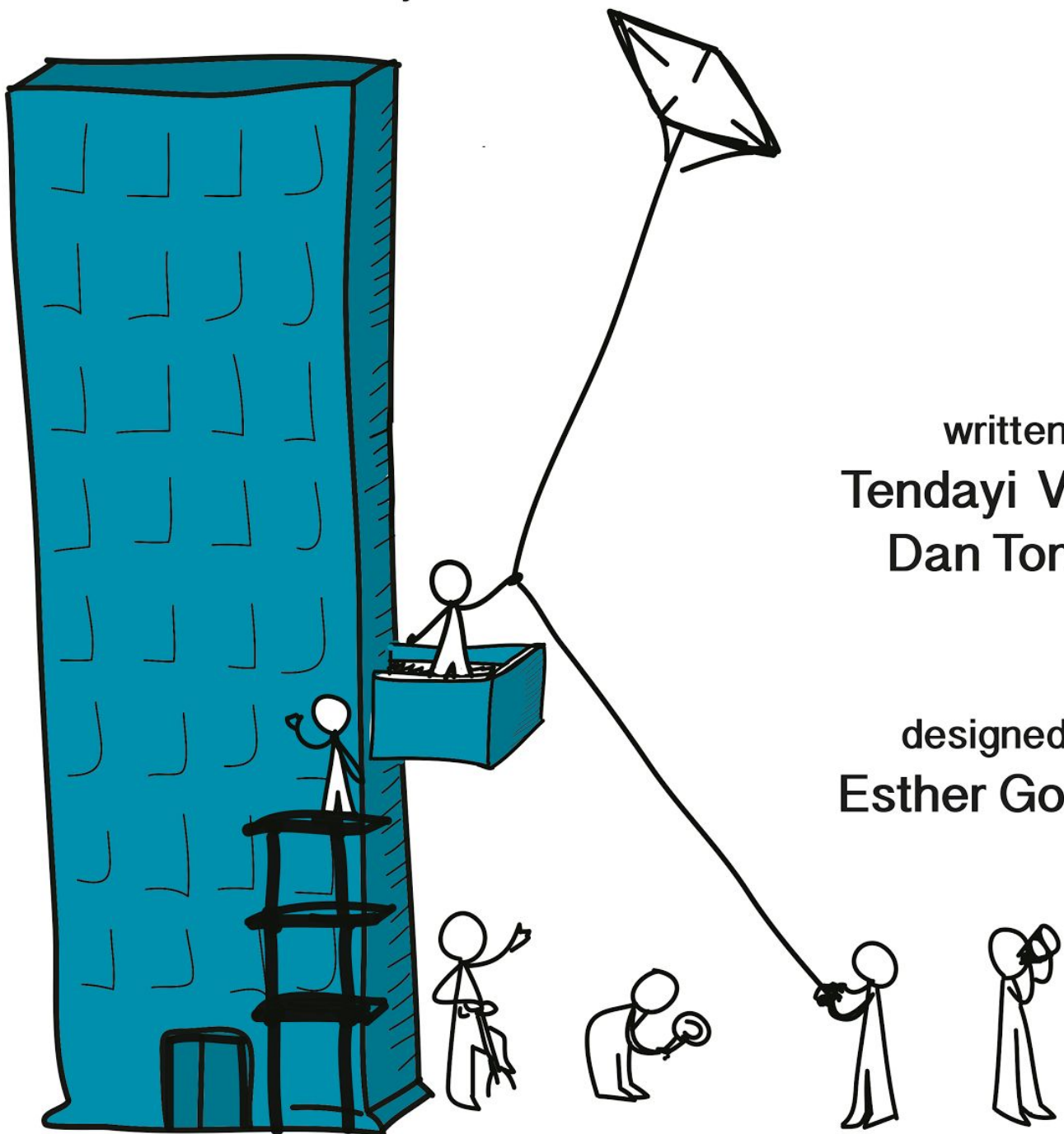


# The Corporate Startup

How enterprises can develop successful innovation ecosystems



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## **Preface**

### **Introduction: The Innovation Paradox**

## **PART ONE: ECOSYSTEM**

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**Chapter 1: *Innovation Ecosystem***

**Chapter 2: *Innovation Thesis***

**Chapter 3: *Innovation Portfolio***

**Chapter 4: *Innovation Framework***

**Chapter 5: *Innovation Accounting***

## **PART TWO: PRACTICE**

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**Chapter 6: *Creating Ideas***

**Chapter 7: *Testing Ideas***

**Chapter 8: *Scaling Ideas***

**Chapter 9: *Renewing Ideas***

**Chapter 10: *Start Today***

**Epilogue: Corporate Venturing, Acquisitions and Open Innovation**

**PREFACE**



# INTRODUCTION

## Innovation Paradox

*AaZUNbVadJZl VgrzontbñMroz`MbbVlané }oZñiVZlm  
{~\_bñh}ZhvjdñVlanjoZñf-zZb( V-zzhñ). bñijñ` MvAVñ)aZ (MIZ)B ZÀ  
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.bz t ZX Ml Mro}aZz ZtMl vjZ o\_1 b/zo{o\_}f{ }z~`jZ{bm}aZ {l M}waomZ U~{bmZ{{A}f  
wM}mZz bm}a b{ a b{ozbV l ol Zm} t Ml 2oi bñE MvMñijZj U~{bmZ{{ }oz^}aMj vzo.bXZ{  
wo t Zz\_~j jZ{{om{ Mllo~} VozwozMjZ bmo.MjkomA{ }ZZl { }aMj {-WZ{{~j Z}Mlj b aZX  
Vol wMñZ{ o\_}Zm`Z} zMwZX U` }aZbz vzZ. bñ~{ {-WZ{{Z{bmM MmZz}aMj j b{ }aZbz  
VvMñj^ }o bmo.MjZÀ

H Z MZ j b.bñ bñMñZzVñt aZzZ bmo.Mjkom b b vZzMj b.ZA{ } b ~mXZmbñijZ }aMj }aZ t ozjX  
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jZMñZz{abv t o~jX aM.Z }o UZ bñM{wZVñij i bñX o\_XZmbñij}o mo} {ZZ aot }aZ{Z VaMñ Z{  
MZ b wM}bñ }aZbz U~{bmZ{{Z{AAaZzZ b mo jom Zz }aZ ow}kom}oi ZZwo~z aZMñ{bm}aZ  
{MñA flozwozMjZ jZMñZz{ aM.Z }o zZ{womXÀ(mmo.Mjkom Vññ mo jom Zz UZ .bz t ZX Ml M  
{bXZ{aot A{ } b mo t **jaZ** t M }o Xo U~{bmZ{{bm}aZ ©{ } VZm}~z^ MñX Mi Z` Xzb.Zz o\_  
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Aab VaMj Zm Z o\_aM.bñ }o zZ{womX }o VaMñ Z b mo} mZ t A` { jom Ml Ml`° «@3/4o{Zva  
@va-l vZ}Zz t zo}Z Mllo~} **fbZybZi Zz-VlanM** MzozVZ{{ }aMj zZ\_zZ{aZ{ZVomol bZ{ U`

<sup>1</sup> Wicpqh"N"%4237+0k"4237.'O letquqhv'i qv'ku'i tqqyg'dcen0'Ocij cdrq<  
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<sup>4</sup>Y lpi hgrf.'P O"%4237+0C"&9'Dmñq' Ej cti g'cv'O letquqhv'Ngcf u'vq'Ku'Ncti guv'Nquu'Gxgt0P gy 'l qtm'vlo gu-<  
[j.wr<dly.y.y\(p{vlo.gu@eqo.4237B29B44kgej.pqmi{lo.letquqhv/gctpkpi u/s6f vo.nAat?2"](http://j.wr<dly.y.y(p{vlo.gu@eqo.4237B29B44kgej.pqmi{lo.letquqhv/gctpkpi u/s6f vo.nAat?2)  
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 bm}zoX~VZX }aZ \_bz{ } (<aomZ Mj 1 NW ozjX3/4}Z.Z fiMjI Zz3/4 ao t Mj }aZm}aZ flz 4 o\_  
 1 b/zo{o\_} t Mj mo} }aMj b wzZ{{ZXA' ZI oVi bni j^ XZVjMZX }aMj}2

**The Disadvantage of Incumbency**

(mVom}zMI}3}zNXb}omYljom { }Mnxbni Vol wMntZ{ MvwZMA }oUZ {z~`jbm A{ }ZZI { }aMj  
 UZbni M{~WZ{{~j Vol wMn VMnUZ }aZ WabjZ{ aZZj \_oz bmmo..M}komAH aZm@}Z.Z -oU{  
 bm}zoX~VZX }aZ \_bz{ } (<aomZ Mj 1 NW ozjX3/4}Z.Z fiMjI Zz3/4 ao t Mj }aZm}aZ flz 4 o\_  
 1 b/zo{o\_} t Mj mo} }aMj b wzZ{{ZXA' ZI oVi bni j^ XZVjMZX }aMj}2

*UaazZk k no lAVNZ}aVj}aZbacnzk`dm}o`Z  
 Mh {brtZV}bni M Z {aVZÄZo lAVNZÄ*

%Mj }\_ozt Mx }o ©S`«Ä(mMnbm}Zz.lzt t bja flAMjBZ ?o{Z3/4}Z.Z fiMjI Zz NXI b}ZX }aMj  
 omZ o\_alq`zZMjZ{ }zZ`zZ{ \_zol alq }b Z Mj flz 4 o\_1 b/zo{o\_}3/4 Mj mo} `Z}}bni bmZMj^  
 bm }aZ I oUjZ waomZ aMxT MZ U~{bmZ{{Ä H aZm flAMjBZ ?o{Z Mi { fiMjI Zz t a^  
 1 b/zo{o\_} XbX mo} I o.Z bm}o }aZ waomZ U~{bmZ{{3/4fiMjI ZzY zZ{wom{Z b }Zjbm 1/2

*UHaZnjaznMIZo`o-z lV wMh k 1 Bkd(o)Mx`o-z\_ol -jM'ai {...  
 4-z\_ol -jM'N'it'ai bñAtZtZZ(o)tMz`~{...  
 @\_o\_~{b}tMi bXo\_jbZMzjblo-}zMk'ol N}bnÄ*

