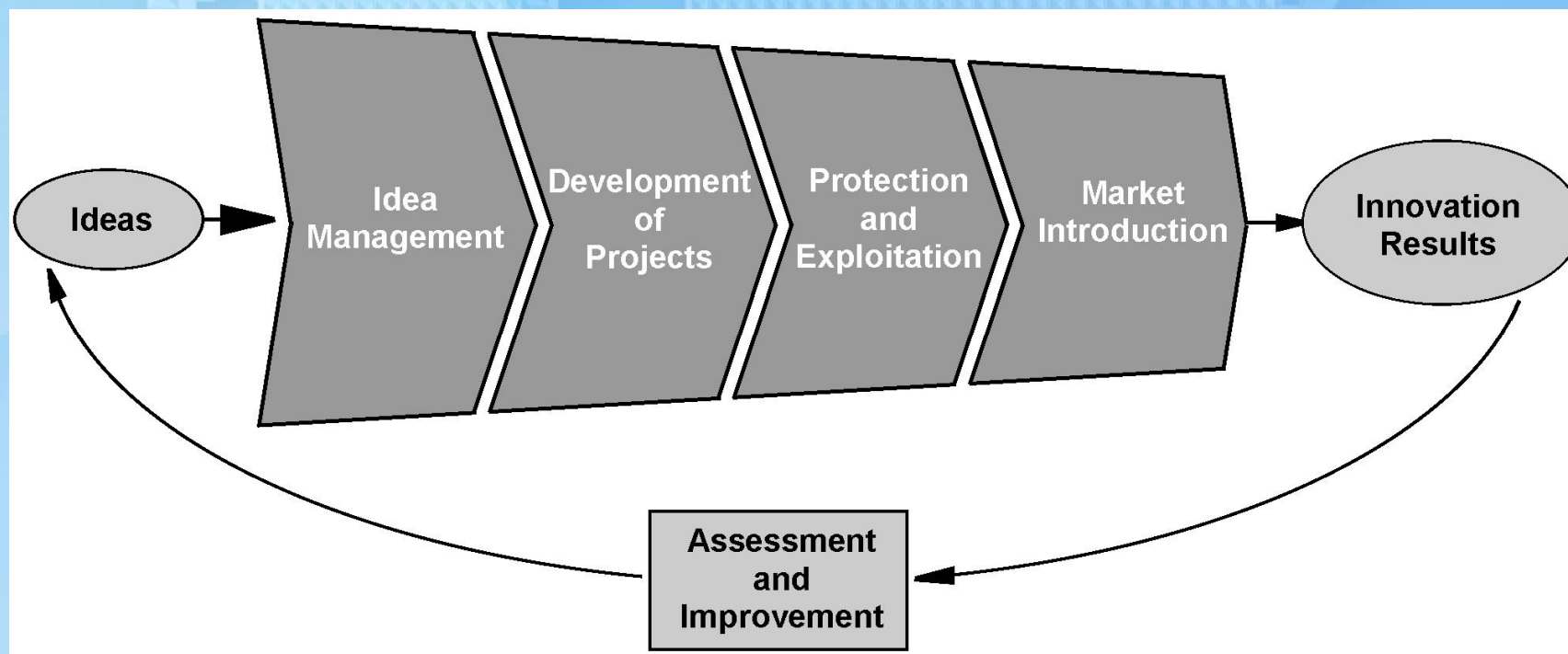




Innovation management process I.

CEN/TS 16555-1:2013 (Section 8)

8.1. Innovation process





Innovation management process II.

CEN/TS 16555-1:2013 (Section 8)

8.1. continued

- establish a detailed innovation process covering all relevant steps (depending on the innovation task)
- Idea management (generation, capturing, evaluation and selection of new ideas)
- Development (using methodology, project plan, objectives, resources, milestones, risks, tools)
- Protection and utilization, market introduction, development (for the life cycle)





Innovation management process III.

CEN/TS 16555-1:2013 (Section 8)

8.2. Assessing the result of the innovation process

- Assessment of financial indicators (revenue growth rate, return on innovation investment)
- non-financial indicators (number of ideas, market share, process efficiency) giving feedback on success/failure and lessons for the improvement





Performance assessment of the innovation management system

CEN/TS 16555-1:2013 (Section 9)

- determine the indicators, methods for monitoring and criteria for evaluating (at least: strategy, deployment of innovation enablers/driving factors, process results)
- The assessment performed on a regular basis
- internal verification should be performed at defined intervals (ISO 9001)
- Top management should regularly review the organisation's IMS (status of previous reviews, changes, IMS efficiency information, development opportunities)
- to retain documented information as evidence
- results of reviews should be communicated





Improvement of the innovation

- The organisation should continually improve the suitability, appropriateness or effectiveness of the IMS through the use of the innovation vision and strategy, leadership, objectives and planning, innovation enablers/driving factors, assessment of the performance and top management review
- identify deviations, and establish corrective actions
 - roadmap with measures should be defined to eliminate the identified weaknesses
 - improvement measures and successes should be communicated





Innovation management techniques I.

CEN/TS 16555-1:2013 (Section 11)

11.1. General

- techniques are applied at an IMS level, for understanding context, developing strategy, implementing innovation projects.

CEN/TS 16555 (Sections 2-7)

- Any standard from this series can be applied for any organization regardless its size or activity
- Technical descriptions are not compiled for auditing purposes





Innovation management techniques II.

