

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



**Christoph Mandl**  
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**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 ...**

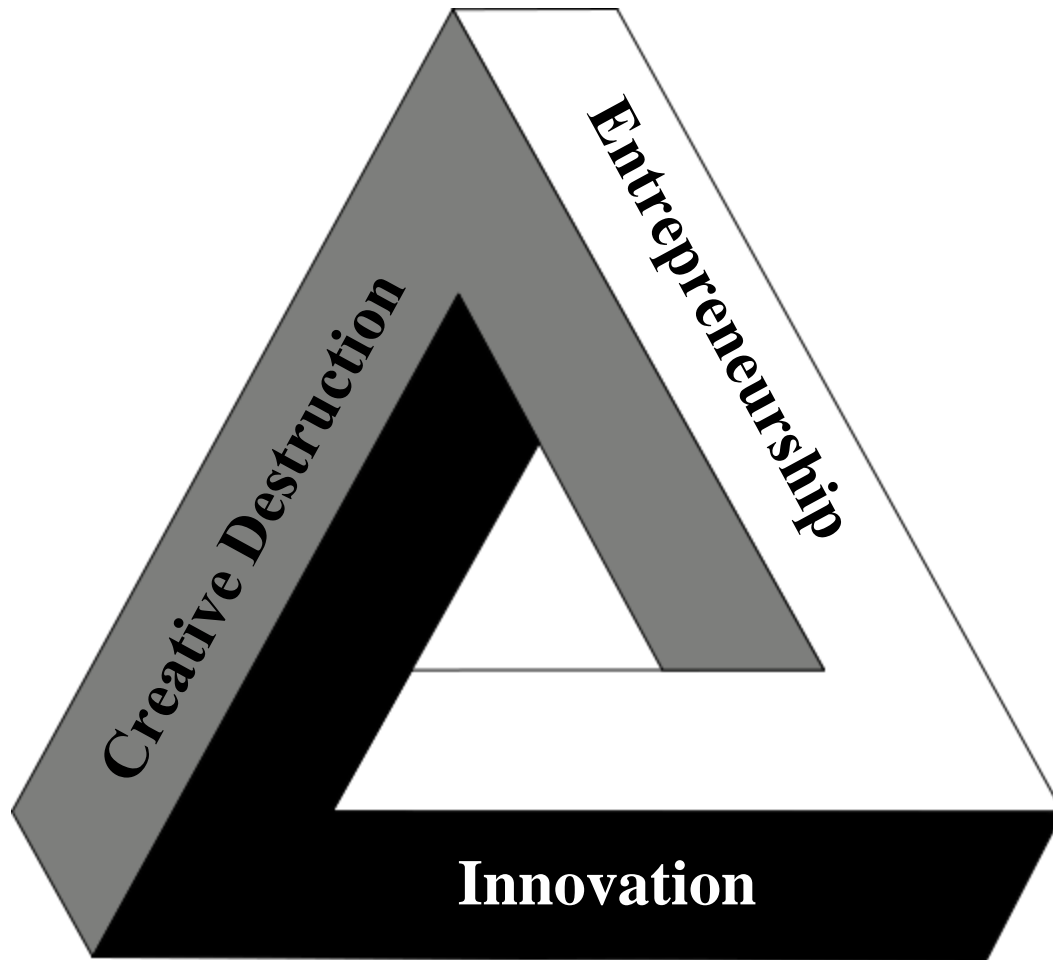
**Enlightened trial and error succeeds over the planning of the lone genius.**

