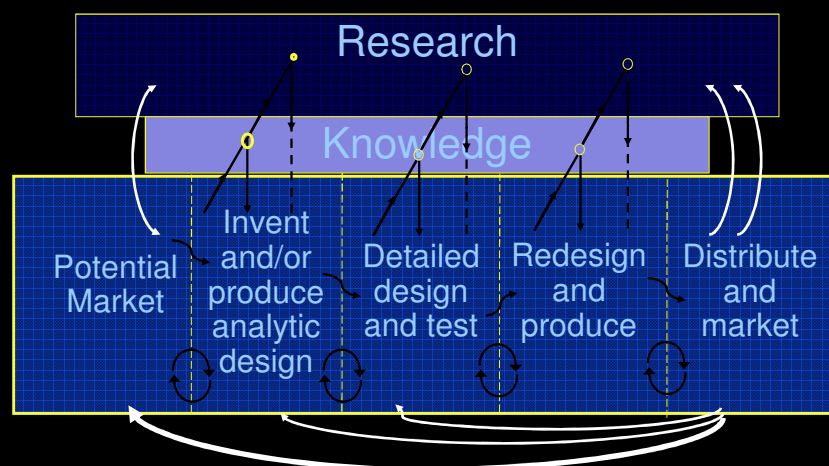




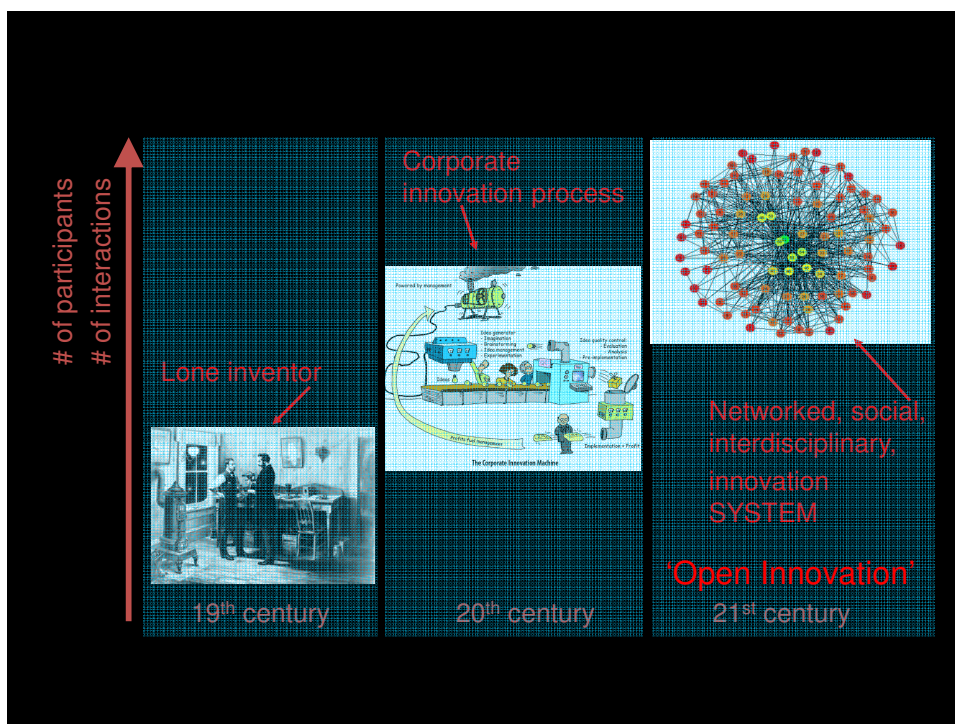
- Innovation \neq sophisticated technology
- Is not always a new product

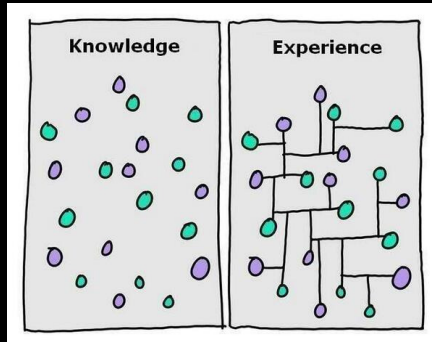


The Chain Link Model



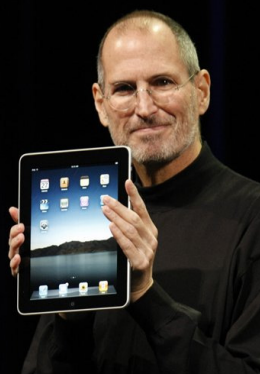
Kline, J. and Rosenberg, N (1986),
"An Overview of Innovation"