<sup>5</sup>Hwt. 'P0( 'F {gt. 'L0\*4236+0Vj g'kppqxcvt)u'O gyj qf <Dtkpi kpi 'ij g'Ngcp'Uctwr 'kpv' l qwt 'Qti cplk cvkqp0Dquqp<J ctxctf " Dwukpguu'Tgxky 'Rtguu'  
<sup>6</sup>Hqugt. 'T0( 'Mcr mp. 'U0\*4233+0Et gcvkxg'F guatwekqp<Y j { 'Eqo rcpkgu'Vj cv'ct g'Dwkn'vq'Ncu'Wpff gtr gthyo 'ij g'Octngv'cPf " J qy 'iq'Uweeguhwuf 'Vtcpuqto 'Vj go 0P gy 'l qtnk'Tcpf qo 'J qwug0'  
<sup>5</sup> O gv. 'E0\*4236+0Vgej "Vlo g'Y ctr 'qh'vj g'Y ggm'Y cvej 'Ugxxg'Dcmo gt'Ncu j "cv'vj g'Qtli kpcnkrj qpg0Y k gf 'Oci c/lpg0' j wr <ly y y 0y kfg @qo 423612; kgej /ko g/y ctr/qh'vj g/y ggn'y cvej /uvxg/dcmo gt/rwi j /cv'vj g/qli kpcnkr j qpgl"  
<sup>8</sup> Y kj gro . 'C0\*4235+0Dcmo gta'Dli i guv'Tgi tgv'ki'O kuukpi 'Qww'Qp'0Vj g'P gy 'F gxleg'Ecngf 'Vj g'Rj qpg00Vgej etwpej 0' j wr u-4kgej etwpej @qo 423512; B; kcmo gtu/dli i guv'tgi tgv'ku/o kuukpi /qww'q/vj g/pgv /fxleg/ecmgf/vj g/r j qpgl'"

2oi bVaMx }o` o b{ of mZzjb b~{ }zMr{ \_ozl M}bmA` }omZ wobm} b} t M} }aZ jM` Z{ } I oUjZ  
 waomZ Vol wMh` bm}aZ } ozjX<sup>3/4</sup> b}a I oZZ }aMh`-Sî o\_}aZ `joUM} I M}i Z} {aMZAfi-}  
 2oi bV}o{ } bm}aZ { I M} }waomZ UM}jZ{ {o UM}j` }aM} U` }aZ }b Z 1 b/zo{o\_}w-zVaMZX b{  
 I oUjZ waomZ ~mb} bm`S`<sup>a3/4</sup> omj` aMx` aî o\_}aZ { I M} }waomZ I M}i Z}®A(mMMh`bX  
 bm}Zz.bZt } b}a (2@` } 3/4 j}b`<Zi i M Nj}M...o<sup>3/4</sup> }aZ \_ozl Zz flž 4 o\_2oi bMxI b}ZX }aM}½

*U}k{ d Z}b Z Xb }Vj} bmMB {-WZ{ \_j a` MbN}bm}oaVZ }aZ }zhZ o\_`  
 ~z ZhV Mx a-mZÄ2oVd wMh` WmZzhXoj}Ä` ~o` aVZMb}al M} Z}  
 {aVZMx` ~o` MZM M} Z}jVZÄb` ~o` O}V} XZzhMh` ~o` Wm} }{-O}Mh`*

2oi bVx` wooz zZ{wom{Z }o }aZ ZI Zz` ZmVZ o\_ { I M} }waomZ{ k} V}o{Zj` VomZV}ZX }o  
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 ~mXZzZ{ }b M}bm }aZ wo}Zm}bV} Xb{z~w}bm}aM} } o~jX UZ VM{ZX U` { I M} }waomZ{Ä`  
 {b }jM} I k} }MIZ }t M} I MxZ U` &M} bm{ flž 4 1 bm. MbÄ` ~zbm Mhbm}Zz.bZt } b}a %ozUZ{  
 bm}aZ {~I I Zz o\_`S`<sup>a3/4</sup> }aZ Xk} I k}{ZX I oUjZ waomZ{ M} MVol I oXb` U~{bmZ{ } }aM} aZ  
 } o~jX j}b Z }o M.obx` Ä` ot Z.Zz<sup>3/4</sup>M} { I M} }waomZ{ aM.Z` o}}Zm UZ}}Zz MhX { I M} }ZzÈ  
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AaZ Vol \_oz}{ o\_bV~I UZmV` VmhbMxZZX UZ Mxk}Mx.Mh}MZÄ@ol Z jZMxZz{abw}ZM} { bm  
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 aMhwaZm}bm }aZ U~{bmZ{ { }t ozjX<sup>3/4</sup> }aZ` XZm` }aZbz zZjZ.MhVZ }o }aZ Vol wMh` ÄAabk  
 Vj}b M}Z VaMh` Z XZmbV}k} I o{ }bm}zW}M}jZ }t aZm}aZ }t ZM}aZz k} `ooXÄ(ml o{ } {~WZ{ { \_j  
 jM` Z Vol wMh`Z{ }<sup>3/4</sup> }aZ \_oV~{ k} om}aZ ab` a Zz.Zm-Z Óab` a wzo\_b} VM}a Vot` wzoX~V}{Ä`

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<sup>7</sup> Ucvkuc"%4238-0I nqdeno ctngv'uj ctg'j grf "d{ "P qnk"uo ctrv j qpgu'htqo "3uv's wctvgt"4229"vq"4pf "s wctvgt"4235"  
 "j wr<Ily y y Qncvkuce@qo\_lucvkuceu48565: lo ctngv'uj ctg/j grf/d{/pqnk/uo ctrv j qpgu/ukpeg/4229!""  
 : "J w{ ."S 0%4236+0Y j cv'eqwf" j cxg'ucxgf "P qnk"cpf "y j cv'ep"qvj gt"eqo r cplgu'rgctp"AKP UGCF "Mpqy rnf i g<"  
 j wr<Ihnpqy rnf i gOpugef Qf wlvrcvgi { ly j cv'eqwf/j cxg'ucxgf/pqnk/cpf/y j cv'ecp/qvj gt/eqo r cplgu'rgctp/5442"  
 : "J guugrf cj n"C 0%4234-0J qy "I cto kp'Hekgrf "vq"Ugg"vj g'krj qpg"Vj tgc'0Cm'Vj kpi u'F<"  
 j wr<Icmj kpi uf@qo\_I42342834lj qy /i cto kp/hckgrf/vq/ugg/vj g/kr j qpg/vj tgcv!"

jaZ Vol wMn b V-zzZmj^ I Mlbn jM` Z wzo\_b{ \_zol }aZ{Z wzoX-V}{3/4aZm}aZ a~Uz b  
jaMj Vol Z{ t ba }aMj {~WZ{{ VmVzZMZ UjbmX {wo}{A

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aM.Z MvaM b{I MjVjZMxZz oz Mz b{ b^H Z zZ{wZV}\_-jj^ X b{MzZZAfi^ }aZ }b Z Mz b{ b{ oz M  
VaM b{I MjVjZMxZz Mzb.Z{ b{ b{ o}Zm}oo jMjZ }o zZ{womX^H Z MzZZ t ba @Va~l wZ}Zz  
jaMj Z.Zm bm }aZ wzoVZ{{ o\_ VzZM}b.Z XZ{z~V}bm3/4}aZzZ b{ Njt M{ MvaMnVZ \_oz  
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### Using The Right Lens

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VaMjZm Z{ }aZ^ MZ \_Wbm A1 o{ }zNxb{bmYl 1 fi^ }ZMabm aM }ZmXZX }o \_oV~{ om  
{zMjZ^ M M Z}aoX\_oz\_bmXbm jom }ZzI Vol wZ}b{b.Z Nk.Mn}MZ{A4 mVZ Mvol wZ}b{b.Z  
Nk.Mn}MZ aM UZZm\_o~mX3/4} UZVol Z{ }aZ hoU o\_l MmVzZ{ }o XZ.o}Z }aZ b{ ZmZz^ }o  
wzo}ZV}bm b{ }azo~` a `ooX\_bmVnVjI MmVZI Zm Mnx owZzM}bmYl Z^VZjjZmVZA (m  
Vom}zMj}3/4Wom}Zl wozM^ I MmVZI Zm }abm bm zZVo` nba Z{ }aMj }aZ bXZMo\_M{ }MujZ Mnx  
jom }ZzI Vol wZ}b{b.Z Nk.Mn}MZ b{ MjVjW^ flol wMnZ{ {ao~jX UZl MmVZX }oy~bI j^  
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}aZ Z^wZV}M}omo\_W}bm jbi Z M{ }M}~w{ ~mzZMj b{ }b.Zm}aMj }aZ b{ XM }o XM t ozi  
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\_oV~{ om omZ bXZM t ba o~} }aZ jZ^ W^ o\_ Mn ojXZz U~{bmZ{{AAab b{ }aZ wZzZmrbVj

<sup>10</sup> Uej w r gvg. 'L0C0\*3; 64+0'Ecrkckiao . 'uqekckiao "cpf 'f go qetcef'0P gy 'l qtm^J ctr gt'cpf 'Dtqv gtu0'  
<sup>11</sup> Oel tcj . 'T0I 0\*4235+0Vj g'Gpf 'qhleqo r gvkkg'cf xcpwi g^J qy 'vq'nggr 'l qwt 'iat'cvi { 'b qxkpi 'cu'cu'cu'qwt 'dwukpgu0'  
J ctxctf 'Dwukpgu' Tgxly 'Rtguu<Eco dtkf i go

vzoUjZI }aMj aMj Njt M{ \_WZX Z{}NUj{aZX Vol wMrtZ{Èaot }o Zmì MZ bm{-\_bVzZm}  
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 UZbmì M{}M}~w k mo} MJo~} wNm}bm Vojoz\_-j † Nj{¾~{bmì wo{}b} mo}Z¾U~^bm  
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(momZ o\_)aZ `zZMj l MrtMzi Zm} bm{b a} }o \_aZ ©{} VZm}~z ¾@Z.Z fijMri Xb}bmì ~k{aZX  
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<sup>12</sup> O cto gt."O 0J gtto cpp."DONO'F qi twncp.'G0( 'Dgto ep."T0Uctwr 'I gpqo g'Tgr qtV'  
[j vr u-1lu5Qe o cl qpcy uEgo luctwr eqo r euu/r vdrle lUctwr l gpqo gTgr qtV3aY j f aUctwr uaUweegf ax40 fh"](#)

<sup>35</sup> "Dj k f g."C0\*4222+0Vj g'qt ki kp'cpf 'gxnwkp'qhlpgy 'dwkpguagu0Qzhqtf "Wpkxgtuls{ 'Rt guu'qp'F go cpf 0'

