

ISO Central Secretariat

1, ch. de la Voie-Creuse
Case postale 56
CH - 1211 Genève 20
Switzerland

Telephone + 41 22 749 01 11
Fax + 41 22 733 34 30
E-mail central@iso.org
Web www.iso.org

Organisation internationale de normalisation
International Organization for Standardization
Международная Организация по Стандартизации



Our ref. TMB / NWIP

TO THE ISO MEMBER BODIES

Date 2012-11-07

New work item proposal – Research, development and innovation – Process management

Dear Sir or Madam,

Please find attached a new work item proposal submitted by ABNT (Brazil) on *Research, development and innovation – Process management*. It should be noted that, if the NWIP is approved, the work is proposed to be carried out in a Project Committee.

You are kindly invited to complete the ballot form ([Form 05](#)) which could be downloaded at www.iso.org/forms and send it, preferably in Word format, to the Secretariat of the ISO Technical Management Board at tmb@iso.org before **7 February 2013**.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'S. Clivio', written over a light blue horizontal line.

Sophie Clivio
Secretary to the Technical Management Board

Encl: NWIP (Form 04)
Design specification Research, Development and innovation – Process Management
Justification Study



NEW WORK ITEM PROPOSAL	
Closing date for voting	Reference number (to be given by the Secretariat)
Date of circulation	ISO/TC / SC N
Secretariat ABNT	<input checked="" type="checkbox"/> Proposal for new PC

A proposal for a new work item within the scope of an existing committee shall be submitted to the secretariat of that committee with a copy to the Central Secretariat and, in the case of a subcommittee, a copy to the secretariat of the parent technical committee. Proposals not within the scope of an existing committee shall be submitted to the secretariat of the ISO Technical Management Board.

The proposer of a new work item may be a member body of ISO, the secretariat itself, another technical committee or subcommittee, or organization in liaison, the Technical Management Board or one of the advisory groups, or the Secretary-General.

The proposal will be circulated to the P-members of the technical committee or subcommittee for voting, and to the O-members for information.

IMPORTANT NOTE: Proposals without adequate justification risk rejection or referral to originator.

Guidelines for proposing and justifying a new work item are contained in Annex C of the ISO/IEC Directives, Part 1.

Proposal (to be completed by the proposer)

<p>Title of the proposed deliverable. <i>(in the case of an amendment, revision or a new part of an existing document, show the reference number and current title)</i></p> <p>English title Research, development and Innovation - Process Management</p> <p>French title (if available)</p>
<p>Scope of the proposed deliverable.</p> <p>This International Standard specifies requirements to a management system in the field of research, development and innovation (RD&I) aiming to provide to users the tools to establish, implement, maintain and improve, efficiently and consistently, their RD&I routines.</p> <p>This International Standard provides guidance on the research and development activities, which constitutes the base for innovation, through inputs and consolidated technical parameters such as test methods, sampling criteria, safety requirements, among others.</p>

Purpose and justification of the proposal.

Companies around the world are dealing with customers who request products and services to be adjusted to their individual needs ever faster. To remain competitive, companies have no choice but to get innovations to market quickly, at a low cost in line with customer requirements.

Within an ever more competitive market, only the strongest organizations and companies that present high levels of adaptation to the new conditions are able to survive. This strength is gained by launching to the market new products/services that lead to differ from competitors. Thus, investment in research, development and innovation (R&D&I) is the key to success.

The purpose of this new committee would be to create standards in the field of research, development and innovation (RD&I) systematizing the management of RD&I and ensure their efficiency, effectiveness and consistency with the goals set by the company.

The ability to generate technological knowledge and especially turn it into innovation is the main factor to the success of policies to promote development, either in companies, whether in developed countries, emerging or in process development. Research activities and development are facilitated by the existence of technical standards that guide and assist in implementing these activities by providing inputs and technical parameters consolidated (test methods, sampling criteria, safety requirements etc.). In this sense, standardization often constitutes the basis for successful innovation.

The triad – Research, development and innovation - is the key to business sustainability and is the criterion that distinguishes firms with respect to their degree of maturity in the management of these elements and the ability to use them with the key aspect to compete in an increasingly demanding market.

