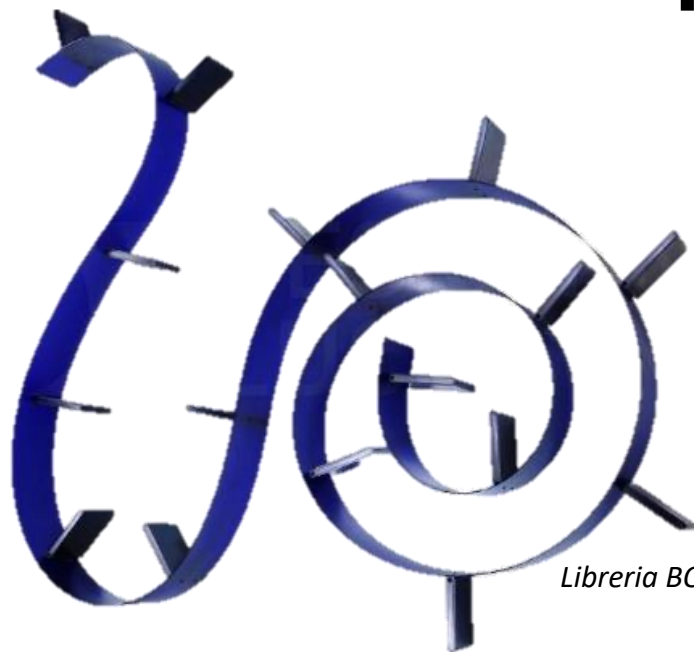


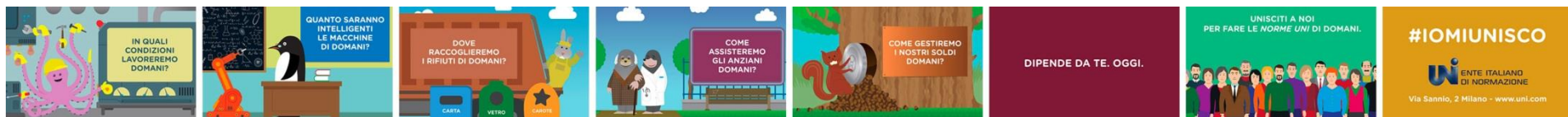
Innovation Management: peculiarità, considerazioni e prospettive



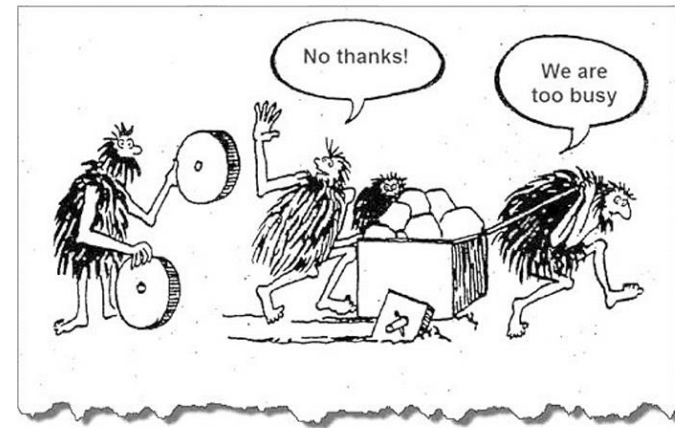
Libreria BOOKWORM disegnata per Kartell da Ron Arad

Piergiuseppe Cassone

p.cassone@confindustriabergamo.it



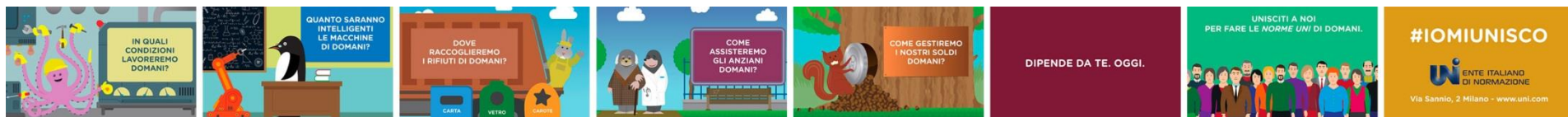
Perché Innovare?



“... l’innovazione è la dimensione critica
del cambiamento economico ...”
Joseph Aloïs Schumpeter

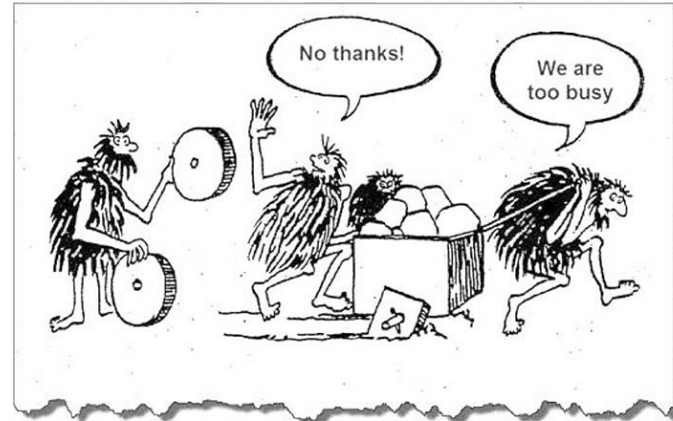


Goal 9: Industry, Innovation, and
Infrastructure



Perché Innovare?

divario tra aspettative e risultati
dell'innovazione



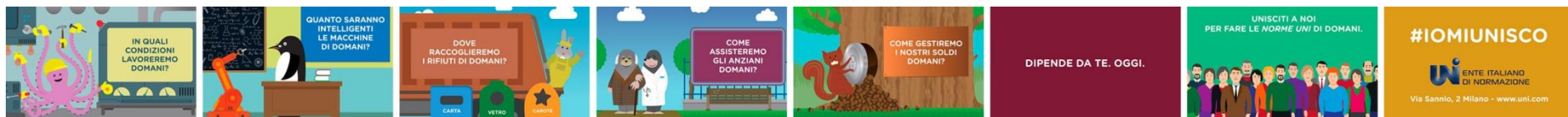
84%

dei dirigenti
individua
l'innovazione
come fattore
estremamente
importante

94%

sono
insoddisfatti dei
risultati
dell'innovazione

[Source: McKinsey Global Innovation Survey 2010, Mc Kinsey Analysis]



Innovation



Death Valley



Existing Research
Resources (Technical
& Market)

- ❖ Mancanza di chiara visione del **contesto**
- ❖ Difficoltà di **pianificazione** a medio lungo periodo
- ❖ Necessità di **risorse**
- ❖ Estrema **complessità** di processi ed interazioni
- ❖ Elevati **rischi**
- ❖ ...

Existing Commercialization
Resources

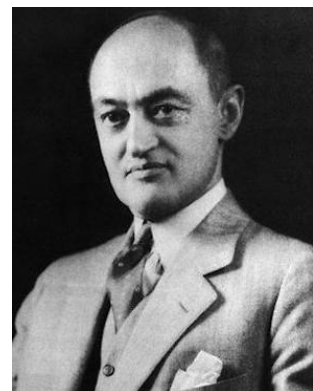




Evoluzione del concetto di Innovazione

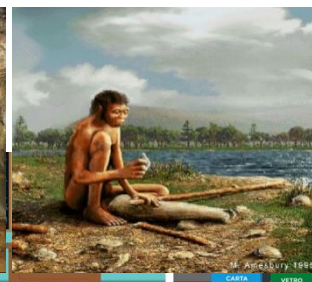
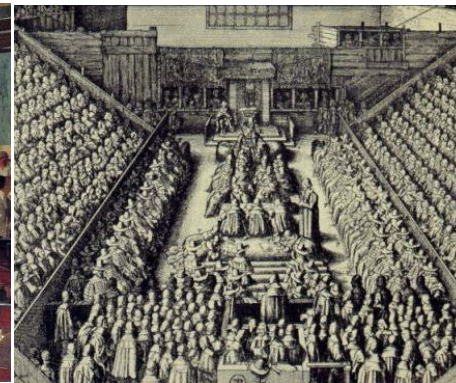
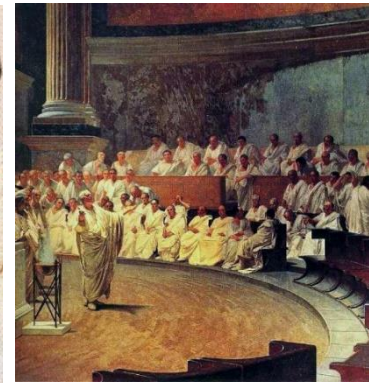
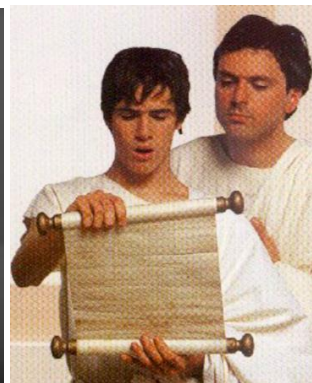