<sup>36</sup> "Nkskpi uvqp."I0\*4229-0Hqwpf gt u'c'Y qtm'Uyqtkgu'qhl'Uctwr w'Gctn' Fc{u0P gy 'I qtm'Cr tguu0'

<sup>37</sup> "Dncpm'UO( 'F qth."D0\*4234+0Vj g'Uctwr 'Qy pgt )u'Ocpwr0M( 'U'Cepej <Echhqtple0"



{~}{MmMijZ MmX wzo\_bMijZ U~{bmZ{{ I oXZjA4 m}aZ o}aZz aMmX<sup>3/4</sup>MmZ{ }Mijb{aZX Vol wMm  
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 }aZ^ MZ om}aZbz ho~zmZ^ Afi~} \_oz Z{ }Mijb{aZX Vol wMmZ{ }o bmo. MZ {~WZ{{~jj^ }aZ^  
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~ { {~Va<sup>3/4</sup>M^ Z Vol wMmZ{ mZZX }o { }ow }abri bn MmX M}bn Mj b\_ }aZ^ MZ {bmjZ  
 I omojb}ab/ oz` MmM}kom{ t b}a omZ U~{bmZ{{ I oXZjA(m}{ZM<sup>3/4</sup>M^ Z Vol wMmZ{ {ao~jX  
 }MjZ MmZVo{^ }Zi { MmwzoMwa }o}aZbz U~{bmZ{{Z{ Až .Zz^ Vom}Zi wozM^ Vol wMm aMj }o  
 UZ MUMjMmZX I b{ o\_Z{ }Mijb{aZX VMa Vot vzoX~V}{ MmX mZt vzoX~V}{ }aMj MZ  
 V~zzZm}j^ {ZMValmî oz wzo\_bMijZ U~{bmZ{{ I oXZj{AAab{ **bnno Mj}omZb{ }Z** <sup>3/4</sup>MmX }aZ  
 vzoX~V}{ t b}abmb<sup>3/4</sup>aMj }oUZ I MmMZX Mmwzovz}MjZ^ AAaZ zb a}I MmMZi Zm }ooj{ aM.Z  
 }oUZ Mwj}ZX XZwZmXbn om t aZzZ vzoX~V}{ MZ om}aZbz bmo. M}komho~zmZ^ A

AaZ I MmMZi Zm} wZw}bZ{ \_oz VzZM}bn mZt vzoX~V}{ MZ Xb\_ZzZm} \_ol }aZ wZw}bZ{  
 \_oz I MmMbn MjzZM^ {~WZ{{~j vzoX~V}{ Až tZV~}bn omi mot mU~{bmZ{{ I oXZj{ VMm  
 I o{ }j^ UZ I MmMZ ~{bn }zM}komMj MVo~m}bn I Z}aoX{<sup>3/4</sup>o{ }ow}b b}kom{ MmX  
 ovZM}komMj Z\_ZV}b.ZmZ{{A~WZ{{ VMmUZ I ZMj~zZX ~{bn }zM}komMjI Z}zb{ {~Va Mj  
 wzo\_b}{<sup>3/4</sup> 4 (<sup>3/2</sup><G MmX ~?? A(m Vom}zMj}<sup>3/4</sup>ZMValmî aMj }oUZ I MmMZ ~{bn { }M}~w  
 I Z}aoXojo` bZ{ {~Va Mj XZ{b m}abri bn <sup>3/4</sup>~{ }ol Zz XZ. Zjow Zm} MmX ZtWZb Zm}M}komA  
 @~WZ{{ b{ I ZMj~zZX U` ZtM} bbn aot t Zj }aZ bmo. M}kom}ZM { MZ Xobn bn}aZbz  
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Aab{ VMmWb^ }o **(ZVAb t ajZ ZIZV) bn** b{ }aZ aMjI Mii o\_ }aZ Mi UbXZt}zo~{  
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 bmo. M}oz{ }oUZVol Z **vMjZ bnjaZmM A** ab{ b{ }aZ bmo. M}komwMmXo t A

<sup>16</sup> QoΓgkmf. 'E0C0(' "Vwj o cp.'O 0N0\*4226+0Vj g'Co dlf gzvtqwu'Qti cpk cvkp0J ctxctf 'Dwukpgui'Tgxkyg .': 4.'96/: 50'

### What Is This Book About?

(m)ađ Uooi ¾ Z NXXZz{{ }aZ y~Z{ }om{ }aMj ~mXZzjbZ }ađ bmo. .MjkomwMNXo±½

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AaZzZ MZ {Z. ZzNj Vol vjZ±b}bz{ bñ.oj. ZX bñ }aZ bmo. .Mjkom wzoVZ{ {Ä **AaZ flazvZVZ**  
**@Mj~wz**o. bXZ{ }aZ vzbrVbyZ{¾ Z}aoX{ Mrt }ooj{ }aMj Vol vMrtZ{ Vmñ~{Z}o I MrtMlZ  
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ZVo{ ^ }Zl đ Uzo~` a} }o jbz }azo~` a wzoX~V} XZ. .Zjowl Zm} UZ{ } vzW}bZ{Ä

### Is This Book For You?

Aađ Uooi đ Mlo~} }o XZ. .Zjowbñ¾ MrtMl bñ Mrt {~{ }Mrt bñ bmo. .Mjkom † bñ bñ  
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oz` Mrtb Mjkom{¾}ao~` a }aZ bñ{ b a}{ VmñUZ ~{Z~j \_oz { }M}~w{ }ooÄ ( \_o~ \_Nj bñ}o Mrt  
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~ mZ†ZV~}b.Z bnMnZ{}Mlj@aZX Vol wMn }aM jooi bn }o {wMzi `zot }a }azo~` a  
bmo..MjkomA

~ mbn}zVzZmZ~z<sup>3/4</sup>bmo..MjkomI MmMZz<sup>3/4</sup>vzoX~V} ot mZz oz ZI vjo^ZZ jooi bn }o  
Mhwj^ I oXZzm {}M}~w I Z}aoXojo`bZ{ bn Mm Z{}Mlj@aZX Vol wMn U~} \_Wbni  
VaMjZm Z{ o\_† aZZ }o {}M} MmX aot }o Xo bA

~ I MmZI Zm} Vom{-j}Mn} † ozi bn † ba Z{}Mlj@aZX Vol wMnZ{ }o aZjw}aZI  
† ba bmo..MjkomA

~ mZm}zVzZmZ~z jooi bn }o Qb.o)C^ o~z VMZZZ }o }aZ Zm}ZzwbZ{ bn^ o~z y~Z{ }  
\_oz Z.Zm` zMZz VaMjZm Z{<sup>3/4</sup>U~} mo} i mot bn † aM }o Z†wZV<sup>3/4</sup> aM VaMjZm Z{  
^o~ † o~jX \_WZ bn}aZ VozvozMZ † ozjX MmX aot }oI MmMZ }aZI A

~ jZMn bmo..Mjkom MmX V~{ }oI Zz XZ.Zjow Zm} Zm}a~{bM} MmXÉoz wzWj}bkomZ<sup>3/4</sup>  
jooi bn }o jZMmb\_}aZ{Z I Z}aoXojo`bZ{ VMnUZ b vjZI Zm}ZX † bmbmjM^ Z MmX  
I ZXb-I Ó{b ZX Zm}ZzwbZ{Z{A

4~z aowZ b }aM<sup>3/4</sup>MjZz zZMbn }ab Uooi <sup>3/4</sup> MmMZ{ MmX ZI vjo^ZZ{ † bjj aM.Z }aZ  
i mot jZX` Z MmX }ooj{ mZVZ{{M^ }oI MmMZ bmo..Mjkom† bmbmMnZ{}Mlj@aZX Vol wMn A

## PART ONE:

# ECOSYSTEM

(m ozXZz }o {~WZZX Mj bmmo. Mjkom<sup>3</sup>/Z}MjJk{aZX Vol vMhZ{ Xo mo} aM.Z }o W} j b Z  
 {}Mj}~w{Åž .Zz^ {}Mj}~w{ MjwzMjkomk{ }o UZVol ZM{~WZ{{}\_j Vol vMh<sup>2</sup>@MjMhKombn  
 U~{bmZ{{ I oXZj Z±ZV~}kom wzW}b/Z{ MhX Mwy<sup>^</sup> bn {ZM<sup>4</sup>Vabm I Z}aoX{ om MhNjzZM<sup>^</sup>  
 {~WZ{{}\_j U~{bmZ{{ I oXZj k{ M\_ozl o\_+ M}ZÅH Z {}zom j<sup>^</sup> UZjbZ.Z }aMj ovZzMjkomYj  
 Z±VZjjZmVZ k{ {}bjj Mh b voz}Mh I MhMZI Zm} wzW}b/Z<sup>3</sup>/Z.Zm bm }b Z{ o\_zMI vMh  
 Xk{z~w}kom<sup>4</sup>~z VMja Vot wzoX~V}{ MZ aot + Z` Z} }aZ I omZ<sup>^</sup> }o bm.Z{ } bmbmmo. Mjkom<sup>Å</sup>

AaZ VaNjZm Z Vol Z{ + aZmVol vMhZ{ W} Mj b}aZ<sup>^</sup> MZ {bm jZ bm{ }b~}kom{ + bja M{bm jZ  
 U~{bmZ{{ I oXZjÅ(}\_aZ<sup>^</sup> .bz+ }aZ I {Zj.Z{ }ak{ + M<sup>3</sup>/aZm}aZ\_Mj{Z Vaob/Z o\_W}bm oz mo}  
 W}bm j b Z M{Mj}~wUZVol Z{ ũZM<sup>4</sup>ÅaZ UZ{} + M }o bmmo. MjZ k{ \_oz MjM<sup>^</sup> Z Vol vMh<sup>^</sup> }o  
 .bz+ b{Zj\_Mj Mh **bm<sup>o</sup> NjkomZk{ OZ** + bja .M<sup>o</sup>~{ wzoX~V}{<sup>3</sup>/Zz. b/Z{ MhX U~{bmZ{{  
 I oXZj{Å<sup>^</sup> Vol vMh<sup>^</sup> VMh}aZmMwy<sup>^</sup> }aZ zb a} I MhMZI Zm} }ooj{ }o wzoX~V}{ }aMj aM.Z  
 .NjXMXZ U~{bmZ{{ I oXZj{ .Zz{~{ }ao{Z }aMj MZ {}bjj bm{ZM<sup>4</sup>Va I oXZÅ