The objective of the processes of standardization and innovation intend to be balanced and articulated to meet the challenges arising from globalization, the emergence of new economic powers and the evolution of technology.

Two points can be highlighted on the need to establish national standard for the activity of RD&I.

- the ability of a clear definition of what activities are RD & I needs to enhance business actions that aim to generate knowledge and apply it on the market;
- the greater transparency and efficiency that any programs that foster innovative entrepreneurship, as it allows to establish clear criteria about what may or may not be the target of support and reduce subjectivity in assessment of merit.

RD&I enable companies and organizations to the competitiveness and to build customer loyalty. The activities in this field can provide the following benefits:

- Improved corporate image;
- Contributes to monitor the return of investments made in innovation;
- Boost sales;
- Increase your profitability;
- Open new markets;
- Enhance your brand and gain a reputation as an innovative business;
- Attract the best employees through your enhanced reputation;
- Find new business partnerships;
- Attract external finance;
- Reduce costs;
- Improve the quality of your offer;
- Optimization of processes and results;
- Get your product to market more quickly.

If a draft is attached to this proposal,:

Please select from one of the following options (note that if no option is selected, the default will be the first option):

- Draft document will be registered as new project in the committee's work programme (stage 20.00)
- Draft document can be registered as a Working Draft (WD – stage 20.20)
- Draft document can be registered as a Committee Draft (CD – stage 30.00)
- Draft document can be registered as a Draft International Standard (DIS – stage 40.00)

<p>Is this a Management Systems Standard (MSS)?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>Indication(s) of the preferred type or types of deliverable(s) to be produced under the proposal.</p> <p><input checked="" type="checkbox"/> International Standard <input type="checkbox"/> Technical Specification <input type="checkbox"/> Publicly Available Specification <input type="checkbox"/> Technical Report</p>
<p>Proposed development track <input type="checkbox"/> 1 (24 months) <input checked="" type="checkbox"/> 2 (36 months - default) <input type="checkbox"/> 3 (48 months)</p>
<p>Known patented items (see ISO/IEC Directives, Part 1 for important guidance)</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If "Yes", provide full information as annex</p>
<p>A statement from the proposer as to how the proposed work may relate to or impact on existing work, especially existing ISO and IEC deliverables. The proposer should explain how the work differs from apparently similar work, or explain how duplication and conflict will be minimized.</p> <p>There are no similar works being developed in ISO, but there is similar works that have been developed in Spain, Portugal, Mexico, United Kingdom, France and Germany as mentioned on item I of this document</p>
<p>A listing of relevant existing documents at the international, regional and national levels.</p> <p>In Brazil, this process is driven by ABNT/CEE-130 - Special Study Committee for the Management of Research, Development and Innovation (RD&I), managed by ABNT. The result of these efforts will help to systematize the RD & I activities of organizations.</p> <ul style="list-style-type: none"> - ABNT NBR 16500 - Activities to management of research, development and innovation (R&D&I) — Terminology; - ABNT NBR 16501 - Guidance for management systems of research, development and innovation (R&D&I); - ABNT NBR 16502 - Management of research, development and innovation (R&D&I) — Guidelines to elaboration of R&D&I projects. <p>In addition to Brazil, some other countries such as Spain, Portugal, Mexico (in progress), United Kingdom, France and Germany have developed activities related to standardization in RD&I. Following details about standards developed in Spain and Portugal:</p> <ul style="list-style-type: none"> • Spain <ul style="list-style-type: none"> o UNE 166005:2004 IN – Management of RD&I Guide to the Standard Application UNE 166002:2002 EX al goods sectors; o UNE 166003:2003 EX – Management of RD&I: Competence and evaluation of auditors of RD&I o UNE 166004:2003 EX - Management of RD&I: Competence and evaluation of auditors of management systems of RD&I; o UNE 166007:2010 IN - Management of RD&I: Application Guide of UNE 166002:2006. o UNE 166001:2002 EX - Management of RD&I: Requirements of a project of RD&I; o UNE 166001:2006 - Management of RD&I: Requirements of a RD&I project; o UNE 166002:2002 EX – Management of RD&I: Requirements Management System of RD&I; o UNE 166002:2006 - Management of RD&I: Requirements Management System RD&I; o UNE 166006:2006 EX - Management of RD&I: Technological Surveillance System; o UNE 166006:2011 - Management of RD&I: Technology watch system and Competitive Intelligence; o UNE 166000:2002 EX - Management of RD&I: Terminology and definitions of activities of RD&I; o UNE 166000:2006 - Management of RD&I: Terminology and definitions of RD&I. • Portugal <ul style="list-style-type: none"> o NP 4456 – Terminology and definitions of RD&I activities; o NP 4457 – Requirements management system of RD&I; o NP 4458 – Requirements of an RD&I project; o NP 4461 – Competence and evaluation of management system of RD&I auditors and the auditors of the RD&I projects.