05



"Innovation as the critical dimension of economic change"

Pier Cassone[®]

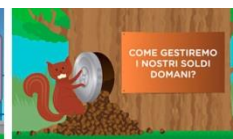
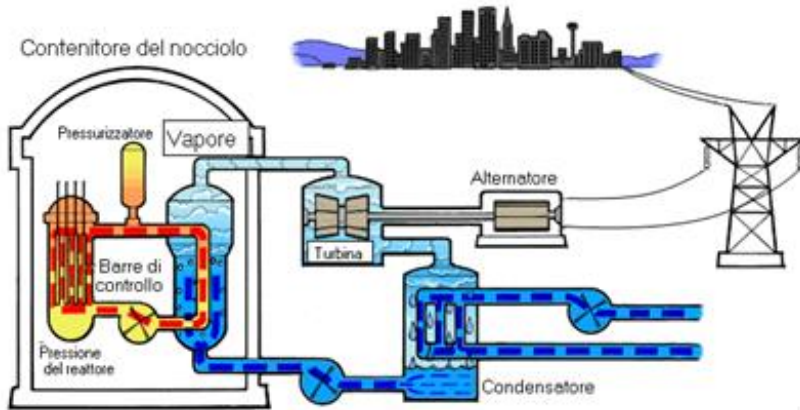


Innovazione di Prodotto e di Processo

06



Smart and interactive textiles



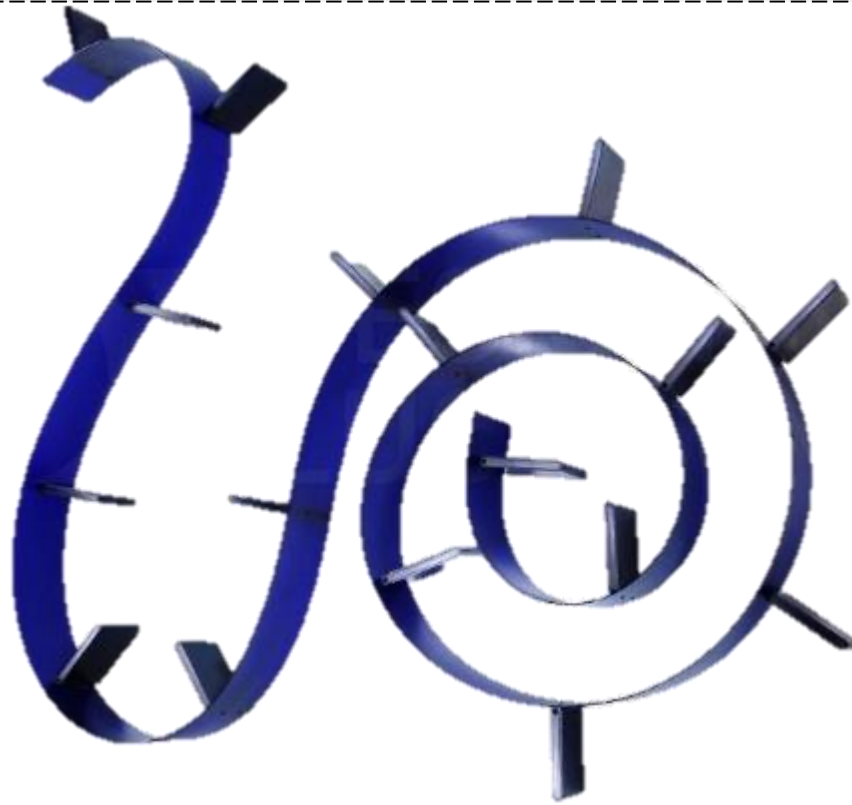
Cos'è innovazione?



INNOVAZIONE: **entità** nuova o modificata che realizza o redistribuisce **valore**

[ISO/FDIS 50500, def.]

Design Driven Innovation



Libreria BOOKWORM disegnata per Kartell da Ron Arad

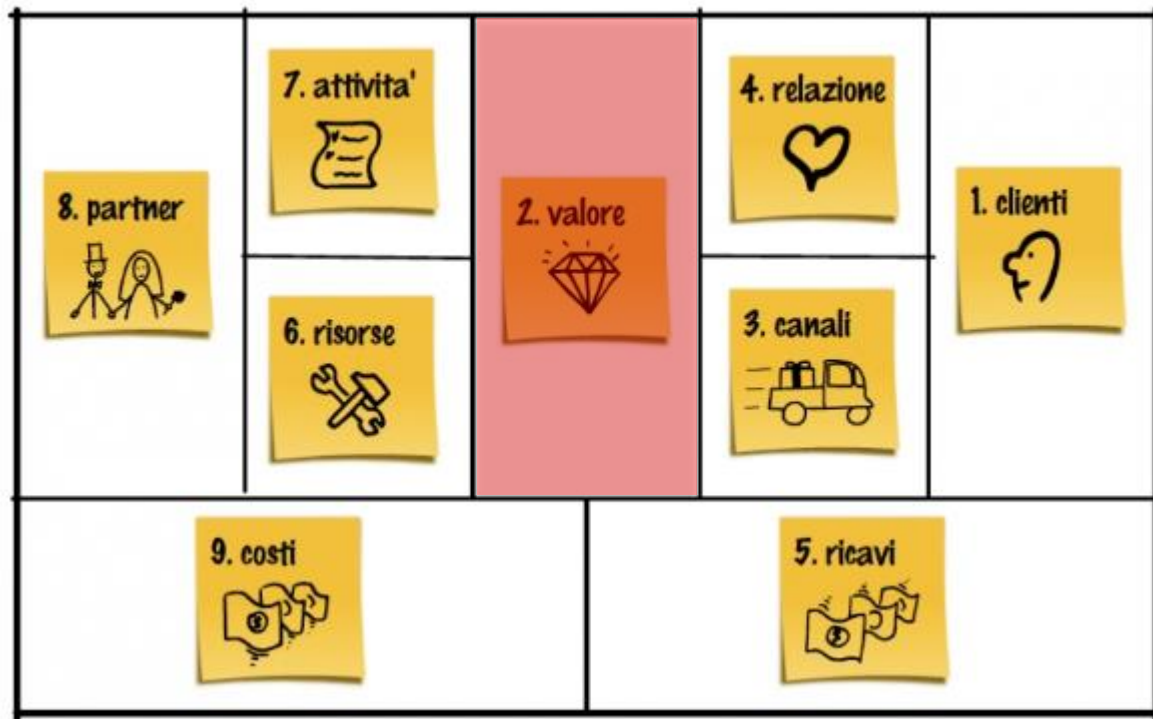
prodotto, servizio, processo, modello (organizzativo, di business, operativo, di realizzazione del valore),
metodo (di marketing, di management, ..)
o una loro combinazione



