DIN EN ISO 56002:2021-08 (E)

Innovation management - Innovation managemen tsystem - Guidance (ISO 56002:2019)

Contents

Page

European foreword ... **4**

Foreword ... **5**

0 Introduction ... **6**

1 Scope ... **10**

2 Normative references ... **10**

3 Terms and definitions ... **10**

4 Context of the organization ... **11**
4.1 Understanding the organization and its context ... 11
4.1.1 General ... 11
4.1.2 External issues ... 11
4.1.3 Internal issues ... 11
4.2 Understanding the needs and expectations of interested parties ... 12
4.3 Determining the scope of the innovation management system ... 12
4.4 Establishing the innovation management system ... 13
4.4.1 General ... 13
4.4.2 Culture ... 13
4.4.3 Collaboration ... 14

5 Leadership ... **14**
5.1 Leadership and commitment ... 14
5.1.1 General ... 14
5.1.2 Focus on value realization ... 15
5.1.3 Innovation vision ... 15
5.1.4 Innovation strategy ... 15
5.2 Innovation policy ... 16
5.2.1 Establishing the innovation policy ... 16
5.2.2 Communicating the innovation policy ... 16
5.3 Organizational roles, responsibilities, and authorities ... 16

6 Planning ... **17**
6.1 Actions to address opportunities and risks ... 17
6.2 Innovation objectives and planning to achieve them ... 17
6.2.1 Innovation objectives ... 17
6.2.2 Planning to achieve objectives ... 18
6.3 Organizational structures ... 18
6.4 Innovation portfolios ... 19

7 Support ... **19**
7.1 Resources ... 19
7.1.1 General ... 19
7.1.2 People ... 19
7.1.3 Time ... 20
7.1.4 Knowledge ... 20
7.1.5 Finance ... 20
7.1.6 Infrastructure ... 21

7.2 Competence 21
7.3 Awareness 22
7.4 Communication 23
7.5 Documented information 23
7.5.1 General 23
7.5.2 Creating and updating 23
7.5.3 Control of documented information 23
7.6 Tools and methods 24
7.7 Strategic intelligence management 24
7.8 Intellectual property management 25

8 Operation 25
8.1 Operational planning and control 25
8.2 Innovation initiatives 26
8.3 Innovation processes 27
8.3.1 General 27
8.3.2 Identify opportunities 27
8.3.3 Create concepts 28
8.3.4 Validate concepts 28
8.3.5 Develop solutions 29
8.3.6 Deploy solutions 29

9 Performance evaluation 30
9.1 Monitoring, measurement, analysis, and evaluation 30
9.1.1 General 30
9.1.2 Analysis and evaluation 31
9.2 Internal audit 31
9.3 Management review 32
9.3.1 General 32
9.3.2 Management review inputs 32
9.3.3 Management review outputs 33

10 Improvement 33
10.1 General 33
10.2 Deviation, nonconformity, and corrective action 33
10.3 Continual improvement 34

Bibliography 35