Aak{ k{ aot MVol vMh<sup>^</sup> UZVol Z{ Mh MI UbXZ±}zo~{ oz<sup>^</sup> Mh<sup>o</sup> Mjkom }aMj k{<sup>3</sup>/om wzW}b/Z<sup>3</sup>/  
 Z±VZjjZm} Mj Uo}a **ZM<sup>4</sup>Vabm** MhX **ZZk{ }om<sup>4</sup>** ÅaZ VaMh}Zz{ bm}ak{ {ZV}komXZ{Vz bZ }aZ VozZ  
 vzbrVojZ{ \_oz U~bjXbm bmmo. MjkomZVo{<sup>^</sup> }Z I Å

# CHAPTER ONE

## Innovation Ecosystem

*A(nno Njlonal(Ino)abn) oXo t bja adt I Mn ?ut XqjM^ o aVZ..*  
*OE(Nb-) jaZ vlvujz^ o aVZAdt ^ o bZjZKMK adt I ~Va^ o` Z}bE*  
Ó @Z.Z -oU{¾o~mXZz Mnx \_ozl Zz flž 4 o\_` wjz

1 o{ } {Zntoz Z†ZV~}b.Z{ VVnZzjMZA() ~{-Nj^ }M}{ t bja {ol Z {}M}~w}^ wZ{ t bjabm}aZ  
Vol wMn }Zjjbm }aZl {VM^ }ozbz{ Mlo~} aot {}M}~w{ MZ Vol bm }o ZM} jaZbz j~mVaÂ  
/ooi Mj %WZUooi ¾BUZ¾A t b}Zz Mnx ~ lzUmU; 4 a¾jooi t aM} aMwZmZX }o fijoVi U~{ }Zz¾  
Xomj jZ} jaM} aMwZmaZzZÂt o^ o~ i mot 2oi bM~{ZX }o UZ jM^ Z{ } I oUljZ waomZ  
Vol wMn bm}aZ t ozjXÄ 2ot jooi M} jaZl žH Z mZZX }o bmo..MjZ jB Z {}M}~w{ Uo{{ÂH Z  
mZZX }o {Z} ~wMnbnV~UM}oz¾MnWVZjZM}oz Mnx w~} I ozZl omZ^ bm}o ? ú t Â

Ha bZ jaZzZ k o}ZmMzZZI Zm} jaM} jaZzZ {ao~jX UZ I ozZ bm.Z{ }I Zm}{ bnbmo..M}kom¾  
jaZ XZUMjZ k Njt M{ Mlo~} t aZzZ Mnx aot }ao{Z bm.Z{ }I Zm}{ {ao~jX UZ I MZÂ  
t ZwZmXbm om† ao jaZ^ }M} }o¾/ozvozMjZ jZMZZz{ t bjj o}Zm` Z} VomjB}bm Nk..bZÂ  
@ao~jX bmo..M}kom ~tb{ UZ wa^ {bNj^ {ZwMjZX \_zol }aZ I Nm U~{bmZ{{¾oz VVn  
bmo..M}kom UZ I MjMZX t bjabm}aZ {Ml Z Vol wMn Â Aak k M{Zn{bujZ XkV~{{kom }o  
aM.ZÂ' ot Z.Zz¾ ~Va o\_}aZ Nk..bZ }aM} jZMZZz{ `Z} k \_bjZX t bja vojZl b{Â

žNwa {bXZ }MlZ{ Mn Z†}zZl Z .bz† Â4mZ Vol I omj^ VbZX vzoUjZl k }aM} zNkbkomj  
I MjMZZz{ t bja 1 fi~ { MZ }oo {}~Vi bm}aZbz t M{ ~mXZz{}Mnx bmo..M}komÂ AaZ{Z  
I MjMZZz{ MZ Nj{o bVZm}b.kZX }o UZaM.Z bmMl MjMZZ }aM} {}bjZ{ bmo..M}komÂ<ZowjZ  
VVnmo}^ Z}Mn bmo..M}komXomZ t bjabmVol wMn }aM} Z†wZV{ M S wMlZ U~{bmZ{{ VMZ  
UZ\_ozZ b\_~mX{ Mn bXZMÄBj}b MjZ^¾~Va MVol wMn t bjj Njt M{ bm.Z{ }bm{-zZ UZ}{E  
t abVa I ZMn{ }aM} jaZ Vol wMn Njt M{ t ozi { om}aZ {Ml Z}^ wZ{ o\_vzoX~V}{Â

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jMU{ XoZ{ mo} `~M{Mn}ZZ }aM{ Mn {~WZ{{~j wzoX~V}{ † bjj ZI Zz` Z \_zol }aZzZÂ%oz }aZ  
 I o{ } wM{ }aZ{Z MZ vjWZ{ † aZzZ bmmo..M{kom}aZMjzZ }M{Z{ vjWZÂ/ ooi ÓM{aZzZ;H Z MZ  
 Xobni jZMn{ }M{ }~wXZ{b m}abni bn ¾/~-{ol Zz XZ.Zjow{ Zm}¾U~{bnZ{{ I oXZj V{Mn.M  
 MnX I bntb ~I .bWjZ wzoX~V}{... @~zZÂ H aM{Z.ZzÂ 2omZ o\_ }aZ{Z }ZVantby~Z bn  
 }aZ{ {Zj.Z{ zZwZ{Zm} bmmo..M{kom}AaZ ~j}b M{Z I ZM{~zZ o\_{~WZ{{ b }aZ XZ.Zjow{ Zm}  
 o\_mZ† wzoX~V}{ † bja {~{ }M{Mn}Wj^ wzo\_bjWjZ U~{bnZ{{ I oXZj{Â

### Why Innovation Fails

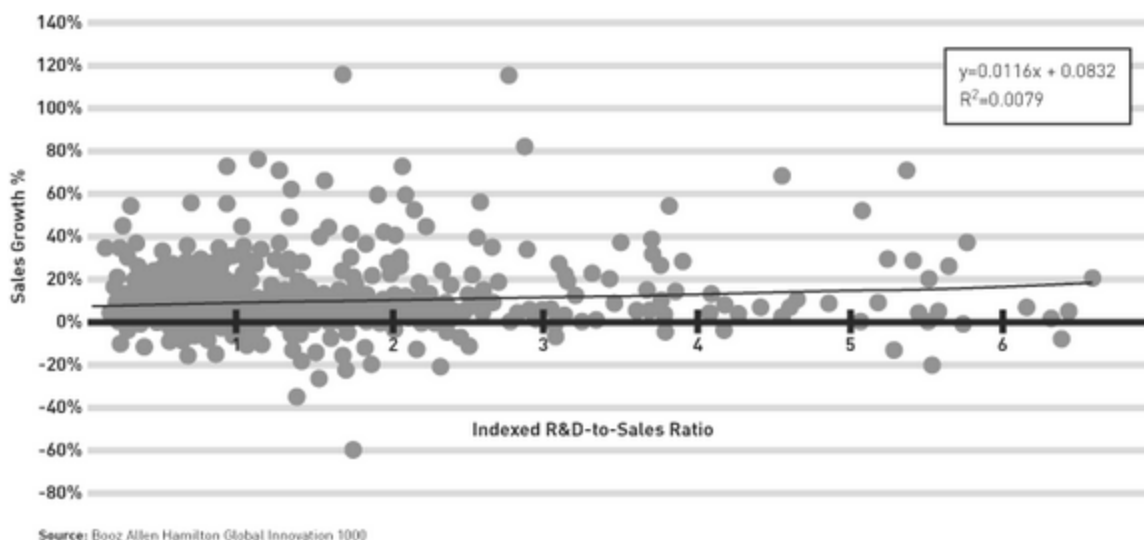
@~Va wojZI bWj XZUMjZ{ \_M{ }o `Z} M{ }aZ VozZ o\_ † a^ bmmo..M{kom} bn {~WZ{{~j  
 Z{ }M{uj{aZX Vol wM{Z{ {~WZZX{ oz \_M{ }ÂBj}b M{Zj^ ¾**bn** M{kom}M{ } † aZm MjM^ Z  
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 I M{M{Z b} bmmo..M{kom}wzo{ZV}{Âfi~{bnZ{{ vjM{mbni XoZ{ mo} † ozi \_oz bmmo..M{kom}Â~ jj  
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 }aZ }o†bV Zm.kzom{ Zm} † bjabm}aZ Vol wM{n{Âfi~} }aZ{Z jMU{ \_M{ }UZVM{Z Vol wM{Z{ \_M{  
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<sup>39</sup>"P kgnup."V0\*4237+0P qxgm{ 'ku'pqv'kppqxcvkp0Vj qwi j vY qtm0'  
[j vr<dly v y 0j qwi j y qtm0qo.lkuki.j.wklmji.lgpvtr.tkug/pggf.u/rcp/r.tqf.wv/f.exgmr.o.gpv](http://www.dly.vy.0j.qwi.j.y.qtm0qo.lkuki.j.wklmji.lgpvtr.tkug/pggf.u/rcp/r.tqf.wv/f.exgmr.o.gpv)

^ZM{Ã(m)aM})b Z³)aZ^ aM.Z\_o~mX)aM)aZzZ k mo {}M{k}bVj^ {b nrbV/Mn} zZjM}kom{abv  
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 {aMZAojXZz zZ}~zm{Ãs (mZ.Zz^ Mm-Mj zZwoz} )aM} @zMZ`ú aM.Z w-Uj{aZ³)aZ }ow  
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HaMj?ú† {wZmXbm {ZZI { }o`ZmZzMjZ k MhbmVzZM{Z bm)aZ m-I UZz o\_wMjZm}{ aZjX U`  
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 Vol I ZzVbVj{~WZ{{ÃGZz^ Z† wzoX~V}{\_zol VozvozMjZ bmo..M}komjMj{ aM.Z..MjXm}ZX  
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 {~WZ{{\_j bmo..M}oz{ †bja`zZM}wzoX~V}{ }aM} †bjaZz om}aZ..bmZ UZVM{Z}aZzZ MZ mo  
 I MmVZz{ bm}aZ Vol wMn †bjbm} o wVl ~w}aZ wzoX~V){ Mnx }MjZ }aZl }o {VjZÃ  
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<sup>3</sup>: "Cnkuq"Uo kj "%4236+0T( F "ur gpf kpi "wrikpgrf "q"lkpcpeknr' gthqto cpeg.'uwf { "uj qy u0Vj g'Hkpcpeknr'Vlo gu0'  
<sup>3</sup>: "Dctt { 'lctw gunk 'lqj p'Nqgj t.'cpf "Tlej ctf "J qm cp"%4236+0Vj g'I rjden'kppqxcvqp"3222<Rtqxp' Rcvj u'q'kppqxcvqp"Uweegui0'  
 u- d0'  
<sup>42</sup>: "Dctt { 'lctw gunk 'lqj p'Nqgj t.'cpf "Tlej ctf "J qm cp"%4234+0Vj g'I rjden'kppqxcvqp"3222<O cnkpi "K gcu"Y qtn0'it- d0'

