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Organisation internationale de normalisation
International Organization for Standardization
Международная Организация по Стандартизации



Our ref. TS/P 233

TO THE ISO MEMBER BODIES

Date 2012-12-20

ISO/TS/P 233 – *Innovation process: interaction, tools and methods*

Dear Sir or Madam,

Please find attached a proposal for a new field of technical activity on *Innovation process: interaction, tools and methods* submitted by AFNOR (France).

According to subclause 1.5.6 of Part 1 of the ISO/IEC Directives, you are kindly invited to complete the ballot form ([Form 02](#)) which can be downloaded at www.iso.org/forms - *please note that Form 2 has been recently updated and that, from now on, votes that do not provide a justifying statement will not be registered.* Forms should be sent (preferably in Word format) to the Secretariat of the ISO Technical Management Board at tmb@iso.org before **20 March 2012**.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'S. Clivio', written over a white background.

Sophie Clivio,
Secretary of the Technical Management Board

Encl.: TS/P 233

AFNOR letter on new TS/P *Innovation process: interaction, tools and methods*

Mrs Sophie CLIVIO
Secrétariat central ISO
1, chemin de la Voie-Creuse
Case postale 56
CH-1211 Genève 20

Reference : Form 1 - proposal for a new ISO/TC "Innovation process :
interaction, tools and methods"

20th December 2012

Dear Mrs Clivio,

AFNOR is pleased to submit to ISO/CS a TS/P that includes a proposal for the creation of a new ISO/TC on " Innovation process : interaction, tools and methods".

Innovation is now the key success factor to the competitiveness and economic performance. In the global context induced for organizations, globalization of economic and social issues, they must now work together and take into account all their stakeholders to innovate. While organizations must master the process of RDI they equally need to be equipped to facilitate the implementation of partnerships. It is thus fundamental to develop common vocabulary and practices on this topic.

It is also essential that tools and methods to be developed for interactions of all actors involved in innovation processes should be applicable to all types of innovation (organisational, processes, services or products innovation) and for all kind of organisations and sectors.

It appears that this item does not fall into the scope of any existing ISO technical body while innovation tools and methods are required for all sectors or activities. The proposed project Committee will work with existing ISO technical committees to avoid potential overlap and duplication of work and ensure these international standards fit in the current port-folio of ISO standards.

We are aware of the ABNT proposal related to RDI – Process management. However it deals with some aspects of the innovation process only and it is necessary to broaden the scope to really match the need of organizations, hence this proposal.

Although our proposal refers to relevant existing documents using the term "management" in connection either with innovation or RDI, the purpose of our proposal is not to create any MSS since this is the purpose of the ABNT one, on which we will also express a vote and comments in due time.

Should both proposals eventually meet the criteria to set up new technical bodies, it might be appropriate that the TMB assesses how the two proposals would fit in together, for instance the ABNT one as a SC of the new TC.

Having the capacity to provide the necessary resources, AFNOR is ready to assume the secretariat of this new ISO technical Committee

Sincerely yours,


Alain GOSTES
Director Afnor Standardization



PROPOSAL FOR A NEW FIELD OF TECHNICAL ACTIVITY	
Circulation date:	Reference number (to be given by Central Secretariat)
Closing date for voting:	
Proposer AFNOR	ISO/TS/P

A proposal for a new field of technical activity shall be submitted to the Central Secretariat, which will assign it a reference number and process the proposal in accordance with the ISO/IEC Directives (part 1, subclause 1.5). The proposer may be a member body of ISO, a technical committee or subcommittee, the Technical Management Board or a General Assembly committee, the Secretary-General, a body responsible for managing a certification system operating under the auspices of ISO, or another international organization with national body membership. Guidelines for proposing and justifying a new field of technical activity are given in the ISO/IEC Directives (part 1, Annex C).