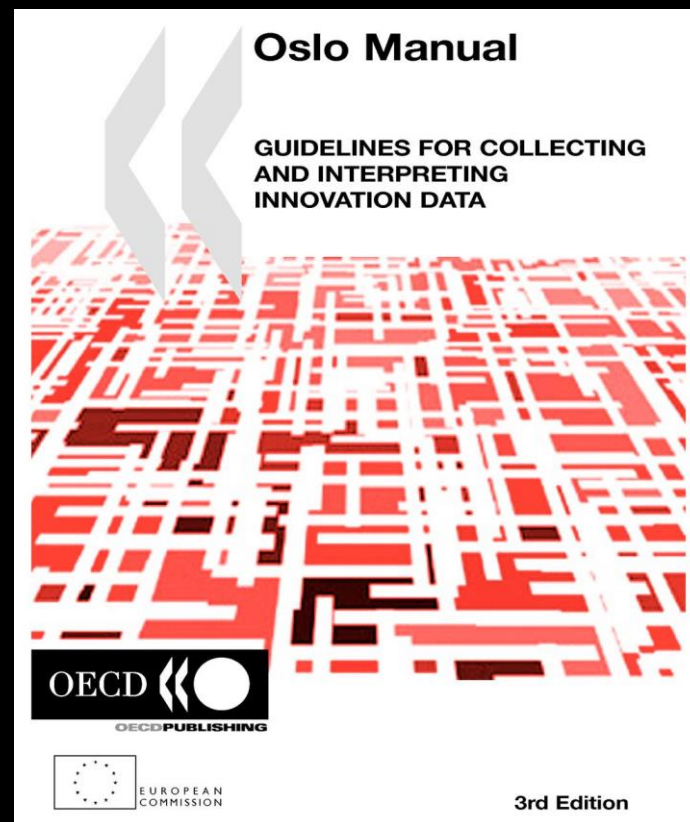


## Capitalism, Socialism And Democracy (1947)

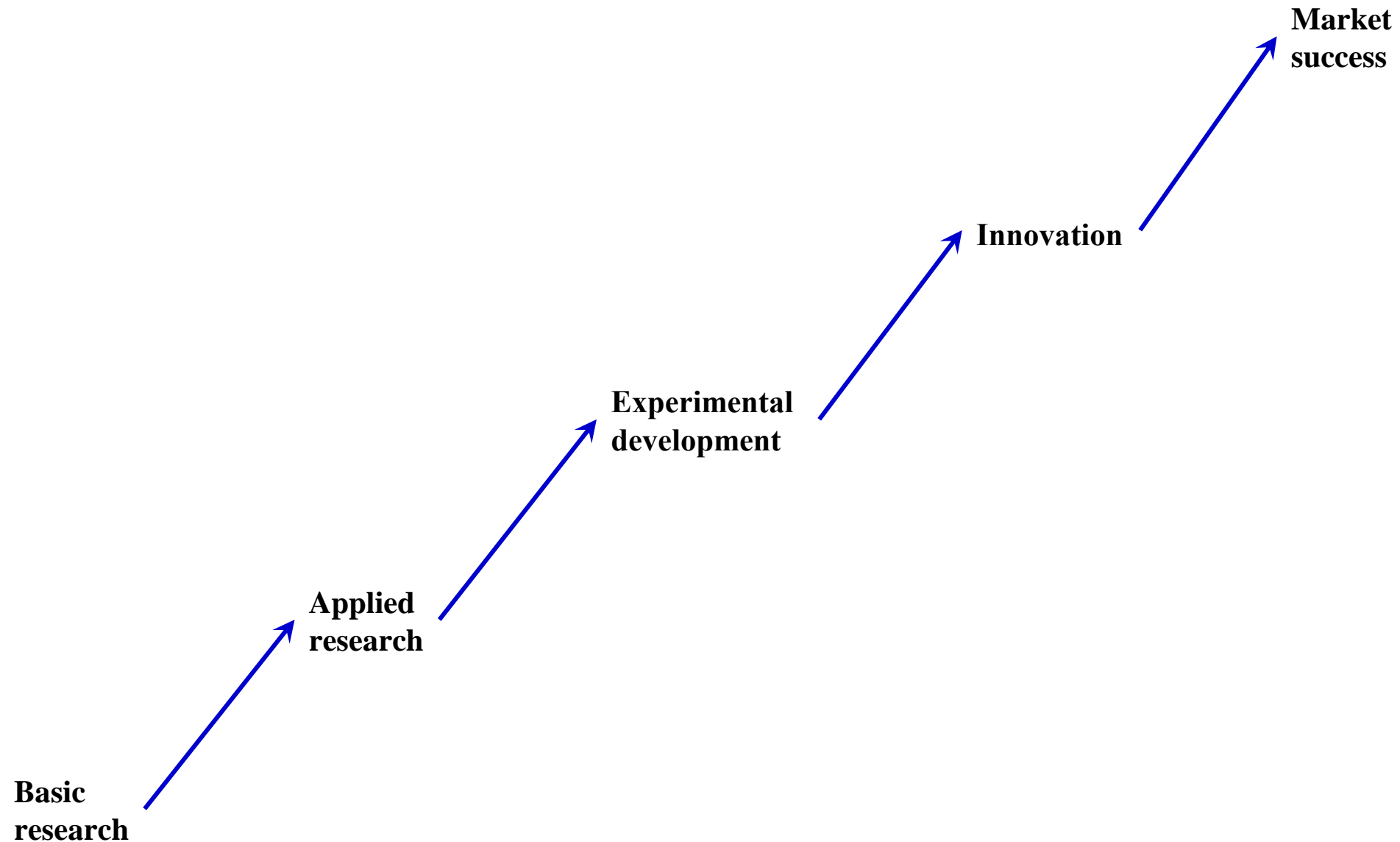
Joseph A. Schumpeter

- **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