A simple and concise statement identifying and describing relevant affected stakeholder categories (including small and medium sized enterprises) and how they will each benefit from or be impacted by the proposed deliverable(s)

The proposed standard will be applicable to any organization which intends to establish a MSS of R&D&I, independently of its size, dimension, complexity and even nature of its activity, being also applicable to any type of innovation aspect: products (goods and services), processes or marketing.

The main impacts, we can list are:

- Enhancement of the image of the organization;
- To contribute with the monitoring of the return of the investments in innovation;
- Supports the integration of the activities of R&D&I in the organization;
- Helps avoiding the loss in the activities with impact in the development of patented technologies, from which additional benefits can be obtained, particularly in technological transfer;
- Potencializes R&D&I as a competitiveness factor;

The main stakeholder groups are:

- Industries;
- Government;
- Academic;
- Research Institutes;
- Others.

<p>Liaisons: A listing of relevant external international organizations or internal parties (other ISO and/or IEC committees) to be engaged as liaisons in the development of the deliverable(s).</p>	<p>Joint/parallel work: Possible joint/parallel work with:</p> <p><input type="checkbox"/> IEC (please specify committee ID)</p> <p><input type="checkbox"/> CEN (please specify committee ID)</p> <p><input type="checkbox"/> Other (please specify)</p>
--	--

A listing of relevant countries which are not already P-members of the committee.

Preparatory work (at a minimum an outline should be included with the proposal)

A draft is attached An outline is attached An existing document to serve as initial basis

The proposer or the proposer's organization is prepared to undertake the preparatory work required Yes No

<p>Proposed Project Leader (name and e-mail address)</p>	<p>Name of the Proposer (include contact information)</p> <p>Eugenio De Simone eugenio@abnt.org.br</p>
---	---

Supplementary information relating to the proposal

This proposal relates to a new ISO document;

This proposal relates to the amendment of existing ISO document

This proposal is for the revision of an existing ISO document;

This proposal relates to the adoption as an active project of an item currently registered as a Preliminary Work Item;

This proposal relates to the re-establishment of a cancelled project as an active project.

Other:

Annex(es) are included with this proposal (give details)

Scope

This Standard establishes guidance for the development and implementation of R&D&I management systems and is applied to any organization no matter its size, type and activity.

This Standard does not aim to be used in regulatory measures and contractual relations, including certification.

The guidance aspects provided in this standard are generic and intend to be applied to organizations that aim

- *to start or improve the R&D&I activities, and*
- *define, implement and improve a R&D&I management system, according to its politics.*

When one or more of the guidance presented in this standard cannot be applied due to the nature of the organization, its application may be considered or not, since it does not affect the capacity or responsibility of the organization to practice the R&D&I and comply with the requirements of its stakeholders.

