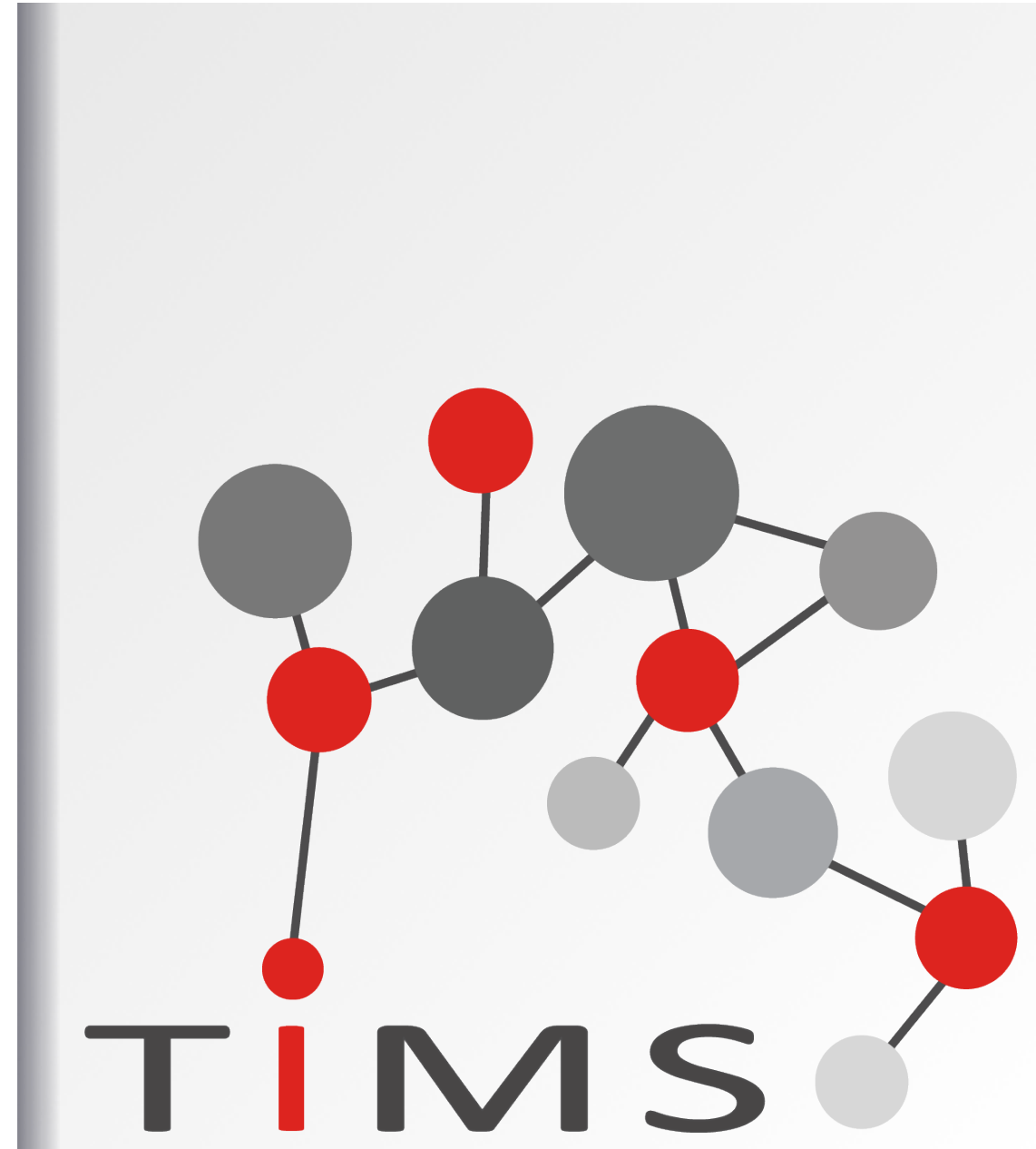


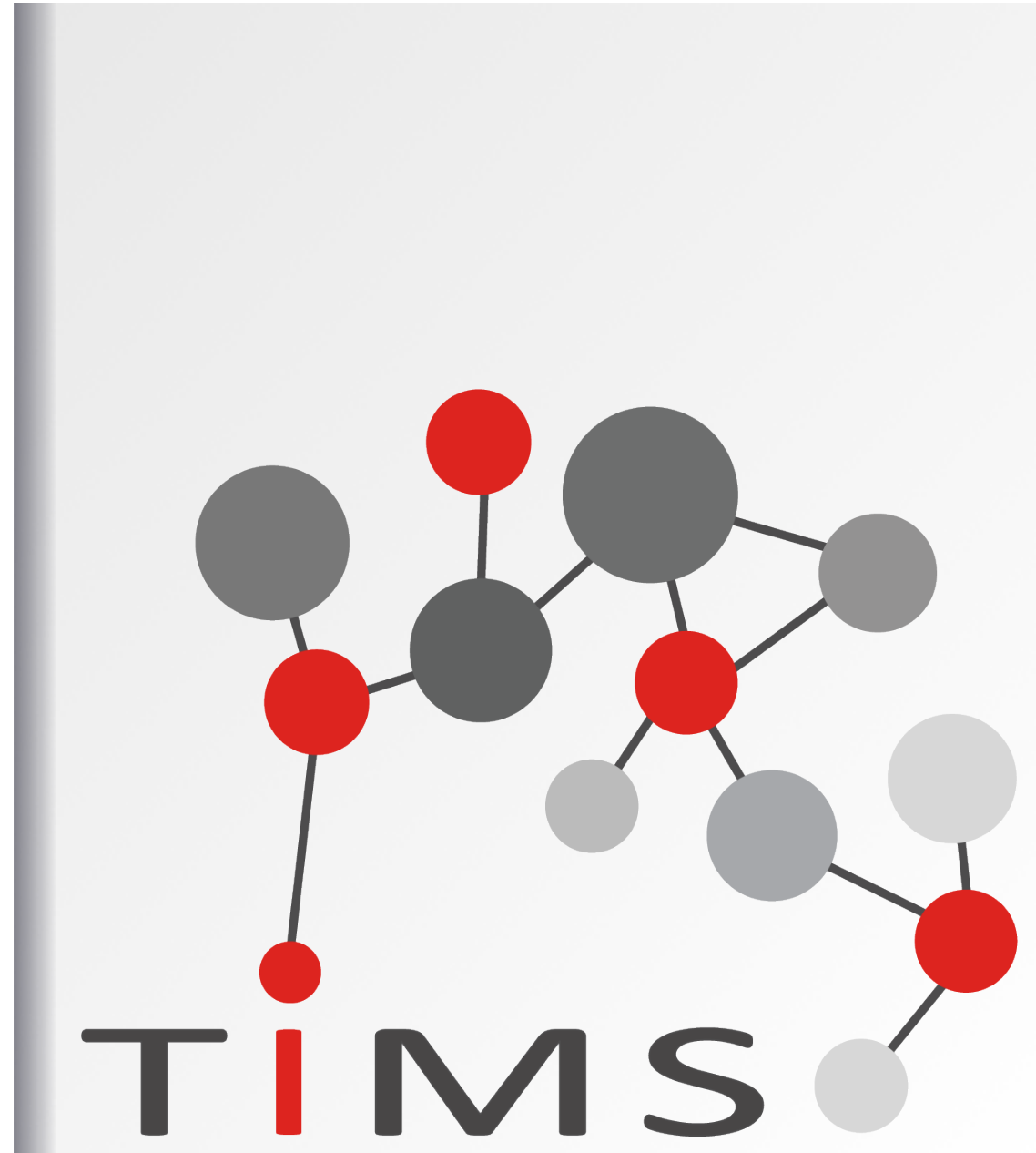
**Innovation management —
Innovation management
system**