H Z aM.Z jZMmZX }aMj Vol wMrbZ{ mZZX M zZMj wzoVZ{{ bmvjWZ }o I MmMZ bmmo..Mjkom<sup>Â</sup>  
 H bjao-} }aMj MVjZM<sup>Â</sup> wzoVZ{{<sup>3</sup>4bmmo..Mjoz{ t bjj mo} ` Z }aZ zb a} jZ. Zj o\_{-vwoz}Â() b  
 aMZX }o {~WZZX t aZmbmmo..Mjkom b z-mMj Mwo..Zz} ovZzNjkom}aMj jbz{ ~mXZz}aZ zNXX<sup>Â</sup>  
 o\_ZtZV-}b.Z{Â(m)aMj {b~Mjkom<sup>3</sup>}aZzZ MZ o\_}Zmmo VjZM<sup>Â</sup> Zt b Vz bZzbM\_oz }aZ bMjZ` zMjkom  
 o\_ bmmo..Mj b.Z mZt wzoX-V){ bMj o }aZ I MmU-{bmZ{{<sup>Â</sup>AaZzZ MZ Nj{ o mo VjZM<sup>Â</sup> VMZZz  
 wMja{ \_oz ZI wjo^ZZ{ t ozi bM bmbmmo..MjkomjMj{<sup>Â</sup>AaZ }z~}a b }aMj mo I Mj}Zz t aMj ^o-  
 Xo oz t aZzZ ^o- }Mj<sup>3</sup>4bmmo..Mj b.Z wzoX-V){ t bjj Mj t M{ mZZX {ol ZomZ \_zol }aZ I Mm  
 U-{bmZ{{ }o I MIZ MXZV{kom Mlo-} }aZbz \_-}zZ<sup>Â</sup>' ot }ao{Z wZovjZ .bz t }aZ mZt  
 bmmo..Mjkom t bjj ~j}b MjZj^ XZ}ZzI bMz }ao{Z wzoX-V){YI oz}Mj b^ zMjZ{<sup>Â</sup>

**A Corporate Startup Definition Of Innovation**

~ `ooX vjWZ }o {}Mj} XZ.ZjowbM MI MmMZI Zm} wzoVZ{{ b U^ wzo.bXbM MVjZM<sup>Â</sup>  
 XZ\_bMjkom o\_ bmmo..Mjkom<sup>Â</sup>(mmo..Mjkom b o\_}Zm{b vj^ XZ\_bMZX Mj Mmo..Zj VzZMjkom}aMj  
 wzoX-VZ{ .Mj-Z<sup>Â</sup> %zol o-z wZz{wZV}b.Z bmmo..Mjkom<sup>3</sup>4M Xb{bMj}\_zol VzZMj b.b^<sup>3</sup>4bmoj.Z{  
 }azZZ b woz}Mj }Zw{<sup>Â</sup>AaZ \_bz{ }Zwbm.oj.Z{ }aZ mo..Zj MmX VzZMj b.Z bXZMj }aMj MZ  
 `ZmZzMjZX }azo~` a .Mj b~{ I Z}aoX{ }aMj }zb `Zz bM{b a}{<sup>Â</sup>AaZ {ZVomX }Zw bZm{~zbn  
 }aMj o-z bXZMj VzZMjZ .Mj-Z \_oz V-}ol Zz{<sup>Â</sup>Aa b wM} o\_}aZ ho~zmZ^ bM.oj.Z{ I Mj bM  
 {~zZ }aMj o-z mo..Zj VzZMjkom I ZZ} V-}ol Zz mZZX{<sup>Â</sup>AaZ \_bMj }Zwbm.oj.Z{ \_bM bM  
 {~}MmMjZ U-{bmZ{{ I oXZj<sup>Â</sup>Aa b wM} o\_}aZ ho~zmZ^ bM.oj.Z{ Zm{~zbn }aMj t Z VmM  
 VzZMjZ MmX XZjb.Zz .Mj-Z }o V-}ol Zz{ bM M t M }aMj b {~}MmMj^ wzo\_bMjZ<sup>Â</sup>

AaZ {}Zw{ I MIZ VjZM<sup>Â</sup> }aMj b b }aZ Vol UbmMjkom o\_ **zavj nat bZVjMmX wzojVjZ**  
**U-{bmZ{{ I oXZj** }aMj XZ\_bMz{ {~WZ{{\_j bmmo..Mjkom<sup>Â</sup> ~{ {~Va<sup>3</sup>4o-z XZ\_bMjkom o\_  
 bmmo..Mjkom b ½

AaZ VzZMjkom o\_ **nat** wzoX-V){ MmX {Zz. bZ{<sup>3</sup>4}aMj XZjb.Zz .**vj-Z** o V-}ol Zz{<sup>3</sup>4bM  
 I MmZz }aMj b {~vwoz}ZX U^ M{**-QVbVjZ** MmX **wzojVjZ** U-{bmZ{{ I oXZj<sup>Â</sup>

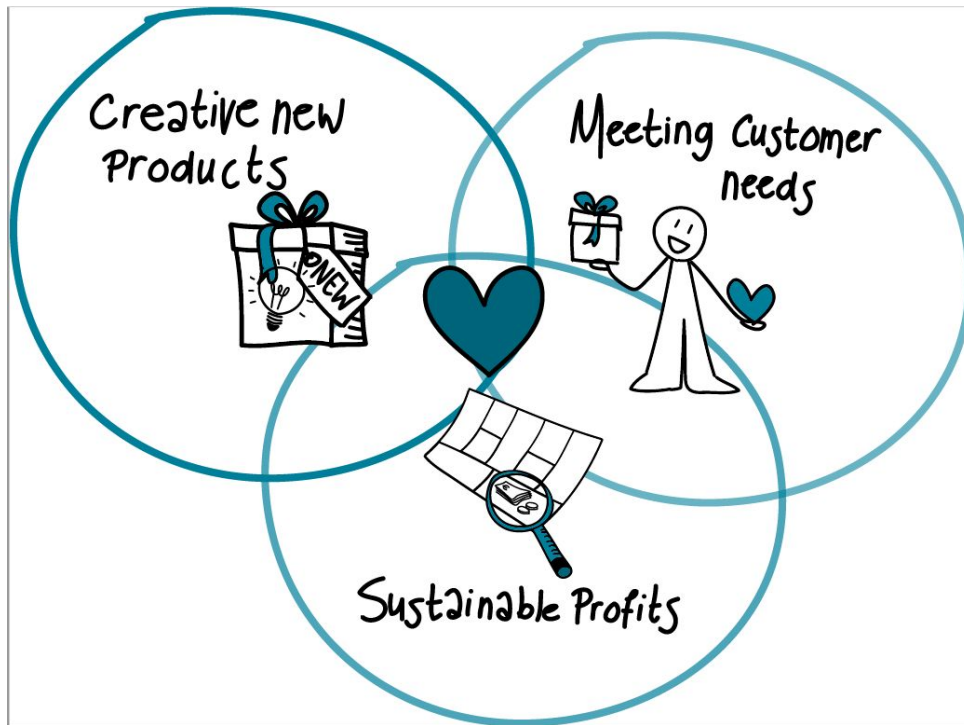
<sup>43</sup>"P ci lk'D0(" "Vwh'I 0\*4234-00 cpci lpi "{'qwt'lpqxcvklp'r qt vlrkq0J ct.xctf'Dwkpgu' Tgxky ."; 2.'88/960'





Aaŧ XZ\_brb}lomjM{ UMZ t aMj}aZ zojZ o\_bmmo. .M}lombmMn oz` Mtrb M}lom{ao-jX UZÄ} ŧ ŧ mo} }o {b wj^ VzZMZ mZt wzoX~V}{ MtrX {Zz. bVZ{ÄZt wzoX~V}{ I M UZ wMÄ} o\_}aZ Zy~M}lom U~} }aZ ~j}b MjZ o~}w~}{ o\_bmmo. .M}lom MZ {~}{M}mWjZ U~{brZ{{ I oXZj{Ä~ U~{brZ{{ I oXZj ŧ {~}{M}mWjZ t aZmo~z mo. Zj VzZM}lom{ XZjb.Zz .Mj~Z}o V~{ol Zz{ İbZÄ I M}bm {~}\_vZowjZ t M}m}MtrX t Z MZ MjZ }o VzZMZ MtrX XZjb.Zz }aŧ .Mj~Z wzo\_b}Mj^ İbZÄ I M}bm {ol Z I omZ^ Ä H b}ao~} }aZ{Z }t o ZjZi Zm}{MmZt wzoX~V} VM}mo} UZ Vom{bXZzZX M}bm}Ä} ŧ {b wj^ Mwoj mZt wzoX~V}Ä}I b a} UZ }aZ VoojZ{}}abn {brVZ {j}bZX UzZMÄÄaZ I o{ VzZM}b.Z wzoX~V} Z. Zz I NÄZÄfi~} b\_b XoZ{m} XZjb.Zz .Mj~Z }o V~{ol Zz{ MtrX Uzbn} bmwzo\_b}{3/4} ŧ **no}**bm}Ä

4 -z XZ\_brb}lomo\_bmmo. .M}lomMj{o wzo. bXZ{ ~{ t b}a MjZM} roU XZ{Vzbv}lom\_oz VozwozMjZ bmmo. .M}oz{Ä **Jo-z kUk }oajw^oz İd vMnI NZI onZ U I N}bn vzoX~V}{ }aM}v}ojZ **TMÄ****aZ {t ZZ} {wo} ŧ t aZm^o~z VzZM}b.b}^3/4 ZZ}{ V~{ol Zz mZZX{ MtrX ^o~ VMnI MjZ I omZ^ \_zol {Zz. bn} }ao{Z mZZX{Ä} ŧ b woz}Mtr} }o I MjZ VjZM} aZZZ }aM}mo} Mj} \_ozl { o\_bmmo. .M}lom t b}j UZ \_oV~{ZX om mZt wzoX~V}{ oz {Zz. bVZ{Ä} ŧ Mj{o wo{{b}jZ }o bmmo. .MjZ M}o~mX bn}Zzm}jI U~{brZ{{ vzoVZ{{Z} }aM} MZ mo} XbzVj}^ Zt wZz}ZmVZX U^ V~{ol Zz{ÄÄaŧ \_ozl o\_bmmo. .M}lom ŧ mo} M}nZt vj}b} \_oV~{ o\_}aŧ Uooi Ä^ ot Z. Zz^Z. Zm \_oz }aZ{Z \_ozl { o\_bmmo. .M}lom}4}aZ XZjb.Zz^ o\_ .Mj~Z MtrX {~}{M}mWj}^ MZ {b}j b woz}Mtr} vzbmV}ojZ{Ä



