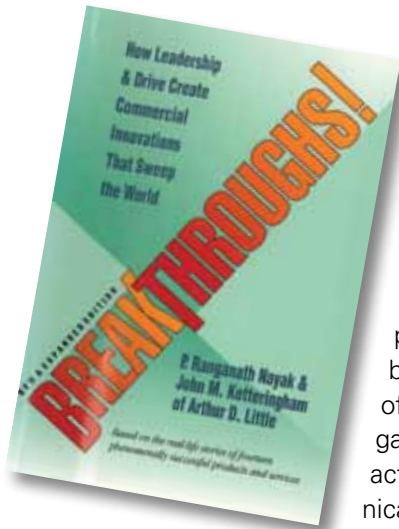
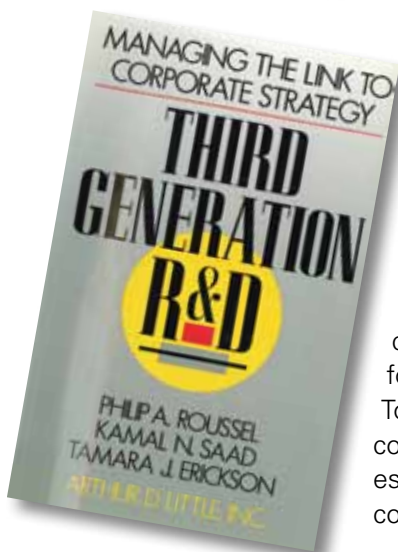


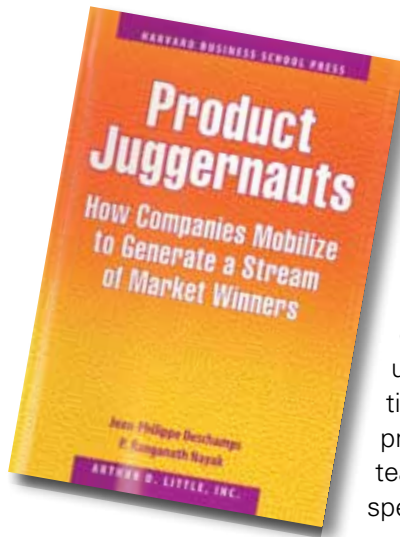
When it comes to innovation, Arthur D. Little leads the debate. We conduct our own proprietary research and build on the insights gained from working with clients at the leading edge of innovation management. We are happy to share our knowledge and perspectives through influential books and viewpoints. Below are central excerpts from the five classics on innovation that we have published in the past 25 years.



“A breakthrough is an idea that is so different that it cannot be compared to any existing practices or perceptions. It employs new technology and creates a new market. Breakthroughs are conceptual shifts that make history. Behind each breakthrough is an impossible vision made possible by human endeavor. Barriers to breakthroughs appear in many guises: lack of specific financial rewards for innovators, gaps between what managers say and what actually happens, and problems with communication.”



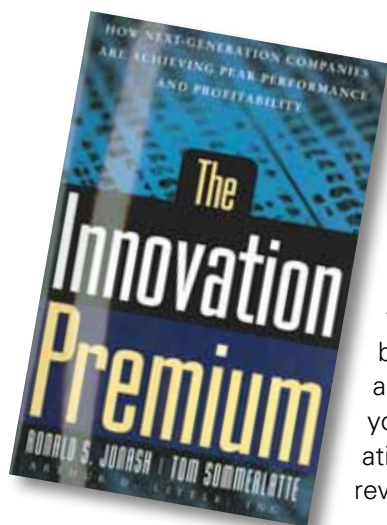
“One principle is crucial: corporate, business and R&D management must act as one to integrate corporate, business and R&D plans into a single action plan that optimally serves the near-, mid- and long-term strategies of the company. Historically, business and R&D management have found it difficult to communicate effectively. To manage R&D for strategic advantage, companies must dismantle these barriers and establish a common language in which all can communicate.”



“The key to constantly creating world-class products, whether companies choose to compete on speed, service, innovation, value, design or product proliferation, is to develop seven core competencies across every function in the organization: create a customer obsession, devise a bold product strategy and plan, deploy a multifunctional product creation process, empower program managers, forge committed teams, marshal the best resources, and speed up the process.”



“Up to now most managers have adopted a relatively simplistic approach, assuming that companies function as a single entity, with a single set of objectives based on a single set of technologies. Decisions on whether to be a technology leader or follower, the consequent deliberations on technology strategy, and decisions on the most appropriate organisational framework have then been relatively straightforward. Today’s corporations are not like that.”



“Investors reward innovation. The companies that are capturing the innovation premium realize that innovation can be managed and measured. They know that innovation is more than simply creating new products and services. It’s about improving your top and bottom line by capturing and exploiting all the value that currently exists within your extended organization. It’s about creating a culture that thrives on speed and rewards ideas from any source.”