Innovation Valley of Death

Value Proposition

Business Model Canvas



Resources

Existing Research Resources

Existing commercialization sources

Discovery

Commercialization

INNOVATION



Contesto

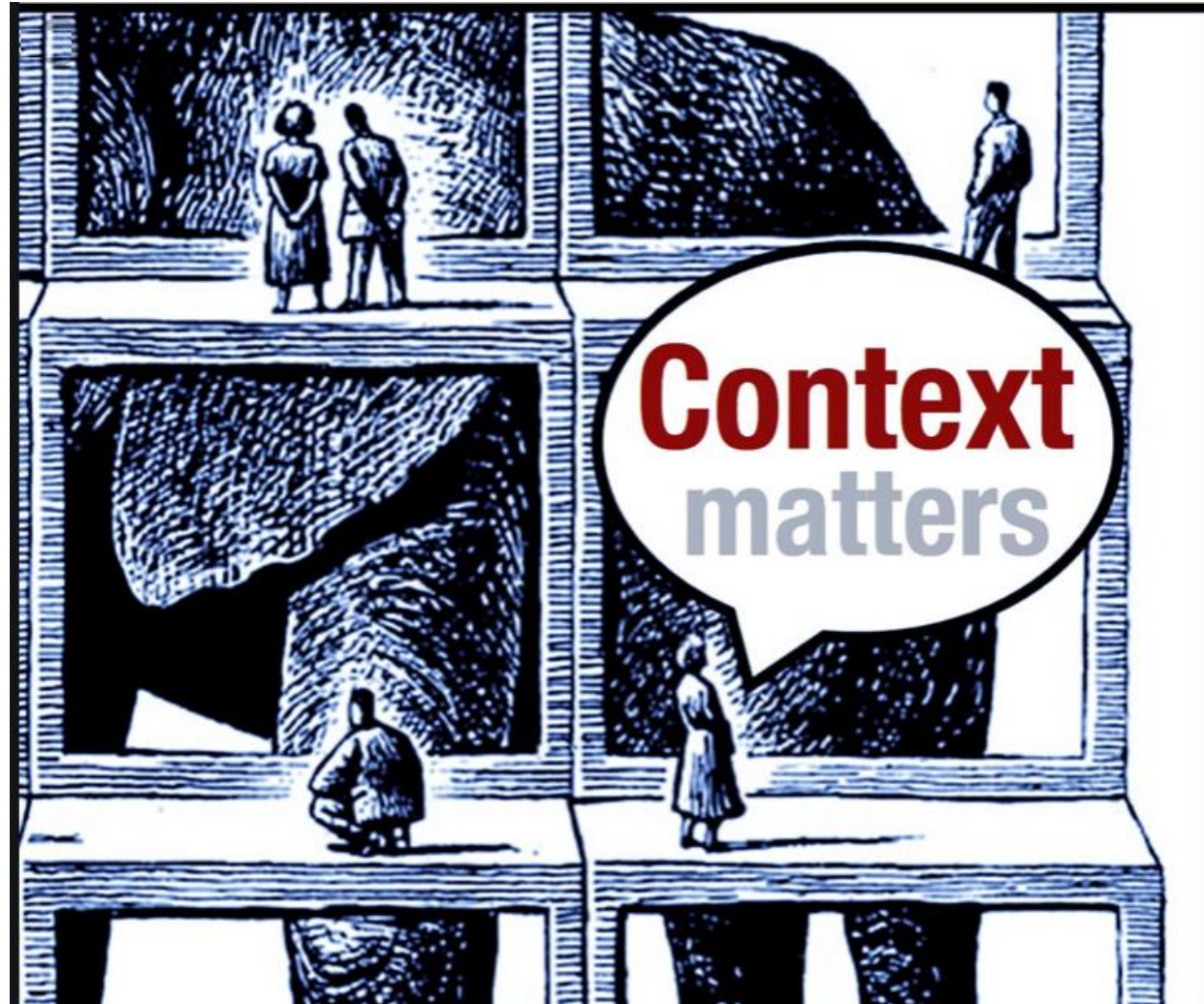
Fattori economici, di mercato, sociali, culturali, scientifici, tecnologici, legali, politici, geo-politici e ambientali;

livello geografico (da locale ad internazionale);

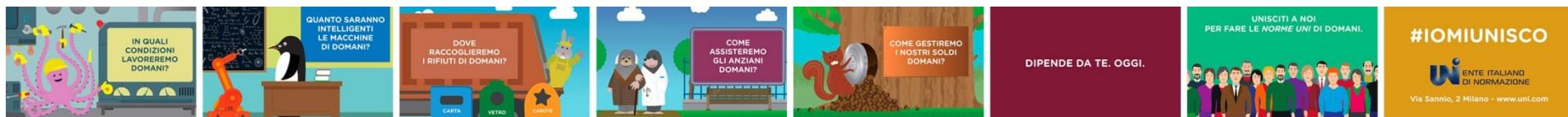
esperienze passate, alla situazione attuale e a potenziali scenari futuri;

velocità di e resistenza al cambiamento; probabilità e potenziale impatto di trends;

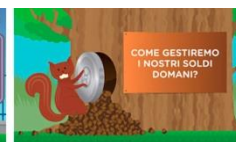
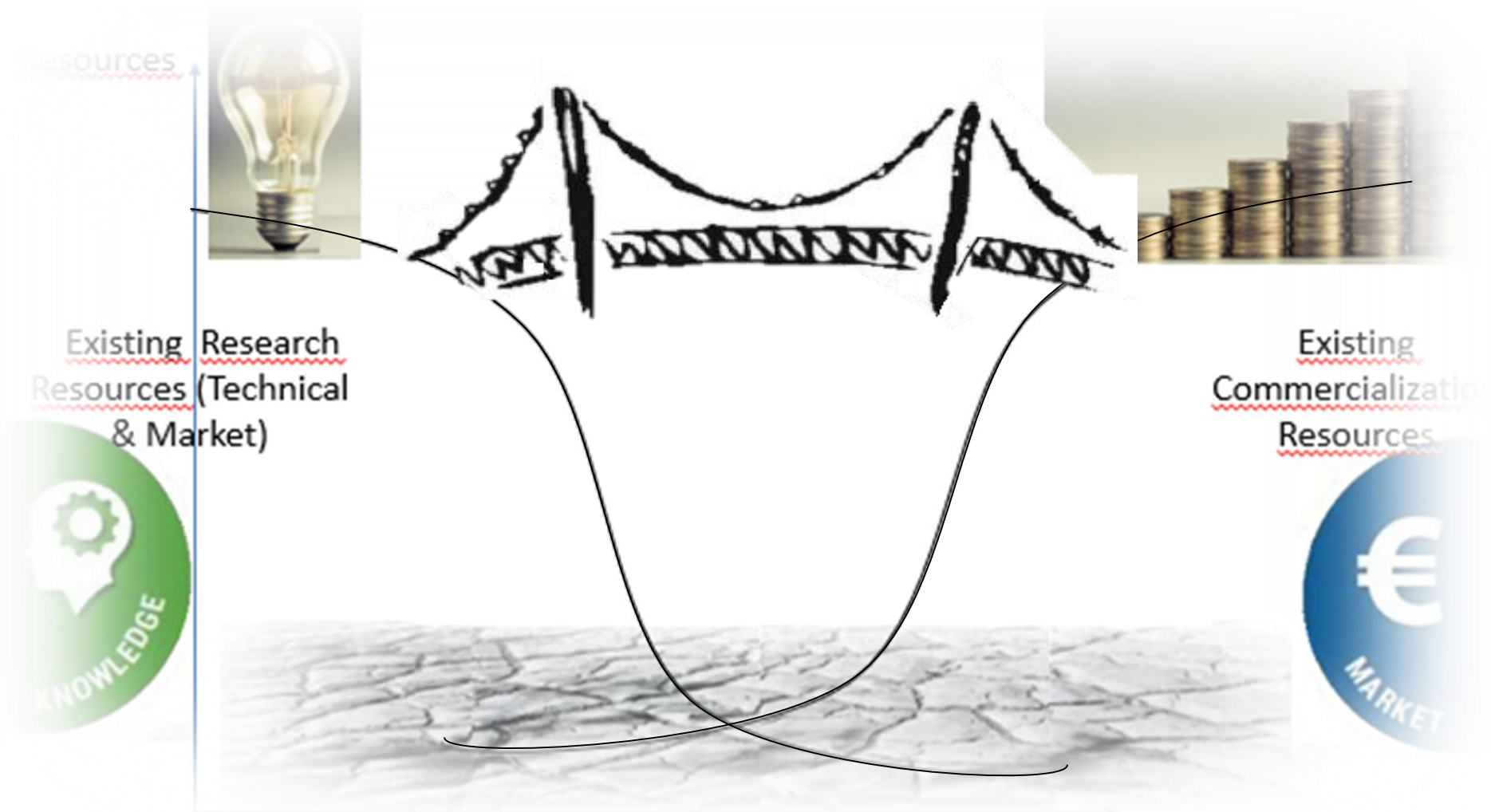
potenziali opportunità, sfide e minacce, ...



al fine di posizionare correttamente bisogni ed aspettative di tutte le parti interessate



Cultura e Collaborazione



Culture (IMP)



"I have a new idea that could be useful to 3M, but it's not related to the business I'm working in right now. Am I allowed to work on it?"

