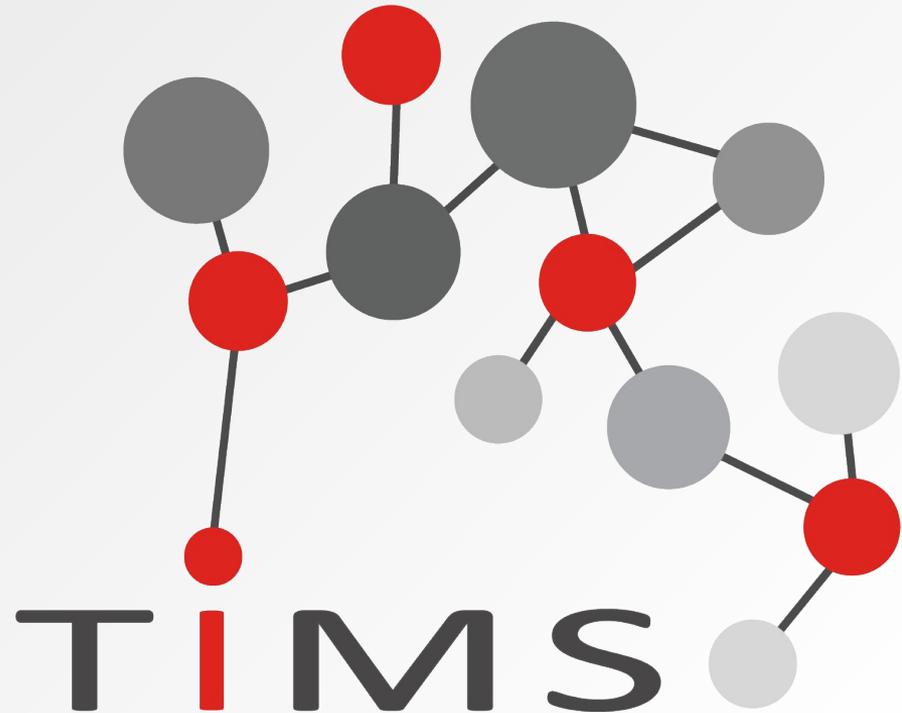




Efetuar uma avaliação da gestão da inovação



Co-funded by
the European Union

5 passos

- 1. Preparação:** antes da entrevista (ver Preparar avaliação.pptx e diapositivos 5 - 18)
- 2. Início de sessão:** na ferramenta de avaliação (ver diapositivo 5 - 10)
- 3. Entrevista:** O avaliador principal deve conduzir a entrevista e questionar as **Práticas Base (BP)** e as **Práticas Genéricas (PG)**.
 - As respostas a essas perguntas, positivas e negativas, bem como os comentários, são registados na ferramenta.
 - Se possível, carregue ou guarde provas que confirmem as conclusões. As provas devem ser algo tangível (ficheiros, imagens, capturas de ecrã). (ver diapositivo 11 - 25)
- 4. Classificar:** Em seguida, pode ser atribuída uma classificação com base nos comentários e nas evidências. (ver diapositivo 26 - 34)
- 5. Relatório:** Exportar os resultados e criar um relatório. (ver diapositivo 35 - 46)



Etapa 1: Preparação

TIMS

3



5 passos

- 1. Preparação:** antes da entrevista (ver Preparar avaliação.pptx)
- 2. Início de sessão:** na ferramenta de avaliação (ver diapositivo 5 - 10)
- 3. Entrevista:** O avaliador principal deve conduzir a entrevista e questionar as Práticas Base e as Práticas Genéricas.
 - As perguntas positivas e negativas, bem como os comentários, são registados na ferramenta.
 - Se possível, carregue ou guarde provas que confirmem as conclusões. As provas devem ser tangíveis ficheiros, imagens, capturas de ecrã). (ver diapositivo 11 - 25)
- 4. Classificar:** Em seguida, pode ser atribuída uma classificação com base nos comentários e nas evidências. (ver diapositivo 26 - 34)
- 5. Relatório:** Exportar os resultados e criar um relatório. (ver diapositivo 35 - 46)



Passo 2:
Iniciar sessão

TIMS⁵



5 passos

- 1. Preparação:** antes da entrevista (ver Preparar avaliação.pptx)
- 2. Início de sessão:** na ferramenta de avaliação (ver diapositivo 5 - 10)
- 3. Entrevista:** O avaliador principal deve conduzir a entrevista e questionar as Práticas Base e as Práticas Genéricas.
 - As respostas a essas perguntas, positivas e negativas, bem como os comentários, são registados na ferramenta.
 - Se possível, carregue ou guarde provas que confirmem as conclusões. As provas devem ser algo tangível (ficheiros, imagens, capturas de ecrã). (ver diapositivo 11 - 25)
- 4. Classificar:** Em seguida, pode ser atribuída uma classificação com base nos comentários e nas evidências. (ver diapositivo 26 - 34)
- 5. Relatório:** Exportar os resultados e criar um relatório. (ver diapositivo 35 - 46)



Preparação da(s) ferramenta(s)

- Assegurar que a Avaliação é criada para os processos no âmbito da ferramenta selecionada <https://iso56000.eurospi.net/>

The screenshot shows the homepage of the Capability Adviser Web Assessment Portal. At the top, there is a navigation bar with links for 'About', 'Software Process Assessment', 'Process Assessment Model', 'Browse Domains', 'Login', and 'Help'. The main content area is divided into two columns. The left column, titled 'THE GOALS', lists three objectives: 'Establish plans for improvements', 'Benchmark with international standards', and 'Increase the competitiveness on the market'. Below this is a pyramid diagram with five levels, numbered 0 to 5 from bottom to top. The right column features a welcome message: 'Welcome to the Capability Adviser Web Assessment Portal for ISO56000 Benchmarking!'. Below this, it states 'In Version 9.0 we:' followed by a bulleted list of improvements: 'improved security', 'improved stability', 'improved speed', 'added an assessment schedule overview', 'added a rating overview window', 'added support for multiple word templates', 'added assessor notes to track ToDos, etc', 'added styling options for PDF exports', 'improved filtering options in the benchmarking view', and 'improved filtering options for excel exports'. A note mentions that this is possible due to the use of PHP 8. A circular badge with the number '9.0' is positioned to the right of the text. At the bottom, there is a footer for 'EURO SPI Certificates & Services GmbH'.

