

ISO 56002: International Standard, Innovation Management

COIN Alignment Matrix - Last review Jan 28th, 2021

The Continuous Innovation Framework is an innovation management methodology which facilitates ISO compliance for organisations.

4	Context of the organization		Facilitated by the COIN Framework	COIN Phase	Method / Mechanism	Role	Comment	
4.1	<b>Understanding the organization and its context</b> The organization determines the external and internal issues that are relevant to its purpose, including areas of opportunity that can trigger innovation initiatives, the needs and expectations of interested parties and the necessary supportive culture and approach to collaboration.	4.1.1	The organization should regularly determine:	a) external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended outcomes of its innovation management system;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				b) areas of opportunity for potential value realization.	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
		4.1.2	The organization should regularly scan and analyse the external context, considering issues related to the:	a) different areas covering economic, market, social, cultural, scientific, technological, legal, political, geo-political and environmental aspects;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				b) geographic scope, whether international, national, regional, or local;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				c) past experience, present situation, and potential future scenarios;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				d) speed of, and resistance to, change;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				e) likelihood and potential impact of trends;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				f) potential opportunities and threats, also those that might result from disruptions;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				g) interested parties.	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
		4.1.3	The organization should regularly analyse its internal context, including capabilities and assets, considering issues related to:	a) its vision, ambition level, strategic direction, and core competencies;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				b) existing management practices, organizational structures and use of other management systems;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				c) overall performance of the organization and its innovation performance, e.g. achievements and failures over the recent past and compared with other relevant organizations;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				d) operational aspects, e.g. processes, budgeting, controlling, and collaboration;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
e) potential and maturity (position on the life cycle) of current offerings and value realization models;	Yes			Ideation	Strategic drivers	Leadership, CIB, Business Owners		
f) the uniqueness of its people, knowledge, skills, technologies, intellectual property, ecosystems, branding, partnerships, infrastructure, etc.;	Yes			Ideation	Strategic drivers	Leadership, CIB, Business Owners		
4.2	<b>Understanding the needs and expectations of interested parties</b> External interested parties can be users, customers, citizens, local community, special interest groups, partners, external providers, consultants, unions, competitors, owners, shareholders, funding organizations, regulators, public authorities, standards bodies, industry, and trade associations. Internal interested parties can be employees at all levels and other persons working on behalf of the organization.	4.2.1	The organization should determine, monitor and review:	a) the interested parties, internal or external, current or potential, that are relevant to the innovation management system and the areas of opportunity;	Yes	Ideation / Validation	Strategic drivers / Value Goals	CIB, Innovators
				b) the relevant needs, expectations, and applicable requirements of these interested parties;	Yes	Ideation / Validation	Strategic drivers / Value Goals	CIB, Innovators
				c) how and when to interact or engage with relevant interested parties.	Yes	Ideation / Validation	Strategic drivers / Value Goals	CIB, Innovators
		4.2.2	The needs and expectations of interested parties can be related to:	a) current or future needs and expectations;	Yes	Ideation / Validation	User story / Canvases	CIB, Innovators
				b) stated or unstated needs and expectations;	Yes	Ideation / Validation	User story / Canvases	CIB, Innovators
				c) value realization, both financial and non-financial;	Yes	Ideation / Validation	User story / Canvases	CIB, Innovators
				d) different degrees of novelty and change, from incremental to radical;	Yes	Ideation / Validation	User story / Canvases	CIB, Innovators
				e) existing markets or the creation of new markets;	Yes	Ideation / Validation	User story / Canvases	CIB, Innovators
				f) any product, service, process, model, method, etc.;	Yes	Ideation / Validation	User story / Canvases	CIB, Innovators
				g) offerings within, adjacent to, or more distant from, the current scope of the organization;	Yes	Ideation / Validation	User story / Canvases	CIB, Innovators
h) the enhancement or replacement of current offerings;	Yes	Ideation / Validation	User story / Canvases	CIB, Innovators				
i) the organization itself or to its value chain, network, or ecosystem;	Yes	Ideation / Validation	User story / Canvases	CIB, Innovators				
j) statutory and regulatory requirements and compliance commitments.	Yes	Ideation / Validation	User story / Canvases	CIB, Innovators				
4.3	<b>Determining the scope of the innovation management system</b> The organization should determine its innovation intent and the boundaries and applicability of the innovation management system to establish its scope. Innovation intent can describe the scenarios of what could be possible in areas of opportunity, when faced with uncertainty. When describing the scope, the organization should consider, e.g. offerings, processes, structures, functions, partners, collaborations, geographical, and time coverage, that are within or outside the scope. The scope should be reviewed and amended when necessary and be available as documented	4.3	When determining this scope, the organization should consider:	a) the external and internal issues and areas of opportunity referred to in 4.1;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				b) the relevant needs, expectations and requirements of interested parties referred to in 4.2;	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
