

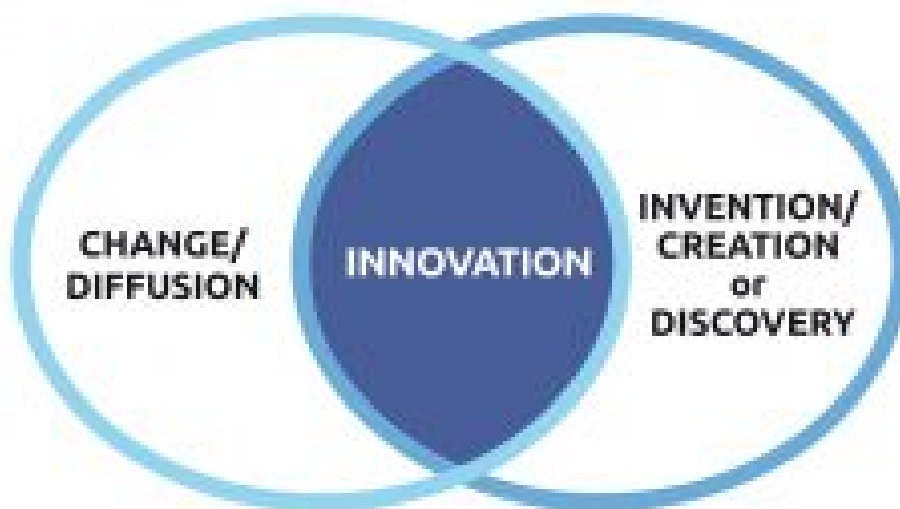
By Benoît Gailly, 17 January 2018

## Innovation as a business: more than creativity

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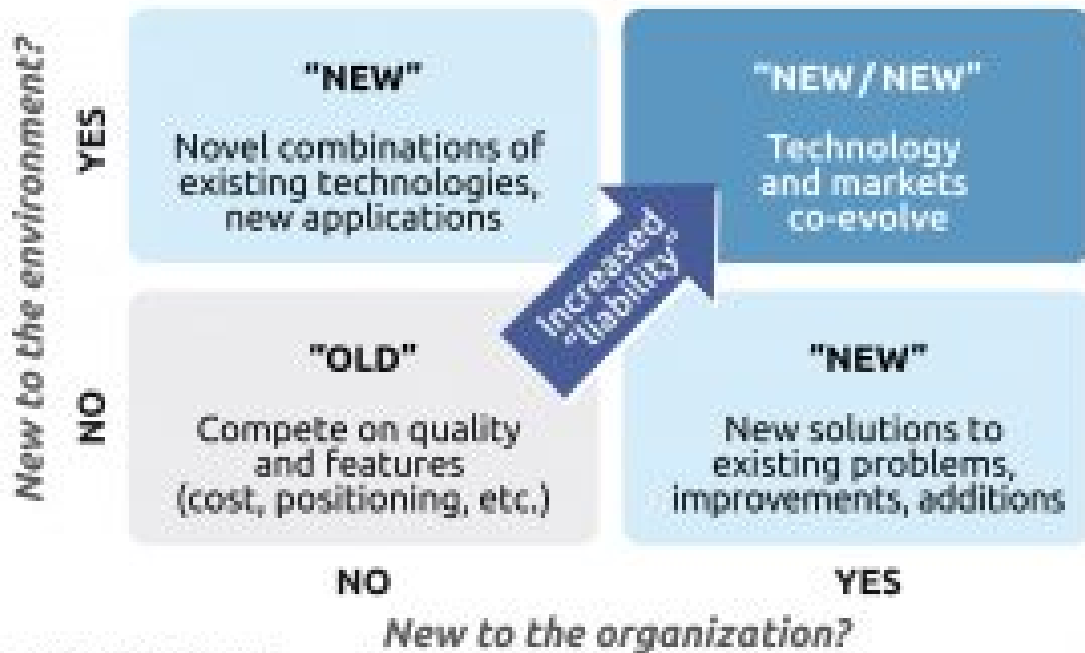
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**Innovation means much more than invention.** Managing innovation means managing both newness and change, and the latter often matters the most.



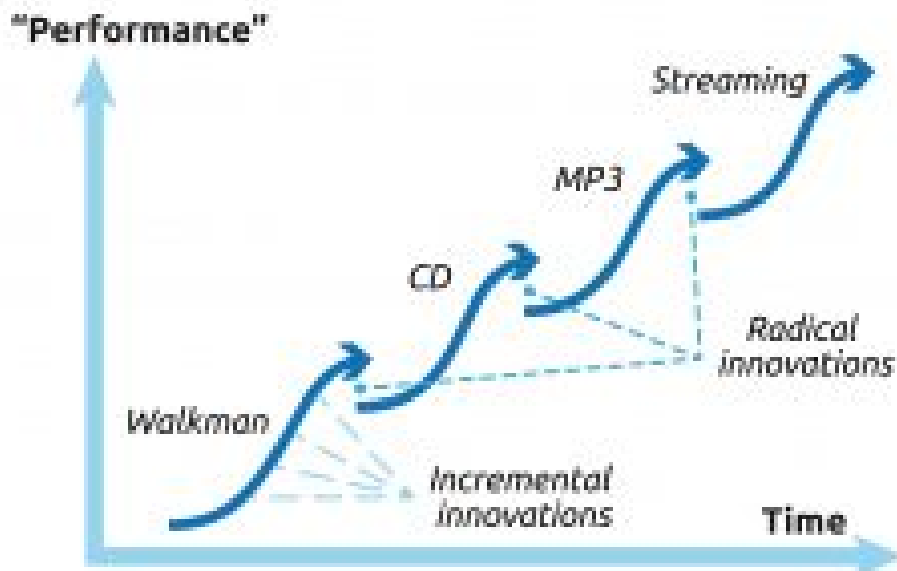
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**Newness is relative.** What is today new (and valuable) to some manager, their organization or their environment might not be to others.



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Innovation is about **changing people's perceptions and realities**, combining many small steps and a few big bets



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**Keywords:** *definition of innovation, innovation vs. creativity, innovation vs. invention, new combinations.*

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**Keywords:** *crossing the chasm, early adopters, liability of newness, newness is relative, novelty.*

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**Keywords:** architectural innovation, continuous improvement, dominant design, incremental vs. radical innovations, operational effectiveness, paradigms.

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