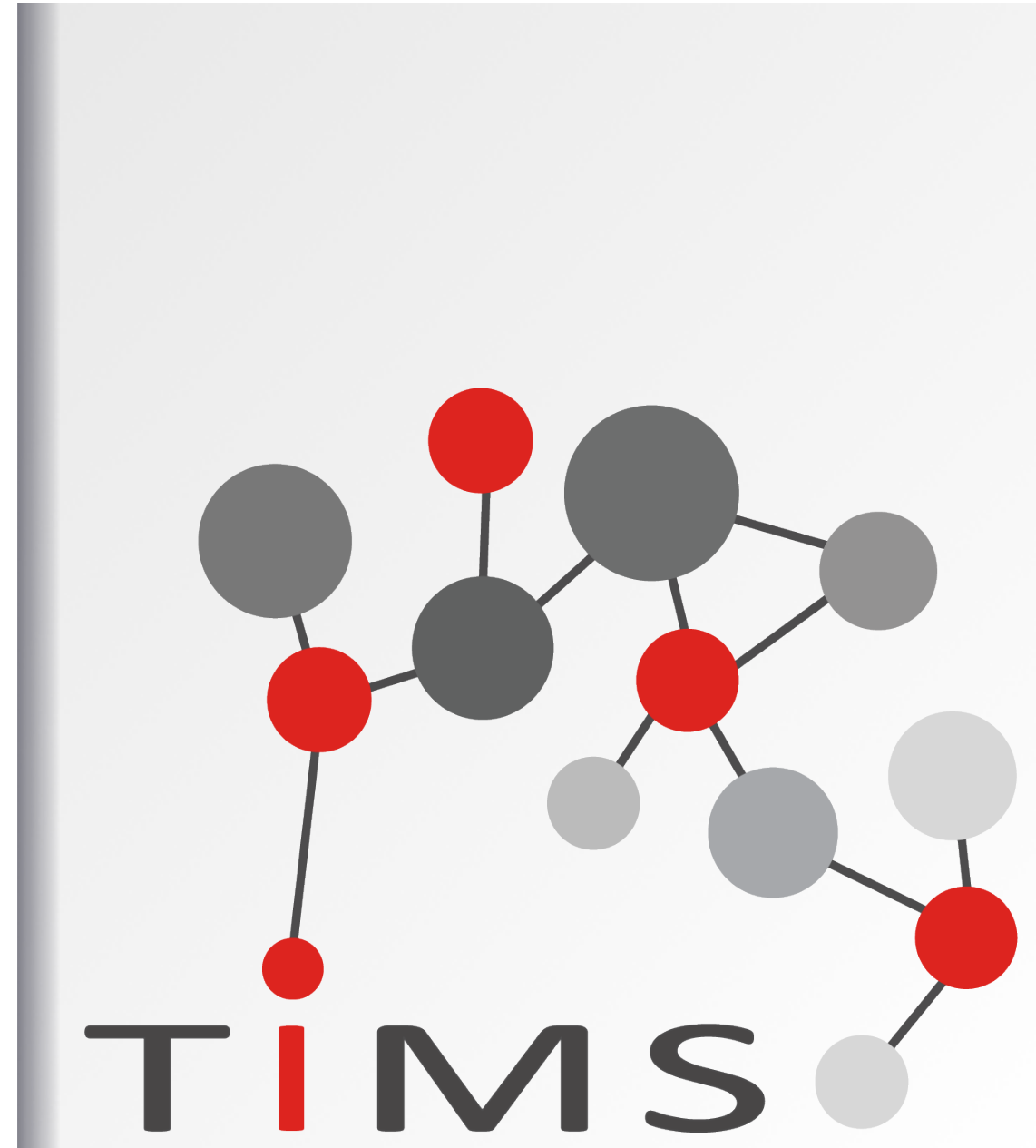


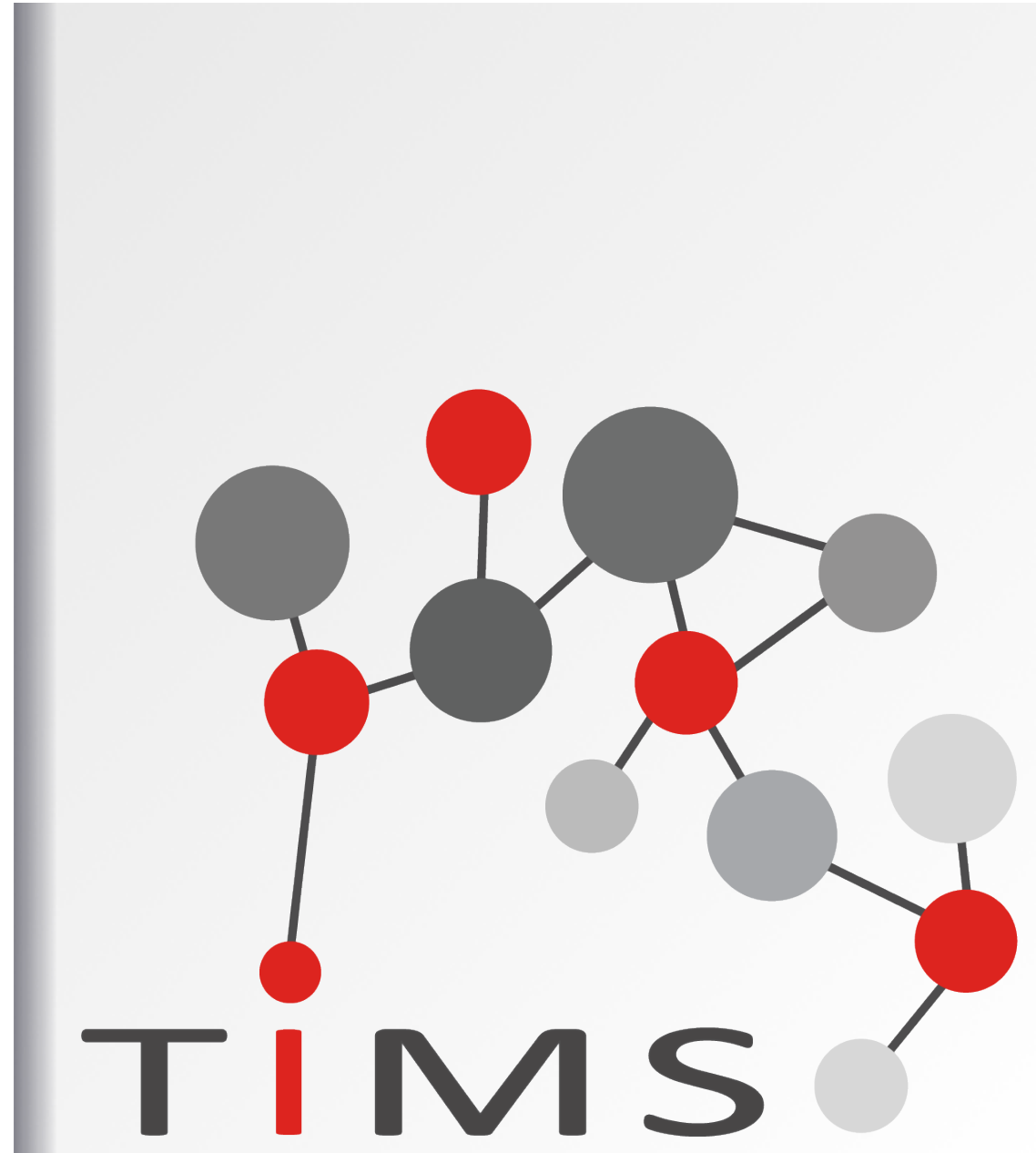
**Innovation management —
Innovation management