- Assegurar que todos os co-avaliadores têm acesso à ferramenta
- Assegurar que todos os co-avaliadores estão familiarizados com a ferramenta (por exemplo, dando-lhes formação ou enviando-lhes diretrizes ou instruções sobre como utilizar a ferramenta.).



Passo 2: Iniciar sessão

(Informações gerais)

- Portal de avaliação
- Combinação das normas ISO 56000 e ISO 33020

Capability Adviser



About Software Process Assessment Process Assessment Model Browse Domains Login Help

THE GOALS

Establish plans for improvements
Benchmark with international standards
Increase the competitiveness on the market



Welcome to the Capability Adviser Web Assessment Portal for ISO56000 Benchmarking!

9.0

In Version 9.0 we:

- **improved security** *
- **improved stability** *
- **improved speed** *
- added an assessment schedule overview
- added a rating overview window
- added support for multiple word templates
- added assessor notepad to track Todos, etc
- added styling options for PPT exports
- improved filtering options in the benchmarking view
- improved filtering options for excel exports
- fixed some minor bugs

* this is made possible because we are **now using PHP 8**.

The Capability Adviser is a web based team assessment tool, supporting an ISO56000 Assessment Model. Joint innovation assessments and creating assessment reports has never been easier.

Visit the Capability Adviser product page at: www.capability-adviser.com

The adaptation and configuration of the Capability Adviser assessment system has been supported by the EU project TIMS (Agreement Number: 2021-1-LV01-KA220-VET-000033281, ISO 56000 InnovationManagement Norm: Training in InnovationManagement System for Sustainable SMEs). In this case the publications (assessment model) reflect the views only of the author(s), and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the
Erasmus+ Programme
of the European Union



EURO SPI Certificates & Services GmbH



Co-funded by
the European Union

Passo 2: Iniciar sessão (Registo)

- LOGIN - REGISTO TIMS
- Registe-se uma vez e guarde o seu nome de utilizador e a sua palavra-passe.
- Da próxima vez, NÃO se registe novamente, apenas faça LOGIN como Assessor.

The screenshot shows the Capability Adviser web application. At the top, there is a navigation menu with links for 'About', 'Software Process Assessment', 'Process Assessment Model', 'Browse Domains', 'Login', and 'Help'. The 'Login' link is highlighted. Below the navigation menu, there is a header area with the text 'Welcome to the Capability Adviser Web Assessment for ISO56000 Benchmarking!'. To the left of this header, there is a section titled 'THE GOALS' with a list of objectives: 'Establish plans for improvements', 'Benchmark with international standards', and 'Increase the competitiveness on the market'. Below this, there is a pyramid diagram with levels 0 to 5. To the right of the header, there is a list of features and improvements for version 9.0, including 'improved security', 'improved stability', 'improved speed', and 'added an assessment schedule overview'. A circular badge with '9.0' is also visible. At the bottom of the page, there is a footer with the text 'Co-funded by the Erasmus+ Programme of the European Union' and the TIMS logo.

Capability Adviser

EURO SPI

About Software Process Assessment Process Assessment Model Browse Domains Login Help

Assessor
Organisation
Content Provider
Administrator
TIMS Registration

9.0

THE GOALS

Establish plans for improvements
Benchmark with international standards
Increase the competitiveness on the market

Welcome to the Capability Adviser Web Assessment for ISO56000 Benchmarking!

In Version 9.0 we:

- improved security *
- improved stability *
- improved speed *
- added an assessment schedule overview
- added a rating overview window
- added support for multiple word templates
- added assessor notepad to track ToDos, etc
- added styling options for PPT exports
- improved filtering options in the benchmarking view
- improved filtering options for excel exports
- fixed some minor bugs

* this is made possible because we are now using PHP 8.

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Co-funded by the Erasmus+ Programme of the European Union

TIMS

EURO SPI Certificates & Services GmbH



Co-funded by
the European Union

Etapa 3: Entrevista

TIMS¹⁰



Co-funded by
the European Union

5 passos

- 1. Preparação:** antes da entrevista (ver Preparar avaliação.pptx)
- 2. Início de sessão:** na ferramenta de avaliação (ver diapositivo 5 - 10)
- 3. Entrevista:** O avaliador principal deve conduzir a entrevista e questionar as Práticas Base e as Práticas Genéricas.
 - As respostas a essas perguntas, positivas e negativas, bem como os comentários, são registados na ferramenta.
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- 5. Relatório:** Exportar os resultados e criar um relatório. (ver diapositivo 35 - 46)



Etapa 3: Entrevista

(Selecionar empresa)

- LOGIN - REGISTO TIMS
- Registe-se uma vez e guarde o seu nome de utilizador e a sua palavra-passe.
- Da próxima vez, NÃO se registe novamente, apenas faça LOGIN como Assessor.

