



International
Standard

ISO 56001

**Innovation management system —
Requirements**

Système de management de l'innovation — Exigences

**First edition
2024-09**



COPYRIGHT PROTECTED DOCUMENT

© ISO 2024

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

Contents

Page

Foreword	v
Introduction	vi
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Context of the organization	4
4.1 Understanding the organization and its context	4
4.2 Understanding the needs and expectations of interested parties	4
4.3 Determining the scope of the innovation management system	5
4.3.1 Innovation intent	5
4.3.2 Scope of the innovation management system	5
4.4 Innovation management system	5
5 Leadership	5
5.1 Leadership and commitment	5
5.1.1 General	5
5.1.2 Focus on value realization	6
5.1.3 Change management	6
5.2 Innovation policy	6
5.2.1 Establishing the innovation policy	6
5.2.2 Communicating the innovation policy	7
5.3 Innovation strategy	7
5.3.1 Establishing the innovation strategy	7
5.3.2 Communicating the innovation strategy	7
5.4 Innovation culture	7
5.5 Roles, responsibilities and authorities	8
6 Planning	8
6.1 Actions to address risks and opportunities	8
6.1.1 General	8
6.1.2 Planning actions	9
6.2 Innovation objectives and planning to achieve them	9
6.2.1 Innovation objectives	9
6.2.2 Planning to achieve objectives	9
6.3 Planning of changes	9
6.4 Innovation portfolio	10
6.5 Organizational structures	10
6.6 Collaboration	10
7 Support	10
7.1 Resources	10
7.1.1 General	10
7.1.2 People	11
7.1.3 Time	11
7.1.4 Finance	11
7.1.5 Infrastructure	11
7.1.6 Knowledge	12
7.1.7 Intellectual property	12
7.1.8 Tools and methods	12
7.2 Competence	12
7.3 Awareness	13
7.4 Communication	13
7.5 Documented information	13
7.5.1 General	13
7.5.2 Creating and updating documented information	13

7.5.3	Control of documented information.....	14
8	Operation.....	14
8.1	Operational planning and control.....	14
8.2	Innovation initiatives.....	14
8.3	Innovation processes.....	15
8.3.1	General.....	15
8.3.2	Identify opportunities.....	15
8.3.3	Create concepts.....	16
8.3.4	Validate concepts.....	16
8.3.5	Develop solutions.....	16
8.3.6	Deploy solutions.....	17
9	Performance evaluation.....	17
9.1	Monitoring, measurement, analysis and evaluation.....	17
9.1.1	General.....	17
9.1.2	Analysis and evaluation.....	18
9.2	Internal audit.....	18
9.2.1	General.....	18
9.2.2	Internal audit programme.....	18
9.3	Management review.....	18
9.3.1	General.....	18
9.3.2	Management review inputs.....	18
9.3.3	Management review results.....	19
10	Improvement.....	19
10.1	Continual improvement.....	19
10.2	Nonconformity and corrective action.....	19
Annex A (informative) Other standards on innovation management developed by ISO/TC 279.....		21
Bibliography.....		22

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

ISO draws attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO takes no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at www.iso.org/patents. ISO shall not be held responsible for identifying any or all such patent rights.

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 279, *Innovation management*, in collaboration with the European Committee for Standardization (CEN) Technical Committee CEN/TC 389, *Innovation Management*, in accordance with the Agreement on technical cooperation between ISO and CEN (Vienna Agreement).

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

0.1 General

The ability of organizations to innovate is recognized as a critical factor for their viability, competitiveness, resilience and renewal, and for the sustainable development of society.

Adopting an innovation management system by an organization aims to improve its innovation performance and ability to adapt to changes. A systems approach can reduce the level of uncertainty and increase the feasibility of achieving desired results of innovation initiatives.

The benefits of implementing an innovation management system can be:

- increased realization of value from new products, services, processes, models, methods, etc. for the organization and interested parties;
- enhanced innovation performance through the systematic management of innovation activities under conditions of uncertainty;
- sustained build-up of innovation capabilities;
- enhanced reputation to attract users, customers, employees and partners;
- enhanced capability to collaborate (e.g. in a value chain or an innovation ecosystem);
- improved ability to attract funding;
- increased resilience and ability to evolve in a dynamic and uncertain environment.

This document provides a common language and framework for organizations to establish and implement an innovation management system. It can also be used by:

- a) collaborating organizations seeking a shared framework for innovating together;
- b) organizations seeking confidence in the innovation capability of current and potential partners, suppliers or other interested parties;
- c) funders, donors and investors seeking confidence in the innovation capability of a funding applicant or partner organization;
- d) policy-makers and government authorities aiming to promote innovation activities at local, regional and national levels.

The requirements in this document are not always an effective basis for the evaluation of newly formed organizations.

0.2 Innovation management principles

This document references the eight innovation management principles, described in ISO 56000, that are the foundation of the innovation management system. The principles are as follows:

- Realization of value: Value, financial or non-financial, is realized from the deployment, adoption and impact of new or changed solutions for interested parties.
- Future-focused leaders: Leaders at all levels, driven by curiosity and courage, challenge the status quo by building an inspiring vision and purpose, and by continuously engaging people to achieve those aims.
- Strategic direction: The direction for innovation activities is based on aligned and shared objectives and a relevant ambition level, supported by the necessary people and other resources.
- Culture: Shared values, beliefs and behaviours, supporting openness to change, risk-taking and collaboration, enable the coexistence of creativity and effective execution.