				c) interactions with other management systems.	Yes	Ideation	Strategic drivers	Leadership, CIB, Business Owners
	<b>Establishing the innovation management system</b>							

4.4	Culture The organization should promote a culture that supports innovation activities, with the aim to enable the coexistence of creative and operations-oriented mindsets and behaviours as both are needed to innovate.	4.4.2.1 The organization should consider providing a work environment characterized by:	a) openness, curiosity, and user focus;	Yes	End-to-end	Organizational Change, SWICH	Leadership, CIB, Business Owners			
			b) encouraging feedback and suggestions;	Yes	End-to-end	Organizational Change, SWICH	Leadership, CIB, Business Owners			
			c) encouraging learning, experimentation, creativity, change, and challenging current assumptions;	Yes	End-to-end	Organizational Change, SWICH	Leadership, CIB, Business Owners			
			d) encouraging risk-taking and learning from failure while keeping people engaged;	Yes	End-to-end	Organizational Change, SWICH	Leadership, CIB, Business Owners			
			e) networking, collaboration, and participation internally and externally;	Yes	End-to-end	Organizational Change, SWICH	Leadership, CIB, Business Owners			
			f) diversity, respect, and inclusiveness of different people, disciplines, and perspectives in innovation activities;	Yes	End-to-end	Organizational Change, SWICH	Leadership, CIB, Business Owners			
			g) shared values, beliefs and behaviours;	Yes	End-to-end	Organizational Change, SWICH	Leadership, CIB, Business Owners			
		4.4.2.2 Organizations with a culture supporting innovation activities often have:	a) leaders at all levels that promote and demonstrate their commitment to innovation activities;	Yes	End-to-end	Organizational Change	Leadership, CIB, Business Owners			
			b) management of the coexistence of, and the effective transitions between, the different innovation activities, in terms of values, beliefs, and behaviours in the organization;	Yes	End-to-end	Organizational Change	Leadership, CIB, Business Owners			
			c) support and recognition of innovators, innovative behaviours, innovation initiatives, and innovation storytelling;	Yes	End-to-end	Organizational Change	Leadership, CIB, Business Owners			
			d) incentives for innovation achievements, with the focus on intrinsic motivators, e.g. increased autonomy and an inspiring purpose, rather than extrinsic motivators alone, e.g. monetary rewards;	Yes	End-to-end	Organizational Change	Leadership, CIB, Business Owners			
			e) development of competencies which support innovation activities;	Yes	End-to-end	Organizational Change	Leadership, CIB, Business Owners			
			f) assessment of the culture using relevant indicators;	Yes	End-to-end	Organizational Change	Leadership, CIB, Business Owners			
			4.4.3 The organization should establish an approach for the management of internal and external collaboration. Collaboration aims to facilitate sharing and access to knowledge, competence, other intellectual assets, and resources.	a) the innovation strategy, objectives and existing capabilities, resources, knowledge, and competencies;	Yes	End-to-end	Organizational Change (Agile WoW)	CIB		
b) the diversity of experiences, disciplines, competencies, perspectives, etc.;	Yes	End-to-end		Organizational Change (Agile WoW)	CIB					
c) different approaches, methods, rules, and agreements for external collaboration;	Yes	End-to-end		Organizational Change (Agile WoW) / Pa	CIB					
d) issues of intellectual property;	Partially				Innovation Coaches, Business Owners	Although not specifically addressed as a separate topic in COIN, in practice Innovation Coaches				
e) regularly reviewing and aligning the strategic relevance of collaborations;	Yes	End-to-end		Organizational Change (Agile WoW)	CIB					
f) the importance of respect, openness, and trust between parties.	Yes	End-to-end		Organizational Change (Agile WoW)	CIB					
5	Leadership With the context of the organization as input, top management demonstrates leadership and commitment with respect to the innovation management system and establishes an innovation vision, strategy, and policy, as well as the necessary organizational roles, responsibilities and authorities.	5.1.1 Top management should demonstrate leadership and commitment with respect to the innovation management system by:		a) being accountable for the effectiveness and efficiency of the innovation management system;	Yes	End-to-end	Organizational Change (Ambidexterity)	CIB, Leadership		
			b) ensuring that the innovation vision, strategy, policy, and objectives are established, are consistent and are compatible with the context and the strategic direction of the organization;	Yes	End-to-end	Organizational Change (Ambidexterity)	CIB, Leadership			
			c) fostering a culture supporting innovation activities;	Yes	End-to-end	Organizational Change (Ambidexterity)	CIB, Leadership			
			d) ensuring the adoption and integration of the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;	Yes	End-to-end	Organizational Change (Ambidexterity)	CIB, Leadership			
			e) supporting leaders at all levels and other relevant management roles to demonstrate their leadership and commitment to develop their leadership regarding innovation, as it applies to their areas of responsibility.	Yes	End-to-end	Organizational Change (Ambidexterity)	CIB, Leadership			
			f) ensuring that structures, support, including resources and processes, needed for the innovation management system are available;	Yes	End-to-end	Organizational Change (Ambidexterity)	CIB, Leadership			
			g) creating awareness and communicating the importance of effective innovation management and of adopting the innovation management system guidance;	Yes	End-to-end	Organizational Change (Ambidexterity)	CIB, Leadership			