‘Innovation is fostered by information gathered from new connections; from insights gained by journeys into other disciplines or places; from active, collegial networks and fluid, open boundaries’

Margaret Wheatley



‘Creativity is just connecting things’

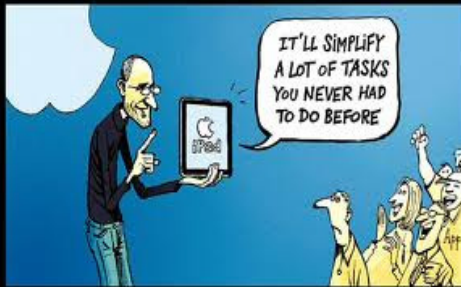
Steve Jobs

‘The best way to have a good idea is to have lots of ideas’

Linus Pauling

‘People think focus is about saying yes to the thing you’ve got to focus on. But that is not what it means at all. It means saying no to the 100 other good ideas that there are. You have to pick carefully. I’m actually as proud of the many things we haven’t done as the things we have’

Steve Jobs

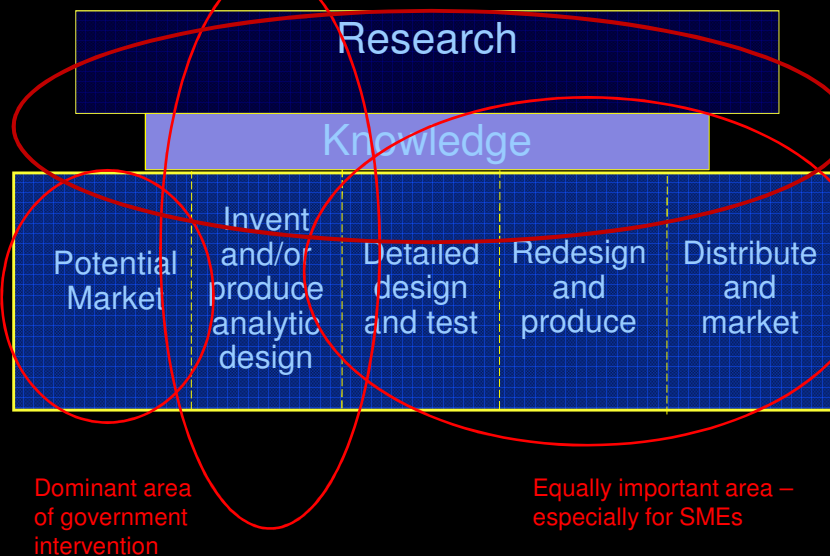


‘You can’t just ask customers what they want and then try to give that to them. By the time you get it built they’ll want something new’