15%
time



The 15 Percent Rule has been the catalyst for some of 3M's most famous products, such as Scotch® Tape and Post-it® Notes.



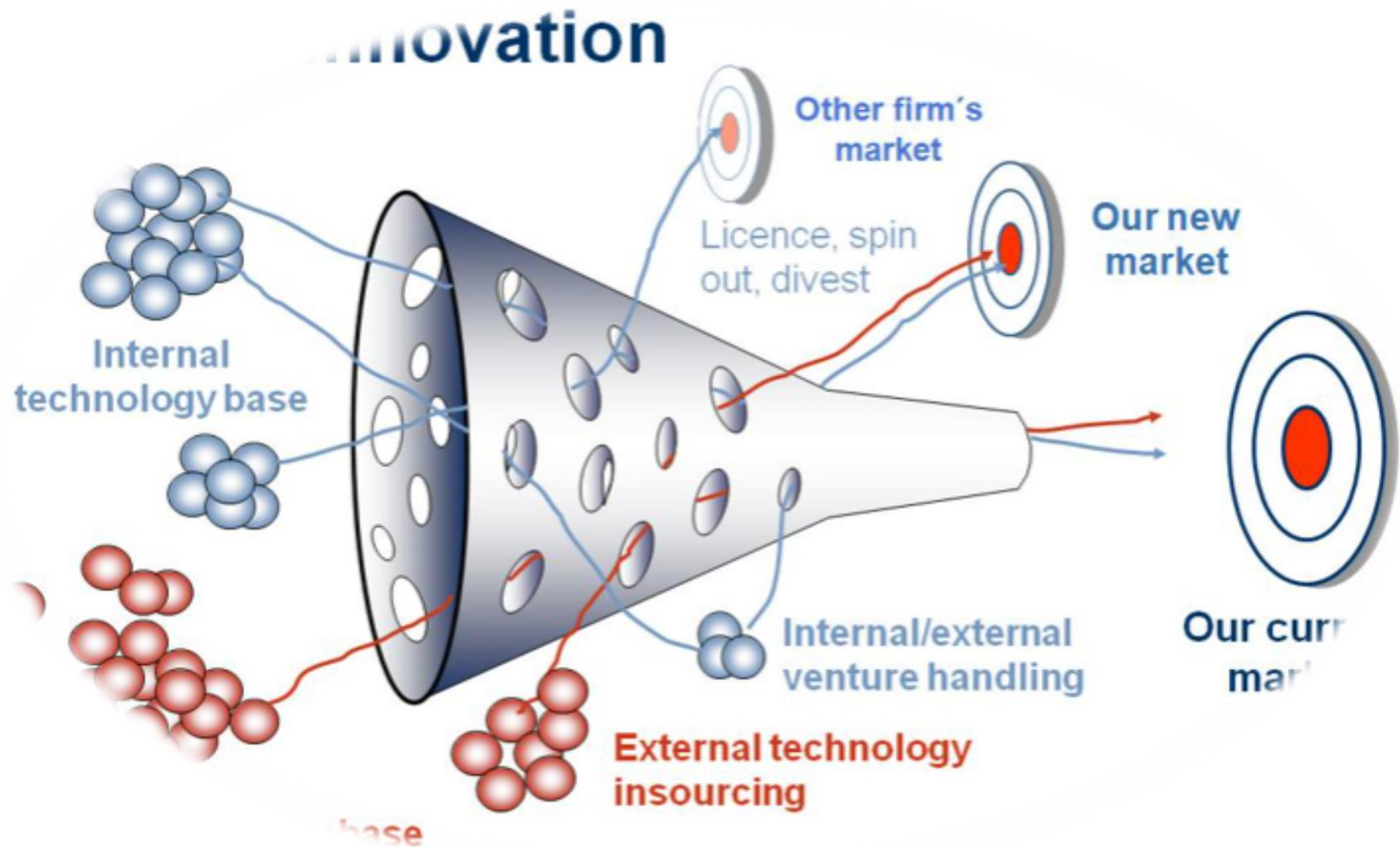
1849 Carl J. Freudenberg fonda a Weinheim una conceria per la produzione di pelle di vitello

2012 Freudenberg Group è presente

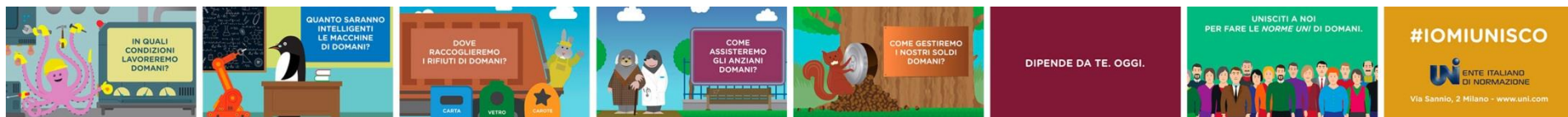
- in 58 paesi
- in 16 diversi aree di business
- con 483 aziende
- con 6.332M€ di fatturato e 433M€ di utile



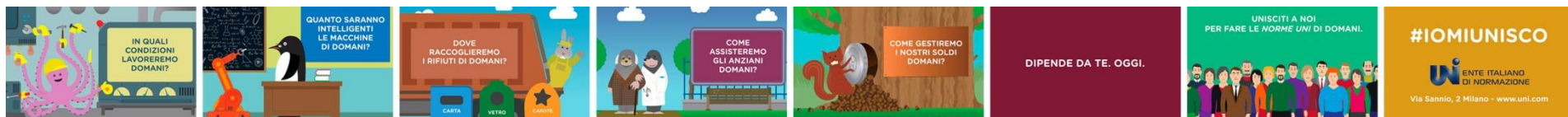
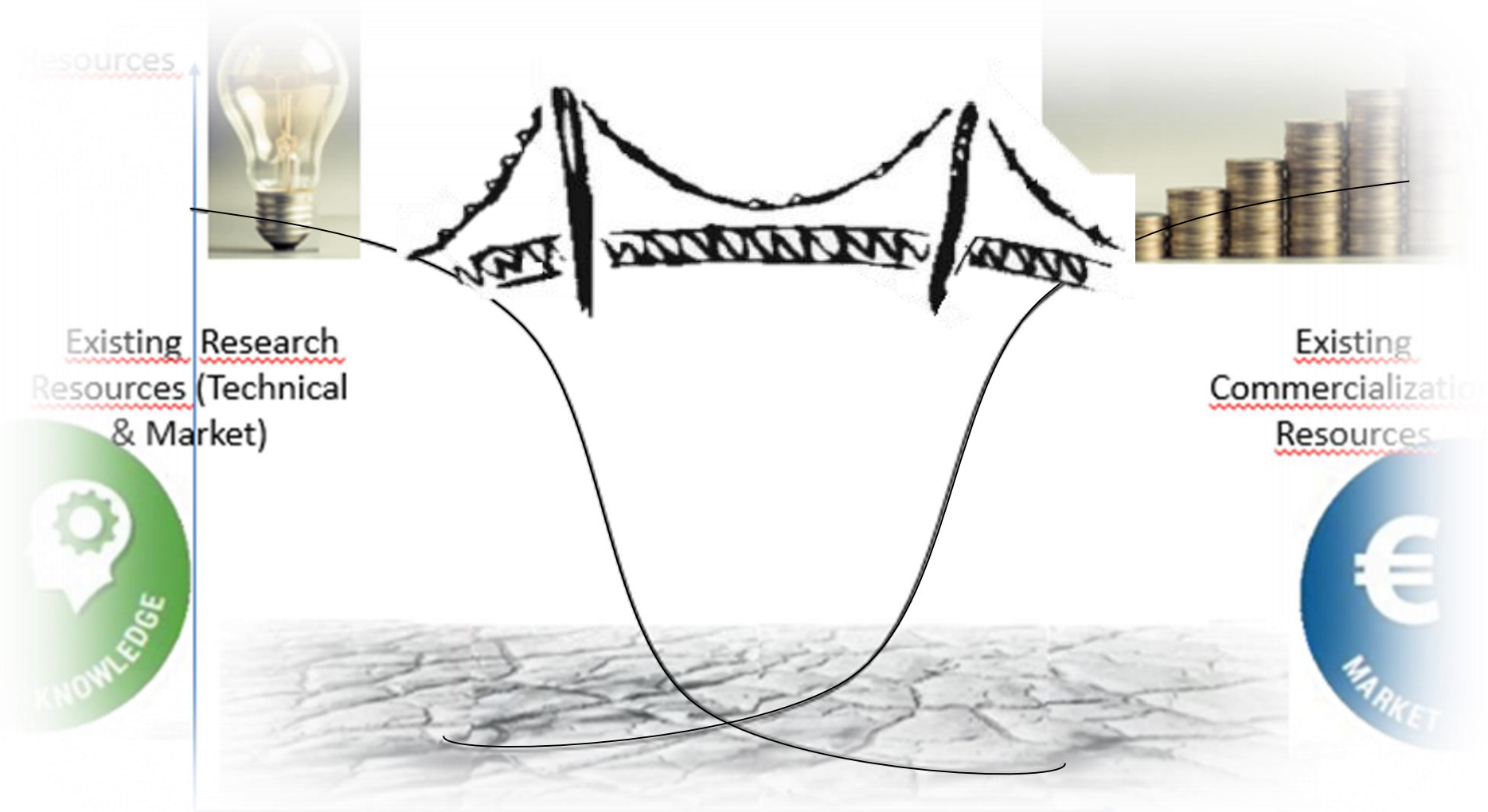
Collaborazione (UNI ISO 56003)