# STI

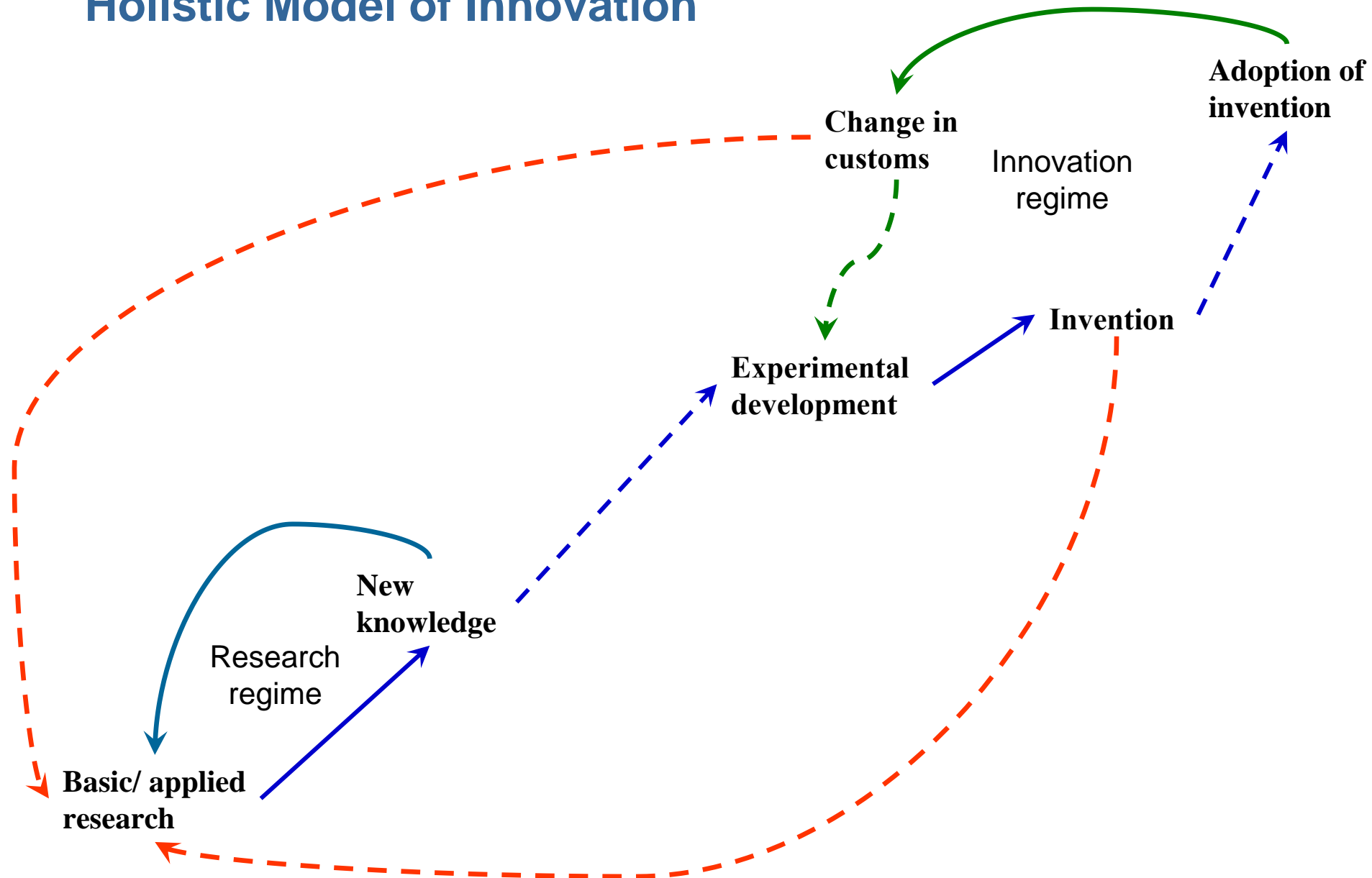
POLICY REVIEW

VOL.5 | NO.2  
October 2014

Striving Towards a Holistic Innovation Policy in European Countries -  
But Linearity Still Prevails!  
Charles Edquist