			h) ensuring that the innovation management system achieves its intended outcomes;	Yes	End-to-end	Organizational Change (Ambidexterity)	CIB, Leadership			
			i) engaging, directing, and supporting persons to contribute to the effectiveness of the innovation management system;	Yes	End-to-end	Organizational Change (Ambidexterity)	CIB, Leadership			
			j) encouraging and recognizing innovators to demonstrate good practices, ensure engagement, and facilitate learning from both successes and failures;	Yes	End-to-end	Organizational Change (Ambidexterity)	CIB, Leadership			
			k) promoting performance evaluation at planned intervals and continual improvement of the innovation management system;	Yes	End-to-end	Organizational Change (Ambidexterity)	CIB, Leadership			
			Leadership and commitment	5.1.1 Top management should demonstrate leadership and commitment with respect to the innovation management system by:	a) identifying opportunities, through exploitable insights, based on current or future, stated or unstated needs and expectations;	Yes	End-to-end	Value Goals	CIB, Leadership	
							Facilitated by the COIN Framework	COIN Phase	Method / Mechanism	Role

5.1	<b>Focus on value realization</b>	5.1.2	demonstrate leadership and commitment with respect to <b>value realization</b> , by:	b) considering the balance between opportunities and risks, including the consequences of lost opportunities;	Yes	End-to-end	Value Goals	CIB, Leadership		
				c) considering risk-appetite and tolerance for failure;	Yes	End-to-end	Value Goals	CIB, Leadership		
				d) allowing for conceptualization, experimentation, and prototyping, involving users, customers, and other interested parties to test hypotheses and validate assumptions;	Yes	End-to-end	Value Goals, SWICH	CIB, Leadership		
				e) promoting perseverance and ensuring the timely deployment of innovations.	Yes	End-to-end	Value Goals, SWICH	CIB, Leadership		
		<b>Innovation vision</b>	5.1.3	Top management should establish, implement, and maintain an <b>innovation vision</b> that:	a) is a description of a future state that the organization is aspiring for, in terms of innovation activities, including the future role of the organization and the desired impact of its innovations;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership	
					b) is consciously ambitious, challenges the status quo, and is not constrained by the organization's current capabilities;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership	
					c) serves as a guide for strategic choices and provides a framework for setting the innovation strategy, policy, and objectives;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership	
					d) can be communicated and understood internally to inspire people to commit and work towards;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership	
					e) can be communicated externally to enhance the reputation of the organization and to attract relevant interested parties;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership	
					f) is available as documented information.	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership	
5.2	<b>Innovation strategy</b> The rationale for a strategy dedicated to innovation activities can be to focus on value realization under conditions of uncertainty. This requires a balance of assumption-based and evidence-based decision-making, possibly new or modified practices, leadership, structures, and processes. An innovation strategy can help the people in the organization and its interested parties to understand the decisions made to achieve the innovation	5.1.4.1	Top management should establish, implement, and maintain an <b>innovation strategy</b> , or several <b>innovation strategies</b> , if appropriate, and ensure that it:	a) describes why innovation activities are important for the organization;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership		
				b) is flexible and adaptable, and allowed to change or emerge as a result of feedback and performance of innovation activities;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership		
				c) is communicated to, and understood by, relevant interested parties;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership		
				d) maintained as documented information.	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership		
		5.1.4.2	An innovation strategy can include descriptions of the:	a) context of the organization;	Yes	Ideation	Strategic Drivers	CIB, Leadership		
				b) innovation vision and policy;	Yes	Ideation	Strategic Drivers	CIB, Leadership		
				c) roles, responsibilities, and authorities;	Yes	Ideation	Strategic Drivers	CIB, Leadership		
				d) innovation objectives and the plans to achieve them;	Yes	Ideation	Strategic Drivers	CIB, Leadership		
				e) organizational structures;	Yes	Ideation	Strategic Drivers	CIB, Leadership		
		<b>Innovation policy</b>								
5.2	<b>Establishing the innovation policy</b>	5.2.1	Top management should establish, implement, and maintain an innovation policy, ensuring that it:	a) is describing the commitment to innovation activities;	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
				b) is appropriate to the purpose and context of the organization and supports its strategic direction, in alignment with the innovation vision;	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
				c) provides a framework for setting innovation strategy and objectives;	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
				d) takes into consideration the innovation management principles;	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
				e) includes a commitment to satisfy applicable requirements and to consider ethical and sustainability aspects;	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
				f) includes a commitment to continual improvement of the innovation management system.	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
	<b>Communicating the innovation policy</b>	5.2.2	The innovation policy should be:	a) available as documented information;	Yes	End-to-end	Innovation Mandate	CIB, Leadership	Is there a policy template required for clients as per the above point?	