Hello!
Nice to meet you

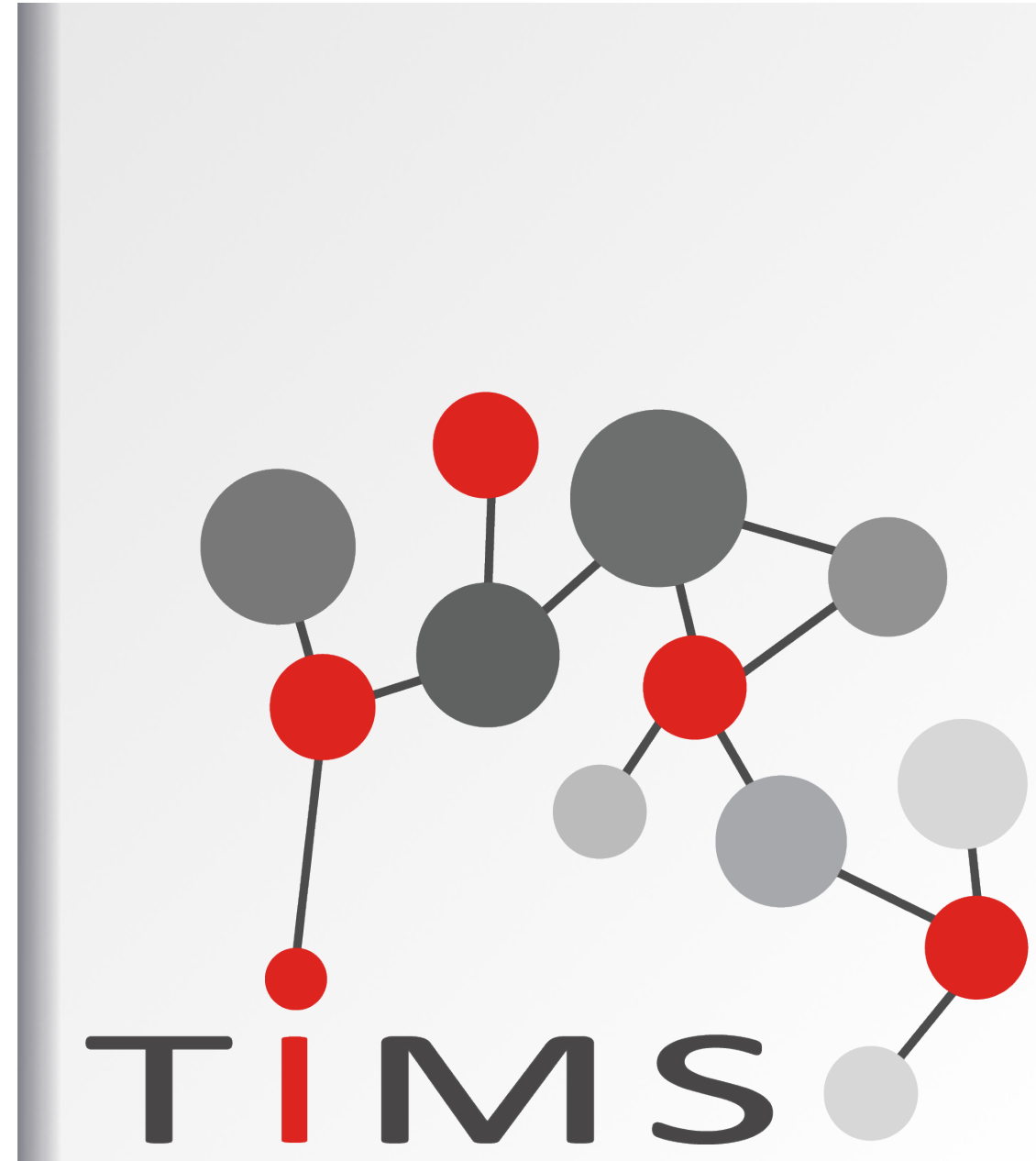
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Innovation Operation



The organization plans, implements and controls the innovation initiatives, processes and, where appropriate, portfolios necessary to address innovation opportunities, meet requirements and implement activities by:



a) establish criteria for innovation initiatives, processes and portfolios;

b) implement the control of innovation initiatives, processes and portfolios.



Documented information will be available to the extent necessary to ensure that innovation initiatives, processes and portfolios have been implemented as planned.

The organization monitors planned changes and reviews the consequences of unwanted changes, taking measures where necessary to prevent or mitigate any adverse consequences.

The organization shall ensure that externally provided processes, products or services and all collaborative innovation initiatives relevant to the IMS are controlled.



Innovation initiatives

The organization must manage each innovation initiative by considering:



Innovation initiatives

1. define and continuously review the scope of the initiative, including objectives, limitations, expected results and deliverables;
2. define indicators and their application to evaluate and improve the initiative;
3. establish management and decision-making structures such as steering or reference groups;



Innovation initiatives

4. provide adequate leadership and the necessary structures and support, including resources;
5. securing and retaining people with appropriate skills and experience and building a team;
6. identify the necessary roles, responsibilities and authorities, including people for management and training;



Innovation initiatives

7. determine and establish the necessary internal and external cooperation;
8. create and implement appropriate innovation processes;
9. ensures the protection of intellectual property and other important assets;



Innovation initiatives

10. consider internal and external requirements and risks of non-compliance with legal and regulatory requirements, including issues of social responsibility;



12. continuously capture lessons learned to gain new knowledge and perspectives;

14. use failures as opportunities for the organization to learn.



The organization must determine how to implement and review each innovation initiative using one or a combination of approaches, such as:



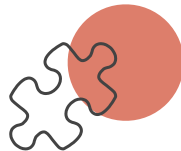
internal focus on one unit or several internal units;



permanent or temporary provision of collective services throughout the organization;



collaborations such as partnerships, alliances, joint ventures, public programs, ecosystems and other groups of organizations;



fully or partially closed subcontracts;



acquisition, full merger or partial investment;



separation, total or partial separation.





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