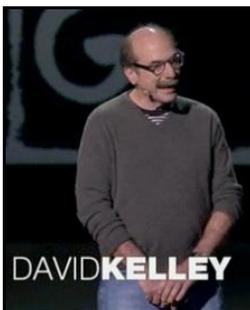


What Does Innovativeness Mean And What Elements Does It Consist Of?

Christoph Mandl
www.mlp.co.at



Look around.

**The only thing that's not designed by somebody
is nature.**

**But everything you see, every light fitting,
every flower vase, every scale ...**

**Enlightened trial and error succeeds
over the planning of the lone genius.**

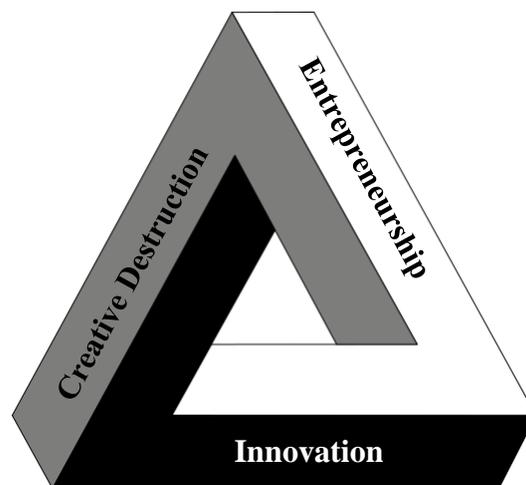


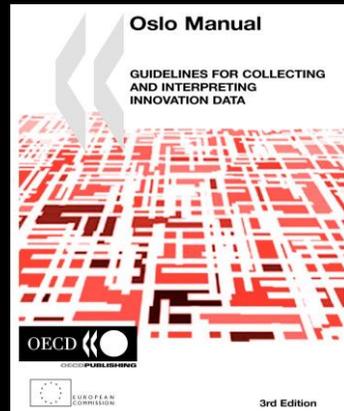
**Capitalism, Socialism
And Democracy (1947)**



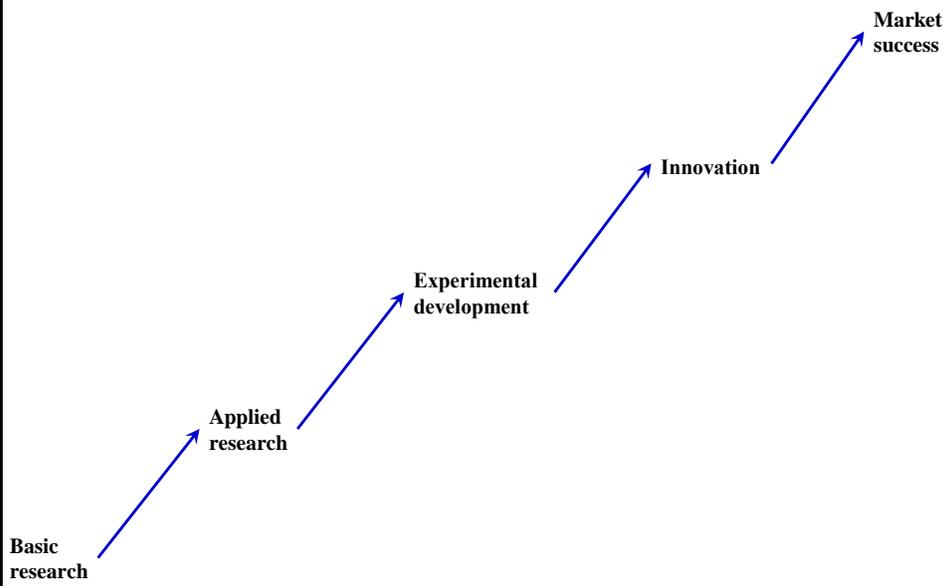
Joseph A. Schumpeter

- **Innovation is the market introduction of a technical or organisational novelty, not just its invention.**
- **We must always start from the satisfaction of wants, since they are the end of all production.**
- **Times of innovation...are times of effort and sacrifice, of work for the future, while the harvest comes after.**
- **It is not the owner of stage-coaches who builds railways.**
- **The process of creative destruction is the essential fact about capitalism.**