				b) communicated, understood, and applied, within the organization;	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
				c) available to relevant interested parties, as appropriate.	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
5.3	<b>Organizational roles, responsibilities, and authorities</b> Top management should ensure that the responsibilities and authorities for relevant roles are assigned, communicated, and understood within the organization.	5.3.1	Top management should specifically assign the responsibility and authority for:	a) ensuring that the innovation management system meets the guidance of this document;	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
				b) reporting to top management on the performance of the innovation management system and on opportunities for improvement in a timely manner;	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
				c) ensuring that the integrity of the innovation management system is maintained.	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
		5.3.2	Responsibilities and authorities can be assigned to:	a) existing roles, e.g. all leaders in the organization or roles related to specific functions, units, or offerings;	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
				b) dedicated roles with a focus on general innovation management or specific innovation initiatives and activities.	Yes	End-to-end	Innovation Mandate	CIB, Leadership		
6	<b>Planning</b> Based on the leadership and ambition level set by top management, the organization determines its actions to address opportunities and risks, establishes its innovation objectives and plans to achieve them, including organizational structures and innovation portfolios.				Facilitated by the COIN Framework	COIN Phase	Method / Mechanism	Role	Comment	
6.1	<b>Actions to address opportunities and risks</b>	6.1.1	When planning for the innovation management system, the organization should consider the issues referred to in 4.1, the needs, expectations and the requirements referred to in 4.2, and determine the opportunities and risks that need to be addressed to:	a) give assurance that the innovation management system can achieve its intended outcomes;	Yes	Validation	Portfolio Management	CIB, Innovation Coaches		
				b) enhance desired effects;	Yes	Validation	Portfolio Management	CIB, Innovation Coaches		
				c) prevent, or reduce, undesired effects;	Yes	Validation	Portfolio Management	CIB, Innovation Coaches		
				d) compare the effects of acceptance of risk against those of prevention;	Yes	Validation	Portfolio Management	CIB, Innovation Coaches		
				e) achieve continual improvement.	Yes	Validation	Portfolio Management	CIB, Innovation Coaches		



7.1	Resources		should consider:	e) establishing and communicating the terms and conditions for the ownership of ideas, handling of patents and exploitation of innovations, which can be subject to different national laws, regulations, and other agreements.	Yes	End-to-end	Innovation Mandate	CIB, Leadership	
		7.1.3	The organization should establish an approach for the management of <b>time</b> for the effective implementation of its innovation management system. The organization should consider allocating time.	a) generally, for innovation activities and training in a balanced way, e.g. as a percentage of overall working time;	Yes	Experimentation	SWICH, Pitch Week	CIB, Innovation Coaches, Innovators	
				b) specifically, to each innovation initiative and for the different innovation processes;	Yes	Experimentation	SWICH, Pitch Week	CIB, Innovation Coaches, Innovators	
				c) for dedicated and other relevant roles in the organization, using allowances as appropriate.	Yes	Experimentation	SWICH, Pitch Week	CIB, Innovation Coaches, Innovators	
		7.1.4	The organization should establish an approach for the management of <b>knowledge</b> for the effective implementation of its innovation management system. The organization should consider:	a) capturing internal and external knowledge, tacit or explicit, gained from intelligence and experience, e.g. understanding the context of the organization, lessons learned from success and failure of innovation initiatives and from analysis of performance data;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners	
				b) facilitating knowledge access and re-use to avoid the loss of, or duplication, of existing knowledge;	Yes	Embedding	Continuous Improvement	Innovation Coach	
				c) maintaining an appropriate mechanism for information analysis and for managing existing and future knowledge, e.g. directories of people's areas of expertise and interests, or resource planning data;	Yes	Embedding	Continuous Improvement	Innovation Coach	
				d) the level and means of confidentiality and protection of intellectual assets;	No				Dependent on corporate policy on IP and document security
				e) ethical issues related to the use of knowledge;	No				Dependent on corporate policy on IP and document security
				f) prioritizing external knowledge sources by, e.g. reliability, accessibility, and cost.	No				Dependent on corporate policy
		7.1.5	The organization should determine and provide <b>financial resources</b> for the effective implementation of its innovation management system.	a) the financial opportunities, risks, and constraints associated with innovation activities, including the financial implications and other risks, of not innovating;	Yes	Experimentation	Lean Budgeting	CIB	
				b) establishing funding principles, e.g. central financial resources versus funding through local or operational budgets;	Yes	Experimentation	Lean Budgeting	CIB	Agreed
				c) allocating dedicated financial resources for innovation activities, e.g. as a percentage of annual budget or designating funds for innovation initiatives by top management;	Yes	Experimentation	Lean Budgeting	CIB	Agreed
				d) identifying and accessing relevant financial resources outside the organization, e.g. from private and public investors, research agencies, partners, co-sponsors, innovation grants, tax credits for research and development, or crowdsourcing;	Partially	End-to-end	Lean Budgeting	CIB	External funding is not explicitly considered by the COIN framework, but functions as part of Lean Budgeting principles.
				e) establishing investment principles, e.g. investing in internal versus external activities, investing in start-ups, corporate venture capital, or innovation accelerators;	Partially	Experimentation	Lean Budgeting	CIB	External funding is not explicitly considered by the COIN framework, but functions as part of Lean Budgeting principles.