- **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.**

# Holistic Model of Innovation





## 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.**

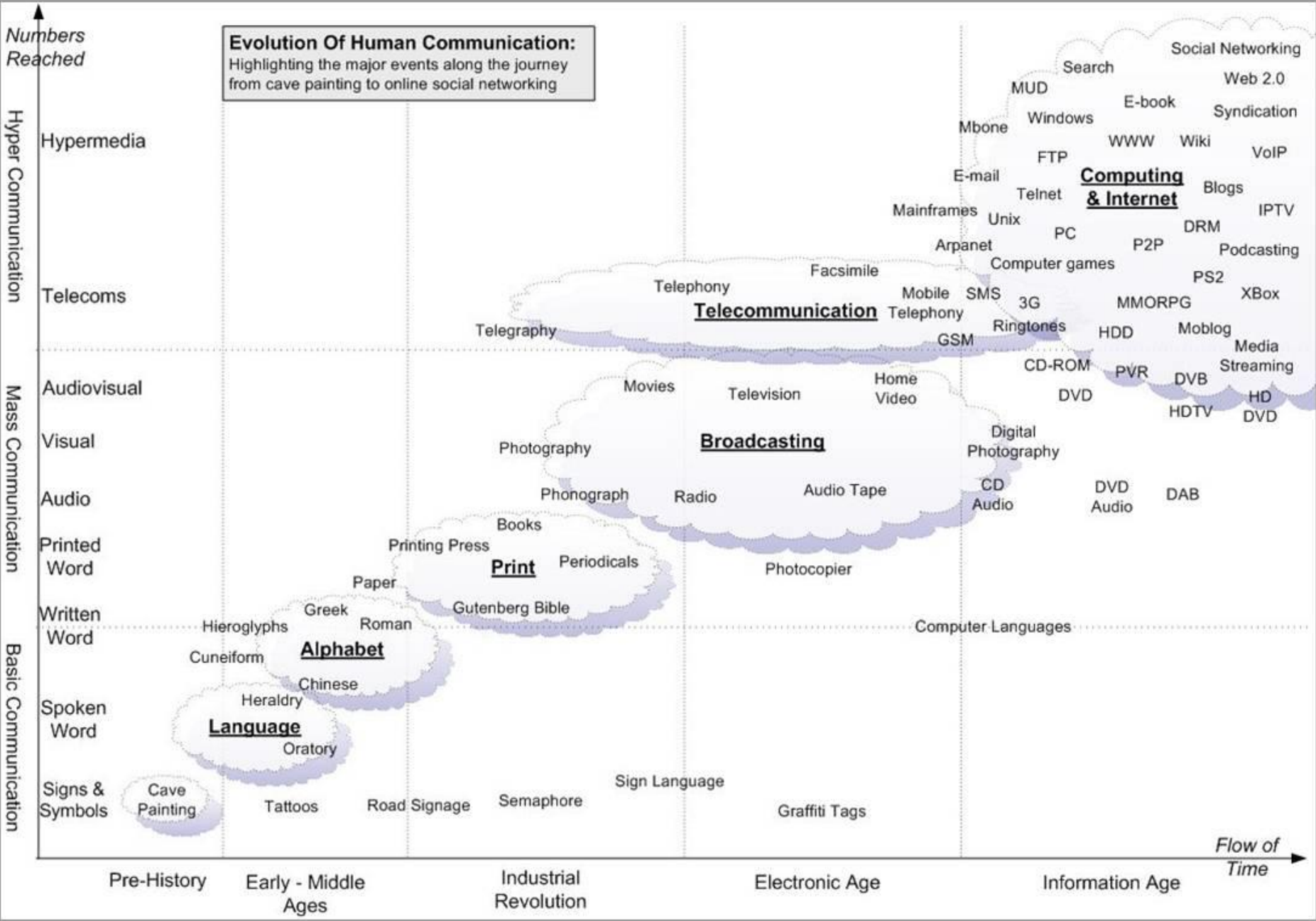
"Enlightening and stimulating, enhanced by a remarkable diversity of historical examples. . . . The book invites comparison to work by Thomas Kuhn. . . . Economists, social scientists, engineers and scientists all may come to regard it as a landmark." —*Science*