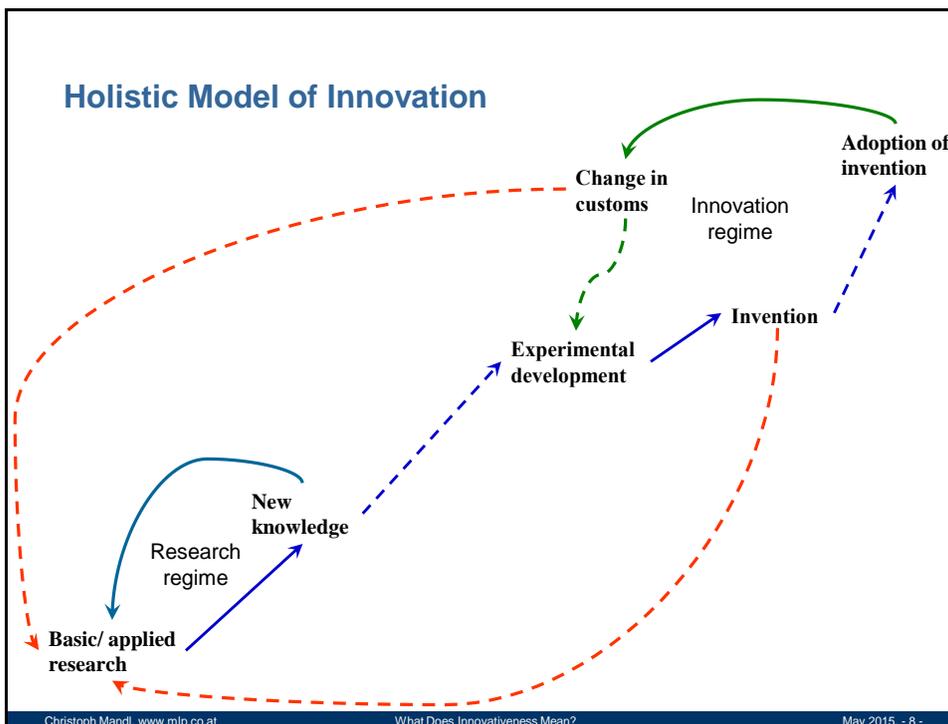
Linear Model of Innovation





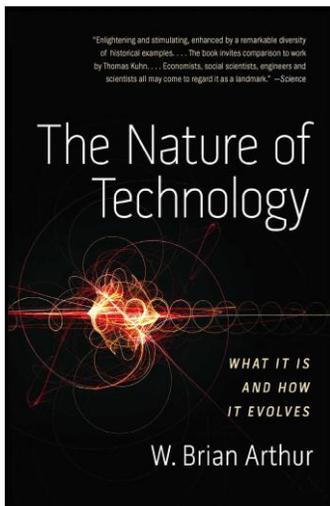
- **The majority of European countries are striving in the direction of developing a more holistic innovation policy.**
- **However, it is concluded that the innovation policies in European countries are still dominantly linear despite the fact that holistic policy seems to be the driving vision.**