				f) the balance of funding across different time horizons, different degrees of risk, and different types of innovations, e.g. incremental innovation or radical innovation;	Yes	Experimentation	Lean Budgeting	CIB	
				g) ensuring the funding of other relevant resources and support, e.g. people, time, infrastructure, or competence;	Yes	Experimentation	Lean Budgeting	CIB	
				h) ensuring that the funding approach covers all activities needed.	Yes	Experimentation	Lean Budgeting	CIB	
		7.1.6.1	The organization should determine, provide, and maintain the necessary <b>physical and virtual infrastructure</b> for the effective implementation of its innovation management system.	a) infrastructure to support and facilitate the innovation management system and its processes;	Yes	End-to-end	Organizational Change, Embedding Architecture	CIB	
				b) separation versus sharing of infrastructure, when appropriate, considering factors such as flexibility, cost effectiveness, and coordination benefits;	Yes	End-to-end	Organizational Change, Embedding Architecture	CIB	
				c) what infrastructure needs to be obtained from external relevant interested parties, including users and customers, e.g. by outsourcing or partnering;	Yes	End-to-end	Organizational Change, Embedding Architecture	CIB	
				d) pro-actively evaluate and consider advances in infrastructures, including new technologies, tools and methods, and statutory and regulatory requirements.	Yes	End-to-end	Organizational Change, Embedding Architecture	CIB	
		7.1.6.2	Infrastructure to support innovation activities can include:	a) buildings, facilities, and associated utilities, e.g. creative environments, research and development labs, maker spaces, simulation labs, or living labs;	Yes	Experimentation	Organizational Change, Embedding Architecture	Business Owner, Innovator, CIB Ambassador	
				b) research and simulation equipment, physical tools, other hardware, software, methods, advanced technologies, and models;	Yes	Experimentation	Organizational Change, Embedding Architecture	Business Owner, Innovator, CIB Ambassador	
				c) transportation resources;	Yes	Experimentation	Organizational Change, Embedding Architecture	Business Owner, Innovator, CIB Ambassador	
				d) information and communication technology, e.g. for the management of collaboration, ideas, portfolios, insights, talent, projects, or programs, etc;	Yes	Experimentation	Organizational Change, Embedding Architecture	Business Owner, Innovator, CIB Ambassador	
				e) networks, e.g. knowledge networks, or market networks.	Yes	Experimentation	Organizational Change, Embedding Architecture	Business Owner, Innovator, CIB Ambassador	
7.2.1	The organization should:	a) determine the necessary competence of persons doing work under its control that affects the performance, effectiveness, and efficiency of the innovation management system;	Yes	End-to-end	Organizational Change, Embedding Competencies	Innovation Coach	COIN Training and Certification covers the proficiency in the innovation management system		
		b) ensure that these persons are competent on the basis of appropriate education, training, or experience;	Partially	End-to-end	Organizational Change, Embedding Competencies	Innovation Coach	COIN Training and Certification covers the proficiency in the innovation management system. For specific subject matter expertise, there should be collaboration with the corporate HR function.		
		c) establish an inventory of existing competencies of the organization and identify gaps;	No				Not covered in COIN, we regard this as an HR/Knowledge Management responsibility.		
		d) where applicable, take actions to acquire and continuously evaluate, improve, and renew the necessary competence, and evaluate the effectiveness of the actions taken;	Yes	Experimentation	Organizational Change, Embedding Competencies	Business Owner, Innovator, CIB Ambassador			
		e) consider the need for outsourced competence, e.g. collaborating with or commissioning academia, consultants, external partners, innovation support services, or online resources to assist with innovation activities;	Yes	Experimentation	Organizational Change, Embedding Competencies	Business Owner, Innovator, CIB Ambassador	This type of collaboration, cooperation and allocation will take place during the establishment of the Innovation Teams		
		f) establish the necessary connections and collaborations between people with different competencies to leverage the collective competence of the organization;	Yes	Experimentation	Organizational Change, Embedding Competencies	Business Owner, Innovator, CIB Ambassador			

7.2	<b>Competence</b> The organization should establish an approach for the development and management of competencies.	7.2.2	Competencies can include the ability to:	g) consider the need for aligning internal competencies with relevant external interested parties to achieve a common understanding and a convergence of vocabulary, attitudes, and approaches;	Yes	Experimentation	Organizational Change, Embedding Competencies	Business Owner, Innovator, CIB Ambassador			
				h) retain appropriate documented information as evidence of competence.	Not explicit but implied.	Experimentation	Organizational Change, Embedding Competencies	Business Owner, Innovator, CIB Ambassador			
				a) manage innovation activities, e.g. in terms of leadership, change management, resource allocation, engage and empower people, team facilitation, involvement, collaboration, foster a culture supporting innovation activities, manage uncertainty, conduct research and manage intellectual property;	Yes	Experimentation	Organizational Change, Embedding Competencies	Business Owner, Innovator, CIB Ambassador			
				b) identify insights and opportunities, using e.g. market and technology analysis, bottleneck and gap analysis, ethnography, data-driven experimentation and hypothesis testing, design thinking, scenario planning, analytics, and big data;	Yes	Experimentation	Organizational Change, Embedding Competencies	Business Owner, Innovator, CIB Ambassador			
				c) create ideas and concepts, e.g. creativity and provocative techniques, critical thinking, discovery skills (association, questioning, observing, experimenting, and networking), technical know-how, market analysis, business case writing, and value realization modelling that includes generating user-value equations;	Yes	Experimentation	Organizational Change, Embedding Competencies	Business Owner, Innovator, CIB Ambassador			
				d) develop and validate concepts, e.g. iterative learning techniques, design, testing and validation, value realization planning, and project management;	Yes	Experimentation	Organizational Change, Embedding Competencies	Business Owner, Innovator, CIB Ambassador			
7.3	<b>Awareness</b>	7.3	The organization should ensure that all relevant persons doing work under the organization's control are aware of:	e) develop and deploy solutions to realize value.	Yes	Experimentation	Organizational Change, Embedding Competencies	Business Owner, Innovator, CIB Ambassador			
				a) the innovation vision, strategy, policy, and objectives;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership			
				b) the meaning and importance of innovation for the organization;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership			
				c) their contribution to the effectiveness and efficiency of the innovation management system, including the benefits of improved innovation performance;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership			
				d) the implications of not meeting the innovation management system guidance;	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership			
				e) the availability of support for innovation activities.	Yes	End-to-end	Strategic Drivers / Value Goals	CIB, Leadership			
7.4	<b>Communication</b> Communication can be done to create awareness, increase people engagement, prepare for action, establish thought leadership, influencing, build brand value, etc.	7.4	The organization should determine the internal and external communications relevant to the innovation management system, including:	a) on what it will communicate;	Yes	End-to-end	Innovation Culture	Innovation Coach	Communication is part of the role-description of the Innovation Coach. In practice, the Innovation Coach works closely with corporate communications specialists to promote the ideas in flow, recruit new innovative ideas, organize public events, such as innovation Day etc. It is the responsibility of the		
				b) why to communicate;							
				c) when to communicate;							
				d) with whom to communicate;							
				e) how to communicate;							
7.5	<b>Documented information</b> Documented information of external origin determined by the organization to be necessary for the planning and operation of the innovation management system should be identified, as appropriate, and controlled.	7.5.1	The organization's innovation management system should include:	a) documented information suggested by this document;	Yes	End-to-end			The COIN Framework and its published tools represent the full documentation of the Innovation management System. This documentation is updated 24/7 by the COIN editorial board		
				b) documented information determined by the organization as being necessary for the effectiveness of the innovation management system.							