# The Nature of Technology

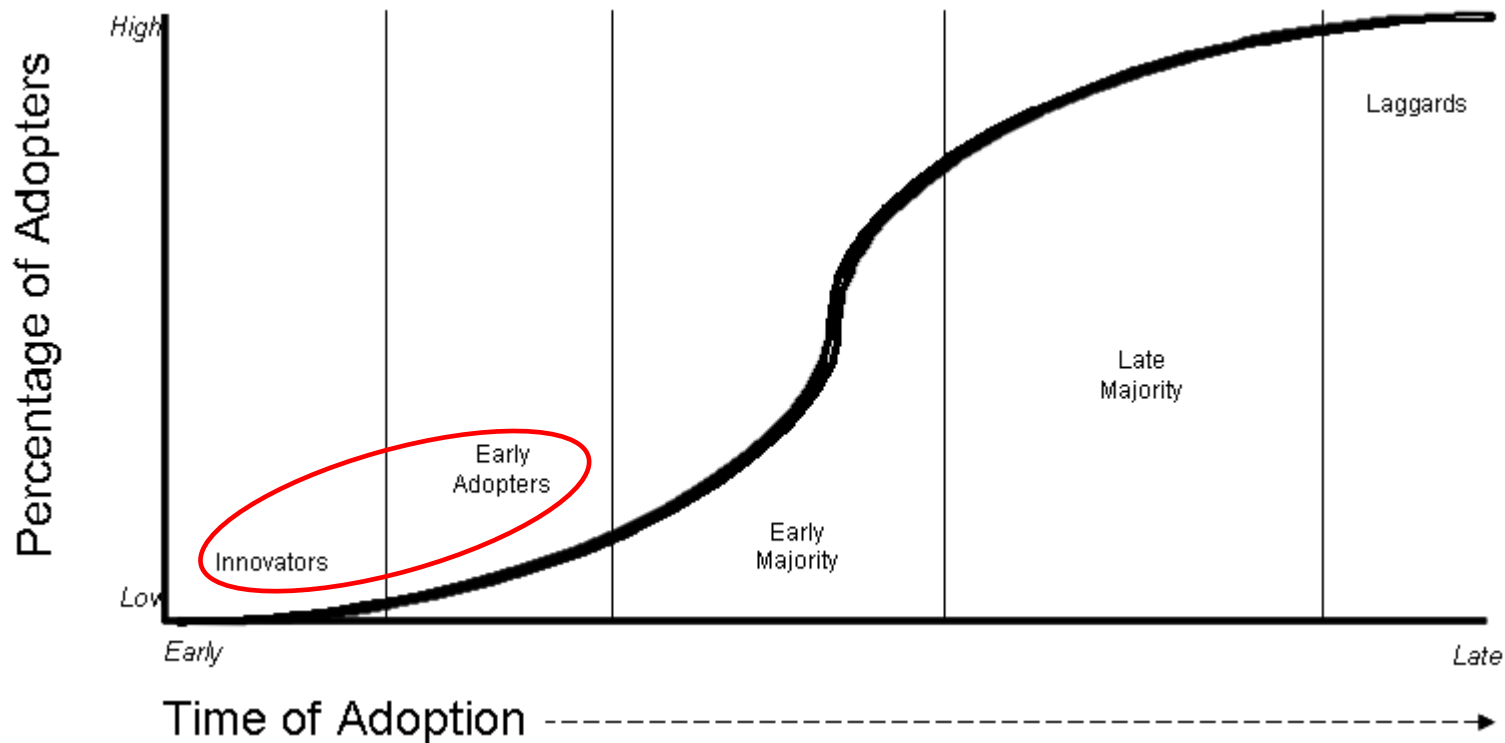
WHAT IT IS  
AND HOW  
IT EVOLVES

W. Brian Arthur

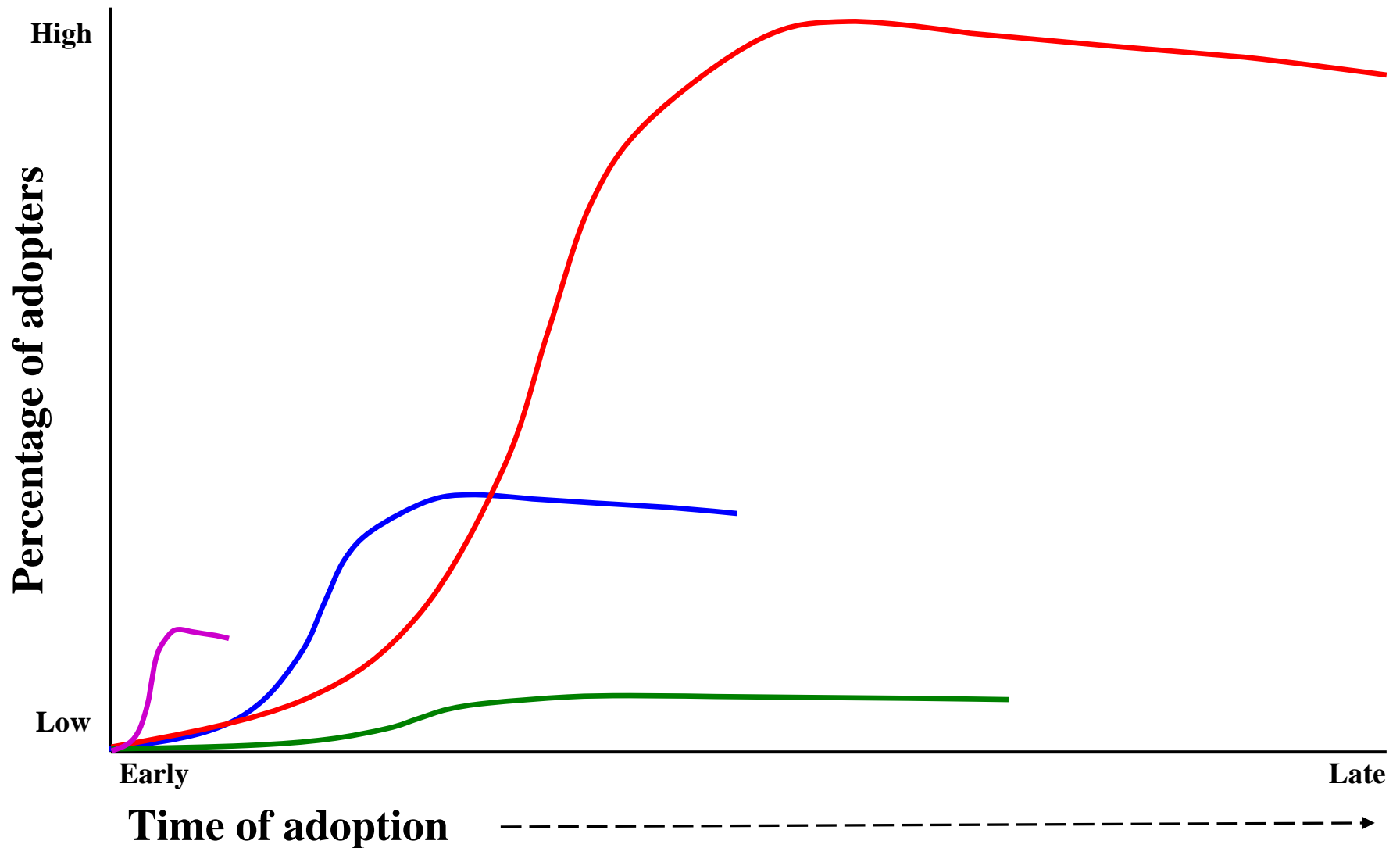
- **There's nothing special about invention – it's really problem solving, and we do that routinely in standard life.**
- **What counts in innovation and invention is having a huge quiver of technologies or methods at your disposal and being able to use them.**



