

ISO 9001 as tool for more Innovative Power

For creating more innovative power in organisations a number of conditions are needed. First of all, the employers should have enough faith in a positive outcome for the planned innovation and should be fully motivated to participate in the required activities with all their creativity. Other conditions are more structural. For example, it is necessary that an organisation is capable of defining the innovation and of managing the innovation process successfully. The latest ©2009 edition of "***Innovation Management Practice Handbook; Guide for process set-up in accordance with ISO 9001: 2008 and Design for Lean Six Sigma***" is emphasising on the organisational constraints in realising a development with a shorter time-to-market. You can download this publication for only € 8,25 at <http://www.productrealisatie.nl/indexGB.html>.

Innovations must be speeded up continuously in order to obtain more profit from the investment and to achieve more benefit from a fast product introduction thereby increasing competitive advantage. To achieve this goal, it is necessary that agreement should be realised on desired results and the expected benefits. The methods and the opportunities of achieving this goal should be clear in advance to all those involved. Although every innovation is different, the rules and processes should be similar for every innovation within the company. Aiming at a moving target will cause higher costs, will delay the process and will lower the quality of the result.

Innovative strengths will be gained when there is an agreement on a program for the organisation that includes all these rules, for example in a quality procedure such as ISO 9001. With this 'Quality Label' for innovation management, the innovation manager gains insight and responsibility that enables him to operate more independently but within the agreed constraints. This is only possible when the key results are clearly presented to the different disciplines involved so that the choices for development opportunities can be weighed strategically.

The world of product marketing has changed substantially in the last decades. This change is difficult for consumers to perceive and this is possibly the reason that this is also not as significant as it should be for strategic management. The task we have in our industry has gained in complexity since we produce our products in low cost labour countries and are remote from our geographical markets. This is the reason that we should put more effort into managing multidisciplinary activities internally and with our external business partners. A good example of this is in the logistics area, where one had in former days a separation between the functions purchase, production logistics (materials management) and marketing for the distribution. These were more or less independent. In a global market however, one must ensure that products can be provided at as low as possible cost to the consumer considering all sustainability aims. This can only be achieved when you consider these disciplines as one coherent process in which every activity has, both internally and externally, its own input and output. Not only the number of activities can be limited, but also the number of versions of the products, the total of goods movements as well as the number of warehouses. This will decrease the costs and the opportunities for things going wrong. Design for Lean Six Sigma keeps the processes clear, governable, predictable and results-oriented and will form the conditions, which minimise the chance of errors whilst shortening the process time. These processes are formed during the development process with, as a result, the new product and its associated services. It therefore speaks for itself, the wisdom of using these principles as a main rule for making choices and decisions during the realisation of the innovation.

Complementary strategic decisions will be made during the innovation process to manage the project. These decisions are of major importance for the functioning of the whole company and could have much impact on the working conditions of its employees. It is obvious that these decisions can only be made on the basis of complete and correct information and on the basis of agreements between the Executive Board and the project team members. The role of the innovation manager or project

leader is, in this dynamic, the role of advisor so that responsibilities can be shared in the correct manner and activities can be focussed.

In the latest ©2009 edition of "***Innovation Management Practice Handbook; Guide for process set-up in accordance with ISO 9001: 2008 and Design for Lean Six Sigma***", you will be introduced to the strategic choices that must be taken during the innovation process. Moreover, this book will give you a guide to form the business processes for innovation including the whole supply chain and will give your organisation the motivation to function according to the new rules. Your innovation projects will gain in speed, efficiency, and cost-awareness and will become successful operations. The result of this methodology will support the ISO 9001: 2008 norm and Design for Lean Six Sigma methodology in a natural way. Cost saving and sustainable progress are in this philosophy complementary.

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