				7.5.2						When creating and updating documented information, the organization should ensure appropriate:	a) identification and description, e.g. a title, date, version, author, or reference number;
											b) format, e.g. language, software version, graphics, and media, e.g. paper or electronic;
											c) review and approval for suitability and adequacy.
				7.5.3						Documented information required by the innovation management system should be controlled to ensure:	a) it is available and suitable for use, where and when it is needed;
b) it is adequately protected, e.g. from loss of confidentiality, improper use, or loss of integrity.											
7.6	<b>Tools and methods</b> Tools and methods can be of different types, including descriptive, provocative, participative, challenging, analytical, and communicative. They can take many forms and formats, including guides, instructions, games, templates, presentations, videos, software, and hardware.	7.6	The organization should determine, provide, and maintain the necessary tools and methods for developing, maintaining, and improving the innovation management system.	a) selecting and providing a mix of appropriate tools and methods supporting innovation activities, as well as for different types of innovations activities;							
				b) creating awareness of, ensuring access to, and providing training for, the available tools and methods;							
				c) sharing, re-use and collaboration in the use of tools and methods.							
7.7	<b>Strategic intelligence management</b> Strategic intelligence can include activities to acquire, collect, interpret, analyse, evaluate, apply, and deliver to, or share between, decision-makers and other relevant interested parties, the necessary data, information, and knowledge.	7.7	The organization should establish an approach for the management of strategic intelligence	a) the need to acquire intelligence from internal and external sources;	No				Strategic and Market Intelligence are deemed to be separate functions that serve a broader purpose than innovation. In most corporate organizations these functions are well established and executed. COIN seeks to collaborate with these specialists and not to overlap its activities for the specific role of innovation.		
				b) the need to collaborate with relevant interested parties;							
				c) the use of tools and methods, e.g. data mining, analytics, prediction markets, environmental scanning, and technology surveillance;							
				d) different perspectives, e.g. present and future, internal and external, demand and supply, providers and users, competitors, and related to new or changed products, services, processes, models, and methods;							
				e) the need for developing influencing activities to increase acceptance of innovations, e.g. evolution of regulatory requirements, standards, and innovation ecosystems.							
	<b>Intellectual property management</b> Intellectual property can include		The organization should establish an approach for the	a) defining what intellectual property assets are to be, and not to be, protected and when, how, and where it will be protected, e.g. patent, copyrights, trademark, trade secrets, creative commons licensing, and open source licensing;					Intellectual Property Management is deemed to be a separate function that serve a broader purpose		
				b) the rationale for creating, protecting, and utilizing intellectual property, e.g. value realization, obtain freedom to operate, and defend against infringement;							
				c) the rationale for not protecting intellectual property, e.g. confidentiality, cost, speed, and risks;							
				d) establishing and maintaining an inventory of the organization's intellectual assets;							
				e) regularly monitoring and analysing disclosed intellectual property that is relevant for the organization, as input to innovation activities, to ensure freedom to operate, as well as to avoid potential infringement;							

7,8	Intellectual property can include inventions, technologies, literary, scientific or artistic work, symbols, designs, methodologies, names or images, software, data, and know-how.	7,8	<p>establish an approach for the management of intellectual property aligned with, and supporting, the innovation strategy.</p> <p>f) the need for managing intellectual property, including establishing the appropriate processes, clarifying ownership in relation to external partners, e.g. in collaborative innovation initiatives, including clarification of the sharing of intellectual property in the idea generation phases;</p> <p>g) how to realize value from intellectual property, e.g. through licensing, cross-licensing, sale, and collaborative partnerships;</p> <p>h) establishing awareness and providing training in the organization about the approach, including ownership and confidentiality related to intellectual property, as well as the consequences of potential infringement of third-party intellectual property, e.g. licensing and litigation costs;</p> <p>i) ensuring access or restriction to intellectual property to persons, internally and externally, when necessary for their work, e.g. through confidentiality agreements, procedures, and policies;</p> <p>j) how to manage infringements, potential and actual, from other parties;</p> <p>k) monitoring the development and differences of relevant national legislations and other internationally applicable legal requirements and compliance commitments.</p>	No	End-to-end	than innovation. In most corporate organizations this functions is well established within the legal framework. COIN seeks to collaborate with these specialists and not to overlap its activities for the specific role of innovation.		
