

## **John F McClelland CBE**

### **Key Messages**

**Wednesday 24 September**

#### **The Innovation Treadmill**

- 1 Many versions of meaning of innovation
- 2 Many of the opinion that it's about breakthrough discovery or invention or high tech like rocket science
- 3 However successful businesses recognise that to be sustainable they must see innovation as a continuous cycle of incremental improvement or change.
- 4 In fact especially in companies with short life products it's more of a treadmill.
- 5 Every step on the treadmill is critical
- 6 Leading edge research useless without appropriate development resources and skills
- 7 Activities such as product management, marketing and customer management weak
- 8 Also weak are some of the so called soft skills such as business management, communications and entrepreneurialism
- 9 Product phase in and phase out [end of life management] critical.
- 10 In summary innovation is not rocket science it's about Management and Business Processes.

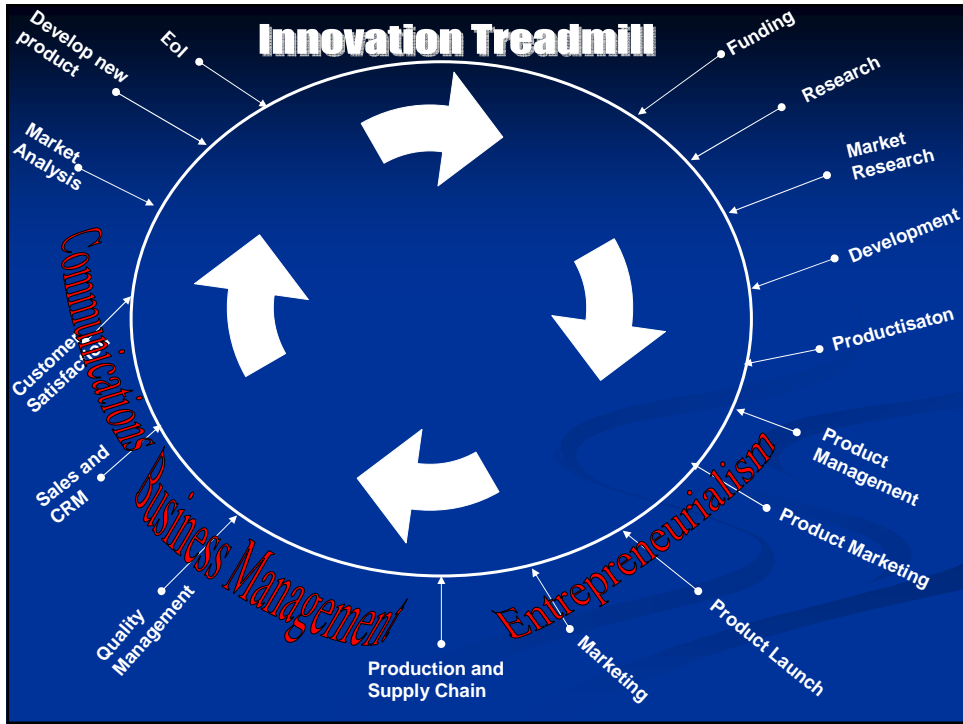


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The Royal Society of Edinburgh  
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