Christoph Mandl, www.mlp.co.at
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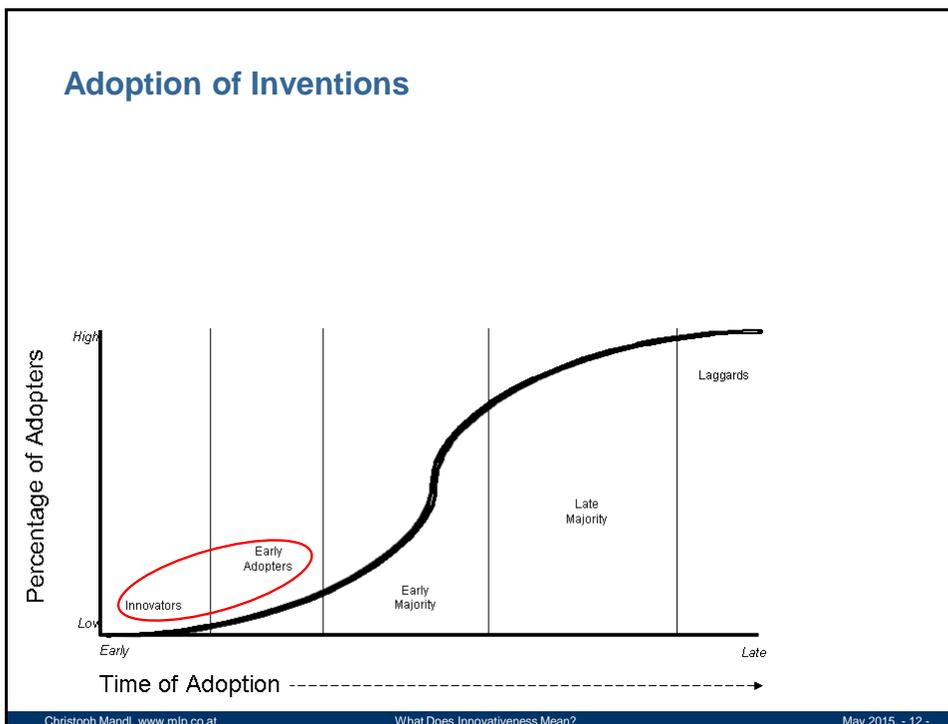
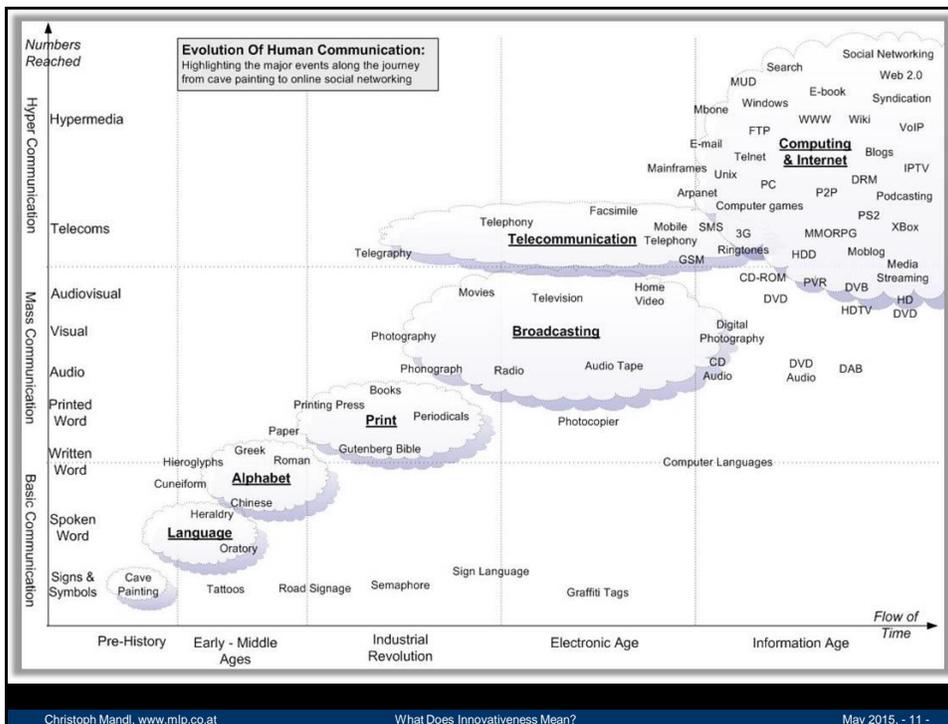


Horizon 2020

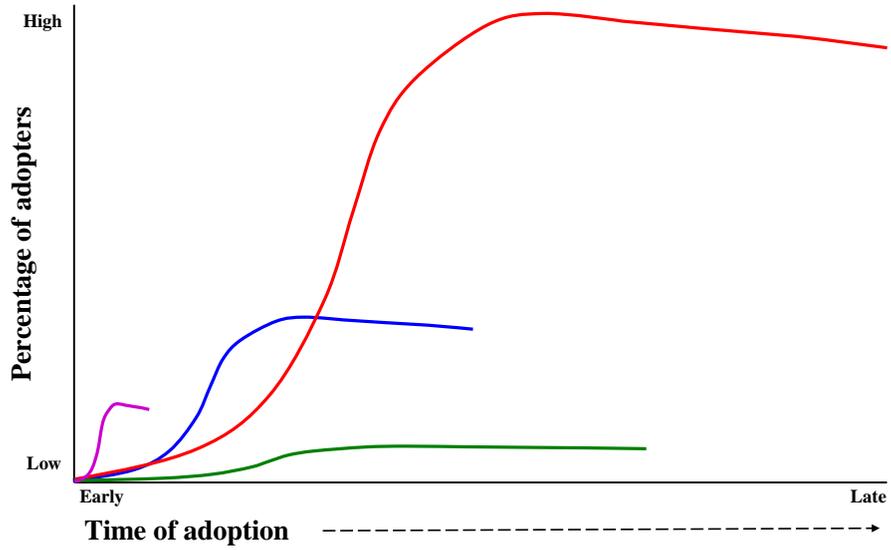
**Innovation is the process, including its outcome,
by which new ideas respond to societal or economic needs and demand
and generate new products, services or business and organisational models
that are successfully introduced into an existing market
or that are able to create new markets
and that contribute value to society.**