Introduction

0.1 General

0.2 R&D&I management context

0.3 R&D&I characteristics

0.4 Schematic representation of the management of R&D&I

1 Scope

2 Normative references

3 Terms and definitions

4 R&D&I management system

4.1 General requirements

4.2 Documentation

4.2.1 General

4.2.2 Control of documents

4.2.3 Control of records

5 Top management responsibility

5.1 Top management commitment

5.2 Needs, expectations and requirements of stakeholders

5.3 R&D&I policy

5.4 Planning

5.4.1 R&D&I objectives

5.4.2 R&D&I planning management system

5.5 Responsibility, authority and communication

5.5.1 Responsibility and authority

5.5.2 Top management representative

5.5.3 R&D&I management responsibility

- 5.5.4 Internal communication
- 5.5.5 Establishment for *R&D&I* management responsibility
- 5.6 Critical review by top management
 - 5.6.1 General
 - 5.6.2 Elements for critical review
 - 5.6.3 Results of the critical review
- 6 Resource management
 - 6.1 General
 - 6.2 People of organization
 - 6.2.1 People management
 - 6.2.2 Competence, training and awareness
 - 6.3 Infrastructure
 - 6.4 Work environment
- 7 *R&D&I* accomplishment
 - 7.1 *R&D&I* planning of accomplishment
 - 7.1.1 Internal and external critical review
 - 7.1.2 *R&D&I* selection of opportunities
 - 7.1.3 *R&D&I* planning, monitoring and controlling of accomplishment
 - 7.2 *R&D&I* promoting a favorable environment
 - 7.3 *R&D&I* knowledge required to accomplishment
 - 7.4 *R&D&I* acquisition to accomplishment
 - 7.4.1 Acquisition process
 - 7.4.2 Acquisition information
 - 7.4.3 Acquisitions verification
 - 7.5 *R&D&I* project accomplishment
 - 7.6 *R&D&I* results
 - 7.6.1 Protection and exploration of results of the *R&D&I* activities
 - 7.6.2 Commercialization
- 8 Measurement, analysis and improvement
 - 8.1 General
 - 8.2 Monitoring and measurement
 - 8.2.1 Internal audit
 - 8.2.2 *R&D&I* monitoring and measurement of the accomplishment
 - 8.2.3 *R&D&I* monitoring and measurement of the results of the activities
 - 8.3 Control of deviations in the planned results
 - 8.4 Analysis of data
 - 8.5 Improvement
 - 8.5.1 Continuous improvement
 - 8.5.2 Corrective action
 - 8.5.3 Preventive action
- Annex A (informative) *R&D&I* models
 - A.1 Linear model of the innovation funnel
 - A.2 Open innovation model
 - A.3 Model of technology silos
 - A.4 Model interactive or chain-linked model
- Bibliographic
- Figures
- Figure 1 - Schematic representation of the *R&D&I* management

Figure 2 - Scheme implementation of *R&D&I* (clear outer circle) correlated with the PDCA cycle of ISO 9001 (dark inner circle)

Figure A.1 - Linear model of innovation funnel

Figure A.2 - Open innovation model

Figure A.3 - Models of technology silos

Figure A.4 - Model based on the links in the chain of Kline & Rosenberg



NWIP on Research, development and Innovation

Justification Study (Annex SL – ISO/IEC Consolidate supplement)

1	<p>What is the proposed purpose and scope of the MSS? Is the document supposed to be a guidance document or a document with requirements?</p> <p>This International Standard specifies requirements to a management system in the field of research, development and innovation (R&D&I) aiming to provide to users the tools to establish, implement, maintain and improve, efficiently and consistently, their R&D&I routines.</p> <p>This International Standard provides guidance on the research and development activities, which constitutes the base for innovation, through inputs and consolidated technical parameters such as test methods, sampling criteria, safety requirements, among others.</p> <p>The proposal is aimed to develop a requirement standard.</p>
2	<p>Would the proposed MSS work item result in an International Standard (IS), an ISO(/IEC) Guide, a Technical Specification (TS), a Technical Report (TR), a Publicly Available Specification (PAS), or an International Workshop Agreement (IWA)?</p> <p>The result of this work intends to be an International Standard.</p>
3	<p>Does the proposed purpose or scope include product (including service) specifications, product test methods, product performance levels, or other forms of guidance or requirements directly related to products produced or provided by the implementing organization?</p> <p>No. The proposal relates to the management of research, development and innovation (R&D&I), but it will not aim to any specifics of products or services that are developed by any organization implementing this document.</p> <p>The objective of this proposal is to systematize the management of R&D&I and ensure its efficiency, effectiveness and consistency with the goals set by the organization.</p>
4	<p>Is there one or more existing ISO committee or non-ISO organization that could logically have responsibility for the proposed MSS? If so, identify.</p> <p>No Committees have been identified.</p>
5	<p>Have relevant reference materials been identified, such as existing guidelines or established practices?</p> <p>Yes. The proposal brings a list containing relevant work developed on the field of Research, Development and Innovation around the world. Despite that, the proposal has the possibility to present its own National experience in the subject, since it also has its own set of documents in the proposed subject.</p>
6	<p>Are there technical experts available to support the standardization work? Are the technical experts direct representatives of the affected parties from the different geographical regions?</p> <p>Yes. As can be seen from the above mentioned list of materials and documents presented at the proposal, there are similar national initiatives that have been developed by other countries, whom can be able to provide the requested international expertise to the development of the document proposed.</p>
7	<p>What efforts are anticipated as being necessary to develop the document in terms of experts needed and number/duration of meetings?</p> <p>The only effort that could be identified so far will be the necessity of support for the participation of developing countries, so that we can have its contribution and assurance of the global relevance of the document proposed.</p>