The proposal (to be completed by the proposer)

<p>Title of the proposed new committee (The title shall indicate clearly yet concisely the new field of technical activity which the proposal is intended to cover.)</p> <p>innovation process: interaction, tools and methods</p>
<p>Scope statement of the proposed new committee (The scope shall precisely define the limits of the field of activity. Scopes shall not repeat general aims and principles governing the work of the organization but shall indicate the specific area concerned.)</p> <p>Standardization of tools and methods dedicated to the field of innovation and in interactions between all actors in the innovation process, for industrial , environmental and social benefits</p>

Proposed initial programme of work (The proposed programme of work shall correspond to and clearly reflect the aims of the standardization activities and shall, therefore, show the relationship between the subject proposed. Each item on the programme of work shall be defined by both the subject aspect(s) to be standardized (for products, for example, the items would be the types of products, characteristics, other requirements, data to be supplied, test methods, etc.). Supplementary justification may be combined with particular items in the programme of work. The proposed programme of work shall also suggest priorities and target dates.

Innovation is now seen as a key element of success to strengthen the competitiveness and the efficiency of organizations. However, as a consequence of globalisation, they must manage their projects of innovation in an environment where a global approach and the implementation of cooperative teams become an essential factor. Sharing vocabulary, tools and collaborative innovation practices are therefore key elements for organizations to be able to master and to implement an innovative approach involving all stakeholders.

The standards are applicable to all kind of organisations and to all kind of innovation (products, methods, services, processes, organisational, business models new or improved).

The work programme will consist of the development of international standards allowing to share a common terminology of innovation and covering the following topics:

1. Innovation in a collaborative environment :

Through this theme, the following new work items will be developed:

- Implementation of an innovative approach in the organisation

Each innovation process is specific to each organization and to its field of activity. However, key steps at the strategic and operational level and in all functions of the organisation, common to all processes, do exist and should be clarified to ensure that innovations efficiently reach the market.

This broad approach establishes a general framework to apply in the organisation in which interactions with stakeholders throughout the innovation process will be identified.

- Implementation of the capacity for open innovation in its organization

If open innovation is not the only path to success (in some configurations, exclusively internal projects are to be privileged), the purpose of open innovation is to create value through the synergy of several contributors from an "ecosystem" to conduct jointly innovation projects that the organization could not lead alone, thus sharing risks.

This new approach requires that the necessary recommendations are given to explain the interest of open innovation in its different typologies and to provide the key steps in the implementation of open innovation within the innovation process

The open innovation includes all forms of collaboration, from subcontracting to co-innovation.

- Intellectual property in a collaborative environment

Intellectual property is an essential tool for protecting and/or reserving the right to exclusive exploitation of the innovation, establishing partnerships of various types and making transfer easier, notably from private or public research laboratories to the economic sector. Consequently, specific handling of the works of innovators and disclosure management are required (publication, conferences, client meetings).

It is necessary to raise awareness among the parties involved in the innovation and intellectual property processes.

2. Integration of sustainable development issues in the context of innovation

Today, organizations are increasingly adopting an approach of social responsibility within the organization. It becomes therefore necessary to provide recommendations to organizations that must integrate sustainable development issues in the innovation process.

This new work item will thus:

- Facilitate reflection on the consideration of sustainability issues in the innovation process
- Assess the level of integration of these issues in the innovation process
- Identify points of vigilance, key points to facilitate these integration issues at each stage of the process
- Propose an evaluation system dynamics consistent with sustainable development issues

3. Coherence of an innovative approach with other existing international standards

Existing international standards address key topics (on risk management or quality and performance, for example) which need to be taken into account for a management of innovation.

This work will ensure coherence and links with existing international standards to explain the specificities related to innovation management in relation to the process or methods describe

Note : the ABNT NWIP, "Research, development and innovation – Process Management, intends to develop a MSS and provides a justification study according to Annex SL of the ISO Supplement to the ISO/IEC Directives Part 1 and could well be dealt with under this topic.

Indication(s) of the preferred type or types of deliverable(s) to be produced under the proposal (This may be combined with the "Proposed initial programme of work" if more convenient.)

see above

A listing of relevant existing documents at the international, regional and national levels. (Any known relevant document (such as standards and regulations) shall be listed, regardless of their source and should be accompanied by an indication of their significance.)