Capability  Adviser

Please select one of the following assessments:

– **Test Company Athens 2**

» Test Company Athens 2 ISO 56000 Assessment

Selecionar a empresa



Etapa 3: Entrevista

(Selecionar avaliação)

- Matriz de processos
- Nível 1 (Práticas Base) por processo - O QUE É FEITO
- Níveis 2 a 5 (Práticas Genéricas) - EFICIÊNCIA COM QUE É FEITO (ISO 33020)

Capability  Adviser

Please select one of the following assessments:

- **ISO56000 Trial TIMS**
 - » TIMS Integrated ISO56000 Assessment



Selecionar a avaliação



Etapa 3: Entrevista

(Lista de processos)

- Matriz de processos
- Nível 1 (Práticas Base) por processo - O QUE É FEITO
- Níveis 2 a 5 (Práticas Genéricas) - EFICIÊNCIA COM QUE É FEITO (ISO 33020)

Capability Adviser

All Assessments Evidences Export Rating Settings Raspberry Help

TIMS Integrated ISO56000 Assessment

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- + IMS.1 Leadership
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Innovation Process
- + SIM.1 Strategic Intelligence Management Setup
- + SIM.2 Strategic Intelligence Cycle
- + SIM.3 Intelligence Communication
- + TAM.1 Innovation Partnership Framework
- + TAM.2 Entering an Innovation Partnership
- + TAM.3 Partner Selection
- + TAM.4 Partner Alignment
- + TAM.5 Interaction between Partners
- + TIM.1 Preparing for Idea Management
- + TIM.2 People and Organisation
- + TIM.3 Idea Management Process and Activities

Selecionar um processo



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Etapa 3: Entrevista

(Níveis de capacidade do processo)

- Matriz de processos
- Nível 1 (Práticas Base) por processo - O QUE É FEITO
- Níveis 2 a 5 (Práticas Genéricas) - EFICIÊNCIA COM QUE É FEITO (ISO 33020)

Capability  Adviser

All Assessments Evidences Export Rating Settings Raspberry Help

TIMS Integrated ISO56000 Assessment

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
 - » IMS.1.1
 - » IMS.1.2
 - » IMS.1.3
 - » IMS.1.4
 - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Innovation Process
- + SIM.1 Strategic Intelligence Management Setup
- + SIM.2 Strategic Intelligence Cycle
- + SIM.3 Intelligence Communication
- + TAM.1 Innovation Partnership Framework
- + TAM.2 Entering an Innovation Partnership
- + TAM.3 Partner Selection

Selecione o nível 1 para
aceder as Práticas Base (o
que tem de ser feito)



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Etapa 3: Entrevista (Práticas)

- Por processo no Nível 1 as Práticas de Base
- Práticas de base classificadas com N(não)/P(parcialmente)/L(Maioritariamente)/F(totalmente)
- É possível fazer comentários - Pontos fortes/pontos fracos

The screenshot displays the 'Capability Adviser' interface. The top navigation bar includes 'All Assessments', 'Evidences', 'Export', 'Rating', 'Settings', 'Raspberry', and 'Help'. The main content area is titled 'Leadership' and shows an assessment for 'IMS.1 1: Summary'. The assessment is categorized under 'All Units' and includes a list of units: '+ ASM.1 Assessment Process', '+ ASM.2 Perform Assessments', '+ ASM.3 Benchmark and Improve', '+ IMS.0 Introduction', '- IMS.1 Leadership', '+ IMS.2 Planning', '+ IMS.3 Resources Management', and '+ IMS.4 Competence Management'. The 'IMS.1 Leadership' unit is expanded, showing sub-units 'IMS.1.1' through 'IMS.1.5'. The 'IMS.1.1' sub-unit is selected, displaying a detailed description: 'Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system. This is done by: a) establishing the innovation vision, strategy, policy, and objectives; b) fostering a culture supporting innovation activities; c) integrating the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate; d) creating awareness and communicating the importance of effective innovation management and supporting persons to contribute to the effectiveness of the innovation management system; (learning from both successes and failures); e) ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement [Outcome 1]'. Below the description, there are radio buttons for 'N', 'P', 'L', and 'F', and a 'Not App.' option. A 'Note' icon is also visible.

Práticas Base com escala
de classificação

Etapa 3: Entrevista (Resultados)

- Por processo no Nível 1 as Práticas Base
- Os resultados são identificados por numeração, por exemplo, Resultado 1

Capability Adviser 

All Assessments Evidences Export Rating Settings Raspberry Help Logout

TIMS Integrated ISO56000 Assessment

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- **IMS.1 Leadership**
 - » IMS.1.1
 - » IMS.1.2
 - » IMS.1.3
 - » IMS.1.4
 - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Innovation Process

Leadership

IMS.1.1: Summary Notes Save All Evidences Recommendations Rules

IMS.1.BP1 **Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system.** This is done by:

- a) establishing the innovation vision, strategy, policy, and objectives
- b) fostering a culture supporting innovation activities;
- c) integrating the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;
- d) creating awareness and communicating the importance of effective innovation management and supporting persons to contribute to the effectiveness of the innovation management system; (learning from both successes and failures)
- e) ensuring that the Innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement

Outcome 1

N O P O L O F O Not App. Note

Outcomes:

- 1. Top management demonstrating leadership.**
2. The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.

Clique em Prática Base
para ver os resultados



Etapa 3: Entrevista (Exibir capítulos de normas)

- Por processo no Nível 1 as Práticas Base
- Podem ser visualizados capítulos de normas relacionados

Capability Adviser

All Assessments Evidences Export Rating Settings Raspberry Help

TIMS Integrated ISO56000 Assessment

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
 - » IMS.1.1
 - » IMS.1.2
 - » IMS.1.3
 - » IMS.1.4
 - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Process
- + SIM.1 Strategic Intelligence Management Setup
- + SIM.2 Strategic Intelligence Management

Leadership

IMS.1.1: Summary Notes Save All Evidences Recommendations Rules

MS.1.BP1 **Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system.** This is done by:

- a) establishing the innovation vision, strategy, policy, and objectives
- b) fostering a culture supporting innovation activities;
- c) integrating the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;
- d) creating awareness and communicating the importance of effective innovation management and supporting persons to contribute to the effectiveness of the innovation management system; (learning from both successes and failures)
- e) ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement [Outcome 1]

N P L F Not App. Note

Relates to ISO 56002 Clause 5.1

Note: Reference to "business" in this document can be interpreted broadly to mean those activities that are core to the purpose of the organization's existence.