8	<p>What is the anticipated completion date?</p> <p>The intended timeframe is the standard one in ISO: 36 months. But taking into account the previous experience of some countries in this subject, we might be able to deliver a document in an earlier target date.</p>
9	<p>Is the MSS intended to be a guidance document, contractual specification or regulatory specification for an organization?</p> <p>No. The sole intention of this proposal is to deliver an International Standard providing requirements for the support of a management system on R&D&I.</p>

Principle 1: market relevance

10	<p>Have all the affected parties been identified? For example:</p> <p>The list of potential beneficiaries of the standards is the following:</p> <ul style="list-style-type: none"> • Consumers; • Society; • Research institutes; • Government; • Industry. <p>a) organizations (of various types and sizes): the decision-makers within an organization who approve work to implement and achieve conformance to the MSS;</p> <p>b) customers/end-users, i.e. individuals or parties that pay for or use a product (including service) from an organization;</p> <p>c) supplier organizations, e.g. producer, distributor, retailer or vendor of a product, or a provider of a service or information;</p> <p>d) MSS service provider, e.g. MSS certification bodies, accreditation bodies or consultants;</p> <p>e) regulatory bodies;</p> <p>f) non-governmental organizations.</p>
11	<p>What is the need for this MSS? Does the need exist at a local, national, regional or global level? Does the need apply to developing countries? Does it apply to developed countries? What is the added value of having an ISO document (e.g. facilitating communication between organizations in different countries)?</p> <p>The intended document would be applicable to organizations of all kinds and sizes, based on developing and developed countries.</p> <p>Among the potential benefits of the document we list:</p> <ul style="list-style-type: none"> • Improved corporate image; • Contributes to monitor the return of investments made in innovation; • Boost sales; • Increase your profitability; • Open new markets; • Enhance your brand and gain a reputation as an innovative business; • Attract the best employees through your enhanced reputation; • Find new business partnerships; • Attract external finance; • Reduce costs; • Improve the quality of your offer; • Optimization of processes and results; • Get your product to market more quickly. <p>The raise of the relevance of developing countries in current world economy justifies their need for such document, mainly because investments in R&D&I are not only internal (national) ones, but can come from external (regional or international) entities. Having a document with global relevance, an ISO Standard, will surely</p>