Prof Henry Chesbrough UC Berkeley, Open Innovation:



Leadership, Vision e Strategia



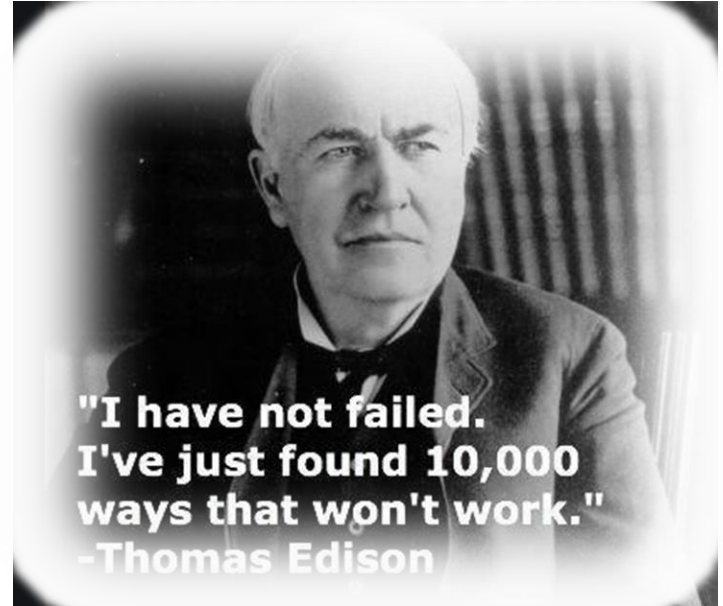
Leader orientati al futuro (IMP)

"Stay hungry. Stay foolish. Never let go of your appetite to go after new ideas, new experiences, and new adventures."

- Steve Jobs



"I have not failed. I've just found 10,000 ways that won't work."
-Thomas Edison



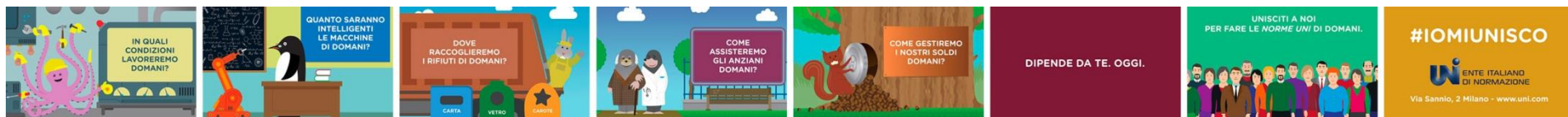
"FAILURE IS AN OPTION HERE. IF THINGS ARE NOT FAILING, YOU ARE NOT INNOVATING ENOUGH."

ELON MUSK

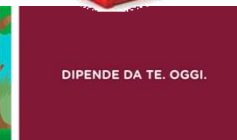
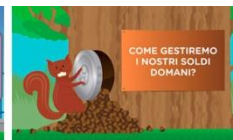
IN INTERVIEW WITH FAST COMPANY
FEBRUARY 2015



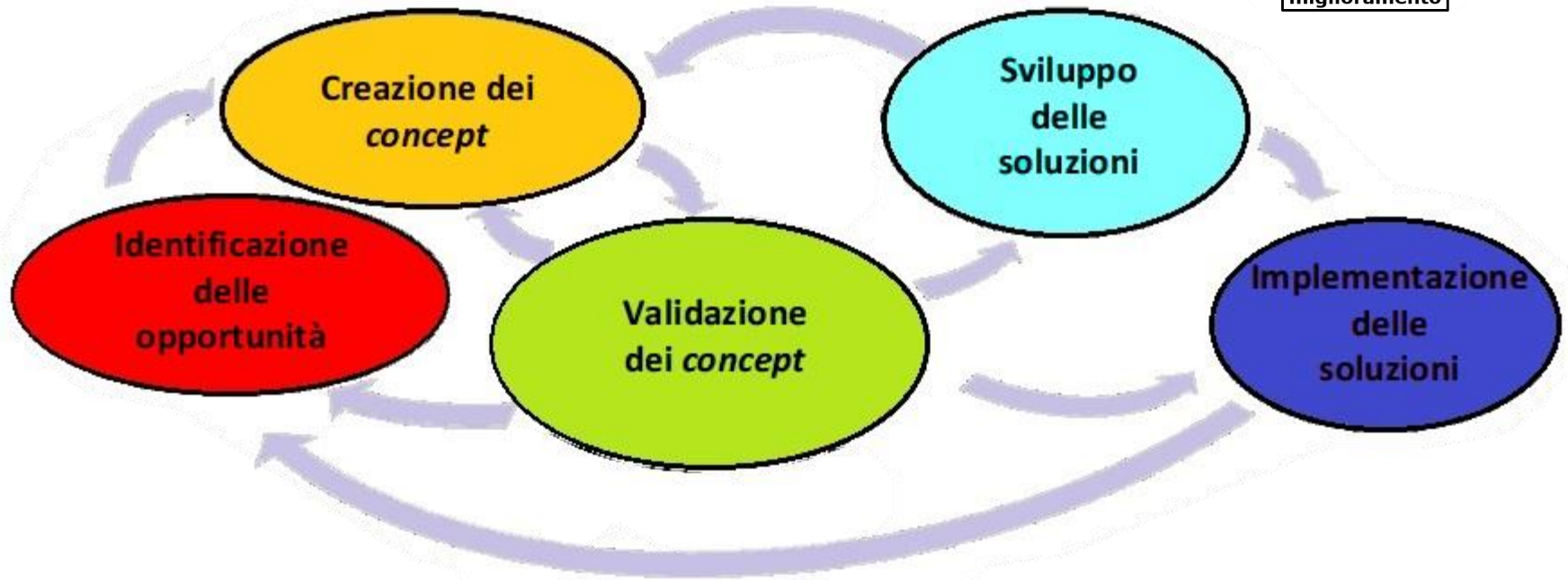
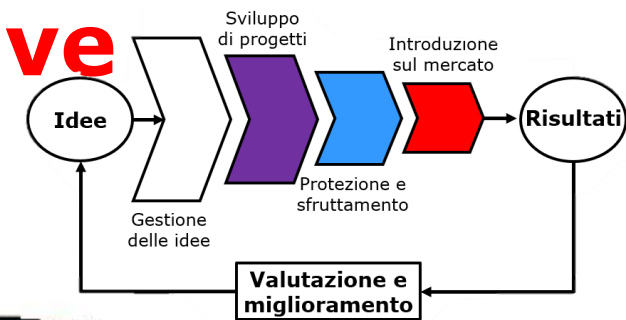
"PEOPLE THINK INNOVATION IS JUST HAVING A GOOD IDEA BUT A LOT OF IT IS JUST MOVING QUICKLY AND TRYING A LOT OF THINGS."