- Exploiting insights: A diverse range of internal and external sources are used to systematically build insightful knowledge, and to exploit stated and unstated needs.
- Managing uncertainty: Uncertainties and risks are evaluated, leveraged and then managed, by learning from systematic experimentation and iterative processes, within a portfolio of opportunities.
- Adaptability: Changes in the context of the organization are addressed by the timely adaptation of structures, processes, competences and value realization models to maximize innovation capabilities.
- Systems approach: Innovation management is based on a systems approach with interrelated and interacting elements, and regular performance evaluation and improvements of the system.

0.3 Innovation management system

0.3.1 General

An innovation management system is a set of interrelated and interacting elements with the purpose of realizing value, both financial and non-financial. Value is realized by systematic and iterative innovation processes to identify opportunities, create and validate concepts, and develop and deploy solutions for users, customers and other interested parties. Opportunities can, for example, be based on current or future, stated or unstated needs. The system can be applied to exploring and exploiting both new and existing opportunities.

The management system elements are described under the main clauses in this document: context of the organization (see [Clause 4](#)), leadership (see [Clause 5](#)), planning (see [Clause 6](#)), support (see [Clause 7](#)), operation (see [Clause 8](#)), performance evaluation (see [Clause 9](#)) and improvement (see [Clause 10](#)), see [Figure 1](#).

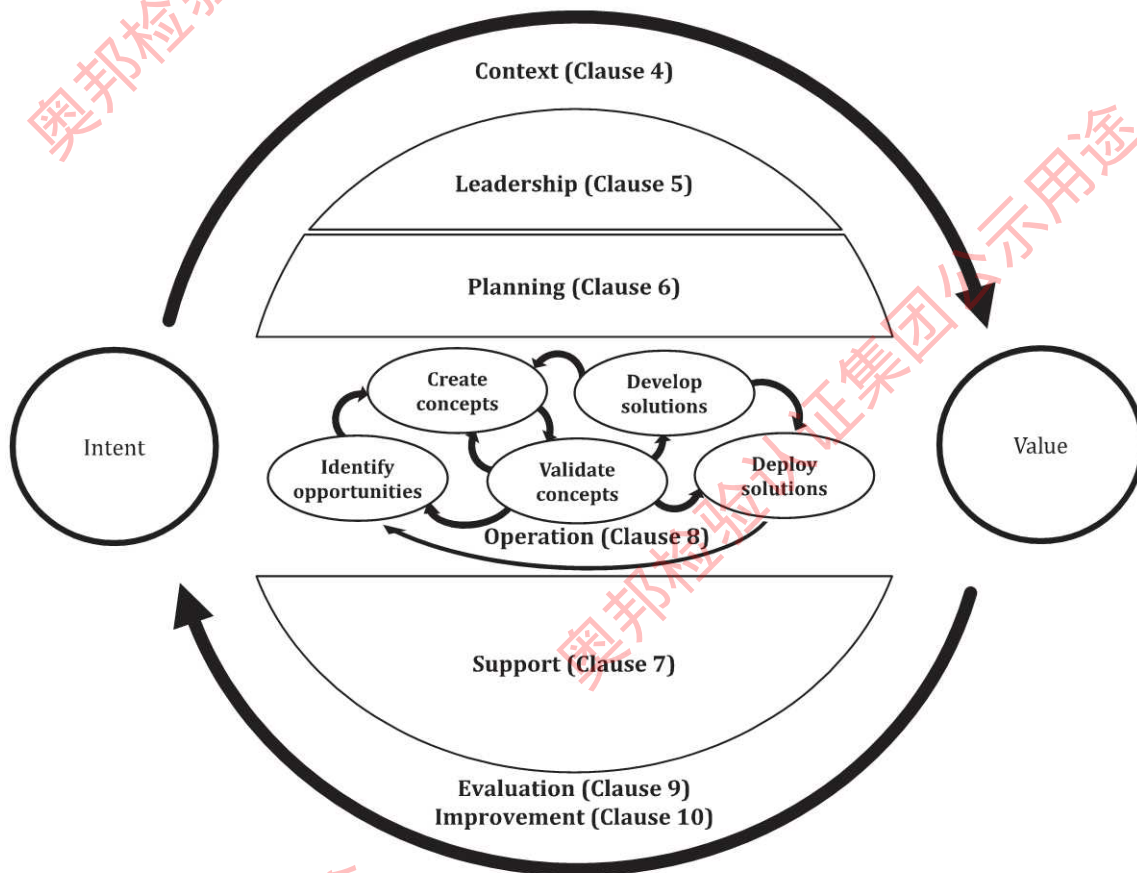


Figure 1 — Representation of the innovation management system with references to the clauses in this document

The management system elements can be gradually adopted to implement the system according to the context and maturity of the organization.

Ultimately, the effective implementation of the innovation management system relies on the leadership and commitment by top management and other leaders at all levels in the organization.