Rating Guidance:
N(ot) - the related outcomes do not exist,
P(artly) - the BP related content in the referenced outcomes exists as a draft and is incomplete,
L(argely) - the BP related content in the referenced outcomes exists and is agreed among the innovation team and released BUT misses still some topics to be complete,

Clique em Base Practice ID
para aceder ao
mapeamento das norma
subjacentes



Etapa 3: Entrevista

(pontos fortes, pontos fracos, comentários)

- É possível adicionar comentários às práticas
- Pontos fortes, pontos fracos, comentários em geral

IMS.1 1: Summary Notes Save All Evidences Recommendations Rules

IMS.1.BP1 **Top management should demonstrate leadership and commitment with respect to the innovation management system by being responsible for the effectiveness and efficiency of the innovation management system.** This is achieved by:

- a) establishing the innovation vision, strategy, policy, and objectives;
- b) fostering a culture supporting innovation activities;
- c) integrating the organization's innovation management system requirements with existing structures and business processes, as appropriate;
- d) creating awareness and communicating the importance of effective innovation management, supporting persons to contribute to the effectiveness of the innovation management system (learning from both successes and failures)
- e) ensuring that the innovation management system achieves its intended performance evaluation at planned intervals for continuous improvement [Outcome 1]

N P L F Not App. Note

Strengths:

Vision statement in the intranet
Lessons learned cycles from projects

Weaknesses:

Open innovation is part of the vision statement but connecting internal experts to teams to outside partners not supported so far

Comments/Suggestions:

Extra innovation agent role defined and assigned at top management level

Save Clear Other Notes Copy Weaknesses

Abrir janelas de comentários

Abrir janelas de comentários



Etapa 3: Entrevista

(Nível de
capacidade 1)

Certifique-se de que começa no Nível de Capacidade 1.

Capability Adviser

All Assessments Evidences Export Rating Settings Help

2024 01 ISO 56000 Assessment L1 - L5

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
 - » IMS.1.1 Nível de capacidade 1
 - » IMS.1.2
 - » IMS.1.3
 - » IMS.1.4
 - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Innovation Process
- + SIM.1 Strategic Intelligence Management Setup
- + SIM.2 Strategic Intelligence Cycle
- + SIM.3 Intelligence Communication
- + TAM.1 Innovation Partnership Framework
- + TAM.2 Entering an Innovation Partnership
- + TAM.3 Partner Selection
- + TAM.4 Partner Alignment
- + TAM.5 Interaction between Partners
- + TIM.1 Preparing for Idea Management
- + TIM.2 People and Organisation
- + TIM.3 Idea Management Process and Activities

Leadership

IMS.1 1: Summary Notes Save All Evidences

IMS.1.BP1 Top management should demonstrate leadership and commitment with respect to the i accountable for the effectiveness and efficiency of the innovation management system.

- a) establishing the innovation vision, strategy, policy, and objectives
 - b) fostering a culture supporting innovation activities;
 - c) integrating the organization's innovation management system requirements into the organization as appropriate;
 - d) creating awareness and communicating the importance of effective innovation management ar effectiveness of the innovation management system; (learning from both successes and failures)
 - e) ensuring that the innovation management system achieves its intended outcomes and promot for continuous improvement
- [Outcome 1]

N P L F Not App.

Outcomes:

1. Top management demonstrating leadership.
2. The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.

IMS.1.BP2 Focus on value realization. Top management should demonstrate leadership and commitment a) identifying opportunities, through exploitable insights, based on current or future, stated or un

- b) considering the balance between opportunities and risks, including the consequences of lost or c) considering risk-appetite and tolerance for failure;
 - d) allowing for conceptualization, experimentation, and prototyping, involving users, customers, i and validate assumptions;
 - e) promoting perseverance and ensuring the timely deployment of innovations.
- [Outcome 2]

N P L F Not App.



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Etapa 3: Entrevista (Entrevista básica)

O avaliador principal deve conduzir a entrevista e questionar as Práticas Base e as Práticas Genéricas

Leadership

IMS.1 1: Summary Notes Save All Evidences

IMS.1.BP.1 **Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system.** This is done by:

- a) establishing the innovation vision, strategy, policy, and objectives
- b) fostering a culture supporting innovation activities;
- c) integrating the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;
- d) creating awareness and communicating the importance of effective innovation management and supporting persons to contribute to the effectiveness of the innovation management system; (learning from both successes and failures)
- e) ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement

[Outcome 1]

N P L F Not App. Note

Strengths:

Yearly presentation of the vision statement to stakeholders (employees, shareholders, strategic partners)
SPI Manifesto is established
Open culture (EuroSPI Conference and SOQRATES working group), Feature requests for Capability Adviser possible by customers, Kanban Boards

Weaknesses:

All vision statements describe the future vision of products and services, but the innovation vision about what role the innovation management system plays in the company, is not concise and not documented
Missing maintenance, standardisation of feedback and lack of documentation of improvement recommendations

Comments/Suggestions:

Note the difference between innovation vision and standard company vision.
Possible methods to apply: Change Story, Innovation Ambition Matrix (To create a basic strategy look at opportunities for innovation and rate them), Balanced Scorecard (KPI Tracking for monitoring effectiveness and efficiency)

Save Clear Other Notes Copy Weaknesses

Outcomes:

1. Top management demonstrating leadership.
2. The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.



Etapa 3: Entrevista

(Verificar os resultados)

- Analisar os resultados do processo e verificar se os resultados

✓ **IMS.4.BP1** **Establish competence management.** The organization establishes an approach for the development and management of competencies (e.g., competence matrix and annual assessment; learning activities).
The organization

1. determines the necessary competencies and ensures that involved persons are competent;
2. identifies competency gaps and take actions to acquire and continuously evaluate, improve, and renew the necessary competence, and evaluate the effectiveness of the actions taken;
3. considers the need for outsourced competence; and establishes the necessary connections and collaborations between people with different competencies;
4. considers the need for aligning internal competencies with relevant external interested parties;
5. retains appropriate documented information as evidence of competence.

