

COGSBP10

Manage Innovation in Support of Sustainable Business Practice



Overview

This standard is about managing innovation to support the development of sustainable business practice. It is about managing the implementation of innovation opportunities relevant to an organisation's product offering, business processes or business services: improvements that aim to address the social, economic or environmental factors that limit the sustainability of business practice.

The role described by this standard covers the management of innovation programmes within an organisation. The ability to encourage and motivate others to support sustainability thinking as part of innovation is an important part of the standard.

The standard requires the effective management of innovation through the design and application of project management processes. It also requires that metrics are used to measure success. Risk and contingency planning will need to be applied as appropriate to ensure the smooth running of the project.

Finally, it requires that the proposed innovation is presented to decision makers and others.

Target Group

This standard is for those responsible for managing innovation to positively influence business sustainability through improvements to products, services or businesses processes. It is likely to apply to those who work in the field of product/service development.

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Performance criteria

- You must be able to:*
- P1 define the scope of the proposed innovation project relevant to functional unit and **sustainability drivers**
 - P2 identify the concepts required to support the planned innovation and **sustainability drivers**
 - P3 develop the project management processes required to deliver the innovation
 - P4 identify and obtain the **resources** required to support planned innovation
 - P5 implement and maintain development activities to launch planned innovation
 - P6 encourage and motivate others to support innovation
 - P7 apply metrics to accurately measure the **improvements** delivered by innovation
 - P8 maintain a risk register in support of innovation
 - P9 apply contingency plans to correct variations from planned innovation
 - P10 review achieved outcomes at key decision points within the innovation process to determine progress against planned targets
 - P11 specify and promote the benefits of innovation to **stakeholders**

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Knowledge and understanding

You need to know and understand:

- K1 the legislation, industry standards, and voluntary codes that support innovation
- K2 how the economic, social and environmental principles of sustainability promote and drive innovation
- K3 the sustainability issues faced by the industry/sector within which the organisation operates
- K4 how to manage innovation to influence and support sustainable business practice
- K5 how innovation supports the development of sustainable business strategy
- K6 functional units and their role in innovation
- K7 how to identify and obtain the resources required to support planned innovation
- K8 the management requirements of innovation projects
- K9 how to launch innovation within organisations
- K10 the application of sustainability metrics in measuring the impact of innovation
- K11 innovation theory including techniques used to support creativity, modelling, visioning, idea capture, assessment and prioritisation
- K12 data analysis techniques and tools that support innovation
- K13 how to apply risk registers in support of innovation
- K14 key decision points and their role in the review process
- K15 contingency planning and how it is used to correct variations from planned innovation
- K16 how to encourage and motivate others in support of innovation
- K17 stakeholder involvement and its role in generating interest in innovation
- K18 how to specify and promote the benefits of innovation

Additional Information

Scope/range related to performance criteria

Sustainability drivers include:

- 1 economic
- 2 social and ethical
- 3 environmental
- 4 customer and stakeholder perception

Resources include:

- 1 people
- 2 finance
- 3 technology
- 4 knowledge

Improvements in:

- 1 technology
- 2 design
- 3 human/social well-being
- 4 resource efficiency
- 5 environmental conservation
- 6 waste minimisation/elimination

Stakeholders include:

- 1 decision makers
- 2 organisational colleagues
- 3 customers
- 4 suppliers

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