The innovation management system is founded on the concept of Plan-Do-Check-Act (PDCA). The PDCA model provides an iterative process for the organization to achieve continual improvement of the system.

The clauses of this document are grouped in relation to the PDCA cycle as follows: Plan (see [Clause 6](#)), Do (see [Clauses 7](#) and [8](#)), Check (see [Clause 9](#)) and Act (see [Clause 10](#)).

0.3.2 Managing uncertainty and risk

Innovation initiatives include different degrees of variation and uncertainty. Uncertainties can be related to, for example, user acceptance, technical feasibility, manufacturing constraints, regulatory conditions, market potential and organizational constraints.

Innovation processes are characterized by experimentation and learning. As the processes progress, new knowledge and insights are gained, and uncertainty is reduced. Innovation processes are flexible and adaptable to the types of innovations the organization seeks to achieve.

Innovation initiatives involve risk and not all initiatives will achieve successful innovations. However, discontinued initiatives are an integral part of the innovation processes and sources of learning as input to future innovation activities.

The acceptable level of risk is dependent on the innovation ambition and strategy, the organization's capability, and the types of innovation addressed by the organization.

The management of uncertainty and risk can be addressed by different approaches (e.g. iterative processes, systematic experimentation, partnering, innovation portfolio diversification). By applying a systems approach, interdependencies and uncertainties can be better understood, measured and managed.

Organizations can also address the balance between pursuing opportunities and the related risks, including the risk of innovating versus the risk of not innovating.

0.3.3 Management levels

An innovation management system operates across strategic, tactical and operational levels.

The relationships among the different levels (see [Figure 2](#)) can be described as follows:

- The innovation intent (see [Clause 4](#)) at the strategic level helps to determine the scope of the innovation management system and forms the basis for establishing the innovation strategy.
- The scope (see [Clause 4](#)) sets the boundaries and applicability of the innovation management system.
- The innovation policy (see [Clause 5](#)) provides a framework for setting the innovation strategy and objectives. The innovation policy can complement other management system policies in the organization.
- The innovation strategy (see [Clause 5](#)), including strategic innovation objectives, is based on the innovation intent, is aligned with the innovation policy, and provides a framework for setting tactical innovation objectives and establishing innovation portfolios.
- The innovation objectives (see [Clause 6](#)) at the tactical level are consistent with the innovation policy and strategy.
- The innovation portfolios (see [Clause 6](#)) are aligned with the innovation strategy and objectives and consist of a set of innovation initiatives.
- The innovation initiatives (see [Clause 8](#)) are established at the operational level.
- The innovation processes (see [Clause 8](#)) are also established at the operational level to pursue innovation initiatives. They are flexible and adaptable to each individual initiative.