**Red Pill - Blue Pill**

%zol }aZ XZ\_bmb)omMlo.Z<sup>3/4</sup> b VjZM }aM }aZ omj^ bXb(w-)MjZ\_W} b }aM bmo.M)om {ao-jX UZ I MmZX .bMxb\_Zzm} wzoVZ{{Z} }o }ao{Z }aM MZ ~{ZX }o I MmZ VozZ wzoX-V}{A' of }aZ{Z wzoVZ{{ MZ b{)M}MZX XZwZmX{ om}aZ Vol wMn^3/4ot I ~Va I MmZI Zm} U~^ b m^o~ aM.Z MmX }aZ bmo.M)oz{Y MmWZ}bZ\_oz VozwomZ wj}bV{A @ol Z}b Z{ b} b} .Zz^ VjZM }aM ^o~ t bjj mZ.Zz `Z} \_jj Z+ZV~}b.Z ZmXoz{ZI Zm} \_oz bmo.M)om^AaZ Z+ZV~}b.Z{ MZ }oo\_oV~{ZX omVM)a Vot wzoX-V}{ MmX }aZ UZ{ }^o~ VMn aovZ\_oz b{ {-wwoz} \_zol MaMmX\_-j o\_.k}bomM^ jZMXXz{ t b}abm^o-z U~{bZ{{A(m)a} VMZ<sup>3/4</sup>bmo.M)oz{ I b a} Vom{bXZz jZM.bm }aZ Vol wMn^\_oz `zZmZz wM}-zZ{A

~j}ZzmV}b.Zj^3/4bmo.M)oz{ VMn{)M} M ~ZzzbjjM o.ZI Zm}A~ mbmo.M)ombm{-z`ZmV^3/4o }o {wZM^Aazk}Mn. zol Zz<sup>3/4</sup> ao b} M' zZM} bmo.M)om ZVo{^}{ZI XZ{b mZz^3/4aM} }t o I MmzZVol I ZmX}bom{ omaot bmo.M)om ZVo{^}{ZI XZ{b mZz{ Vo-jX I MmZ {-Va M I o.ZI Zm}A^z{ }^Azk}Mn{~`Z}{ }aM} bmo.M)oz{ {ao-jX **joZ Z }aZ VQ{ o bmo M)om** ( \_ }aZ^ Xo }ab{ {-WZ{{\_jj^3/4}aZm }aZ^ t bjj aMxj^ Z.Zz mZZX ab a jZ.Zj U~X`Z}

<sup>44</sup>"Ugg"o qtg"cv"Vtkucpai'dmji <j wu-lll tcuuq q r gtj gtf gt(ego )"'

Mwzo. Nj{ AaZ jZMn {}M}~w<sup>3</sup>/<sub>4</sub>XZ{b m }abri bn Mx V~{ }ol Zz XZ. Zjowt Zm }oojUot  
wzo. bXZ{ `zZM| Z}aoX{ \_oz jot Zzbn }aZ Vo{ }{ o\_bmmo. M}komA

' ot Z. Zz<sup>3</sup>/<sub>4</sub>Z. Zz` mot Mx M}mbmmo. M}oz{ t bjj mZZX }o {~z\_MW t b}abm}aZ Vol wMn bn  
ozXZz }o `Z} bm.Z{ }| Zm }\_oz }aZbz bXZM| }o UZ }M}Zm }o {VjZ{ } k Nj{ o wo{ {b}jZ }aM|  
}abn { t bjj `Z }o }aZ wobn } t aZzZ }aZ Vo{ }{ o\_bmmo. M}komV}Mnmo }om Zz UZ i Zw }jot A  
%oz }a k<sup>3</sup>/<sub>4</sub>Az k }Mn zZVol | ZmX{ }aM| bmmo. M}kom }ZM| { \_bnX **Xbjd NjA** AaZ{Z MZ  
bnXb. bX~Nj{ t ao t bjj Xo }aZ aMx t ozi o\_VozvozM}Z wojb}b{ Mx { | oo }abn }aZ wM}a\_oz  
bmmo. M}kom wzohZV}{ A ~ Xbjol M| k ~{~Nj}^ {ol ZomZ t ao k t Zjj VormZV}ZX Mx  
zZ{wZV}ZX bn}aZ U~{bnZ{ { t ao V}Mn t ozi o~}{ bXZ o\_mozl Nj U~zZM+VzM}bV VaM}mZj{ }o  
Vj} bn\_M.oz{ Mx `Z } }abn { XomZAH b}ao~} Mx}bjol M| | o{ } ` ~Zzbj}MwzohZV}{ MZ XZNX  
omMzb.NjA

&~Zzbj}M| o. Zi Zm}{ aM.Z UZZmi mot m }o {~WZZX<sup>3</sup>/<sub>4</sub>ol Z}b Z{A' ot Z. Zz<sup>3</sup>/<sub>4</sub>a k k o~z  
jZM} \_M.o~zZX | Z}aoXAH Z aM.Z \_o~mX }aM| ` ~Zzbj}M| o. Zi Zm}{ MZ }oo Xb\_bV~j}A  
AZM| { MZ Nj}t M{ t M}Vabn }aZbz UNW| { \_oz ~mZt wZV}ZX b wXb Zm}{ }o }aZbz t ozi A  
~mX b }aZ` jo{Z }aZbz | M}M}Z| Zm }{wom{oz oz Xbjol M<sup>3</sup>/<sub>4</sub>aZm}aZbz bmmo. M}komZ\_oz}{  
MZ ZM}b^ bmlZowMx^ A@ t aljZ ` ~Zzbj}M}W}b{ V}Mn t ozi <sup>3</sup>/<sub>4</sub>aZ` Nj{ o aM.Z MzNj}^ ab a  
| oz}Nj}b^ zM}Z\_oz wzoX~V} bXZM}AAa k k }aZ zZM|omt Z \_M.o~z M\_~j **zomj}M}M}om**  
}aZ Vol wMn }o {jot j^ VaMn Z b{ t M{ o\_t ozi bn A

H b}a M\_~jj \_zom}M| M{M}j<sup>3</sup>/<sub>4</sub>bmmo. M}oz{ }Nw| jZ }aZ aMx y~Z{ }bom{ ~wzom}A/ om O}Zl {  
{~{ }M}M}UjZ bmmo. M}kom k omj^ wo{ {b}jZ t b}abmM{ ~wwoz}b.Z ZVo{ ^{ }Zl A~ { {~Va<sup>3</sup>/<sub>4</sub>} k  
b woz}Mn }o `Z }owjZ. Zj ZtZV~}b.Z Mx | bXjZ | M}M}Zz U~ OmAAa k **MZOb Z** t bjj  
aZjwbn\_}~zZ {b~M}kom{ t aZm}aZzZ k mZZX\_oz {~wwoz} Mx zZ{o~zVZ{A? Z` MxjZ{ { o\_  
t aZ}aZz }aZ bmmo. M}kom jM| k Zt}Zzm}j| oz wM} o\_ M}n bn}Zzm}j| wzoVZ{ {<sup>3</sup>/<sub>4</sub>}zM}Z` bV  
Nj}b ml Zm } k i Z` A(mmo. M}kom ZVo{ ^{ }Zl { V}Mn omj^ UZ VzZM}ZX t aZm t Z Xo }aZ aMx  
t ozi o\_VaMn bn Mx MxM}b}bn }aZ Vol wMn Y{ V}M}M}Uj}b}bZ{ }o Zm{ ~zZ }aM| }aZ` \_~jj^  
{~wwoz} o~z Vao{Zmbmmo. M}kom MwzoMwAAaZ wzbnM}jZ{ \_oz U~b}Xbn }a k bmmo. M}kom

ZVo{^{}ZI MZ }aZ\_oV~{ o\_}ak Uooi A

### The Five Principles of a Corporate Innovation Ecosystem

@-WZ{\_{-j bmo..M}komZVZ{{b}MjZ{ b}ZzNW}kom{ Ml omi | -j}bvjZ N}oz{ \_zol | -j}bvjZ wM}{ o\_MVol wMn A (m)aZ ho~zmZ^ \_zol bXZM}kom{4wzoX~V} VzZM}kom{4bz{} V~{ol Zz {MjZ{3/4zot}a Mnx {VjZEI -j}bvjZ wM}{ o\_}aZ oz` Mrtb M}komMz bZ..b}Muj^ bn.oj..ZX bn bmo..M}komA Aak{ b{ t a^ oz` Mrtb M}komVj Nj b ml Zm} Mto~mX bmo..M}kom b{ Vz}b}MjA flol wMrtZ{ mZZX }o VzZMjZ Mnb}ZzmVjwzoVZ{{ }aM}1/2

- A %AWj}b}MjZ{ }aZ {ZzZmXwb}^ }aMj VzZMjZ{ {wM}i { o\_VzZM}b.Z bXZM}kom{4
- A flMj}~zZ{ Mnx }Z}{ }aZ o~}w~{ o\_}ak VzZM}b.Z bXZM}kom{4
- A AzMrt{\_ozl { bXZM} b}o {~WZ{\_{-j wzoX~V}{ t b}a wzo\_b}MujZ U~{bz{{ | oXZj}A

Aak{ | ZMrt{ }aMj oz` Mrtb M}kom{ mZZX }o UZ XZ{b mZX }o VzZMjZ Mnx UzZb} \_zol {ZzZmXwb}^ AAz `oMj o\_}ak Uooi b{ }o M}b}~jMjZ }aZ wzbrVbvjZ{ }aMj bmozi aot oz` Mrtb M}kom{ | MrtMZ }aZ{Z bmo..M}kom Vol vjZt}bz{A H Z {}zomj^ UzjZ.Z }aMj wzbrVbvjZ{ }z~l w }M}b{A ( } b{3/4-j}b MjZj^ 3/4-w }o ZMwa oz` Mrtb M}kom }o N}M} }aZ{Z wzbrVbvjZ{ Mnx M}w}^ }aZl }o b{ U~{bz{{3/4}zMjZ^ bV `oMj{ Mnx Vom}Zm}AAz \_b.Z wzbrVbvjZ{ \_oz U~}Xbni VozvozMjZ bmo..M}komZVo{^{}ZI { MZ M} \_ojjot {1/2