- **There's nothing special about invention – it's really problem solving, and we do that routinely in standard life.**
- **What counts in innovation and invention is having a huge quiver of technologies or methods at your disposal and being able to use them.**



Adoption of Inventions

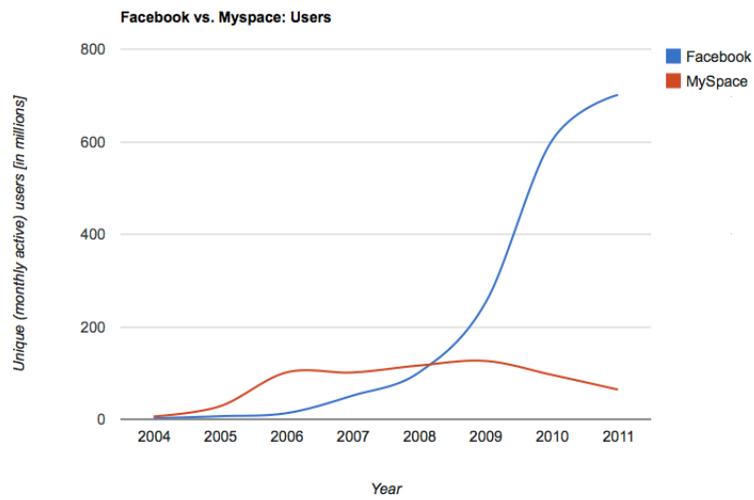


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Adoption of Inventions in Action



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What Does Innovativeness Mean?

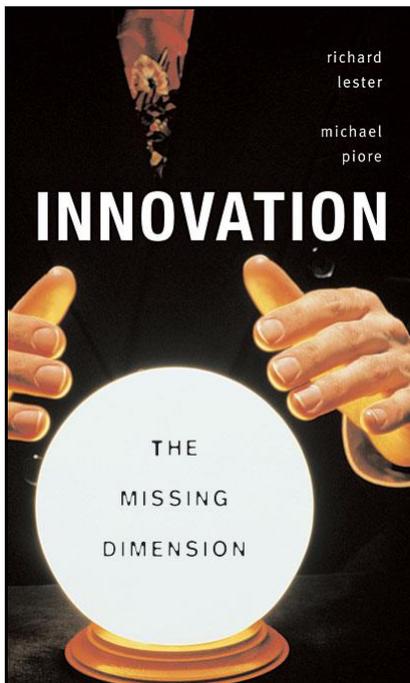
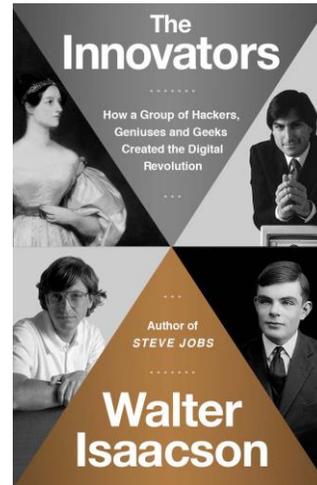
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Innovation is usually a group effort, involving collaboration between visionaries and engineers, and creativity comes from drawing on many sources.

A great team is pairing visionaries, who can generate ideas, with operating managers, who can execute them. Visions without execution are hallucinations.

Authority should be questioned, hierarchies should be circumvented, nonconformity should be admired, and creativity should be nurtured.

A lesson of digital-age innovation is that, now as in the past, physical proximity is beneficial. There is something special about meetings in the flesh.



- **The capacity to integrate across organizational, intellectual, and cultural boundaries,**
- **the capacity to experiment,**
- **and the habits of thought that allow us to make sense of radically ambiguous situations and move forward in the face of uncertainty**

are the real wellsprings of innovation.