8	<p><b>Operation</b></p> <p>The innovation initiatives, e.g. projects, programs, or other activities, are established and implemented using the appropriate innovation processes, e.g. identify opportunities, create and validate concepts, as well as develop and deploy solutions.</p>			Facilitated by the COIN Framework	COIN Phase	Method / Mechanism	Role	Comment
8,1	<p><b>Operational planning and control</b></p> <p>The organization should control planned changes and review the consequences of unintended changes, taking action to prevent or mitigate any adverse effects, as necessary.</p> <p>The organization should ensure that outsourced and collaborative innovation initiatives and processes are controlled.</p> <p>Operational planning can require a different approach to control, especially regarding creative and experimentation activities, incorporating a higher degree of freedom and flexibility to manage uncertainty. This approach can be different from other established management control practices.</p> <p>An innovation initiative is a set of coordinated activities, formal or informal, and can be an innovation project, an innovation program, or any other kind of approach. An initiative can be proposed by anyone in the organization and is characterized by having a starting and an ending point. The organization can establish one or more processes to manage these initiatives.</p>	8,1	<p>The organization should plan, implement, and control innovation initiatives, processes, structures, and support needed to address innovation opportunities, meet requirements, and to implement the actions determined in 6.2, by:</p> <p>a) establishing criteria for innovation initiatives and processes;</p> <p>b) implementing control of the innovation initiatives and processes in accordance with the criteria;</p> <p>c) keeping documented information to the extent necessary to have confidence that the innovation initiatives and processes have been carried out as planned.</p>	Yes	Experimentation	SWICH, Pitch Week	Innovation team	
8,2	<p><b>Innovation initiatives</b></p>	8,2	<p>The organization should manage each innovation initiative, considering to:</p> <p>a) establish, and continuously review, the scope of the initiative, including the objectives, constraints, expected results, and deliverables;</p> <p>b) determine indicators and how to apply them in order to evaluate and improve the initiative;</p> <p>c) establish the management and decision-making structures, e.g. steering or reference groups;</p> <p>d) ensure appropriate leadership and the necessary structures and support, including resources;</p> <p>e) secure and retain the people with the right competencies and experiences, and build the team;</p> <p>f) establish the necessary roles, responsibilities, and authorities, including people for managing and coaching;</p> <p>g) identify and establish the necessary internal and external collaboration;</p> <p>h) establish and implement the appropriate innovation processes;</p> <p>i) ensure the protection of intellectual property and other critical assets;</p> <p>j) consider internal and external requirements and the risk of not complying with legal and regulatory requirements, including social responsibility issues;</p> <p>k) continuously capture lessons learned, to gain new knowledge and perspectives;</p> <p>l) leverage failures as opportunities for the organization to learn.</p>	Yes	Experimentation	SWICH, Pitch Week	Innovation team	
			<p>The organization should determine how to implement each innovation initiative by:</p> <p>a) an internal approach in one unit or across several internal units;</p> <p>b) crowdsourcing across an organization, in a permanent or temporary arrangement;</p>	Yes	End-to-end	SWICH	Innovation team	This will be fulfilled as we use at least 2 approaches, which adequately addresses this clause



9.1	Monitoring, measurement, analysis, and evaluation	9.1.1.1	The organization should determine:	a) what needs to be monitored and measured, including which innovation performance indicators are to be used;	Yes	Scaling up	Innovation metrics	Innovator, CIB, Business Owners
				b) the tools and methods for monitoring, measurement, analysis, and evaluation, needed to ensure valid results;	Yes	Scaling up	Innovation metrics	Innovator, CIB, Business Owners
				c) when the monitoring and measuring should be performed;	Yes	Scaling up	Innovation metrics	Innovator, CIB, Business Owners
				d) when the results from monitoring and measurement should be analysed and evaluated;	Yes	Scaling up	Innovation metrics	Innovator, CIB, Business Owners
				e) who will be responsible.	Yes	Scaling up	Innovation metrics	Innovator, CIB, Business Owners
			The set of innovation performance indicators, quantitative or qualitative, can include a balance of:	a) input-related indicators, e.g. number of ideas, number of innovation initiatives, value creation potential of ideas, new sources of knowledge, new insights, resources, and competence;	Yes	Scaling up	Innovation metrics	Innovator, CIB, Business Owners
				b) throughput-related indicators, e.g. speed of experimentation, learning and development, number or ratio of employees, managers or users involved or trained, effectiveness of collaboration and relationships, new tools and methods adopted, time to profit, time to market, engagement level, and brand awareness;	Yes	Scaling up	Innovation metrics	Innovator, CIB, Business Owners
				c) output-related indicators, e.g. number or ratio of ideas implemented, return on innovation investment, revenue and profit growth, market share, ease of use, speed of adoption by users, user satisfaction, rate of innovation diffusion, organizational renewal and transformation, social and sustainability benefits, cost savings, rate of learning, intellectual property, new users, and image.	Yes	Scaling up	Innovation metrics	Innovator, CIB, Business Owners
			The organization should analyse and evaluate the innovation performance and the effectiveness and efficiency of the innovation management system.	a) the realization and redistribution of value, in relation to the innovation strategy and objectives, and as a result of innovation activities;	Yes	Scaling up	Innovation metrics	Innovator, CIB, Business Owners
				b) the elements of the innovation management system and their interactions, including portfolios, support, initiatives, and processes.	Yes	Scaling up	Innovation metrics	Innovator, CIB, Business Owners
			The results of the analysis can be used to evaluate:	a) the level of understanding of the context;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners
				b) the degree of leadership commitment;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners
				c) the effectiveness of actions taken to address opportunities and risks;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners
				d) the effectiveness and efficiency of innovation support and processes	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners
e) effectiveness of the innovation strategy;	Yes	Embedding		Continuous Improvement	Innovation Coaches, Business Owners			