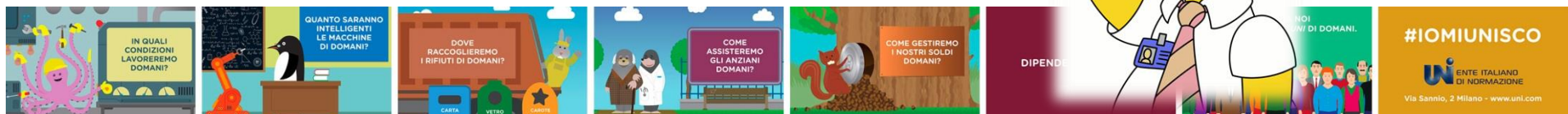
Risorse (Supporto)



Attività Operative (Processi)



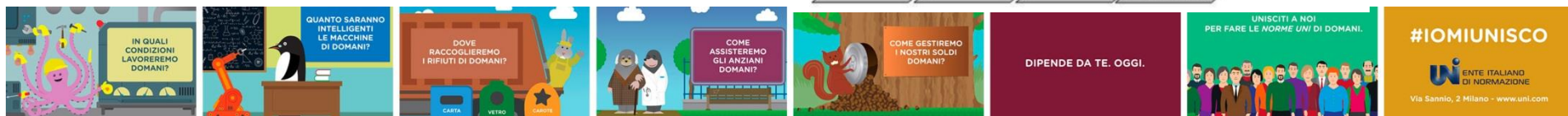
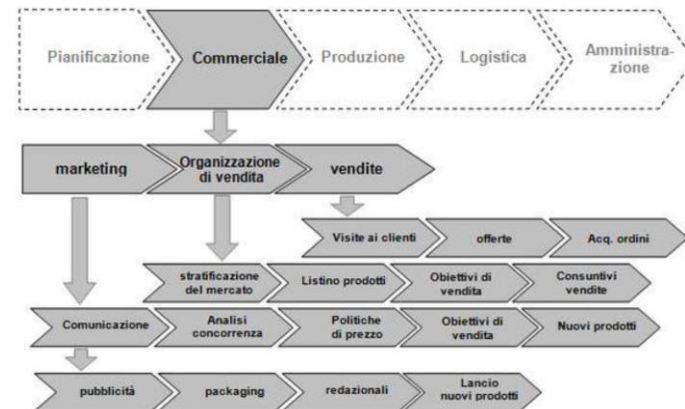
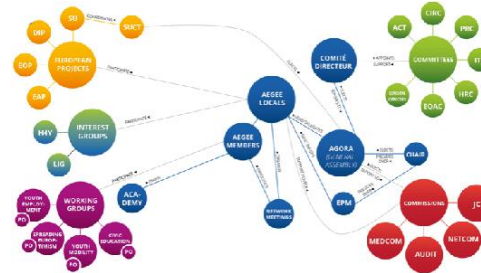
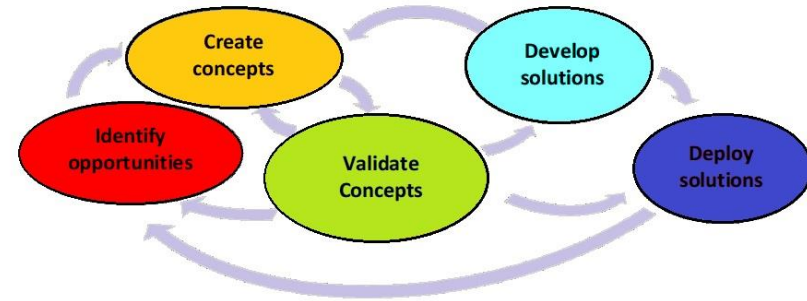
Approccio olistico...
Processo o processi...



Processi d'innovazione



Iniziative e portfolio
Strutture
Processi (e attività)
Supporto



#IOMIUNISCO

UNITE ITALIANO
DI NORMAZIONE

Via Sanno, 2 Milano - www.uni.com

ISO 56002: gli elementi chiave

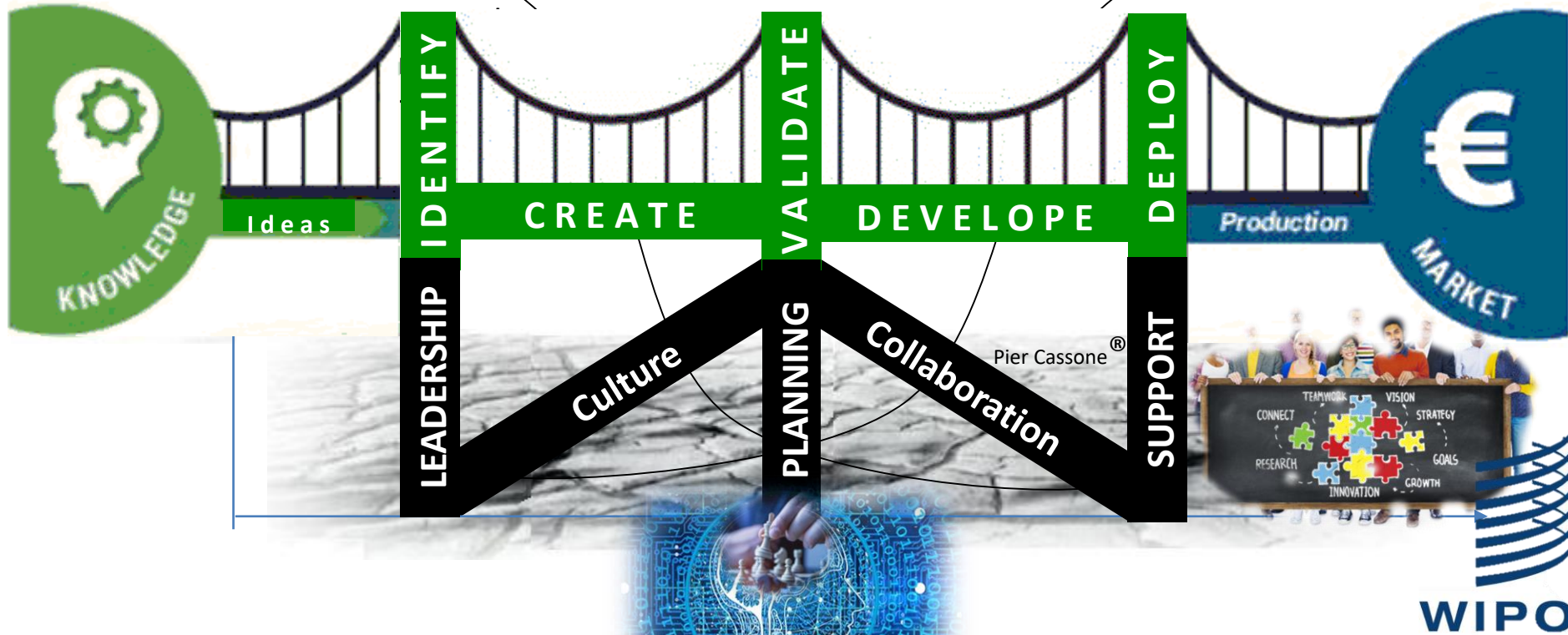


IP: Intellectual Property
SI: Strategic Intelligence
FONTE: ISO/TC 279, WG1

ANNO
NTI
NE
IT?