system**



Hello!
Nice to meet you

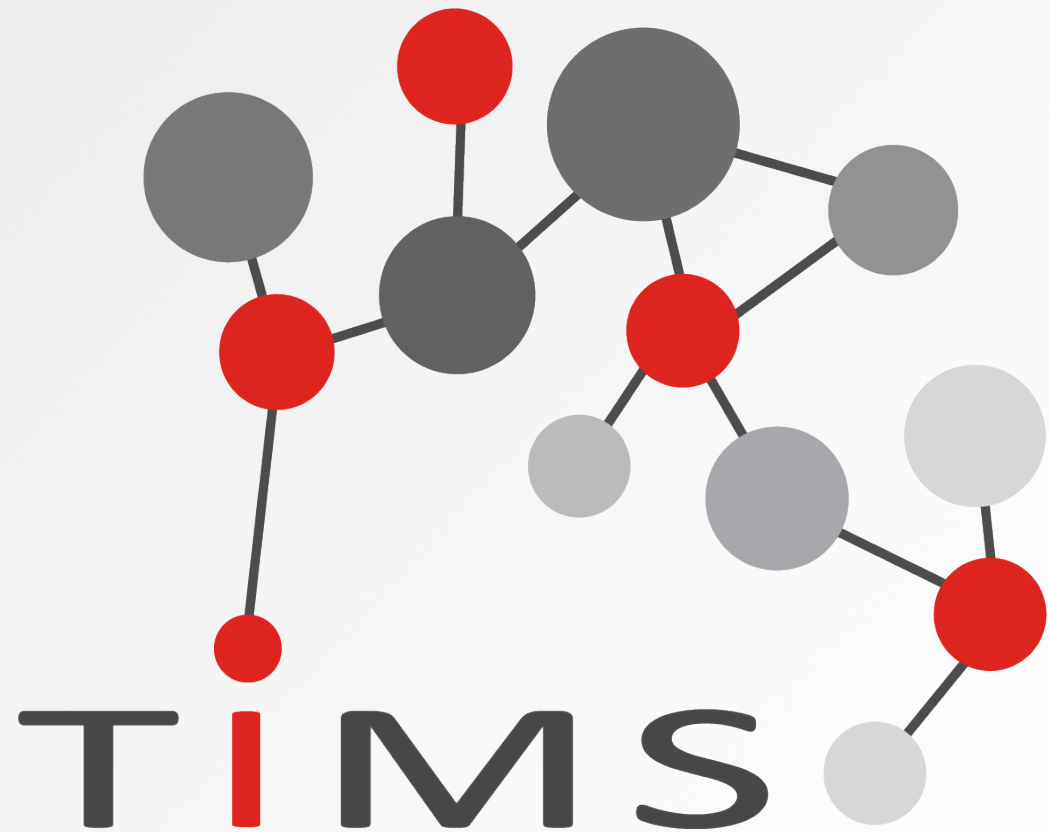
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Planning