[Outcomes 1, 2]

N P L F Not App.  Note

Outcomes:

1. A Skills Gap Analysis.
2. A Competence Matrix (who provides which competence to the team and are all required competences covered).
3. A communication plan.

- Neste exemplo (ver resultados): Peça ao entrevistado para lhe mostrar a Análise das Necessidades de Competências e a Matriz de Competências (apenas os Resultados 1 e 2 são relevantes)



Etapa 3: Entrevista (Evidências)

Depois do entrevistado lhe ter explicado e mostrado a matriz de competências, deve documentar o que lhe foi apresentado como prova e efetuar uma classificação. Documentar as provas apresentadas pelo entrevistado.

IMS.4 1:

 Summary  Notes  Save All  Evidences Recommendations  Rules

Title	Description	
 Competence Center	Competence Management System	<input type="button" value="Edit"/> <input type="button" value="-"/>
 Innovation Management Role Description		<input type="button" value="Edit"/> <input type="button" value="-"/>
<input type="text"/>	<input type="text"/>	<input type="button" value="+"/>

Os critérios para a avaliação devem ser evidentes, tal como as provas apresentadas.



Etapa 3: Entrevista

(Comentar e
recolher elementos
de prova)

As respostas a estas perguntas, **positivas e negativas**, bem como **os comentários**, são registados na ferramenta. Se possível, carregue ou guarde **provas** que confirmem as conclusões. As provas devem ser algo tangível (ficheiros, imagens, capturas de ecrã). **Em seguida, classifique e passe à próxima etapa.**

Leadership

IMS.1.1: Summary Notes Save All Evidences

✓ IMS.1.BP1 Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system. This is done by:

- a) establishing the innovation vision, strategy, policy, and objectives
- b) fostering a culture supporting innovation activities;
- c) Integrating the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;
- d) creating awareness and communicating the importance of effective innovation management and supporting persons to contribute to the effectiveness of the innovation management system; (learning from both successes and failures)
- e) ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement

[Outcome 1]

Strengths:

- Yearly presentation of the vision statement to stakeholders (employees, shareholders, strategic partners)
- SPI Manifesto is established
- Open culture (EuroSPI Conference and SOQRATES working group), Feature requests for Capability Adviser possible by customers, Kanban Boards

Weaknesses:

- All vision statements describe the future vision of products and services, but the innovation vision about what role the innovation management system plays in the company, is not concise and not documented
- Missing maintenance, standardisation of feedback and lack of documentation of improvement recommendations

Comments/Suggestions:

Note the difference between innovation vision and standard company vision. Possible methods to apply: Change Story, Innovation Ambition Matrix (To create a basic strategy look at opportunities for innovation and rate them), Balanced Socedard (KPI Tracking for monitoring effectiveness and efficiency)

Save Clear Other Notes Copy Weaknesses

Outcomes:

1. Top management demonstrating leadership.
2. The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.

Leadership

Summary Notes Save All Evidences

Title	Description	
Vision Statement Presentation	2023-12-16-EuroSPI - ISCN - Vision - Strategy - Business-v1	Edit
EuroSPI Vision Statement	https://conference.eurospi.net/index.php/en/vision	Edit
SPI Manifesto	https://conference.eurospi.net/index.php/en/manifesto	Edit
Change Story	M6-ChangeStory: Analysis of EuroSPI Conference Management with Kanban Board	Edit
Marketing Analyse	M8-Marketing-Controlling-Analysis: LinkedIn Quantitative Analysis	Edit
Customer Journey Map Analyse	M3-MBA-CustomerJourneyMapAnalyse	Edit
Strategic Roadmap of Job Roles	Deliverable 2.x DRIVES Project	Edit
Google Analytics and LinkedIn Campaign Analysis	KPIs & Tracking / Diploma / Research	Edit
Wiley Articles about job roles in the future in automotive	Selection of job roles for academy based on studies	Edit
Eu projects with feedback analysis / TIMS	Interviews and questionnaire analysis	Edit



Etapa 4:
Avaliar

TIMS₂₅



5 passos

- 1. Preparação:** antes da entrevista (ver Preparar avaliação.pptx)
- 2. Início de sessão:** na ferramenta de avaliação (ver diapositivo 5 - 10)
- 3. Entrevista:** O avaliador principal deve conduzir a entrevista e questionar as PB e as PG;
 - As respostas a essas perguntas, positivas e negativas, bem como os comentários, são registados na ferramenta.
 - Se possível, carregue ou guarde as provas que confirmam as conclusões. As provas devem ser tangíveis (ficheiros, imagens, capturas de ecrã). (ver diapositivo 11 - 25)
- 4. Classificar:** Em seguida, pode ser atribuída uma classificação com base nos comentários e nas evidências. (ver diapositivo 26 - 34)
- 5. Relatório:** Exportar os resultados e criar um relatório. (ver diapositivo 35 - 46)



Passo 4: Avaliar

(Escala de
classificação)

- **Aquando da avaliação de cada prática!** A ISO 56004 não define qualquer escala de classificação, pelo que, como boa prática, foi reutilizada a escala de classificação da ISO/IEC 33020! Esta é utilizada para classificar cada prática

N

Não alcançado 0% a 15 %

"Existem poucas ou nenhuma provas de realização do atributo definido no processo avaliado."

P

Parcialmente alcançado > 15 % a 50 %

"Existem algumas provas de uma abordagem e de uma certa consecução do atributo definido no processo avaliado. Alguns aspetos da realização do atributo podem ser imprevisíveis."