f) knowledge sharing and learnings from both successes and failures;	Yes	Embedding		Continuous Improvement	Innovation Coaches, Business Owners			
g) the need for improvements of the innovation management system.	Yes	Embedding		Continuous Improvement	Innovation Coaches, Business Owners			
The organization should retain appropriate documented information as evidence of the results.	Yes	Embedding		Continuous Improvement	Innovation Coaches, Business Owners			
9.2	Internal audit	9.2.1	The organization should conduct internal audits at planned intervals to provide information on whether the innovation management system:	a) conforms to:				
				1) the organization's own requirements for its innovation management system;	Yes	Embedding	continuous Improvement	CIB, Leadership
				2) other applicable requirements;	Yes	Embedding	continuous Improvement	CIB, Leadership
		9.2.2	The organization should:	b) is effectively implemented and maintained.	Yes	Embedding	continuous Improvement	CIB, Leadership
				a) plan, establish, implement, and maintain an audit program including the frequency, methods, responsibilities, planning requirements, and reporting, which should take into consideration the importance of the processes concerned and the results of previous audits;	Yes	Experimentation	Innovation days, pitch week	Innovation team, CIB
				b) define the audit objectives, criteria, and scope for each audit;	Yes	Experimentation	Innovation days, pitch week	Innovation team, CIB
				c) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;	Yes	Experimentation	Innovation days, pitch week	Innovation team, CIB
				d) ensure that the results of the audits are reported to relevant management;	Yes	Experimentation	Innovation days, pitch week	Innovation team, CIB
				e) take appropriate correction and corrective actions without undue delay;	Yes	Experimentation	Innovation days, pitch week	Innovation team, CIB
				f) undertake follow-up activities, including the verification of the actions taken and reporting of the verification results;	Yes	Experimentation	Innovation days, pitch week	Innovation team, CIB
				g) retain documented information as evidence of the implementation of the audit program and the audit results, as well as of the follow-up activities.	Yes	Experimentation	Innovation days, pitch week	Innovation team, CIB
				a) the status of actions from previous management reviews;	Yes	Embedding	Continuous Improvement	CIB, Business Owners
				b) changes in external and internal issues that are relevant to the innovation management system;	Yes	Embedding	Continuous Improvement	CIB, Business Owners
				c) information on the performance of the innovation management system, including trends in:	Yes	Embedding	Continuous Improvement	CIB, Business Owners
1) realization and redistribution of value;	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
2) the extent to which innovation objectives have been achieved;	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
3) the performance of innovation portfolios, initiatives, and processes;	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
4) knowledge sharing and learning from both successes and failures;	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
5) deviations, nonconformities, and corrective actions;	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
6) monitoring, measurement, analysis, and evaluation results;	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
7) audit results;	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
d) the consistency of the innovation vision, strategy, and policy with the strategic direction of the organization;	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
e) the adequacy of support, including resources and competencies;	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
f) the adequacy of innovation performance indicators;	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
g) the effectiveness of actions taken to address opportunities and risks;	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
h) opportunities for continual improvement.	Yes	Embedding	Continuous Improvement	CIB, Business Owners				
9.3.3	The outputs of the management review should include decisions, actions, and follow up related to:	a) opportunities for improvement;	Yes	Embedding	Continuous Improvement	CIB, Business Owners		
		b) any need for changes to the innovation management system, considering the organization's readiness for change.	Yes	Embedding	Continuous Improvement	CIB, Business Owners		
10.1	The organization should consider actions and changes to:	a) maintain or enhance strengths;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners		
		b) address weaknesses and gaps;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners		
		c) correct, prevent, or reduce deviations and nonconformities.	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners		
		a) react to the deviation or nonconformity and, as applicable:	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners		

10	<b>Improvement</b> Based on the performance evaluation, the innovation management system is continually improved by the organization with a focus on its most critical gaps and deviations with regard to context, leadership, planning, support and operations.	10.2.1	When a deviation or a nonconformity occurs, the organization should:	1) take action to control and correct it;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners			
				2) deal with the consequences;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners			
				b) evaluate the need for action to eliminate the causes of the deviation or nonconformity, in order that it does not recur or occur elsewhere, by:	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners			
				1) reviewing and analysing the deviation or nonconformity;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners			
				2) determining the root causes of the deviation or nonconformity;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners			
				3) determining if similar deviations or nonconformities exist, or could potentially occur;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners			
				c) implement any action needed;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners			
				d) review the effectiveness of any corrective action taken;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners			
				e) update opportunities and risks determined during planning, if necessary;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners			
				f) make changes to the innovation management system, if necessary.	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners			
				10.2.2	The organization should retain documented information as evidence of:	a) the nature of the deviations or nonconformities and any subsequent actions taken;	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners	
						b) the results of any corrective action.	Yes	Embedding	Continuous Improvement	Innovation Coaches, Business Owners	