MANUAL

Innovation Management System Manual

The top-level description of [Company Name]'s innovation management system, demonstrating clause by clause how the organisation meets ISO 56001:2024 and providing traceability between the standard's requirements and the supporting documentation.

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MAN-01	**[Revision]**	**[Date]**	**[Designation Here]**

market companies, and the value it delivers is measured in the time, cost and risk those teams save by automating and, increasingly, anticipating their work.

2.3 Manual usage and maintenance

This manual is maintained by the innovation lead and controlled under QP-12. It is reviewed at least annually as an input to management review and whenever significant change makes revision necessary. Users access the current version through the IMS document library; printed copies are uncontrolled unless stamped. Changes are made through the document change process, with the specific change recorded in the revision history. Each section below that corresponds to a clause of the standard carries a statement of conformity, a description of the approach, the supporting documents, and the records that provide evidence of conformity, so that the manual is both a description of the system and a map to its evidence.

This manual is deliberately written so that it can serve three readers at once. For management it is a description of how innovation is governed and where accountability sits. For employees it is an explanation of how the organisation manages innovation and how their work fits in. For an auditor it is a map from each requirement of ISO 56001:2024 to the evidence of conformity. Because these readers have different needs, each clause section states the approach plainly and points to the controlled document that holds the detail, rather than repeating that detail here, so that the manual remains readable while the procedures carry the operational specifics.

2.4 The innovation management model

The innovation management system is built on a simple underlying model that this manual makes explicit so that the clauses are read as a connected whole rather than a checklist. The organisation understands its context and the value it could create; it sets a direction through intent, policy and strategy; it plans how to pursue that direction and manage the associated uncertainty; it provides the support the work needs; it operates innovation processes that turn opportunities into deployed, value-realising solutions; and it evaluates performance and improves, feeding what it learns back into context and direction. This is a plan, do, check and act cycle adapted to the reality of innovation, where outcomes are uncertain and learning is as valuable as delivery.

Two features distinguish this model from a conventional management system and are reflected throughout the manual. First, the purpose is the realisation of value under uncertainty, so the system is judged by the value it ultimately creates and is designed to reduce uncertainty progressively rather than to eliminate it before acting. Second, the system deliberately tolerates a degree of freedom and informality in creative and experimental activities, applying lighter control where creativity is needed and firmer control where assurance and evidence are needed. The manual therefore describes a system that is disciplined without being rigid, which is what allows innovation to be managed without being stifled.

PROCEDURE

Innovation Process (Opportunities to Deployment)

How [Company Name] establishes and operates its innovation processes, adapting the five generic processes of ISO 56001:2024 (identify opportunities, create concepts, validate concepts, develop solutions, deploy solutions) with decision points and intellectual-property considerations, under clause 8.3.

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Document Control

Field	Detail
Document number	QP-15
Title	Innovation Process (Opportunities to Deployment)
Management system	Innovation Management System
Standard clause(s) addressed	8.3 (8.3.1 to 8.3.6); links to 8.1, 8.2, 6.4, 7.1.7
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Next review date	[Date]

Revision History

Version	Date	Description of changes	Author	Approval
1	[Date]	First issue of the controlled document.	ISO Consultant Panel	[Name]

Contents

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SECTION 1

1. Purpose

This procedure defines the innovation processes [Company Name] uses to turn opportunities into deployed, value-realising solutions. It establishes flexible, adaptable processes based on the five generic innovation processes of ISO 56001:2024, with decision points that allow an initiative to advance, iterate, pivot, hold or discontinue, and with intellectual property considered throughout. It is the operating heart of the innovation management system, the place where value is actually created, and it satisfies clause 8.3 in full.

The processes are deliberately not a rigid stage-gate assembly line. Innovation is iterative and non-sequential: an initiative may loop back from validation to concept, run two processes in parallel, or discover in deployment a new opportunity that starts the cycle again. This procedure provides a common structure and language while preserving the freedom and adaptability that creative and experimental work needs, as clause 8.3 requires.

2. Scope

This procedure applies to the innovation processes used by every innovation initiative within the innovation management system scope, across both sites. It covers the establishment and maintenance of the processes and the operation of each of the five generic processes: identifying opportunities, creating concepts, validating concepts, developing solutions and deploying solutions, together with the decision points between them and the treatment of intellectual property throughout.

It is applied within an initiative managed under QP-14 and controlled under QP-13, and it draws on the tools and methods of QP-10, the work instructions WI-15-01 to WI-15-03, the scoring tool T-04, and the knowledge and IP procedure QP-09. It does not itself manage the initiative or the portfolio, which are QP-14 and QP-05.

3. References

ISO 56001:2024 clause 8.3.1 to 8.3.6, with links to clauses 8.1, 8.2, 6.4 and 7.1.7. Related documents, for supplementary information only: QP-14 Initiatives; QP-13 Operational Planning; QP-10 Tools and Methods; QP-09 Knowledge and IP; WI-15-01/02/03; T-04 Idea and Concept Scoring Matrix. All criteria and the innovation readiness scale are embedded in this procedure.

4. Responsibilities

Role	Responsibility and authority
Process owner	Owns this procedure; maintains the innovation processes; reviews and reconfigures them; supports teams in applying them.
Initiative owner	Applies the processes to the initiative; adapts them to its needs; prepares for decision points.
Initiative team	Carries out each process; runs experiments; captures knowledge and IP.
Decision authority	Takes the decision at each decision point (advance, iterate, pivot, hold, discontinue) per QP-14.
IP owner	Advises on intellectual property throughout the processes (QP-09).