### Innovation Thesis

H Z UzjZ.Z }aMj bmo..M}koml ~{}UZ wM} o\_Mnx Nj b mZX t b}a }aZ o.ZzNj { }zMjZ^ bV `oMj{ o\_}aZ Vol wMn AAak{ b{ b woz}Mrt{ t aZmb} Vol Z{ }o jMjZz }zMrt{b}bomni bmo..M}kom wzoZV}{ b}o }aZ VozZ wzoX~V} woz}\_ojbA --{} j b} Z .Zm}~zZ Vw}b}Mj bn.Z{}oz{ aM.Z bn.Z{}| Zm} }aZ{Z{3/4Z.Zz^ jM}Z Vol wMn | ~{} aM.Z Mrt bmo..M}kom }aZ{b{A ~m bmo..M}kom }aZ{b{ VjZMj^ {Z}{ o~} MVol wMn Y .bz t o\_}aZ \_~}~zZ Mnx }aZ { }zMjZ^ bV oUrZV}b.Z{ o\_bmo..M}komA^ }aZ{b{ Mj{o {Z}{ }aZ Uo~mX}bz{ oz `~M}X zMj{ Vom}Zzrtbni

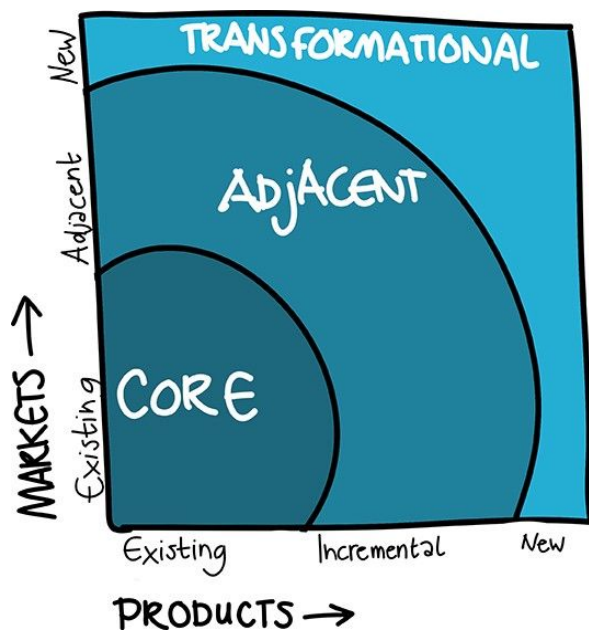
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<sup>45</sup>I ctwf .T0'I gj o cp.'L0'(' 'Mwo ctcuy co {.'C0\*4233+0Ego r rgzkw' 'cttcpi go gpw'htq't'uwuclpgf 'kppqxcvqp-<Nguuqpu'htqo "50" Eqtr qtcvqppQti cpk{ cvkqp'Uwf lgu."54.'959/9890'  
<sup>46</sup>'Y kuqp.'H0\*422; -0Vj go cve'xu'Vj guku'F tkxgp'kpxgukpi 0CXE0j\_wr<lkxe@qo 422; B3lj go cve/xu/vj guku/f tkxgp/kpxgukpi 1"

}aZ bmmo..M}komwzohZV}{ }aZ Vol wMn t ljj oz t ljj mo} Vor{bXZzA(mNXb}kom}o XZj bJZzMZ  
 {}zMJZ ^ 3/4aZ Vol wMn I ~{} Nj{o ~{Z b} bmmo..M}komwzoVZ{{ M} M{o-zVZ o\_ZI Zz`Zm}  
 {}zMJZ ^ }aM} b} zZ{vom{b.Z}o VaMn Z{bm}aZ I M}i Z}A

### Innovation Portfolio

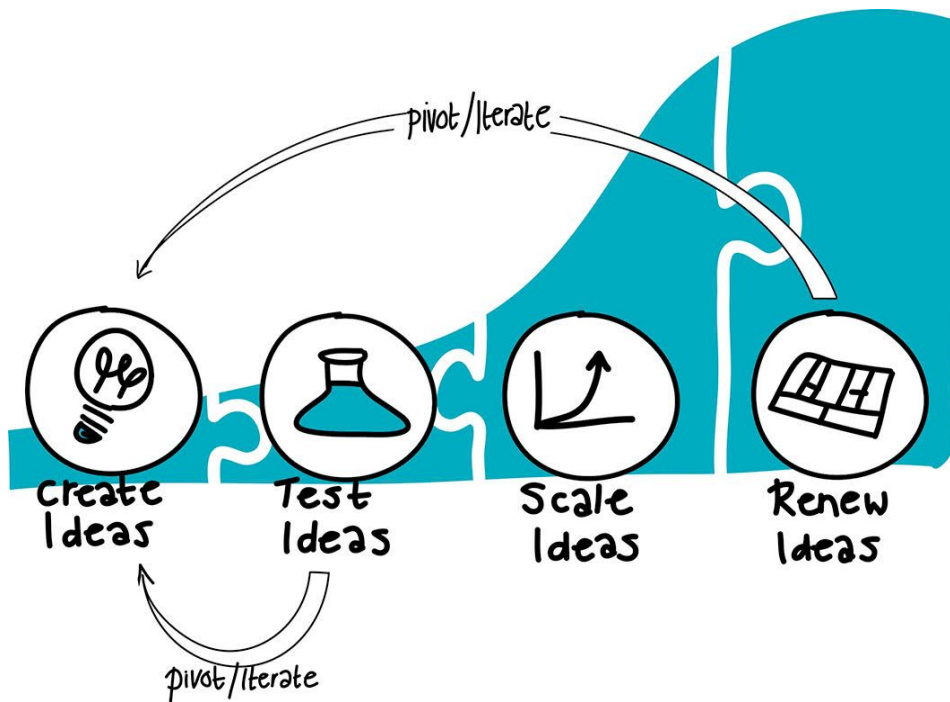
Ao NwabZ.Z b} bmmo..M}kom}aZ{b} Mnx {}zMJZ` bV` oNj{AaZ}Mj}b}aZX Vol wMn {ao-jX  
 }aZm{Z} b}Zj\_-wM} Mwoz}\_ojw o\_wzoX-V}{ Mnx {Zz.b/Z{AAab}woz}\_ojw {ao-jX Vor}Mn  
 wzoX-V}{ }aM} Vo.Zz }aZ t aoz {wZV}z~l o\_ bmmo..M}komE bZA **VbZ/4MVAZb}** Mnx  
**ZM}ad N}onj}**AaZ woz}\_ojw {ao-jX aM.Z ZMj` {}MZ wzoX-V}{A} t Zjj M} I M}~zZ Mnx  
 Z{}Mj}b}aZX wzoX-V}{A` Vol wMn I M Nj{o Vor{bXZz aM}bm} bmb}{ woz}\_ojw Xb}z~w}b.Z  
 wzoX-V){ }aM} MZ N} ZX M} jot ZzOZmX oz ZI Zz` bm I M}i Z}{AAaZ `oNj} b} }o aM.Z M  
 UNj}MvZX woz}\_ojw bmt abVa }aZ Vol wMn b} I M}M}bm} .M}w~{ U~{bmZ}{ I oXZj}{ }aM} MZ  
 M} Xb\_ZzZm} {}MZ{ o\_}aZbz jbzAAaZ UNj}MvZ o\_}aZ wzoX-V) woz}\_ojw {ao-jX UZ M}n  
 Z}vzZ{{komo\_}aZ Vol wMn Y o.ZzNj} {}zMJZ` Mnx bmmo..M}kom}aZ{b}A



### Innovation Framework

(mozXZz }o Z}ZV~}Z omb}{ }aZ{b} Mnx I M}M}Z b}{ woz}\_ojw o\_wzoX-V){ Mnx {Zz.b/Z{3/4aZ  
 Vol wMn mZZX{ M\_zM} Z} ozi \_oz I M}M}bm} }aZ h~zmZ` \_zol **(ZM}bm}**o **Z}ZV~}bm}**

AaZzZ MZ {Z.ZzNjZ†MI vjZ bmo.M)kom\_zMI Z† ozi {Ē\_oz Z†MI vjZ ~ {a 1 Mz^ MĀ ?-mbñ /ZVh\_zMI Z† ozi © MĀX @Z.Z fijMri Ÿ (mZŌ Zñ) ?ZVbñZ{I oXZj^Ā~ } <ZM{omñomZ o\_ ~{ aMĀ UZZmwM} o\_M)ZMI }aMĀ aMĀ XZ.ZjowZX }aZ /ZVh\_zok-Vj /bZVjZ† abVa kĀ Mñ MĀ MĀX † bmbñ bmo.M)kom I MĀMIZI Zm) \_zMI Z† ozi ©Ā~ jj }aZ{Z \_zMI Z† ozi { VMñUZ {^ m}aZ{b ZX bñ}o }aZ }azZZ {b vjZ {}ZwĀ \_oz bmo.M)konĒ VZVbñ BZVjZŌ bñ BZVj MĀX {Vj bñ BZVjĀ ž.Zz^ mot MĀX MĀMĀMVol wMñ I M XZVbXZ }o zZ\_zZ{a }aZ U~{bñZ{{ I oXZj{ o\_ b} Z†k}bñ wzoX~V} }azo~ a zññ bñ BZVjĀ ' M.bñ Mñ bmo.M)kom \_zMI Z† ozi vzo.bXZ{ M~mb\_ bñ jMñ ~MZ \_oz }aZ U~{bñZ{{Ā ž.Zz^ UoX^ i mot { † aMĀ vaMĀZ ZMwa vzoX~V} oz U~{bñZ{{ I oXZj kĀ bñĀAaĀ }aZmvzo.bXZ{ }aZ UMĀ o\_aot M Vol wMñ VMñl MĀMIZ b{ bñ.Z{}I Zm) XZVĀ bñ MĀX vzoX~V} XZ.ZjowĀ Zm) wzW) bZ{Ā



### Innovation Accounting

H ĩa Mñbmo.M)kom\_zMI Z† ozi bñvjWZ³}aZ Vol wMñ mot mZZX{ }oI MIZ{~zZ }aZ^ MZ

<sup>47</sup>'O cwt {c.'C0\*4234+0T wppĀpi 'Ngcp<Kgtcvg'ltqo 'rñp'C'iq'e'rñp'y cv'y qtmĀEcrñkqtplc<Q)T gkmĀ 'O gf kc0'

<sup>48</sup>'Drcpm'U0\*4235+0Kku'Vko g'q'Rrc{ 'O qpg{ dcm^Vj g'kpxguvo gpvT gcf kpguu'Ngxgrf' [j wr u<1hgxdrcpnt@qo\\_H235B347ksu/vko g/vq/r rc{/o qpg{ dcm/vj g/kpxguvo gpvT gcf kpguu'ngxgnl"](#)

<sup>49</sup>'Vj g'Ngcp'Rtqf wevNĀge { eng<j wr <1hgctp0gpcpr re@qo !"