CEN/TS 16555-1:2013 (Section 11)

11.2. Strategic intelligence management

- strategic intelligence (SI) to provide decision support information and knowledge, in terms of organisation, anticipation, positioning, influence
- Key role in understanding market needs, competition, opportunities and risks
- Main areas: top management involvement, servicing strategy, organizational interrelation, sharing information/knowledge, identifying resources, using KPIs

CEN/TS 16555-2:2014 (Part 2)

- defining related terms, key tasks and process of gaining information
- No relation with the validity of information, data protection, or decision making





Innovation management techniques III.

CEN/TS 16555-1:2013 (Section 11)

11.3. Innovation thinking

- iterative, repeatable approach to explore problems and opportunities
- Main areas: IMS process, taking information/data and transforming it into knowledge
- risk mitigation during the whole life cycle of the process
- use creative tools and techniques
- key drivers/ enablers in creating the right culture

CEN/TS 16555-3:2014 (Part 3)

- define guideline for innovative thinking
- integrate basic values into the organization
- balance risks
- method to analyze outputs





Innovation management techniques IV.

CEN/TS 16555-1:2013 (Section 11)

11.4. Intellectual property management

- Awareness of IP and IPR
- fundamental in managing IP utilization, strategy, negotiation positioning R&D partnership and capital value creation
- Main areas: monitoring of interrelation, IP strategy, culture, tools and resources, protection and risks

CEN/TS 16555-4:2014 (Part 4)

- Helps to indentify and define IP
- IP management principles in the innovation process
- Disseminating the principle of best practice



Innovation management techniques V.

CEN/TS 16555-1:2013 (Section 11)

11.5. Collaboration management

- Managed collaboration to possess all the skills and knowledge
- bringing different groups within an organization together (groups, networks)
- Main areas: identification of needs and expectations, strategy and culture, process, IP (eg. internal identification of ownership)

CEN/TS 16555-4:2014 (Part 5)

- Guideline to manage collaboration and productive interaction between individuals, departments, areas and innovation related organisations as third parties





Innovation management techniques VI.

CEN/TS 16555-1:2013 (Section 11)

11.6. Creativity management

- Innovation strategy to foster creativity
- providing creative and creativity-fostering leadership, involving and managing personnel
- Idea generation (identifying creativity drivers, use of innovation support agencies, seeking tools)
- Recording and review of idea documentation (short and long term)
- IP ownership (eg. external ideas)

CEN/TS 16555-4:2014 (Part 6)

- supporting the creation of new ideas for the sake of new innovation, furthermore internal and external sharing of ideas both
- supporting innovation managers, concentrating to phases of creativity





Innovation Management Methods VII.

CEN/TS 16555-7:2016(?) (part 7)

- Internal transparency by definition of IMS strengths and weaknesses
- Based on the A/M: improvement of IM capability and performance
- Guideline to the different types of approaches, the general process of the efficient assessment and the elements to be assessed.
- Overview of the methods to be used for preparation of action plan for improvement of the capabilities and performance
- Its annex contains the effects of efficient assessment of the IMS defined by the part 1.





Innovation Management Methods VIII.

CEN/TS 16555-7:2016(?) (7. rész)

- It does not contain
 - concrete procedures for selection of special tools of assessment,
 - measures for improvement of IM,
 - concrete benchmarks for the specific elements,
 - concrete decision making on the developments and their effects





How to proceed?

- What to do with the CEN/TS 16555?
- How to build Innovation Management system?
- How to assess?
- Acknowledgement by potential 3rd parties?
- Acknowledgement or certification is the solution?
- What does Hungarian Standards Institution undertake?





Main steps of the certification procedure

- Preparation
- Documentation
- Contractual agreement
- Self assessment
- Company visit
- Evaluation
- Certification or denial





Certification in the framework of an audit

Chapter	Requirement (CEN/TS 16555-1)	Emphasized aspects	Title expected (ISO 9001:2015)
4.	The organization and its context	Identification of challenges, external and internal environment	The organization and its environment
5.	Leadership in the field of innovation	Vision, strategy, policy, responsibility, cooperation, communication	Management
6.	Planning for innovation success	Objectives, risks and uncertainty	Planning
7.	Identifying and fostering innovation enablers/driving factors	Responsibility, awareness, determination and motivation of factors	Support
8.	Innovation management process	Steps and evaluation of the process	Operation
9.	Evaluating and improving the performance of the IMS	Methods and regularity of the evaluation	Performance assessment
10.	Development of IMS	Handling of strengths and weaknesses	Development
11.	IMS methods	Hints, examples	-





The implementation provides guidance to the

- Understanding of the contexts of the organization
- Development of the leadership and commitment of the management
- Design of successful innovation
- Identification and strengthening of innovation enablers / driving factors
- Elaboration and development of the Innovation Management process
- Assessment and improvement of the IMS performance
- Understanding and implementation of the IM methods





What are the advantages of the implementation?

- Direct and indirect value creation
- Brings fresh thinking and new values in the organization
- Helps identify and manage risks
- Improves collective creativity and gathering of information
- Value creation by collaborative innovation with partners
- Encourages involvement of staff and strengthens team work





How can Hungarian Standards Institution contribute?

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Thank you for your attention!

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