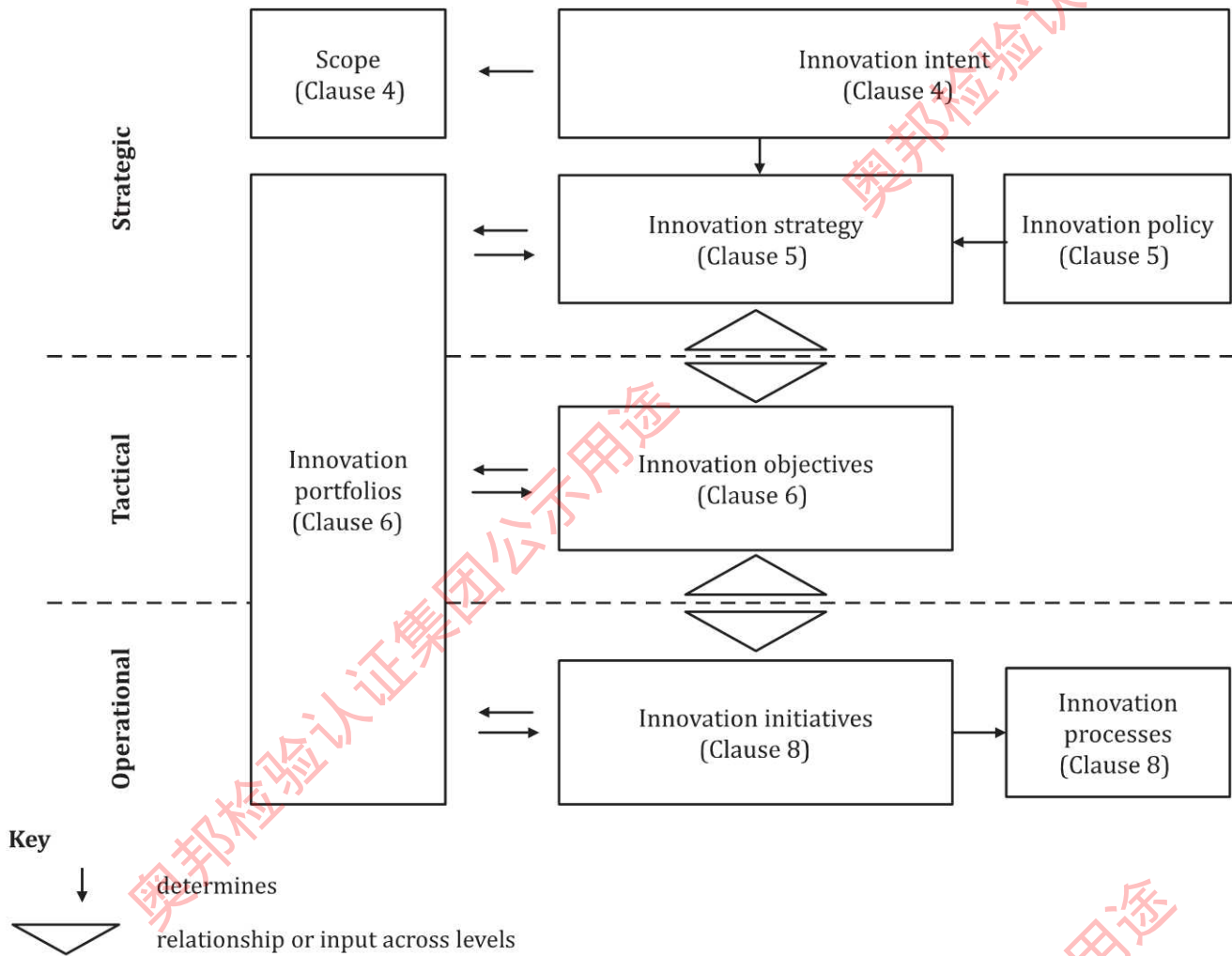


Figure 2 — Representation of the management levels and their relationships with references to the clauses in this document

0.4 Relationship with other management system standards

Management system standards (MSS) complement each other but can also be used independently. The innovation management system can be implemented together with other management system disciplines, helping organizations to balance the exploitation of existing offerings and operations, with the exploration and introduction of new offerings and ways of working.

This document applies the ISO/IEC Directives, Part 1, Consolidated ISO Supplement Annex SL, Appendix 2 harmonized structure for MSS. The harmonized structure provides identical clause numbers, clause titles, text, and common terms and core definitions to be used by all MSS within the ISO portfolio. This structure enables an organization to align or integrate its innovation management system with the requirements of other MSS.

Other standards on innovation management developed by ISO/TC 279 provide additional support and guidance for organizations. Summaries of these standards are described in [Annex A](#).

0.5 Contents of this document

This document contains the requirements used to evaluate conformity. Conformity to this document can only be claimed when all its requirements are implemented and fulfilled by the organization.

An organization is not expected to structure its innovation management system or documented information to be aligned with the clause structure of this document.

ISO 56001:2024(en)

In this document, the following terms are used:

- “shall” indicates a requirement;
- “consider” indicates reflecting upon possible actions before making a decision;
- “can” indicates a possibility.

A “NOTE” is used for information, clarifying the associated requirement.

Innovation management system — Requirements

1 Scope

This document specifies requirements for an innovation management system that an organization can use to develop and demonstrate its innovation capability, enhance its innovation performance, and realize value for users, customers and other interested parties. The requirements in this document are generic.

This document is applicable to any organization, regardless of type or size, products and services provided, or the types of innovations and innovation approaches used.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 56000, *Innovation management — Fundamentals and vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 56000 and the following apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

3.1

innovation

new or changed entity, realizing or redistributing value

Note 1 to entry: Novelty and value are relative to, and determined by, the perception of the *organization* (3.2) and relevant *interested parties* (3.3).

Note 2 to entry: An innovation can be a product, service, *process* (3.9), model, method, etc.

Note 3 to entry: Innovation is an outcome. The word “innovation” sometimes refers to activities or processes resulting in, or aiming for, innovation. When “innovation” is used in this sense, it should always be used with some form of qualifier, e.g. “innovation activities”.

[SOURCE: ISO 56000:2020, 3.1.1, modified — Note 4 to entry deleted.]

3.2

organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its *objectives* (3.7)

Note 1 to entry: The concept of organization includes, but is not limited to, sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

Note 2 to entry: If the organization is part of a larger entity, the term “organization” refers only to the part of the larger entity that is within the scope of the *innovation* (3.1) *management system* (3.5).



国际标准

创新管理体系 要求
Innovation management system —
Requirements

Système de management de l'innovation — Exigences

ISO 56001

**First edition
2024-09**

**第一版
2024-09**

目 次

前言	IV
引言	5
0.1 总则	5
0.2 创新管理原则	5
0.3 创新管理体系	6
0.3.1 总则	6
0.3.2 不确定性和风险管理	7
0.3.3 管理层次	7
0.4 与其他管理体系标准的关系	8
0.5 本标准的内容	8
1 范围	10
2 规范性引用文件	10
3 术语和定义	10
3.1 创新 innovation	10
3.2 组织 organization	10
3.3 相关方（首选术语） interested party	10
3.4 最高管理者 top management	11
3.5 管理体系 management system	11
3.6 方针 policy	11
3.7 目标 objective	11
3.8 风险 risk	11
3.9 过程 process	11
3.10 能力 competence	11
3.11 成文信息 documented information	11
3.12 绩效 performance	12
3.13 持续改进 continual improvement	12
3.14 有效性 effectiveness	12
3.15 要求 requirement	12
3.16 合格/符合 conformity	12
3.17 不合格/不符合 nonconformity	12
3.18 纠正措施 corrective action	12
3.19 审核 audit	12
3.20 测量 measurement	12
3.21 监视 monitoring	12
4 组织环境	12
4.1 理解组织及其环境	12
4.2 理解相关方的需求和期望	13
4.3 确定创新管理体系的范围	13
4.3.1 创新意图	13