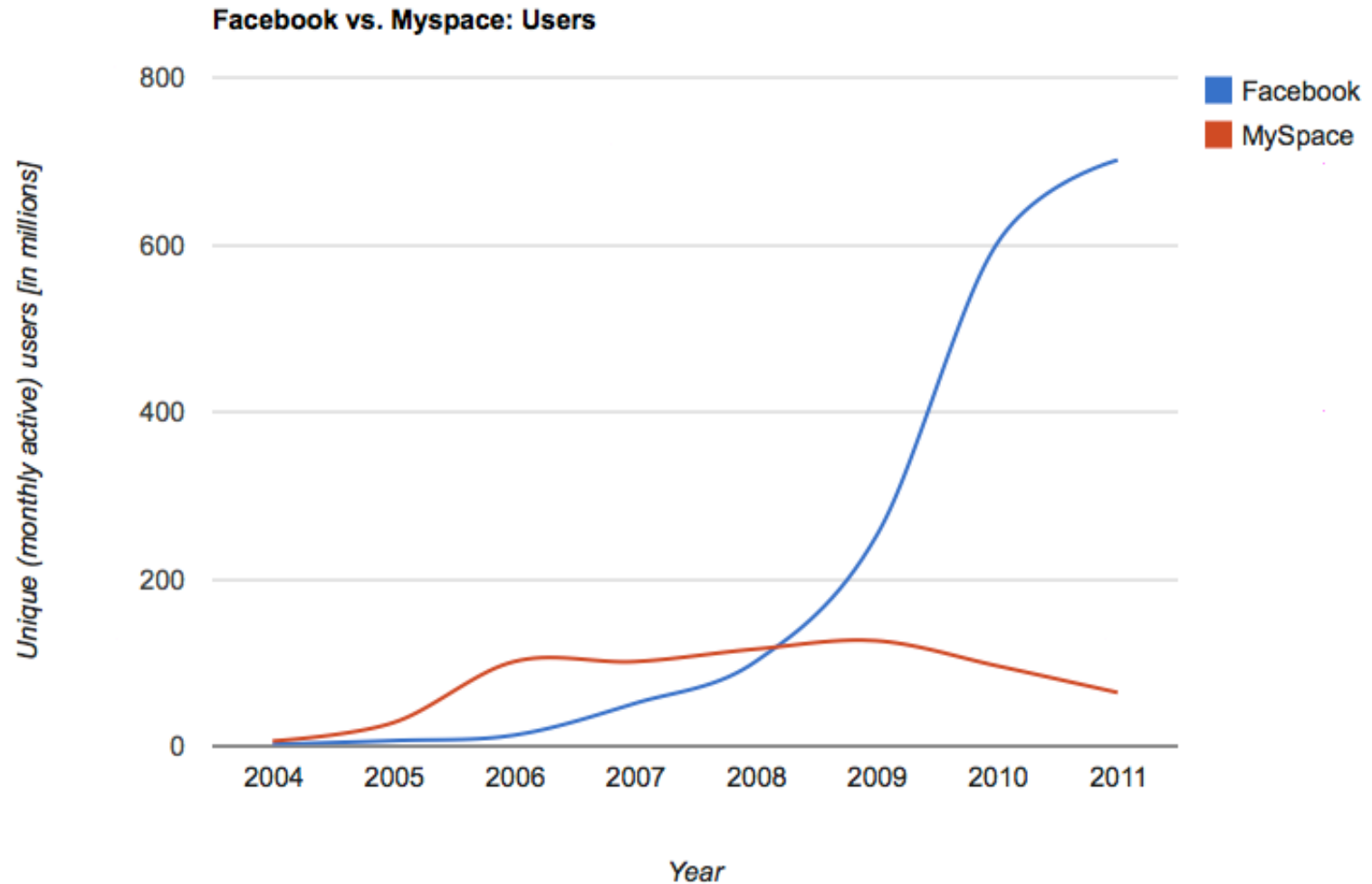
# Adoption of Inventions



# Adoption of Inventions



# Adoption of Inventions in Action

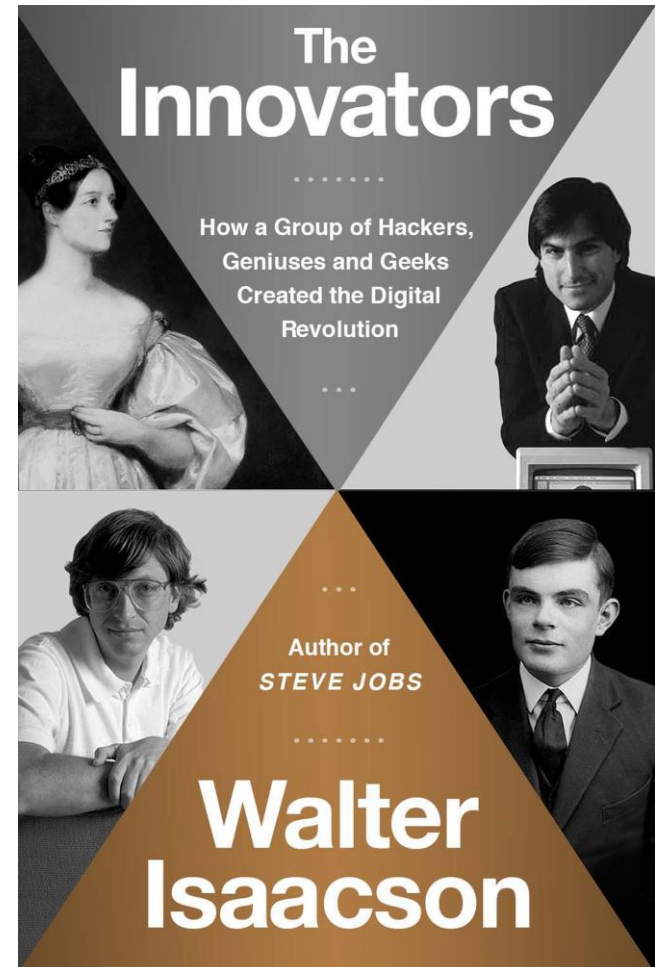


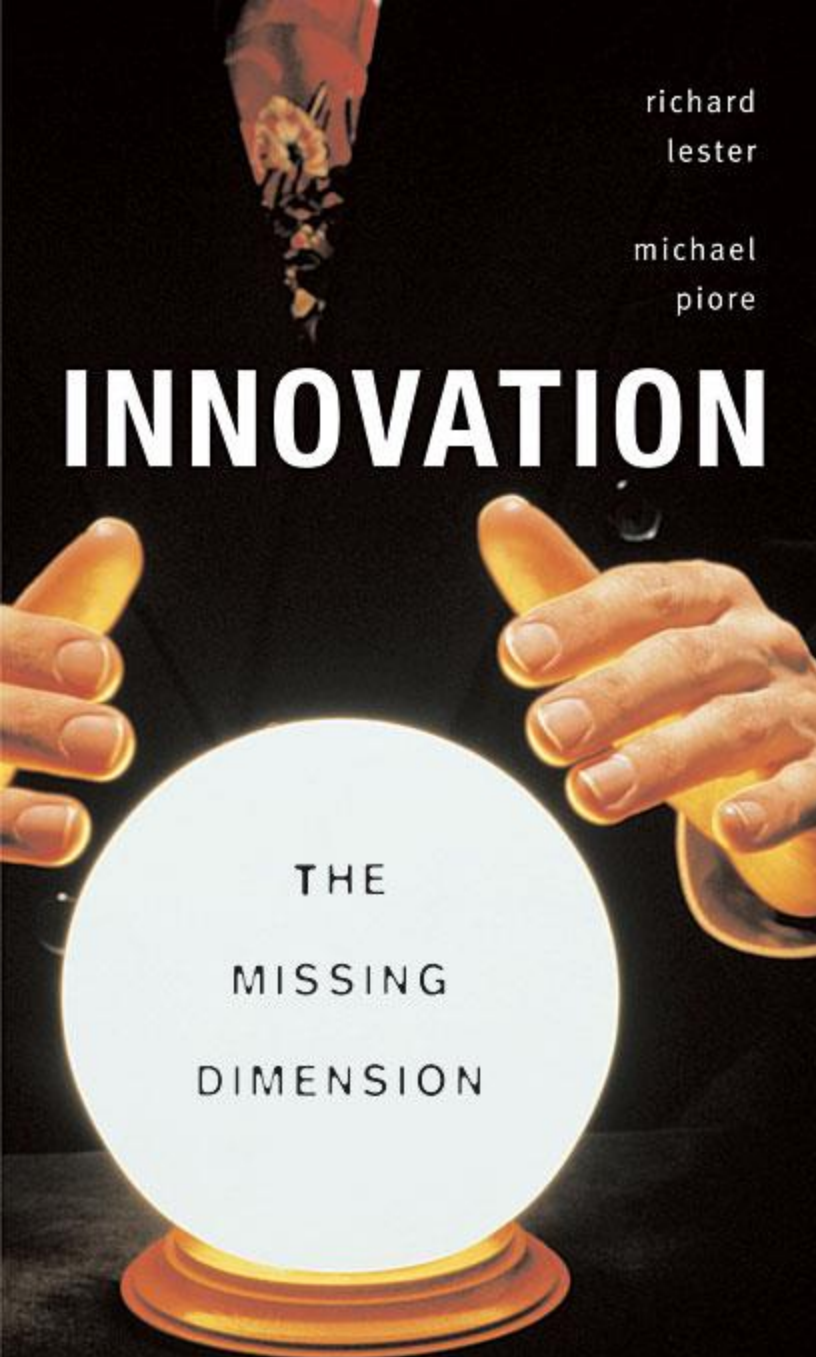
**Innovation is usually a group effort, involving collaboration between visionaries and engineers, and creativity comes from drawing on many sources.**

**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.**