L

Maioritariamente alcançado > 50 % a 85 %

"Existem provas de uma abordagem sistemática e de uma realização significativa do atributo definido no processo avaliado. O processo avaliado pode apresentar algumas deficiências relacionadas com este atributo."

F

Totalmente alcançado > 85 % a 100 %

"Existem provas de uma abordagem completa e sistemática e da plena realização do atributo definido no processo avaliado. Não existem deficiências significativas relacionadas com este atributo no processo avaliado."



Etapa 3: Entrevista

(Passar à prática seguinte)

- **Após a classificação, realize a entrevista para a prática seguinte! Repita este processo até chegar ao fim do nível de capacidade 1.**

IMS.4.BP1 Establish competence management. The organization establishes an approach for the development and management of competencies (e.g., competence matrix and annual assessment; learning activities).
The organization

1. determines the necessary competences and ensures that involved persons are competent;
2. identifies competency gaps and take actions to acquire and continuously evaluate, improve, and renew the necessary competence, and evaluate the effectiveness of the actions taken;
3. considers the need for outsourced competence; and establishes the necessary connections and collaborations between people with different competencies;
4. considers the need for aligning internal competencies with relevant external interested parties;
5. retains appropriate documented information as evidence of competence.

[Outcomes 1, 2]

N P L F Not App. Note

IMS.4.BP2 Communicate innovation strategy, vision and results to stakeholders. The organization ensures the awareness of all relevant persons doing work under the organization control (e.g., perceptual survey results; stakeholders meeting minutes). The stakeholders are aware of the innovation vision, strategy, policy, and objectives, the importance of innovation, their contribution and benefits of innovation, the consequences, and the available support.
[Outcome 3]

N P L F Not App. Note



Etapa 4: Classificar

(Cálculo da
classificação)

Depois de avaliar o Nível de Capacidade 1 do processo, analise os níveis alcançados para analisar se pode passar ao nível seguinte ou não! Se um nível for classificado como (L), pode avançar para o nível seguinte; caso contrário, a avaliação suspende-se. Os diapositivos seguintes mostram o procedimento em maior pormenor

Capability Adviser

All Assessments Evidences Export Rating Settings Help

2024 01 ISO 56000 Ass
- L5

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
 - » IMS.1.1
 - » IMS.1.2
 - » IMS.1.3
 - » IMS.1.4
 - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Innovation Process
- + SIM.1 Strategic Intelligence Management Setup
- + SIM.2 Strategic Intelligence Cycle
- + SIM.3 Intelligence Communication
- + TAM.1 Innovation Partnership Framework

Leadership

IMS.1 1: Summary Notes Save All Evidences

✓ IMS.1.BP1 Top management should demonstrate leadership and commitment accountable for the effectiveness and efficiency of the innovation

- a) establishing the innovation vision, strategy, policy, and objectives
- b) fostering a culture supporting innovation activities;
- c) integrating the organization's innovation management system require as appropriate;
- d) creating awareness and communicating the importance of effective in effectiveness of the innovation management system; (learning from both e) ensuring that the innovation management system achieves its intend for continuous improvement

[Outcome 1]

N P L F

Outcomes:

1. Top management demonstrating leadership.
2. The establishment of an innovation process with phases idea creation, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.



Veja os níveis alcançados após a avaliação do Nível de Capacidade 1 do processo!

Export to Calculate
Percentage
Attributes
CALCUL Levels

Capability Level Attributes for 2024 01 ISO 56000 Assessment L1 - L5

PROCESSES	ASSESSORS	CAPABILITY LEVEL				
		1	2	3	4	5
IMS.1 Leadership	Laura Aschbacher	0				
SIM.1 Strategic Intelligence Management Setup	Laura Aschbacher	1				
		1	2	3	4	5



Etapa 4: Classificar

(Cálculo da
classificação)

Normalmente, isto é feito após um nível! A classificação de todos os processos pode ser visualizada, com base nos perfis ISO 33020.

Export to Calculate

CALCULATION

Capability Level Attributes for TIMS Integrated ISO56000 Assessment

Processes	Assessors	Attributes	
		1	2.1
IMS.1 Leadership	Richard Messnarz	L	
IMS.2 Planning	Richard Messnarz	F	
IMS.3 Resources Management	Richard Messnarz	P	
IMS.4 Competence Management	Richard Messnarz	F	
IMS.5 IMS Implementation and Operation	Richard Messnarz	L	
IMS.6 Performance Evaluation	Richard Messnarz	F	
IPM.1 IPM Framework	Richard Messnarz	P	
IPM.2 IP Strategy	Richard Messnarz	P	
IPM.3 IP Management in Innovation Process	Richard Messnarz	P	
SIM.1 Strategic Intelligence Management Setup	Richard Messnarz	L	
SIM.2 Strategic Intelligence Cycle	Richard Messnarz	L	

Cada processo (por nível) é apresentado com uma classificação N/P/L/F associada



Etapa 4: Classificar

(Cálculo da
classificação)



- Cada área de processo é apresentada com um nível de capacidade

Capability Level Attributes for Demo ISO 56000 Assessment

PROCESSES	ASSESSORS	CAPABILITY LEVEL				
		1	2	3	4	5
ASM.1 Assessment Process	Richard Messnarz	2				
IMS.0 Introduction	Richard Messnarz	1				

processo _A	F	F	F	L/F	L/F
processo _B	F	L/F	L/F		
processo _C	L/F				
	PA 1.1	PA 2.1	PA 2.2	PA 3.1	PA 3.2

Nível de capacidade 3

Nível de capacidade 2

Nível de capacidade 1

Um nível de capacidade X é atingido se os seus PAs forem pelo menos "L",
e todos os PA inferiores forem "F"



Passo 4: Avaliar

(Exportar
classificação)

Normalmente, isto só é realizado após um nível ou avaliação! A classificação de todos os processos pode ser visualizada, com base nos perfis ISO 33020