	<p>facilitate that organizations can manage their system and help them demonstrate their capability on receiving such investments from any entity from any part of the world.</p> <p>Regarding the question on the applicability of such document to a developing country, as one representative of such we can affirm that it is possible.</p>
12	<p>Does the need exist for a number of sectors and is thus generic? If so, which ones? Does the need exist for small, medium or large organizations?</p> <p>As mentioned above, and explained in detail throughout the proposal, the proposed documents aims to bring benefits to organizations of all types and sizes, not being restricted to a specific sector or field of activity, which includes small, medium or large organizations.</p>
13	<p>Is the need important? Will the need continue? If yes, will the target date of completion for the proposed MSS satisfy this need? Are viable alternatives identified?</p> <p>Yes the need is relevant and will continue on growing. The targeted date of completion will satisfy the need and the enforced systematic review period will allow the document to be updated according to the latest practices.</p>
14	<p>Describe how the need and importance were determined. List the affected parties consulted and the major geographical or economical regions in which they are located.</p> <p>The need and importance were defined through national and regional work on the field of R&D&I involving a diverse range of interested parties.</p> <p>Amongst the countries (and its respective regions) that we can mention we have Brazil, Portugal, United Kingdom, France Germany and Spain, which have developed successfully R&D&I projects.</p>
15	<p>Is there known or expected support for the proposed MSS? List those bodies that have indicated support. Is there known or expected opposition to the proposed MSS? List those bodies that have indicated opposition.</p> <p>So far we have not received any indication of opposition to this proposal. Regarding the support, some research organization, as well as some government bodies have already indicated their interest in the development of such proposal.</p>
16	<p>What are the expected benefits and costs to organizations, differentiated for small, medium and large organizations if applicable?</p> <p>The cost for organizations will vary according with the extent of the R&D&I management system implementation, profile and particular characteristics of the organization.</p> <p>The objective of the processes of standardization and innovation intend to be balanced and articulated to meet the challenges arising from globalization, the emergence of new economic powers and the evolution of technology.</p> <p>Two points can be highlighted on the need to establish national standard for the activity of RD& I.</p> <ul style="list-style-type: none"> • the ability of a clear definition of what activities are RD & I needs to enhance business actions that aim to generate knowledge and apply it on the market; • the greater transparency and efficiency that any programs that foster innovative entrepreneurship, as it allows to establish clear criteria about what may or may not be the target of support and reduce subjectivity in assessment of merit. <p>R&D&I enable companies and organizations to the competitiveness and to build customer loyalty. The activities in this field can provide the following benefits:</p> <ul style="list-style-type: none"> • Improved corporate image; • Contributes to monitor the return of investments made in innovation; • Boost sales;

	<ul style="list-style-type: none"> • Increase your profitability; • Open new markets; • Enhance your brand and gain a reputation as an innovative business; • Attract the best employees through your enhanced reputation; • Find new business partnerships; • Attract external finance; • Reduce costs; • Improve the quality of your offer; • Optimization of processes and results; • Get your product to market more quickly.
17	<p>What are the expected benefits and costs to other affected parties (including developing countries)?</p> <p>Some of the expected benefits and costs have been presented in previous question (question 11):</p> <ul style="list-style-type: none"> • Improved corporate image; • Contributes to monitor the return of investments made in innovation; • Boost sales; • Increase your profitability; • Open new markets; • Enhance your brand and gain a reputation as an innovative business; • Attract the best employees through your enhanced reputation; • Find new business partnerships; • Attract external finance; • Reduce costs; • Improve the quality of your offer; • Optimization of processes and results; • Get your product to market more quickly.
18	<p>What will be the expected value to society?</p> <p>Economic globalization, rapid technological development and the development of an information society have presented a serious challenge to R&D&I. In the increased competition between countries, success is determined by the speed of development and application of new technologies, the speedy implementation of technologies elaborated elsewhere and the availability of a labor force with the needed qualifications. This, in turn, presupposes improving the quality of education, an increase in investments in the R&D&I sector, and the development of a flexible and effective support system.</p> <p>Activities in the field of research, development and innovation would be facilitated by the existence of technical standards that guide and assist in implementing these activities by providing inputs and technical parameters consolidated (test methods, sampling criteria, safety requirements etc.). In this point of view, standardization often constitutes the basis for successful innovation.</p>
19	<p>Have any other risks been identified (e.g. timeliness or unintended consequences to a specific business)?</p> <p>No.</p>

Principle 2: compatibility

20	<p>Is there potential overlap or conflict with other existing or planned ISO or non-ISO international standards, or those at the national or regional level? Are there other public or private actions, guidance, requirements and regulations that seek to address the identified need, such as technical papers, proven practices, academic or professional studies, or any</p>
----	---

	<p>other body of knowledge?</p> <p>As previously mentioned, some similar national initiatives have been identified, but no conflicts have been identified, neither with private documents, nor with public ones.</p>
21	<p>Is the MSS or the related conformity assessment activities (e.g. audits, certifications) likely to add to, replace all or parts of, harmonize and simplify, duplicate or repeat, conflict with, or detract from the existing activities identified above? What steps are being considered to ensure compatibility, resolve conflict or avoid duplication?</p> <p>This proposal will not conflict with previous existing conformity assessment initiatives.</p>
22	<p>Is the proposed MSS likely to promote or stem proliferation of MSS at the national or regional level, or by industry sectors?</p> <p>No. The intent is to congregate the existing knowledge and best practices into one document, so the standard, when published, can be used worldwide as a reference when it comes to R&D&I, working just the other way around: minimizing the existing number of national initiatives, into one adopted international one.</p>