Addressing opportunities and risks

Identify risks and opportunities to:

1. manage related uncertainties, including the degree and type of risks assumed;
2. provide assurance that the IMS can achieve the intended results;
3. improve the desired effect and prevent or reduce the unwanted effects;
4. achieve continuous improvement.



The organization must plan:

actions to address these opportunities and risks, taking into account:

- 1) uncertainty related to opportunities;
- 2) the degree and type of risk that can or cannot be accepted;

and:

- 1) integrate and implement activities in the processes of IMS;
- 2) evaluate the effectiveness of these actions.



*In addition to the **opportunities and risks** that **affect the management system**, there are **opportunities** that **can create innovation initiatives**.*

The organization must maintain documented information on risks.





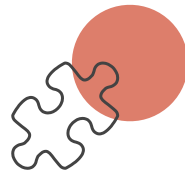
**must be consistent
with innovation
vision, innovation
policy and strategy;**



**be consistent
across functions
and levels of the
organization.**



**be measurable or
verifiable;**



**take into account
the applicable
requirements;**



must be monitored;



**communicate and
understand;**



**should be updated if
necessary;**



**should be available as
documented information.**

Goals:

The organization must maintain documented information about the innovation goals.





Plan to achieve your goals.

When planning how to achieve its innovation goals, an organization must determine:



what will be done

what resources will be required

who will intervene, taking into account relevant stakeholders

who will be responsible

when it will be completed

how the results will be evaluated

how the results will be protected

how the results will be announced

what documented information will be stored or maintained



Planning of changes

When the organization determines the need for changes in the IMS, they must be carried out in a planned and timely manner with the participation of the relevant parties involved.



Innovation portfolio

innovation portfolio of initiatives that:

a) are aligned with the innovation strategy and goals;



b) consider innovation and other portfolios;



c) include certain criteria to evaluate, improve and prioritize the portfolio and its initiatives



The performance
of the innovation
portfolio(s) should:

**a) be communicated to
the management;**

**b) be communicated
within the organization;**

**c) provide information to
update the innovation strategy
and objectives;**

**d) be periodically
evaluated and updated;**



Organizational structures

The organization creates, implements and maintains organizational structures that:





1. are adaptable and suitable for achieving the planned results of the IMS;
2. are aligned with the innovation strategy and goals;
3. consider how creativity and exploration, on the one hand, and deployment and efficiency on the other hand, can coexist with or be integrated into an organization;
4. consider the possibility of creating special organizational structures appropriate to the size of the organization if any of the following situations exist:



- 1) innovations are expected to be disruptive or radical to or compete with existing offers;
- 2) different management styles, incentives, indicators or cultures are needed;
- 3) special support, including resources, should be available only for innovation activities;
- 4) special operations, including processes that have to accommodate a greater degree of uncertainty and variation compared to established processes.



Cooperation

The organization establishes an approach to managing internal and external cooperation that:



Cooperation

- a) describes the purpose of cooperation, the goals of cooperation and the way to achieve them;
- b) is aligned with the innovation strategy and goals;
- c) takes into account existing competences and resources;
- d) examines issues related to intellectual property;
- e) considers the importance of respect, openness and trust between the parties;
- f) is communicated and understood within the organization as necessary.







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