Export to Calculate

Excel

PDF

Capability Level Attributes for TIMS Integrated ISO56000 Assessment ⓘ

Processes	Assessors	Attributes									
		1	2.1	2.2	3.1	3.2	4.1	4.2	5.1	5.2	
IMS.1 Leadership	Richard Messnarz	L									

UNIT	1	2.1	2.2	3.1	3.2	4.1	4.2	5.1	5.2
IMS.1	L								
IMS.2	F								
IMS.3	P								
IMS.4	F								
IMS.5	L								
IMS.6	F								
IPM.1	P								
IPM.2	P								
IPM.3	P								
SIM.1	L								
SIM.2	L								
SIM.3	L								
TIM.1	L								

Ficheiro PDF - perfil exportado



Etapa 5: Relatório

TIMS

3
4



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5 passos

- 1. Preparação:** antes da entrevista (ver Preparar avaliação.pptx)
- 2. Início de sessão:** na ferramenta de avaliação (ver diapositivo 5 - 10)
- 3. Entrevista:** O avaliador principal deve conduzir a entrevista e questionar as Práticas Base e as Práticas Genéricas.
 - As perguntas positivas e negativas, bem como os comentários, são registados na ferramenta.
 - Se possível, carregue ou guarde as provas que confirmam as conclusões. As provas devem ser algo tangível (ficheiros, imagens, capturas de ecrã). (ver diapositivo 11 - 25)
- 4. Classificar:** Em seguida, pode ser atribuída uma classificação com base nos comentários e nas evidências. (ver diapositivo 26 - 34)
- 5. Relatório:** Exportar os resultados e criar um relatório. (ver diapositivo 35 - 46)



Etapa 5: Relatório

- Os resultados da avaliação devem ser documentados para que se possa elaborar um plano de ação.
- O plano de ação deve apresentar uma panorâmica de todas as medidas e dos seus benefícios esperados
- Os avaliadores podem apoiar a organização na elaboração de um plano de ação, ou uma equipa de melhoria interna elabora, a partir das conclusões, as medidas adequadas
- Normalmente, os resultados da avaliação são documentados em pormenor num relatório de avaliação



Etapa 5: Relatório

- A norma ISO 56004 oferece um exemplo da estrutura de um relatório de avaliação:

Secção	Descrição
Resumo da Gestão	Breve descrição do início, processo, resultados e ações de melhoria do processo de avaliação da gestão de inovação
Instruções	Uma explicação sobre como ler o relatório.
Panorama	Descrição dos principais resultados e ações propostas em resultado do processo de avaliação da gestão de inovação. Deve ser adequada a um público não especialista.
Desempenho para cada área de avaliação	Descrição dos resultados obtidos, idealmente enquadrados de forma positiva, evidenciando pontos fortes, pontos fracos e lacunas em resultado do processo de avaliação.
Avaliação detalhada de cada critério/secção	Comparação e análise dos dados e eventuais advertências.
Recomendações de melhoria ao à gestão de inovação	Recomendações e plano de ação para melhorias. Um conjunto de recomendações prioritárias para melhorar o desempenho da avaliação do processo de gestão, com base nas principais conclusões da análise. As recomendações podem também incluir a identificação de áreas que requerem uma análise pormenorizada.
Glossário	Lista e definição de termos chave usados no documentos, idealmente associados a publicações mais detalhadas acerca dos tópicos relevantes.
Anexos	Por exemplo, uma descrição detalhada dos dados recolhidos, idealmente representados graficamente.



Etapa 5: Relatório (Excel)

- Por cada avaliação, a classificação de todos os processos pode ser visualizada, com base nos perfis ISO 33020

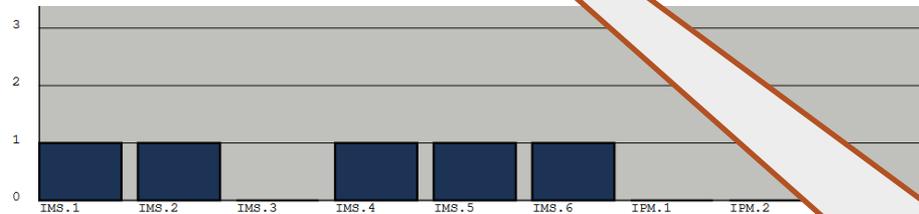
Export to Calculate

Excel

PDF

Capability Level Attributes for TIMS Integrated ISO56000 Assessment

PROCESSES	ASSESSORS	CAPABILITY LEVEL				
		1	2	3	4	5
IMS.1 Leadership	Richard Messnarz	1				
IMS.2 Planning	Richard Messnarz	1				



Exportar - PDF



Etapa 5: Relatório (Excel)

- Por avaliação, as classificações podem ser descarregadas com todos os comentários
- No Excel, por exemplo, os filtros podem ajudar a visualizar onde são necessárias melhorias e as ações correspondentes.

The screenshot shows the Microsoft Excel interface with a data table. The table has the following columns: Project, Assessment, Unit, Element, Performance Criterion, and PC Description. The data rows list various projects and their corresponding assessment processes and criteria. A red oval highlights the 'PC Description' column, which contains detailed text for each performance criterion.