Cultura, Leadership, Strumenti, Processi



ISO 56002: strutturare l'innovazione

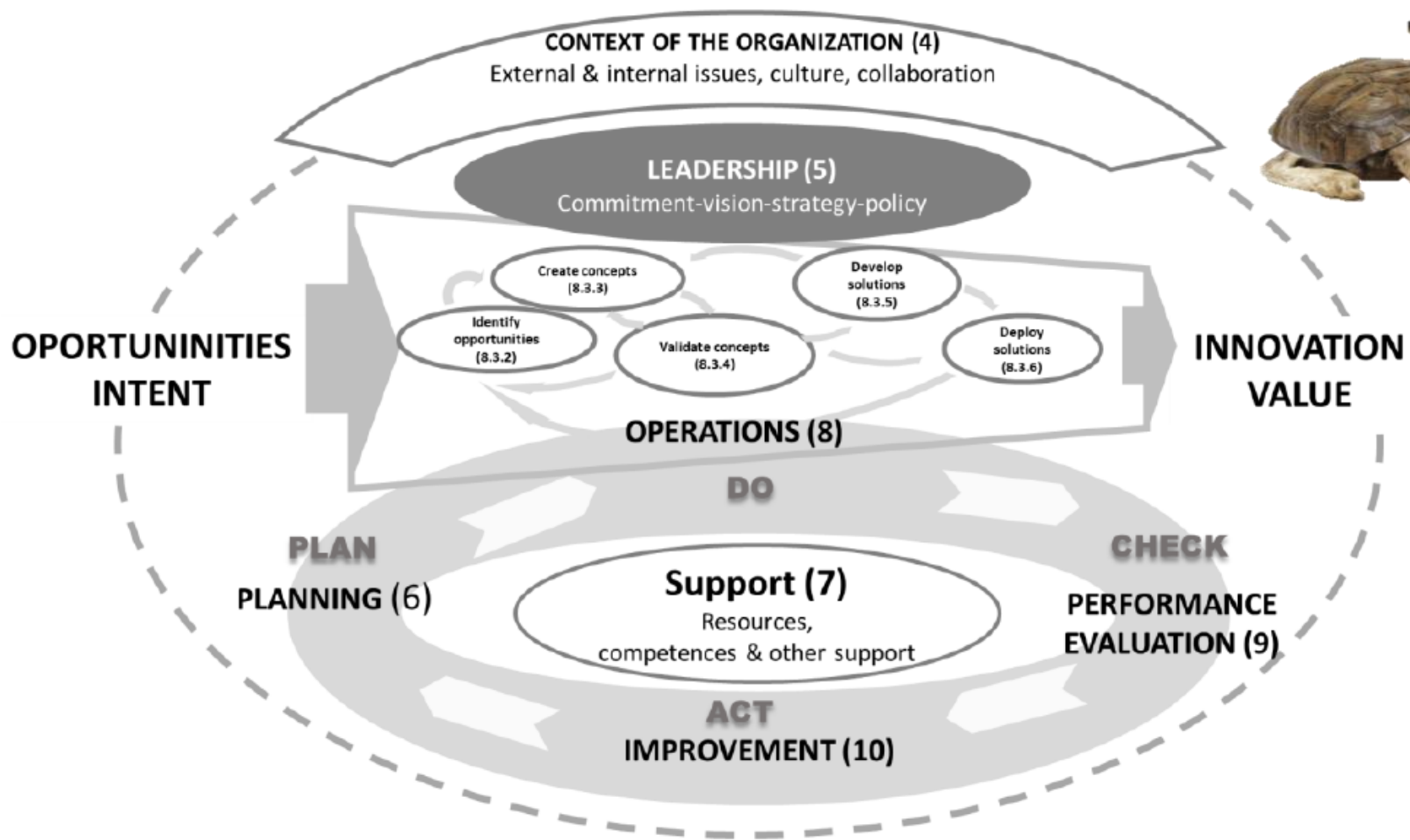
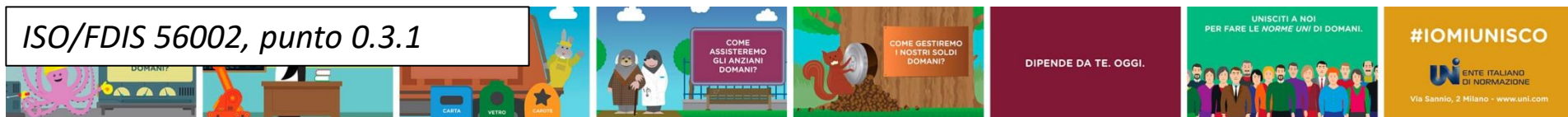


Figure 1 — Representation of the framework of the innovation management system with references to the clauses of this document

ISO/FDIS 56002, punto 0.3.1

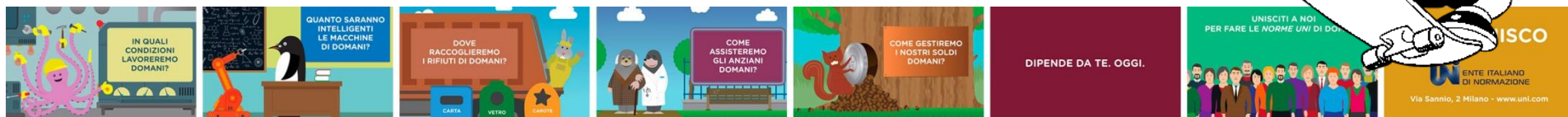




*Si può normare lo
spirito creativo
individuale od
organizzativo?!?*

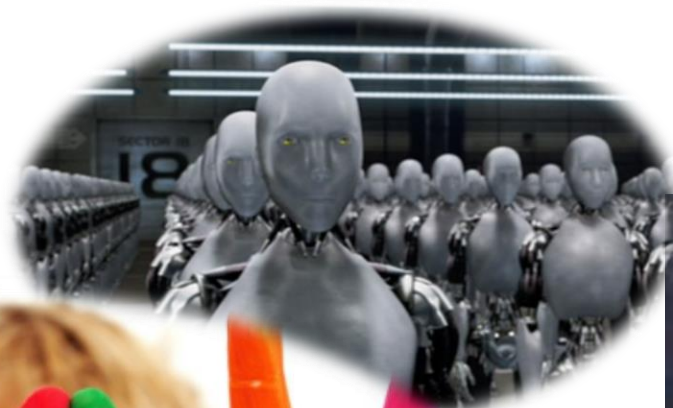
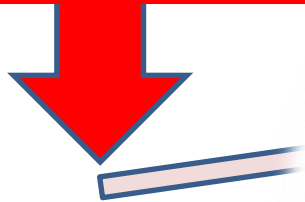


*È possibile normare il
processo che va dal
concepimento dell'idea,
ad una nuova "entità"
sul mercato!*



Innovation vs Standardization

“... Establishing and enforcing prescribed means and methods encourages people to avoid responsibility for failure and to claim that the failure was not their fault because they followed the stipulated methods. ...”

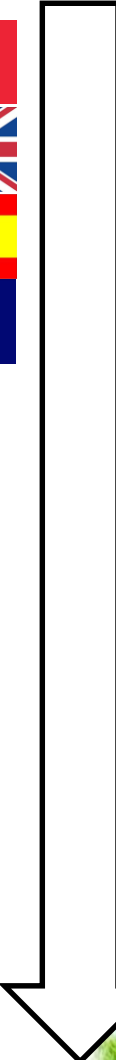


Yoshio Kondo
(Professor Emeritus Kyoto University)

“ ... creativity and standardization are not mutually exclusive but mutually complementary, if it is clear to employees that the working methods are no more than standard actions that are useful hints for improvement, and that, having mastered them, they should actively try to develop (\$new) methods of working that really suit them as individuals. ... By encouraging and promoting the kind of standardization described here, managers will help the people engaged in the work to make full use of their creativity, and to discover even better methods of doing the work ... ”



CEN/TS 16555: le *milestones*

- 
- ✓ **Ago 1991:** pubblicazione norma FD X50-901
 - ✓ **Sep 1994:** pubblicazione norme BS 7000
 - ✓ **Apr 2002:** pubblicazione norme UNE 166000
 - ✓ **Giu 2007:** creazione CEN/BT/WG 201
 - ✓ **Ago 2008:** creazione CEN/TC 389
 - ✓ **Lug 2014:** pubblicazione CEN/TS 16555-1
 - ✓ **Dic 2015:** pubblicazione CEN/TS 16555-7
 - ✓ **Set 2016:** conferma CEN/TS 16555-1
 - ✓ **Ago 2018:** conferma serie CEN/TS 16555

