
Contents

Foreword	vii
Acknowledgements	xv
Introduction	xvii
Chapter 1. Evolution of the Concept of Innovation	1
1.1. Major steps in the evolution of the concept of innovation	2
1.2. Paradigm shift	6
Chapter 2. Innovation: A Knowledge-based Phenomenon	11
2.1. A knowledge-based view of firm innovation	12
2.2. Knowledge management	13
Chapter 3. Pivots of Innovation in the Age of Knowledge	21
3.1. Creativity	21
3.2. Organizational ambidexterity	37
Chapter 4. The Various Approaches to Innovation Adopted by Companies	53
4.1. External approaches	53

4.1.1. Alliances, subcontracting and other interindustry contractual forms	54
4.1.2. Open innovation in various forms	55
4.2. Internal and organizational approaches	57
4.2.1. Participative innovation	57
4.2.2. Communities of practice and/or innovation	64
4.2.3. Intrapreneurship, adhocracy and forms of organizational entrepreneurship	67
4.2.4. Company social networks	73
4.2.5. Other creative and agile processes	76
Chapter 5. Organizational Levers	83
5.1. An innovation-oriented strategic posture	83
5.2. A culture of innovation	90
5.3. Innovation management	96
5.4. The innovative company, a concept that applies to small or large companies?	104
Conclusion	111
Bibliography	119
Index	137