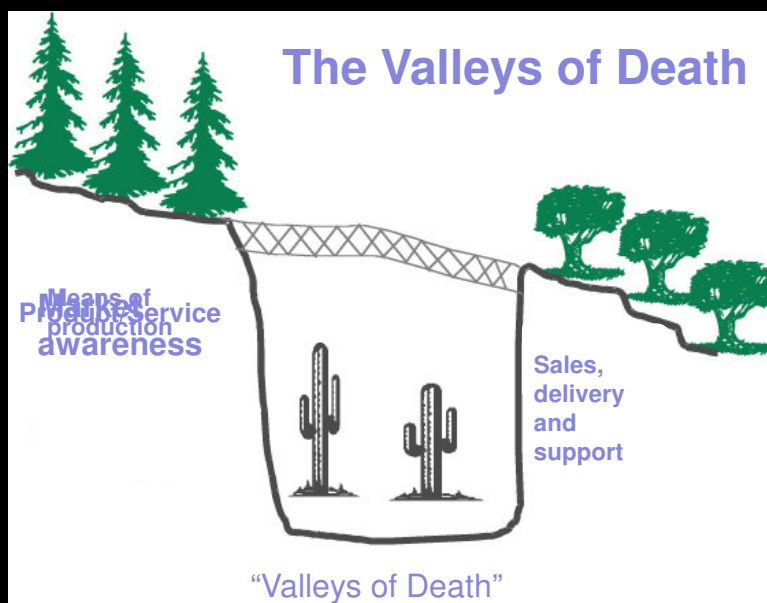
Steve Jobs



The Role of Government



The Valleys of Death





Role of Government



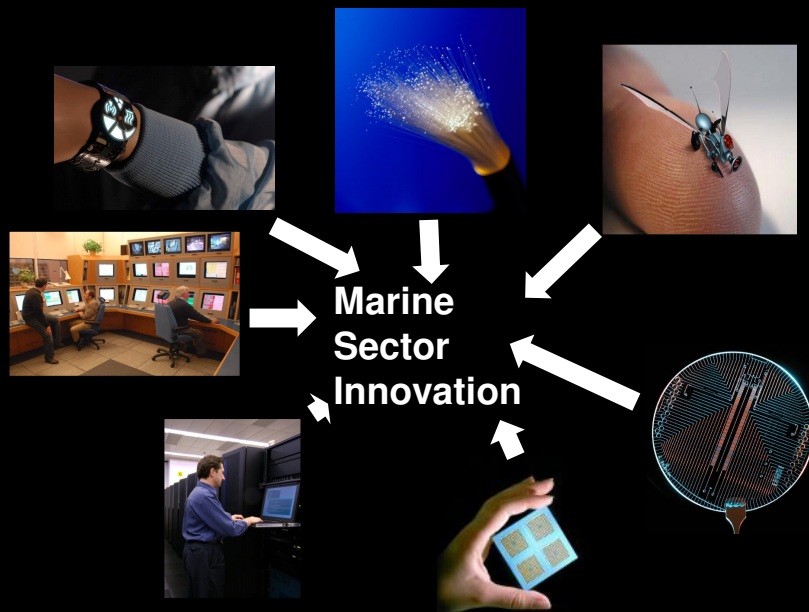
- Funding of high quality basic research (avoiding the pitfall of seeking too close a linkage with the creation of value through innovation)
- Playing a role in supporting businesses in crossing the 'valleys of death' inherent in the innovation process

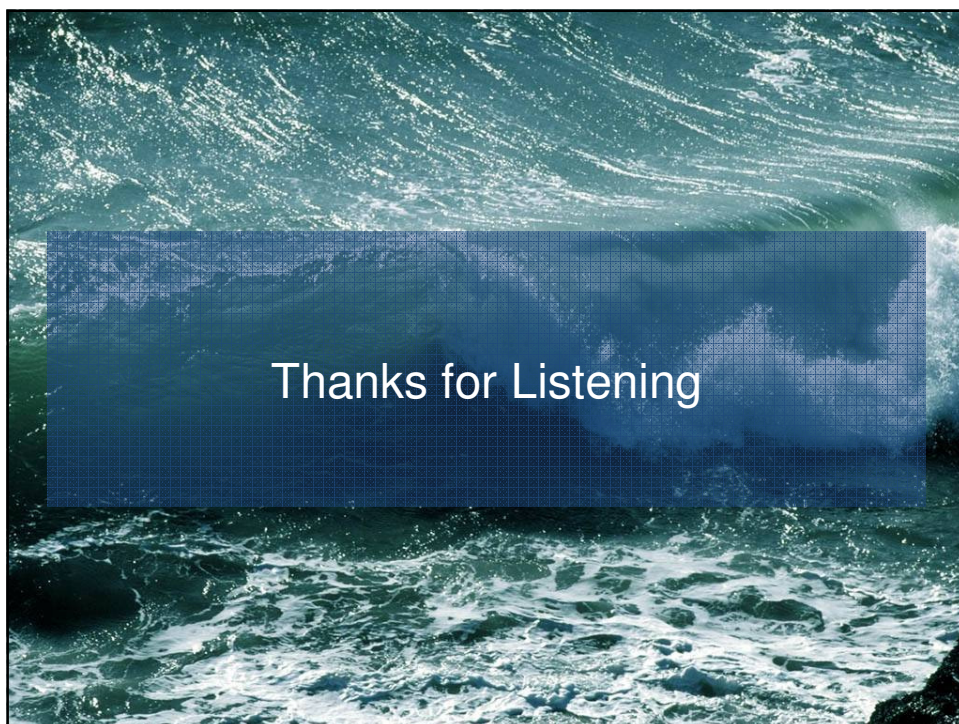
Impact of connectivity



- Knowledge derived from research will often support innovation in uses far from its disciplinary or sectoral origin
 - Eg computers, advanced materials
- Particularly true of the marine sector which frequently draws knowledge and ideas from other disciplines/sectors/markets with much higher levels of investment
 - Eg Mobile phone signal processing and low power electronics
 - New materials developed for aerospace applications
- **Need to work hard at fostering this connectivity**

Making the Connections





Thanks for Listening