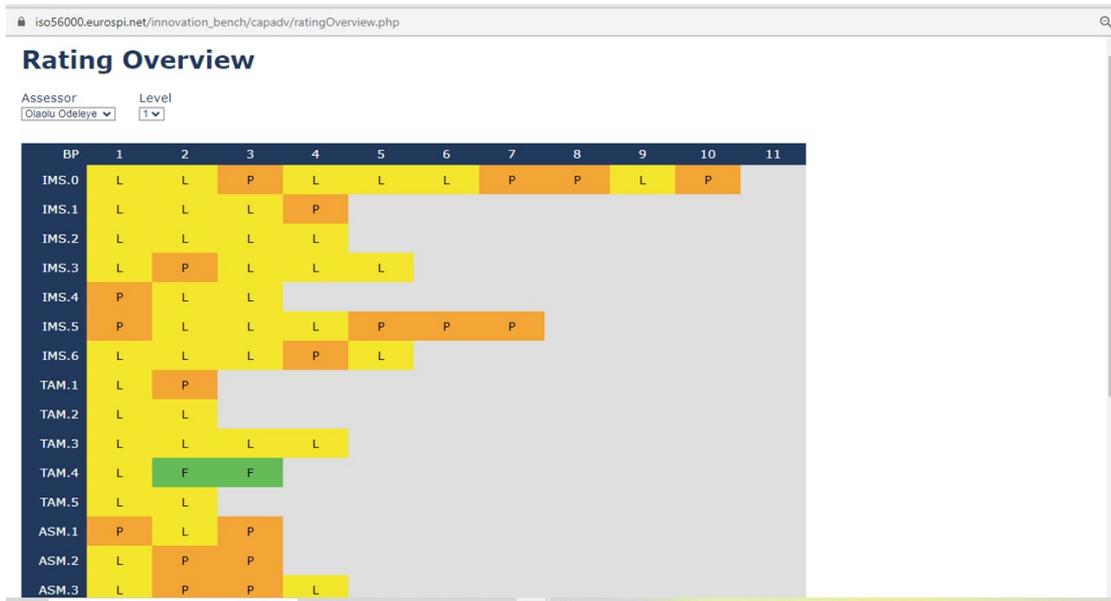
Project	Assessment	Unit	Element	Performance Criterion	PC Description
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.1	ASM.1.BP1	Definition of a Continuous Assessment Process. There is a defined set o
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.1	ASM.1.BP2	The intent of the IMA is based on a continuous assessment and an impr
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.1	ASM.1.BP3	The process to identify and maintain improvements is established. The
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.1	GP 2.1.1 Identify the objectives for the performance of the process. [ACH
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.2	GP 2.1.2 Plan the performance of the process to fulfill the identified obj
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.3	GP 2.1.3 Monitor the performance of the process against the plans. [ACI
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.4	GP 2.1.4 Adjust the performance of the process. [ACHIEVEMENT d]Proce
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.5	GP 2.1.5 Define responsibilities and authorities for performing the proc
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.6	GP 2.1.6 Identify, prepare, and make available resources to perform the
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.7	GP 2.1.7 Manage the interfaces between involved parties. [ACHIEVEMEN
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.1	GP 2.2.1 Define the requirements for the work products. [ACHIEVEMEN
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.2	GP 2.2.2 Define the requirements for documentation and control of the
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.3	GP 2.2.3 Identify, document and control the work products. [ACHIEVEME
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.4	GP 2.2.4 Review and adjust work products to meet the defined requirem
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.1	GP 3.1.1 Define and maintain the standard process that will support the
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.2	GP 3.1.2 Determine the sequence and interaction between processes so
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.3	GP 3.1.3 Identify the roles and competencies, responsibilities, and auth
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.4	GP 3.1.4 Identify the required infrastructure and work environment for
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.5	GP 3.1.5 Determine suitable methods and measures to monitor the effec
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.1	GP 3.2.1 Deploy a defined process that satisfies the context specific re
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.2	GP 3.2.2 Assign and communicate the roles, responsibilities and authorit
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.3	GP 3.2.3 Ensure necessary resources and competencies for performing the defined pro
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.4	GP 3.2.4 Provide resources and information to support the performance
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.5	GP 3.2.5 Provide adequate infrastructure to support the perform
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.6	GP 3.2.6 Collect and analyze the performance of the process to
Deloris Mundo Innovation Coaching	Turner Wright Limited	Perform Assessments	ASM.2.1	ASM.2.BP1	Performing assessments and interviews have been perform
Deloris Mundo Innovation Coaching	Turner Wright Limited	Perform Assessments	ASM.2.1	ASM.2.BP2	Assessing the performance of the process and interviews have been present

Relatório - Excel



Passo 5: Relatório (Exemplo)

- Por avaliação, as classificações de cada prática podem ser apresentadas sob a forma de um mapa e as áreas com uma baixa classificação podem ser selecionadas para desenvolver planos de melhoria



Recomendações para uma avaliação Relatório

Sugestões para o conteúdo de um relatório de avaliação

Conteúdo

- perfis de processo
- resumo da gestão
- pontos fracos do processo
- pontos fortes do processo
- sugestões de melhoria (opcional)

Avaliação

- Comparações com outras organizações
- Comparação com avaliações anteriores



Iniciar um
programa de
melhoria

TIMS

4
2



Recomendações de melhoria

- A compreensão dos pontos fortes e fracos da organização é apoiada com o Relatório de Avaliação
- As recomendações de melhoria podem ser adaptadas com base em:
 - intenção estratégica da organização para inovar
 - o nível de ambição da organização para inovar
 - a urgência de melhorar
 - etc.



Recomendações de melhoria

- A recomendação deve incluir:
 - ações prioritárias
 - uma definição clara dos resultados esperados
 - um calendário claro: definir objectivos a curto, médio e longo prazo;
 - responsabilidades claras;
 - esforço necessário para aplicar a recomendação
- Deve assegurar-se que a implementação das recomendações são constantemente monitorizadas



Criar um plano de melhoria

- Os processos com baixa classificação são selecionados e as respetivas evidências e comentários são analisados num workshop
- O workshop resulta em opções de melhoria, implementando assim a ISO 56000 como uma boa prática de inovação
- Normalmente, estas ações são inscritas numa lista e acompanhadas mensalmente.
- É necessário o envolvimento dos quadros superiores para assegurar os recursos necessários à execução do plano de ação.
- Normalmente, os avaliadores tornam-se formadores e realizam uma reavaliação após cerca de 1 a 1,5 anos.



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