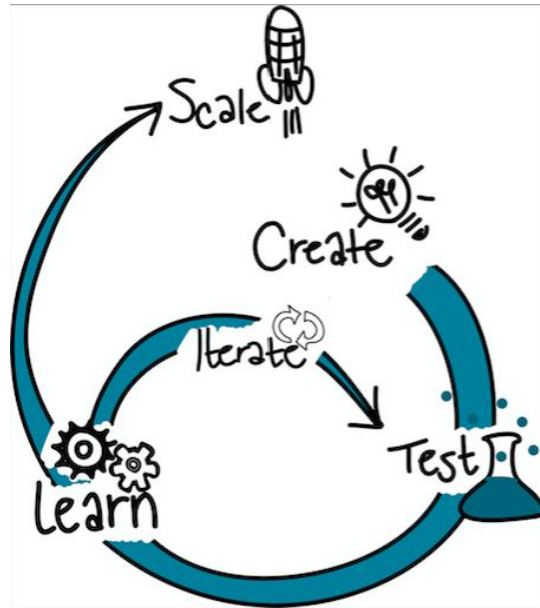
~{bñ }aZ zba} bn.Z{| Zm} vzW}b/Z{ MñX I Z}zbV{ }o I ZM~zZ {-WZ{{^AAzNxb}bmñYl  
 NwVo~m}bñ I Z}aoX{ MZ `zZM}\_oz I MñMbm VozZ wzoX~V}{^A' of Z.Zz<sup>3/4</sup> aZml MñMbm  
 bmo..M}komXb\_ZzZm} {Z}{ o\_}ooj{ MZ mZZXZ^H Z wzoV{Z }aM} Vol wMñZ{ {ao~jX ~{Z  
 bnVzZl Zm}ñl bn.Z{|bñ UMZX om}aZ bmo..M}kom{ }MZ o\_}aZbz wzoX~V}{^AAak valjo{owa ^  
 k UMZX om} M.Z 1 Vflj~zZÝ 1 omZ^ UMj}\_oz @}M}~w{^ AH Z Nj{o wzoV{Z }azZZ {Z}{ o\_  
 bmo..M}kom. <({ }aM} Vol wMñZ{ {ao~jX UZ }zWl bñ ^?Zñz}bñ . <(( MZ XZ{b mZX }o  
 }zWl }aZ W}b.b}^ MñX t ozi UZbñ XomZ om mZt .Zm}~zZ{ M} }aZ^ I o.Z \_zol bXZM  
 }azo~` a }o {VñZ İZ^A^..M}bX}kom..ZjoVb}^ E^& ZññZ. <((aZjwwM} MUZ}}Zz wV}~zZ  
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 aot Vjo{Z MZ }aZ }ZM { }o \_mXbm wzoX~V}^ Ml Z} \_b^ &jDUYl. <(( ZtMl bñ }aZ  
 o.Zñj} wZz\_ozl MñV o\_ bmo..M}kom t b}abn }aZ Vom}Zt} o\_}aZ jM^ Zz U~{bñZ{{ İZ^A^  
 wZzVZm} o\_zZ.Zm~Z bn}aZ jM}^ a ^ZM{E^

### Innovation Practice

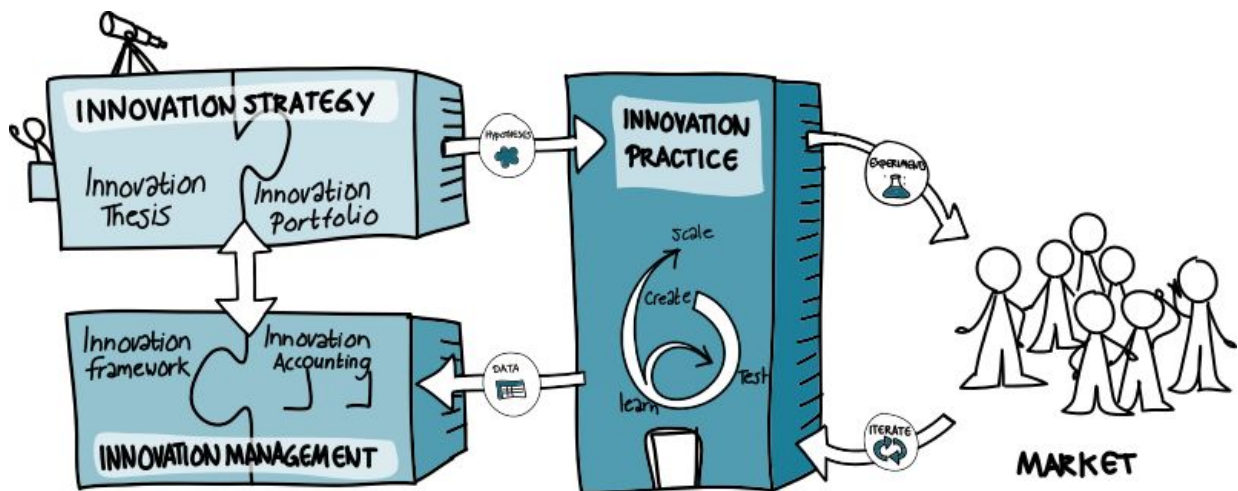
(m NXXb}bm }o I MñMbm bn.Z{| Zm}{ bn bmo..M}kom}aZ zba} t M<sup>3/4</sup>aZ t M wzoX~V}  
 }ZM { XZ.ZjowwzoX~V}{ aM} }oUZ Nj^ mZX }o }aZ bmo..M}kom\_zM Zt ozi ^ZM{om} /ZMñ  
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 }ZM { M} }o }aZ zba} UZaM.koz{ }o Zm MZ bn X~zbn {ZMValm .Zz{~{ ZtZV~}bñ A  
 ~XoUZÝ . bñ Uot wzo..bXZ{ {b bM^ ~bXmñV<sup>3/4</sup>ooj{ MñX zZ{o~zVZ{^AAaZ VozZ wbmVojZ  
 \_oz bmo..M}komwzW}b/Z k {b vj^ }aM} mo wzoX~V} VñUZ }MlZm}o {VñZ ~m}b }aM} M  
 ..M}bX}ZX U~{bñZ{{ I oXZj^ { {-Va<sup>3/4</sup>~zbn }aZ {ZMVala vaM}Z }aZ roU o\_bmo..M}oz{ k }o  
 ..M}bX}ZX }aZbz .M}~Z a^ wo}aZ{Z{ İbZ^XoZ{ o~z wzoX~V} I ZZ}V~{ }ol Zz mZZX{E MñX }aZbz  
 `zot }a a^ wo}aZ{Z{ İbZ^Aaot t b}j t Z `zot zZ.Zm~Z{ MñX V~{ }ol Zz m~l UZz{E^AAak  
 wzoVZ{{ zZy~bzZ{ }aM} }ZM { ..M}bX}Z Uo}a }aZ M}zW}b.ZmZ{{ o\_}aZ wzoX~V} }o  
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<sup>4</sup>: "O eEnm'g.'F 0\*4232+00 qpg{Dcmñqt"Uctwr u~kpxguv'Dghqtg'Rtqf wevlO ctngv'Hk:'F qwdng/F qy p'Chgt0'  
[j wr<1f72j cvu0f r gr cf @qo f722dmi ul4232 l29 b qpg{dcmñqt/uctwr uf vo r"](http://jwr<1f72j cvu0f r gr cf @qo f722dmi ul4232 l29 b qpg{dcmñqt/uctwr uf vo r)

<sup>29</sup> See here for Adobe's Kickbox: <http://kickbox.adobe.com/>



AaZ{Z\_b.Z vzbrVvjZ{ Vol UbrZ }o aZjwVzZMZ Mhbrmo..MkomZVo{^{}ZI AAaZ\_bz{} }t o  
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 }ak jM} vM} İbZÄbrmo..Mkom vzW}bZEA' ot Z.Zz3/4 bjao~} M{-vwoz}b.Z ZVo{^{}ZI bni  
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 t a^ Mhvj^ bni Mj\_b.Z vzbrVvjZ{ k b woz}Mh}Ä





~{ ^o~ VMn {ZZ Mlo.Z<sup>3/4</sup>}aZ{Z ZjZl Zm}{ MZ bm}ZzVormZV}ZXÈ ZW<sub>a</sub> zZwZ{Zm}bm M  
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 bm.Z{ }l Zm} XZVd{bm{ b vW} bmo..Mjkom vzW}b/Z<sup>3/4</sup>bmo..Mjkom vzW}b/Z vzoX~VZ{  
 jZMmbm { }aMj bm\_ozl bm.Z{ }l Zm} XZVd{bm{ MhX bO}~zmbm\_ozl { }zMjZ` ^ AAab b Mh  
 bmo..MjkomZVo{ ^ { }Zl Mj t ozi Až W<sub>a</sub> bm}ZzVormZV}ZX wZVZ zZ{vomXbm }o XMjMzol }aZ  
 o}aZz wZVZ{A@-Va Maoj b}b M<sub>wzo</sub>W<sub>a</sub> Mjot { Vol vMhZ{ }o bmo..MjZ j b Z { }Mj}~w{<sup>3/4</sup>  
 t b<sub>ao</sub>~} aM.bm }o Wj b Z { }Mj}~w{A<sub>H</sub> Z t b<sub>j</sub> mot XZ{VzbUZ ZW<sub>a</sub> vzbmV<sub>o</sub>jZ bmXZ}Mj bm}aZ  
 ~wVol bm VaM<sub>v</sub>Zz{A