5. Definitions and the Innovation Readiness Scale

Term	Definition as used here
Innovation process	The set of activities that moves an initiative from opportunity to deployed value, adapting the five generic processes.
Decision point	A defined point, when appropriate, at which to repeat the previous process, continue to the next, or discontinue the initiative.
Concept	A described potential solution with a preliminary value-realisation model and identified critical uncertainties.
Critical uncertainty	An assumption whose failure would most threaten the concept, prioritised for testing.
Value-realisation model	The description of how a solution creates, delivers and captures value.

IRL scale. The innovation readiness level (IRL) scale is used at decision points to judge how far an initiative has progressed. It is defined here so the procedure is self-contained.

IRL	Stage	Demonstrated
1-2	Opportunity / idea	A defined opportunity and one or more ideas.
3	Concept	A concept with a value-realisation model and identified uncertainties.
4-5	Validated	Critical assumptions tested; feasibility and impact evidenced.

6-7	Developed	A working solution and prepared deployment capability.
8-9	Deployed / value realised	Solution deployed; adoption and value evidenced.

6. Process

The organisation establishes the innovation processes (Step 1) and operates the five generic processes (Steps 2 to 6), with decision points between them and IP considered throughout. Each step names who performs it, when, how, the decision criteria, and the record produced. The processes are applied flexibly and are not necessarily performed once in strict sequence.

> **KEY POINT**
>
> The five generic processes are a common frame, not a fixed pipeline. An initiative adapts them to its needs, may iterate within and between them, and uses decision points to advance, iterate, pivot, hold or discontinue. The aim throughout is to reduce uncertainty and increase the feasibility of realising value.

Step 1: Establish and adapt the innovation processes

The organisation maintains a common innovation process based on the five generic processes, and each initiative adapts it to its own nature. A small, incremental initiative may move through the processes quickly and lightly; a novel, uncertain one may spend heavily on validation and loop back repeatedly. The process is designed to reduce uncertainty and increase feasibility as an initiative progresses, which is the underlying logic of the whole approach.

Decision points are built in, when appropriate, so that the organisation can choose at each to repeat the previous process, continue to the next, or discontinue the initiative. The processes connect to other relevant processes in the organisation, such as the standard product-delivery process at deployment, and are regularly reviewed and reconfigured as the organisation learns which configurations work. Intellectual property is considered throughout, both avoiding infringement of others' rights and securing protection of the organisation's own where appropriate, drawing on QP-09.

Attribute	Detail
Who	Process owner with initiative owner
When	On establishment; adapted per initiative; reviewed regularly

iteration in response to evidence is how uncertainty is reduced, and are discouraged only from drifting without decision, which is what the decision points exist to prevent.

TRACEABILITY

Annex A: Clause Coverage

This annex maps each ISO 56001:2024 clause owned by this document to the section that satisfies it, so an auditor can trace conformity directly.

ISO 56001:2024 clause	Requirement (paraphrased)	Where satisfied
8.3.1	Establish flexible innovation processes adapting the five generic processes, with decision points, connection to other processes, review, portfolio integration and IP.	Section 6, Step 1 and Step 7
8.3.2	Identify opportunities from insight.	Section 6, Step 2; QF-15-01/02; WI-15-01
8.3.3	Create concepts from opportunities against established criteria.	Section 6, Step 3; QF-15-03/04; WI-15-02; T-04
8.3.4	Validate concepts by testing critical uncertainties.	Section 6, Step 4; QF-15-05/06/07; WI-15-03
8.3.5	Develop validated concepts into working solutions with deployment capability.	Section 6, Step 5; QF-15-08
8.3.6	Deploy solutions, evaluate adoption and value, capture new knowledge and IP implications.	Section 6, Step 6; QF-15-09/10

NOTE

This documentation toolkit was developed by the consultant panel of isofolder. This is a template procedure. Tailor the processes, the readiness scale and the records to your organisation and have a competent person review the result before seeking certification to ISO 56001:2024.

FORM

Experiment / Test Card

Associated procedure: QP-15 Innovation Process (Opportunities to Deployment) · [Company Name]

QF-15-06

Rev [Revision] | Issue [Date]

1 Identification

REFERENCE / ID

DATE

DEPARTMENT / AREA

COMPLETED BY

2 Experiment

ASSUMPTION TESTED

TEST / EXPERIMENT

METRIC

PASS / FAIL CONDITION (SET BEFORE)

RESULT

CONCLUSION

	FORM **Idea Capture Form** Associated procedure: QP-15 Innovation Process (Opportunities to Deployment) · [Company Name]	**QF-15-03** Rev [Revision] | Issue [Date]

1 Identification

REFERENCE / ID

DATE

DEPARTMENT / AREA

COMPLETED BY

2 Idea

IDEA

RESPONDS TO OPPORTUNITY

PROPOSED BY

DATE

Approval

Role	Name	Signature	Date
Prepared / completed by			

	FORM **Idea Capture Form** Associated procedure: QP-15 Innovation Process (Opportunities to Deployment) · [Company Name]	**QF-15-03** Rev [Revision] | Issue [Date]

1 Identification

REFERENCE / ID

PH-2026-014

DATE

[Date]

DEPARTMENT / AREA

Data Science / Product

COMPLETED BY

A. Rivera

2 Idea

IDEA

Predictive alerts curated by learned trust

RESPONDS TO OPPORTUNITY

Anticipate operational problems

PROPOSED BY

[Name]

DATE

[Date]

Approval

Role	Name	Signature	Date
Prepared / completed by	A. Rivera	A. Rivera	12 Mar 2026