4.3.2 创新管理体系的范围	13
4.4 创新管理体系	13
5 领导作用	13
5.1 领导作用和承诺	13
5.1.1 总则	13
5.1.2 以价值实现为关注焦点	14
5.1.3 变更管理	14
5.2 创新方针	14
5.2.1 制定创新方针	14
5.2.2 沟通创新方针	14
5.3 创新战略	15
5.3.1 制定创新战略	15
5.3.2 沟通创新战略	15
5.4 创新文化	15
5.5 岗位、职责和权限	16
6 策划	16
6.1 应对风险和机遇的措施	16
6.1.1 总则	16
6.1.2 策划措施	16
6.2 创新目标及其实现的策划	16
6.2.1 创新目标	16
6.2.2 实现目标的策划	17
6.3 变更的策划	17
6.4 创新组合	17
6.5 组织结构	17
6.6 合作	17
7 支持	18
7.1 资源	18
7.1.1 总则	18
7.1.2 人员	18
7.1.3 时间	18
7.1.4 财务资源	18
7.1.5 基础设施	18
7.1.6 知识	19
7.1.7 知识产权	19
7.1.8 工具和方法	19
7.2 能力	19
7.3 意识	19
7.4 沟通	20
7.5 成文信息	20
7.5.1 总则	20
7.5.2 成文信息的创建和更新	20

7.5.3 成文信息的控制	20
8 运行	21
8.1 运行策划和控制	21
8.2 创新行动	21
8.3 创新过程	21
8.3.1 总则	21
8.3.2 识别机会	22
8.3.3 创建概念	22
8.3.4 验证概念	22
8.3.5 开发方案	22
8.3.6 部署方案	23
9 绩效评价	23
9.1 监视、测量、分析和评价	23
9.1.1 总则	23
9.1.2 分析和评价	23
9.2 内部审核	24
9.2.1 总则	24
9.2.2 内部审核方案	24
9.3 管理评审	24
9.3.1 总则	24
9.3.2 管理评审输入	24
9.3.3 管理评审结果	25
10 改进	25
10.1 持续改进	25
10.2 不符合与纠正措施	25
附录 A（规范性附录）ISO/TC 279 制定的其他创新管理标准	26
参考文献	27

前言

国际标准化组织（ISO）是由各国标准化团体（ISO 成员团体）组成的世界性的联合会。制定国际标准工作通常由 ISO 的技术委员会完成。各成员团体若对某技术委员会确定的项目感兴趣，均有权参加该委员会的工作。与 ISO 保持联系的各国际组织（官方的或非官方的）也可参加有关工作。ISO 与国际电工委员会（IEC）在电工技术标准化方面保持密切合作的关系。

制定本标准及其后续标准维护的程序在 ISO/IEC 指引 第 1 部分均有描述。应特别注意用于各不同类别 ISO 文件批准准则。本标准根据 ISO/IEC 导则第 2 部分的规则起草（见 www.iso.org/directives）。

本标准中的某些内容有可能涉及一些专利权问题，对此应引起注意。ISO 不负责识别任何这样的专利权问题。在标准制定期间识别的专利权细节将出现在引言 / 或收到的 ISO 专利权声明清单中（www.iso.org/patents）。

ISO 与合格评定相关的特定术语和表述含义的解释以及 ISO 遵循的世界贸易组织（WTO）贸易技术壁垒（TBT）原则相关信息访问以下 URL： www.iso.org/iso/foreword.html。

本标准由 ISO/TC 279 创新管理技术委员会与欧洲标准化委员会 CEN/TC 389 创新管理技术委员会合作编制，遵循 ISO 与 CEN 之间的《技术合作协定》（维也纳协定）。

有关本标准的任何反馈应直接向用户所在国家标准机构提出，这些机构的完整名单可以 www.iso.org/members.html 中找到。

引言

0.1 总则

组织的创新能力被视为活力、竞争力、韧性和革新能力，以及社会可持续发展的关键因素。

组织采用创新管理体系旨在提高其创新绩效和适应变化的能力。采用系统方法可降低不确定性水平，并提高实现创新行动预期结果的可行性。

实施创新管理体系可带来的益处包括：

- 为组织和相关方从新产品、服务、过程、模式、方法等中实现更多价值；
- 在不确定条件下通过系统管理创新活动来提高创新绩效；
- 持续积累创新能力；
- 提升声誉以吸引用户、顾客、员工和合作伙伴；
- 增强合作能力（例如在价值链或创新生态系统中）；
- 提高吸引资金的能力；
- 增强在动态和不确定环境中的应变能力和发展能力。

本标准组织提供了一个共同的语言和框架，以建立和实施创新管理体系。它还可以被以下各方使用：

- a) 寻求共同框架以共同创新的合作组织；
- b) 寻求对当前和未来合作伙伴、供方或其他相关方创新能力信心的组织；
- c) 寻求对资助申请人或合作伙伴组织创新能力信心的出资人、捐赠者和投资者；
- d) 旨在促进地方、区域和国家层面创新活动的政策制定者和政府机构。