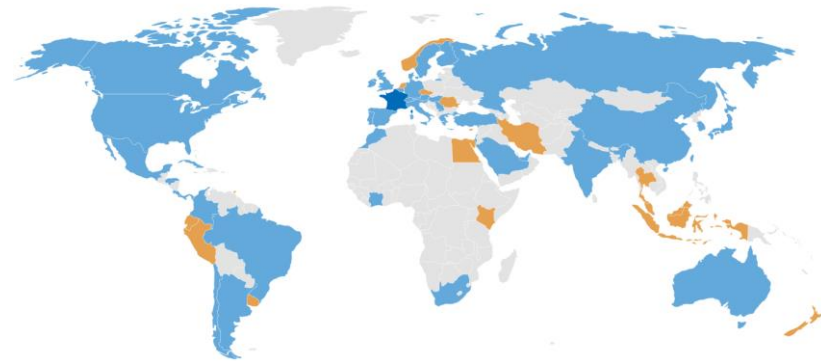


ad oggi sono circa 30 le norme sviluppate in 10 diverse nazioni

<https://www.gestioneinnovazione.it/>

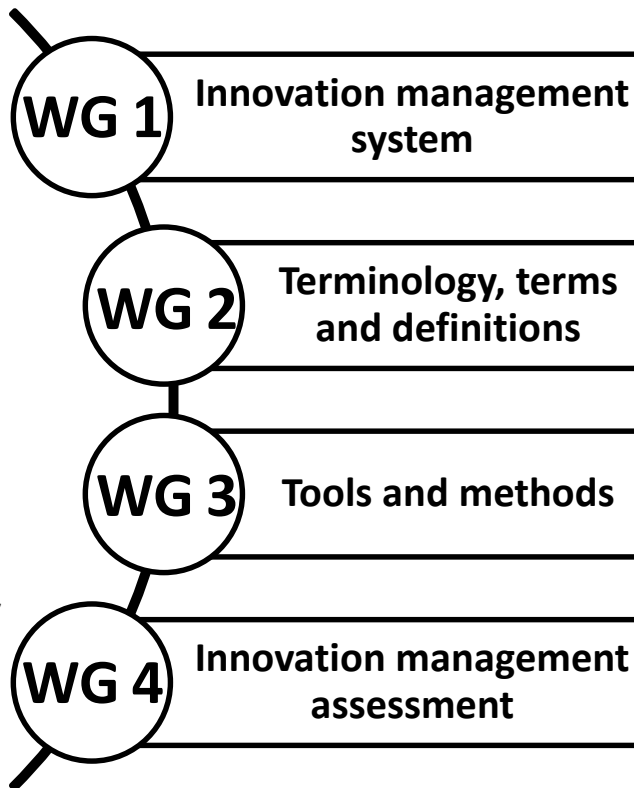


ISO 56000: le attività tecniche⁽¹⁾



ISO/TC 279

Innovation management



43

Paesi
Partecipanti

18

Paesi
Osservatori



Chairwoman:
Alice de Casanove

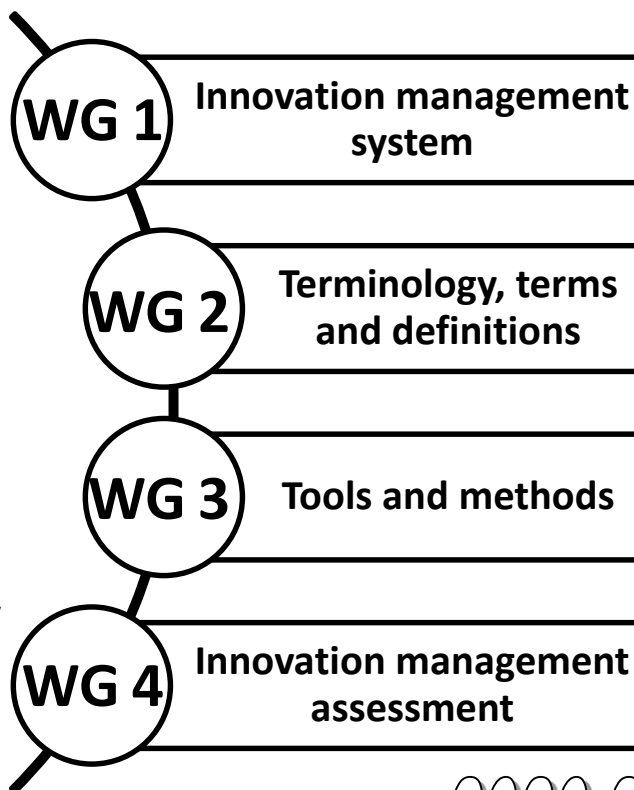


ISO 56000: le attività tecniche⁽²⁾



ISO/TC 279

Innovation management



4 WGs x 8 docs



ISO/FDIS 56000

Fundamentals and vocabulary

WG 2

PUBLISHED

ISO 56002:2019

Innovation management system

WG 1

PUBLISHED

ISO 56003:2019

Tools and methods for innovation partnership

WG 3

PUBLISHED

ISO/TR 56004:2019

Assessment

WG 4

ISO/DIS 56005

Intellectual property management

WG 3

ISO/CD 56006

Strategic intelligence management

WG 3

ISO/AWI 56007

Idea management

WG 3

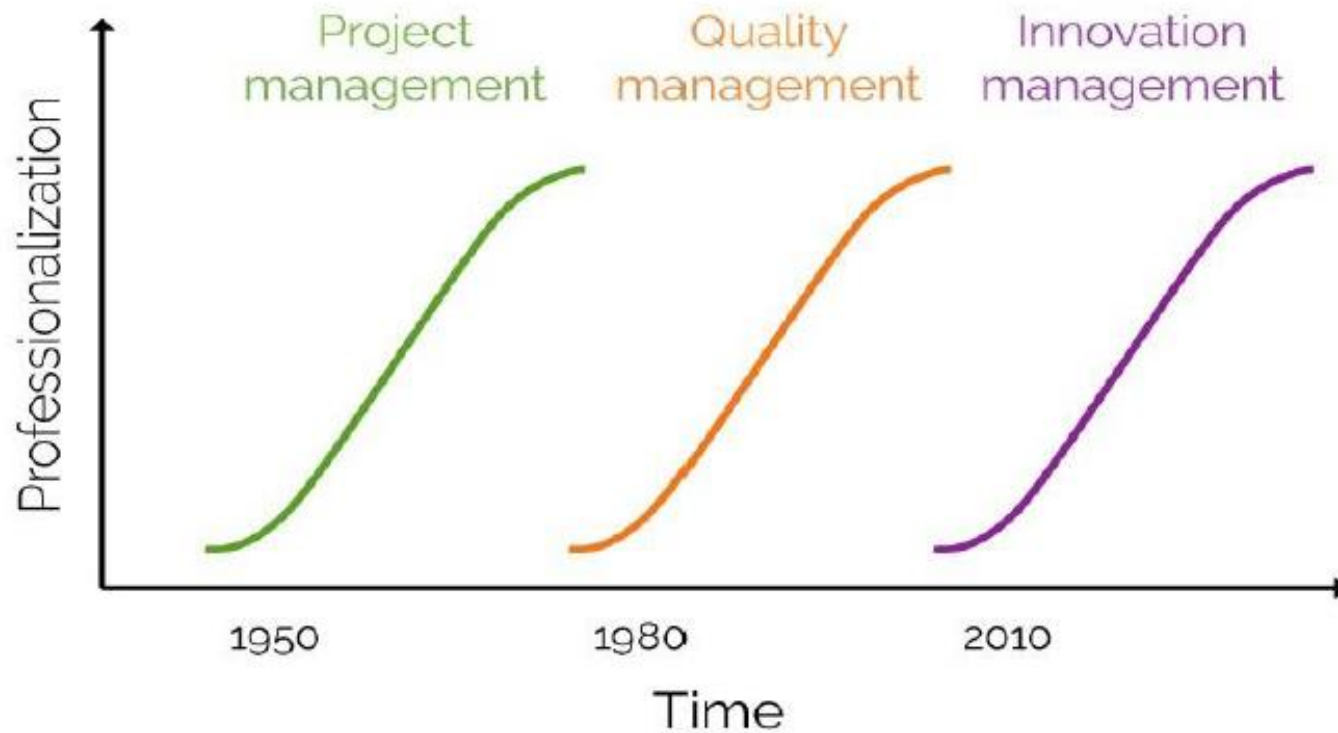
ISO/AWI 56008

Innovation operations measurements

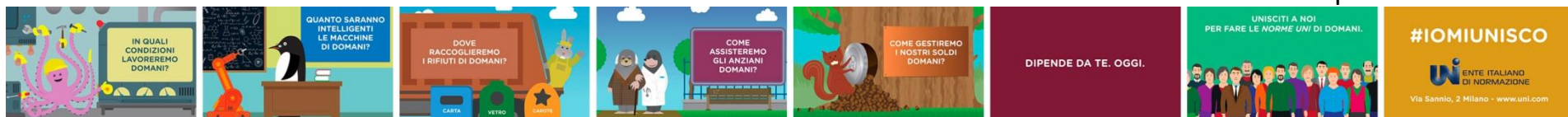
WG 3



New profession is rising



Fonte: ISO/TC 279 WG1
Chairman Leopoldo Colombo



Domande?

Idee?



**GRAZIE PER
L'ATTENZIONE**



Piergiuseppe Cassone

p.cassone@confindustriabergamo.it

Dubbi?

Osservazioni?

Post [Incontro IMP](#)
articoli [Innovazione Agile, ma Strutturata](#)