Principle 3: topic coverage

23	<p>Is the MSS for a single specific sector?</p> <p>No, the MSS is generic and will aid companies from all sectors that wish to improve their R&D&I routines.</p>
24	<p>Will the MSS reference or incorporate an existing, non-industry-specific ISO MSS (e.g. from the ISO 9000 series of quality management standards)? If yes, will the development of the MSS conform to the ISO/IEC Sector Policy (see 6.8.2 of ISO/IEC Directives, Part 2), and any other relevant policy and guidance procedures (e.g. those that may be made available by a relevant ISO committee)?</p> <p>Yes. The intention of the proposal is to incorporate and use as guidance the best practices on MSS, and documents such as ISO 9000 and ISO 14000.</p> <p>In the above-mentioned case, the establish group will follow and conform with the ISO/IEC Sector Policy presented in ISO/IEC Directives, Part 2, subclause 6.8.2).</p>
25	<p>What steps have been taken to remove or minimize the need for particular sector-specific deviations from a generic MSS?</p> <p>The theme itself is generic enabling an approach that does not need to have sector-specific content.</p>

Principle 4: flexibility

26	<p>Will the MSS allow an organization competitively to add to, differentiate or encourage innovation of its management system beyond the standard?</p> <p>This aspect is not an intention of this document, and due to that no evaluation has been made on that. But taking into account that continuous improvement of the system is one of the aspects of this management system, this can be one result of its implementation.</p>
----	--

Principle 5: free trade

27	<p>How would the MSS facilitate or impact global trade? Could the MSS create or prevent a technical barrier to trade?</p> <p>The MSS could facilitate or impact global trade by encouraging companies to improve their R&D&I management and, consequently, enabling a competitive edge</p>
----	---

	within a certain field of activity.
28	<p>Could the MSS create or prevent a technical barrier to trade for small, medium or large organizations?</p> <p>Due to its characteristics and methodology, it is certain that the establishment of a R&D&I management system will not create any technical barrier to trade.</p> <p>On the other way around, it may even increase competitiveness among companies, supporting fair technology exchange, but not generate obstacles to commerce.</p>
29	<p>Could the MSS create or prevent a technical barrier to trade for developing or developed countries?</p> <p>The same rationale exposed above (question 28) applies.</p>
30	<p>If the proposed MSS is intended to be used in government regulations, is it likely to add to, duplicate, replace, enhance or support existing governmental regulations?</p> <p>The MSS is not intended to be used in government regulations, and its development may even support, but not duplicate, replace or even conflict with Governmental regulations.</p>

Principle 6: applicability of conformity

31	<p>If the intended use is for contractual or regulatory purposes, what are the potential methods to demonstrate conformance (e.g. first party, second party or third party)? Does the MSS enable organizations to be flexible in choosing the method of demonstrating conformance, and to accommodate for changes in its operations, management, physical locations and equipment?</p> <p>The MSS is not intended to be used for contractual or regulatory purposes, but as far as it is a MSS, and allows conformity assessment, it is flexible enough to allow organizations on choosing its method of demonstration, as well as accommodate any necessary changes.</p>
32	<p>If third-party registration/certification is a potential option, what are the anticipated benefits and costs to the organization? Will the MSS facilitate joint audits with other management system standards or promote parallel assessments?</p> <p>Certification is one of the potential options of this proposal.</p> <p>As benefits we can one more time mention the ones previously presented in this justification study. Regarding anticipated costs, one of the objectives of this proposal is exactly to facilitate that organizations are managing their investments in R&D&I the best possible way, which will surely reduce any financial loss.</p> <p>Regarding joint audits or other parallel assessments, as previously mentioned, the intention of the proposal is to base in wide-spread used MS documents, which will surely facilitate this approach.</p>

Principle 7: exclusions

33	<p>Does the proposed purpose or scope include product (including service) specifications, product test methods, product performance levels, or other forms of guidance or requirements directly related to products produced or provided by the implementing organization?</p> <p>No. The sole intention of the proposal is to support the establishment and/or application of a management system for R&D&I.</p>
----	--