本标准中的要求并不总是作为评价新成立组织创新能力的有效依据。

0.2 创新管理原则

本标准引用了ISO 56000中描述的八项创新管理原则，这些原则是创新管理体系的基础。具体原则如下：

- 价值实现**：对于相关方而言，无论是财务的还是非财务的价值，都是通过新的或改变的方案的部署、采用和影响来实现的；
- 聚焦未来的领导者**：各级领导者在好奇心和勇气的驱使下，建立一个鼓舞人心的愿景和目标，并不断调动员工去参与来实现这些目标，以挑战现状；
- 战略导向**：创新活动的导向基于一致和共享的目标以及相关的抱负水平，并由必要的人员和其他资源支持；
- 文化**：共享的价值观、信念和行为，支持开放的变化、冒险和合作，使创造力和执行力有效共存；
- 开发洞察力**：利用明确或未明确的需求，将各种各样的内部和外部资源用来系统地建立有洞察力的知识；
- 管理不确定性**：通过系统试验和循环往复过程以及机会的组合，对不确定性和风险进行评价、利用和管理；
- 适应性**：针对组织情境的变化，及时调整结构、过程、能力和价值实现模式，尽量提升创新能力；

——系统方法：创新管理是基于一种系统方法，其中包含相互关联和相互作用的要素，以及定期的绩效评价和系统改进。

0.3 创新管理体系

0.3.1 总则

创新管理体系是一组相互关联和相互作用的要素，旨在实现财务和非财务价值。这些价值通过系统和循环往复的创新过程得以实现，这些过程包括识别机会、创建和验证概念，以及为用户、客户和其他相关方开发和部署方案。机会可以基于当前或未来的、已明确或未明确的需求。创新管理体系适用于探索和利用新的及现有的机会。

创新管理体系要素在本标准的主要章节中进行了描述：组织环境（第4章）、领导作用（第5章）、策划（见第6章）、支持（第7章）、运行（见第8章）、绩效评价（第9章）和改进（第10章），见图1。

