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English Version

## Innovation management - Part 6: Creativity management

Management de l'innovation - Partie 6 : Management de la  
créativité

Innovationsmanagement - Teil 6: Kreativitätsmanagement

This Technical Specification (CEN/TS) was approved by CEN on 27 October 2014 for provisional application.

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## Foreword

This document (CEN/TS 16555-6:2014) has been prepared by Technical Committee CEN/TC 389 “Innovation Management”, the secretariat of which is held by AENOR.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

This document is not intended for the purpose of certification.

The CEN/TS 16555 series consists of the following parts with the general title *Innovation management*:

- *Part 1: Innovation Management System;*
- *Part 2: Strategic intelligence management;*
- *Part 3: Innovation thinking;*
- *Part 4: Intellectual property management;*
- *Part 5: Collaboration management;*
- *Part 6: Creativity management;*
- *Part 7: Innovation management assessment.*

Part 7 is in preparation.

According to the CEN-CENELEC Internal Regulations, the national standards organizations of the following countries are bound to announce this Technical Specification: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

## Introduction

Innovation is the implementation of a new or significantly improved product, service, process or working practice. This includes new marketing methods and business models. The critical step on the road to innovation is the idea or inspiration that provides the impetus to commit the time and resources necessary to bring it to fruition.

This document focuses on the creation and identification of new ideas and opportunities that can lead to innovation. It outlines the conditions necessary to inspire ideas and their subsequent collection, selection and development. In keeping with the emphasis of this Technical Specification, particular attention is given to idea generation within small and medium-sized enterprises (SMEs), their organizational structures and needs.

Different levels of innovation are considered: incremental, radical and disruptive, and the implications of each level for organizations and their innovation management systems. Case studies are included in Annex A to provide insight through the experience of others. Collaboration is often essential to the successful inception and development of new ideas, and is covered in more depth in CEN/TS 16555-5, *Innovation management — Part 5: Collaboration management*. In addition, this document complements CEN/TS 16555-3, *Innovation management — Part 3: Innovation thinking*.

## 1 Scope

This Technical Specification provides guidance for managing the process of originating new ideas from which innovations may be developed.

It is applicable to all types of organization including manufacturing and services industries, the voluntary sector, governmental and social enterprise but with a particular focus on small- and medium-sized enterprises (SMEs).

The guidance in this TS covers issues to be considered by those responsible for managing innovation, in particular during the creative phase, and the sourcing of ideas from within and outside the organization.

This document is one of six parts that support Part 1 of the series, CEN/TS 16555-1, *Innovation management — Part 1: Innovation management system*.

## 2 Normative references

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

CEN/TS 16555-1, *Innovation Management — Part 1: Innovation Management System*

## 3 Terms and definitions

For the purposes of this document, the terms and definitions given in CEN/TS 16555-1 and the following apply.

### 3.1

#### **creativity**

process of generating new ideas through original thinking

Note 1 to entry: This can range from an artistic design to an invention and includes, for example, new business ideas and management processes.

### 3.2

#### **disruptive innovation**

new technology that has the potential to make the current practice obsolete or create a new one

Note 1 to entry: The novelty of such ideas, however, can mean slow adoption by the market and so carries greater risk for the innovator. Examples include the bagless vacuum cleaner and tablet computer.

### 3.3

#### **incremental innovation**

repeated small improvements to a product, service or process over time to improve revenue, efficiency and working practices

### 3.4

#### **radical innovation**

step change in current practice that introduces something new to the world

Note 1 to entry: Often results in replacing existing technology or methods, for example, the internet.