

Table of Contents

Foreword	xi
Introduction	xiii
Chapter 1. Global Landscape of Innovation	1
1.1. Innovation in the world	1
1.1.1. The United States of America	4
1.1.2. Japan	7
1.1.3. Soviet Union and Russia.	9
1.1.4. Poland	12
1.1.5. Israel	14
1.1.6. China	15
1.1.7. India.	17
1.2. Innovation in Europe	18
1.2.1. The Swiss model	23
1.3. Innovation in France	23
1.3.1. Innovation and small businesses. Is small still beautiful?	27
1.4. The future of innovation	29
Chapter 2. A Multi-faceted Innovation	31
2.1. The pieces of the kaleidoscope	31
2.2. From invention to innovation	32
2.3. A few definitions of innovation	34
2.4. Innovation spectrum.	38
2.4.1. Incremental and radical innovation	38

2.4.2. Closed innovation	41
2.4.3. Open innovation	42
2.4.4. Collaborative innovation or co-innovation	44
2.4.5. Product innovation and service innovation	45
2.4.6. Organizational innovation	47
2.4.7. Cultural innovation	51
2.4.8. Social innovation	51
2.4.9. Cognitive innovation	52
2.4.10. Economic innovation	53
2.4.11. Educational innovation	54
2.4.12. Innovation centered on the needs of the customer	54
2.4.13. Eco-innovation	55
2.4.14. Global innovation	55
2.5. Innovation paradoxes	56
2.5.1. Paradox of novelty	56
2.5.2. Productivity paradox	56
2.5.3. Organizational paradox	56
2.5.4. Innovate, yes, but not too much	57
2.5.5. Innovation and small businesses	57
2.5.6. Multidisciplinary paradox	58
Chapter 3. From Innovation to E-co-innovation	59
3.1. Awakening consciousness	59
3.2. The traditional innovation process	61
3.2.1. Creativity	62
3.2.2. The lifecycle of an idea	67
3.2.3. Conditions of success	68
3.3. Why and when innovate?	69
3.4. Role of the customer in the innovation process	70
3.4.1. Need engineering	70
3.4.2. Inventing new needs	75
3.5. Integrating environmental aspects	76
3.5.1. Innovating in eco-activities	79
3.5.2. Thinking differently	80
3.6. E-co-innovation or innovating differently	82
3.7. Innovating in a knowledge economy	87
Chapter 4. Knowledge and Skills to E-co-innovate	89
4.1. Information or knowledge?	89
4.2. The knowledge necessary to innovate	90

4.2.1. Knowledge of the context – watch and business intelligence	91
4.2.2. Knowledge of customers and of future customers.	94
4.2.3. Knowledge for creativity	97
4.2.4. Knowledge in problem solving.	98
4.2.5. Professional knowledge	99
4.2.6. Knowledge of ICTs.	100
4.2.7. Environmental knowledge.	101
4.2.8. Managerial knowledge.	102
4.2.9. Knowledge of intellectual property protection.	102
4.2.10. Knowledge in project funding.	103
4.3. Which skills are essential to e-co-innovate?.	104
4.3.1. The innovation culture.	106
4.3.2. For a successful e-co-innovation	107
4.4. Measuring the organizational capacity to innovate.	110
4.5. Mobilizing imagination, collective intelligence and technology.	113
Chapter 5. Knowledge Management – Collective Human-Machine Intelligence	115
5.1. Amplifying intelligence	115
5.2. The role of computers in the e-co-innovation process.	116
5.2.1. Amplifying the capacity to innovate.	117
5.2.2. Knowledge processing via computer	118
5.2.3. From artificial intelligence to KM	127
5.3. Knowledge management	128
5.3.1. A few definitions	129
5.3.2. KM and management	130
5.3.3. KM and information processing	132
5.3.4. KM and skills	133
5.3.5. KM and innovation.	135
5.3.6. KM and risk management.	135
5.4. Building knowledge flow.	136
5.4.1. Strategic approach	136
5.4.2. Corporate knowledge: a global approach	136
5.4.3. Application approach	137
5.4.4. What to choose?.	141
Chapter 6. Innovating Technological Innovation.	143
6.1. Researchers, R&D and innovation	143
6.2. Technological innovation actors	148

6.3. Contexts and ambitions	149
6.3.1. European policies	150
6.3.2. Policies in France	153
6.4. Motivations, evaluations and promotion	154
6.4.1. Evaluation criteria of the researchers	155
6.4.2. Other motivations	161
6.4.3. Ambitions of the CNRS	161
6.5. What is the role of education?	163
6.5.1. University ranking	164
6.6. Some initiatives to transform technological innovation in economic values	165
6.6.1. Creation of companies by researchers	165
6.6.2. Business breeding-grounds and incubators	166
6.6.3. Technology parks and competitiveness clusters	167
6.6.4. Grouping of technology parks – Archs and Euromed	168
6.6.5. European Research Area	169
6.6.6. Education: training of future entrepreneurs	170
6.6.7. KIZ	171
6.7. Financing and return on investment	172
6.8. Proposal: technological innovation in the knowledge economy	179
6.8.1. Which approach?	181
6.8.2. What funding?	182
6.8.3. Innovating in evaluations and in measures of progress and impact	184
6.8.4. Using methods and techniques of knowledge processing	185
6.8.5. Education and training	185
6.9. The future of research	187
Chapter 7. Innovation for Territorial Development	189
7.1. The economic situation of regions and cities	189
7.2. Strategies and actions in favor of regional development	195
7.2.1. Industry	198
7.2.2. Building the France of tomorrow	201
7.3. Some initiatives in favor of territorial growth by innovation	204
7.3.1. Innovation contests	205
7.3.2. Other initiatives	207
7.4. Removing obstacles to development	210
7.5. Development in the knowledge economy	214
7.5.1. The importance of a shared vision	215

Table of Contents ix

7.5.2. Thinking global	216
7.5.3. Harnessing the ICT	218
7.5.4. Some proposals for change of logic	218
7.6. Innovating for a prosperous future	219
Inventing the Future	221
Glossary	223
Bibliography	227
Index	245