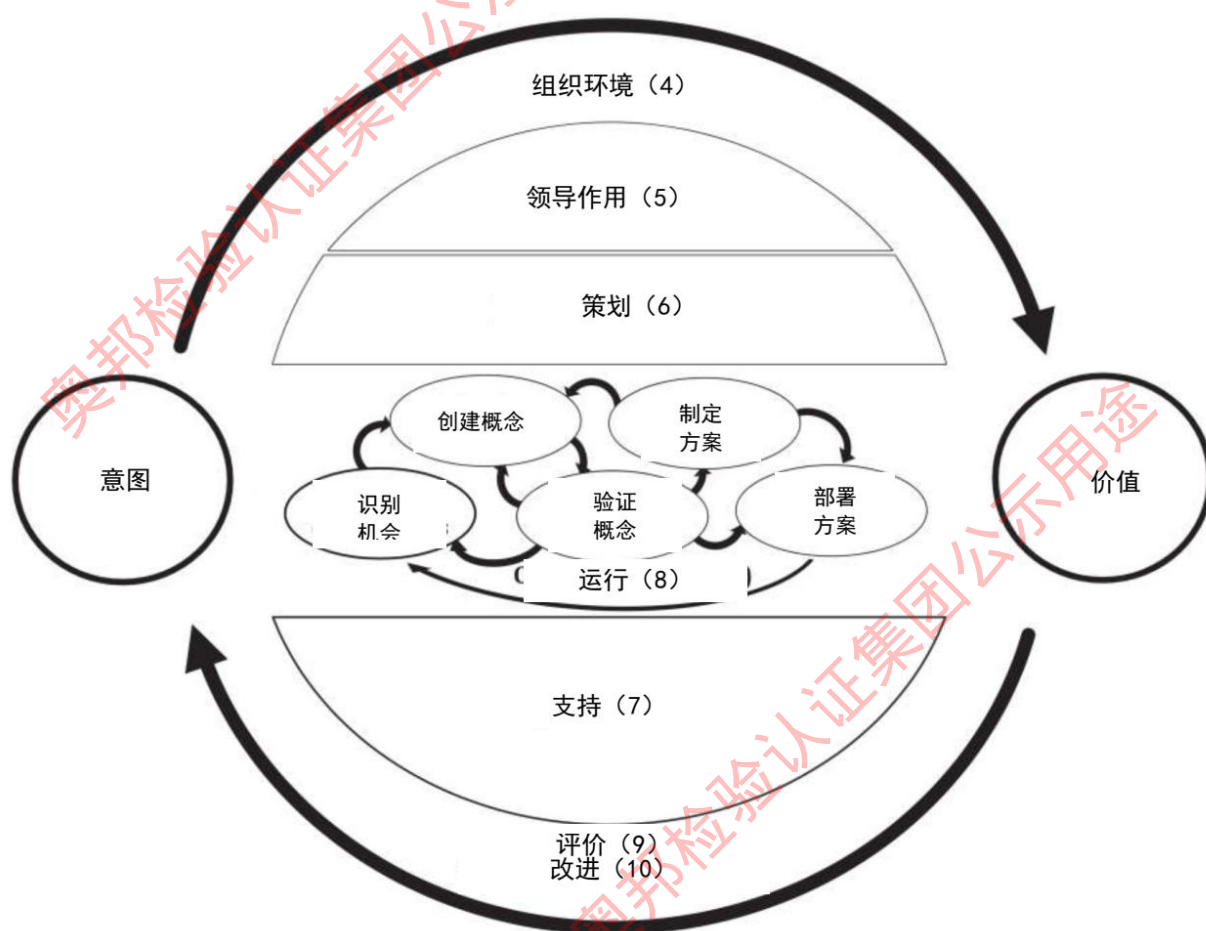


图1 创新管理体系示意图（注明本标准中相关章节号）

创新管理体系要素可根据组织环境和成熟度逐步采用，以实施创新管理体系。

创新管理体系的有效实施依赖于组织最高管理者及其他各级领导者的领导和承诺。

创新管理体系基于策划（P）、实施（D）、检查（C）、处置（A）（PDCA）的理念。PDCA模型为组织提供了一个循环往复过程，以实现体系的持续改进。

本标准各章节按照PDCA循环分组如下：策划（第6章）、实施（第7章、第8章）、检查（第9章）和处置（第10章）。

0.3.2 不确定性和风险管理

创新行动包含不同程度的变异和不确定性。不确定性可能涉及用户接受度、技术可行性、制造限制、监管状况、市场潜力和组织限制等方面。

创新过程以实验和学习为特征。随着过程的推进，会获得新的知识和见解，从而降低不确定性。创新过程具有灵活性和适应性，以适应组织寻求实现的创新类型。

创新行动涉及风险，并非所有行动都能成功实现创新。然而，中止的行动是创新过程中不可或缺的一部分，也是未来创新活动的学习来源。

可接受的风险水平取决于创新目标和战略、组织的能力以及组织所针对的创新类型。

可通过不同方法（如迭代过程、系统性实验、合作、创新组合多样化）来管理不确定性和风险。通过采用系统方法，可以更好地理解、测量和管理相互依赖性和不确定性。

组织还可以平衡追求机会与相关风险之间的关系，包括创新的风险与不创新的风险。

0.3.3 管理层次

创新管理体系在战略、战术和运行三个层次上运行。各层次之间的关系（见图2）可描述如下：

- 创新意图（见第4章）在战略层次上帮助确定创新管理体系的范围，并为制定创新战略奠定基础；
- 范围（见第4章）设定了创新管理体系的边界和适用性；
- 创新方针（见第5章）为制定创新战略和目标提供了框架，并可与组织内的其他管理体系方针相互补充；
- 创新战略（见第5章），包括战略创新目标，以创新意图为基础，与创新方针保持一致，并为设定战术创新目标和建立创新组合提供框架；
- 创新目标（见第6章）在战术层次上与创新方针和创新战略保持一致；
- 创新组合（见第6章）与创新战略和创新目标保持一致，由一系列创新行动组成；
- 创新行动（见第8章）在运行层次上得以建立；
- 创新过程（见第8章）也在运行层次上建立，以推动创新行动的实施。这些过程灵活且可适应每项个别行动的需求。