- European level:

prCEN TS 16555-6 Creativity Management
prCEN TS 16555-5 Collaboration management
prCEN TS 16555-4 Intellectual property management
prCEN TS 16555-3 Innovation thinking
prCEN TS 16555-2 Strategic intelligence management
prCEN TS 16555-1 innovation management management

- National level:

France

FD X50-052: 2011 – innovation management - strategic intelligence management
FD X50-146: 2011– innovation management – intellectual property management
prFD X50-271 – guide in the implementation of the innovation management
pr FD X50-272 - guide to implement open innovation
pr FD X50-273 - guide to integrate sustainable development in innovation process

Spain

UNE 166001:2006 : R&D&i management - Requirements related to the planning, organisation, execution and control of R&D projects
UNE 166002: 2006 - R&D&i management R&D&i management system
UNE 166006: 2006 - R&D&i management Technology Watch System

Ireland

NWA 1: 2009 - Guide to good practice in innovation and product development processes

Portugal

NP 4457 : 2007- Management of Research, Development and Innovation (RDI) RDI management system requirements

United Kingdom

BS 7000-1 : 2008 - Guide to managing innovation - Part 1: Design management systems

Germany

DIN 77100 :2010 – Patent valuation – General Principles for monetary patent valuation

Brazil

ABNT NBR 16500 - Activities to management of research, development and innovation (R&D&I) — Terminology;
ABNT NBR 16501 - Guidance for management systems of research, development and innovation (R&D&I);
ABNT NBR 16502 - Management of research, development and innovation (R&D& I) — Guidelines to elaboration of R&D&I projects.

A statement from the proposer as to how the proposed work may relate to or impact on existing work, especially existing ISO and IEC deliverables. (The proposer should explain how the work differs from apparently similar work, or explain how duplication and conflict will be minimized. If seemingly similar or related work is already in the scope of other committees of the organization or in other organizations, the proposed scope shall distinguish between the proposed work and the other work. The proposer shall indicate whether his or her proposal could be dealt with by widening the scope of an existing committee or by establishing a new committee.)

No ISO or IEC documents exist for the time being.

Some countries already have their own portfolio. To avoid duplication of efforts and possible conflicts, engagement of countries with existing standards is encouraged. Existing standards will be used as a basis for ISO work.

Note : It is worth highlighting that there is a NWIP "Research, development and innovation – Process Management" from ABNT currently circulated with a deadline for voting by 2013-02-07. It might thus be appropriate that the TMB assesses how the two proposals would fit in together, for instance the ABNT one as a SC of the new ISO/TC being proposed.

A listing of relevant countries where the subject of the proposal is important to their national commercial interests.

European Countries
USA
Russia
Brazil
China
Canada
India

A listing of relevant external international organizations or internal parties (other ISO and/or IEC committees) to be engaged as liaisons in the development of the deliverable(s). (In order to avoid conflict with, or duplication of efforts of, other bodies, it is important to indicate all points of possible conflict or overlap. The result of any communication with other interested bodies shall also be included.)

International organisation
WIPO

CEN/TC 389 "Innovation management system"

A simple and concise statement identifying and describing relevant affected stakeholder categories (including small and medium sized enterprises) and how they will each benefit from or be impacted by the proposed deliverable(s).

Innovation is essential today in all sectors and for all types of organisations. This globalised context implies the implementation of partnerships, and sharing a common vocabulary and practices becomes essential.

Therefore, principles and guidelines outlined in international standards should be applicable to the wider community of actors:

- Industry and commerce; especially SMEs; including service, industries, private investment bodies, venture capitalists and advisors, innovation management consulting companies
- Governments, including public investment bodies
- Academic and research bodies
- Non-governmental organizations;

The development of these standards will enable organizations to:

- Enhance their competitiveness,
- Improve the efficiency of the organisations to produce innovations,
- Facilitate the implementation of partnerships,
- Implement social responsibility in the organisation's innovation process.