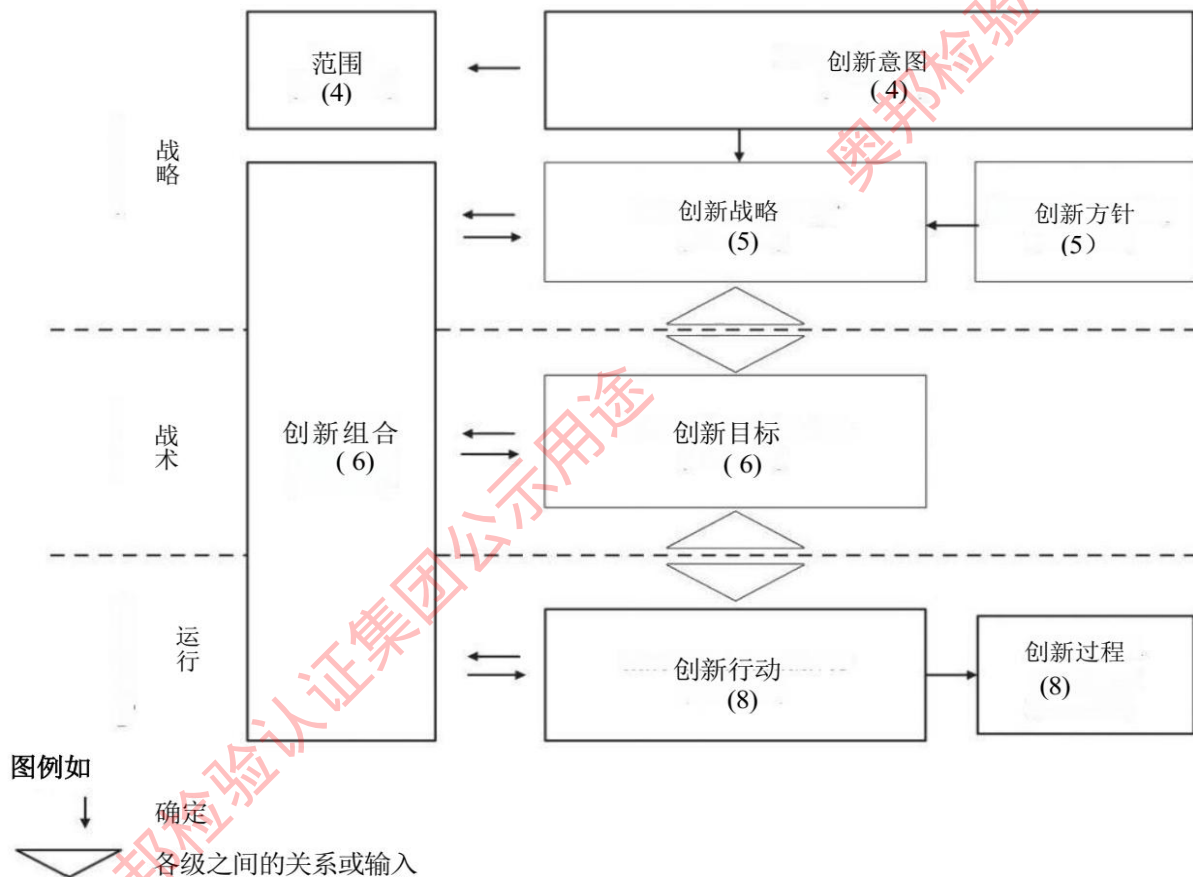


图 2：管理层次及其与本标准章节关系的示意图

0.4 与其他管理体系标准的关系

管理体系标准（MSS）相辅相成，但也可以独立使用。创新管理体系可以与其他管理系统领域一起实施，帮助组织平衡现有产品和业务的开发，探索并引入新产品、新服务及工作方式。

本标准采用MSS的ISO/IEC导则第1部分，综合ISO补充附件SL，及附录2的协调结构。协调结构为ISO系列内的所有MSS提供了相同的条款编号、条款标题、文本以及通用术语和核心定义。此结构使组织能够将其创新管理体系与其他MSS的要求保持一致或整合。

ISO/TC 279制定的其他创新管理标准为组织提供了额外的支持和指导，这些标准的概要见附录A。

0.5 本标准的内容

本标准包含用于评价符合性的要求。只有当组织实施并满足本标准的所有要求时，才能声称符合本标准。

并不要求组织按照本标准的章节条款结构来建立其创新管理体系或编写成文信息。

在本标准中，使用以下术语：

- “应”表示一项要求；
- “考虑”表示在作出决定之前对可能采取的措施进行思考；
- “可”表示一种可能性。

“注”用于提供信息，以阐明相关的要求。

创新管理体系 要求

1 范围

本标准规定了创新管理体系的要求，组织可用于建立和证实其创新能力、提高其创新绩效并为用户、客户和其他相关方实现价值。本标准中的要求是通用的。

本标准适用于任何组织，无论其类型、规模、所提供的产品和服务，还是所使用的创新类型和创新方法如何。

2 规范性引用文件

下列文件对于本标准的应用是必不可少的。凡是注日期的引用文件，仅所注日期的版本适用于本文 件。凡是不注日期的引用文件，其最新版本（包括所有的修改单）适用于本标准。

ISO 56000 创新管理——基础和术语

3 术语和定义

ISO 56000 界定的术语和定义适用于本标准。

ISO 和 IEC 在以下地址维护用于标准化的术语数据库：

ISO 在线浏览平台：<https://www.iso.org/obr>

IEC 在线电工术语库：<http://www.electropedia.org/>

3.1 创新 innovation

实现或重新分配价值的新或变化的实体。

注 1：新颖性和价值是相对于并取决于组织（3.2）和有关相关方（3.3）的认知。

注 2：创新可以是产品、服务、过程（3.9）模式、方法等。

注 3：：创新是一种结果。术语“创新”有时指产生或旨在实现创新的活动或过程。在这种意义上使用“创新”时，应使用某种形式的限定词，如“创新活动”。

[来源：ISO 56000:2020, 3.1.1, 修改——删除了注4。]

3.2 组织 organization

为实现目标（3.7），由职责、权限和相互关系构成自身功能的一个人或一组人。

注 1：组织的概念包括但不限于个体经营者、公司、法人、商行、企事业单位、行政机构、合营公司、慈善机构或机构，或其部分或组合，无论是否法人实体，无论公立还是私立。

注 2：如果组织是一个更大实体的一部分，则术语“组织”仅指该更大实体中属于创新（3.1）管理体系（3.5）范围的部分。

注 3：组织职能可以包括例如研发、人力资源、财务、销售、市场营销和运行等。

3.3 相关方（首选术语） interested party

利益相关者（公认术语） stakeholder

可影响决策或活动、受决策或活动影响、自认为受决策或活动影响的个人或组织（3.2）。

相关方可以包括例如用户、客户、供方、合作伙伴、创新生态系统、资助组织、投资者、大学和公共机构。

如需获取全文，请联系奥邦检验认证集团客户服务部门：

1) 通过邮件提出申请。请发送到邮箱：**17312273399@163.com**

2) 也可通过客服电话咨询 **025-85307007**。