An expression of commitment from the proposer to provide the committee secretariat if the proposal succeeds.

AFNOR is willing to run the secretariat of the proposed Technical Committee and to nominate a Chairman

Purpose and justification for the proposal. (The purpose and justification of the standard to be prepared shall be made clear and the need for standardization of each aspect (such as characteristics) to be included in the standard shall be justified. Clause C.4.12.1 through C.4.12.10 of Annex C of the ISO/IEC Directives, Part 1 contain a menu of suggestions or ideas for possible documentation to support and purpose and justification of proposals. Proposers should consider these suggestions, but they are not limited to them, nor are they required to comply strictly with them. What is most important is that proposers develop and provide purpose and justification information that is most relevant to their proposals and that makes a substantial business case for the market relevance and the need for their proposals. Thorough, well-developed and robust purpose and justification documentation will lead to more informed consideration of proposals and ultimately their possible success in the ISO IEC system.)

Today more than ever, organizations need to innovate and improve their competitiveness, in order to expand their markets. Innovation plays a key role in the economy because it creates high added value, it promotes the development of business and job growth, especially in the industrial sector. It thereby contributes to competitiveness, economic performance and influence of nations.

Innovation occurs, however, in a complex context of increasing globalisation, which challenges the market positions acquired more quickly than in any previous period:

- Organizations are in constant need to innovate, in order to promote their business both in the short and long-term and in a sustainable way. They need to manage the innovation process and to take into account all aspects systematically promoting their innovation capabilities (business strategies and innovation, intellectual property, organizational structures, stakeholders, skills and internal cultures, revision and continuous improvement) as well as all the necessary tools (methods, approaches, processes): resource management, technological, competitive intelligence, creativity, use of knowledge-based analysis.

- In addition, in a world where both consumers and stakeholders are increasingly globalized and interconnected, companies need to structure their innovation process share common practices, in order to facilitate networking and cooperation, as well as the adoption of innovation by consumers. All these actors of innovation must therefore be involved in the innovation process.

- Finally, national and regional governments are increasingly aware of the strong link between innovation and economic development. This is why they are investing considerable funds to stimulate innovation and sustainably secure organizations. Governments are seeking common and standardized practices, to ensure the best possible use of the public funds invested.

A better management of innovation has become an open and worldwide issue.

Innovation is here interpreted in its broadest sense and is regarded as a process that leads to the implementation of one or more products, processes, methods or services, new or improved, likely to meet expectations, implicit or explicit, and generate economic value for all environmental and societal stakeholders.

In a context where uncertainty is predominant, standardisation, by federating countries around common practices, is a key player and a real driver to implement innovation in the governance of the organisations, in order to maintain the competitiveness on the global market and to create value for the relevant stakeholders.

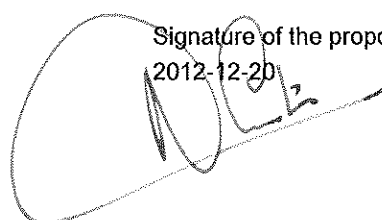
In dealing with this broad and new topic, ISO / TC aims to provide tools, approaches, methods on the global framework, its implementation, and its interactions with stakeholders, in the chain of innovation.

The standardisation work will allow to:

- share a common understanding of innovation and its concepts, thanks to the elaboration of a shared glossary of the concepts, tools and methods built and implemented
- ensure common practices of innovation fostering the innovation capabilities, thus facilitating partnerships with all actors of the chain of innovation,
- integrate sustainable development issues in the management practices of innovation,
- ensure coherence and links with existing international standards (such as ISO 9001, ISO 31000, ISO 26000) to explain the specificities related to innovation management in relation to the processes or methods described.

These recommendations are not intended or appropriate for certification purposes.

Signature of the proposer
2012-12-20



Alain Costes
Director, Afnor Standardization

Further information to assist with understanding the requirements for the items above can be found in the Directives, Part 1, Annex C.

Comments of the Secretary-General (to be completed by the Central Secretariat)

Signature
