## INDEX

Academy of Technical Sciences (ATV), 8, 60, 133 Accounting, 185 Adaptive organizations, 224, 241 Agile organizational norms and systems, 153, 169-170 communication without barriers at 3M, 155 competition as innovation impetus, 163-164 connect innovation to key performance indicators and rewards, 164-165 decisions, 159-163 failure and trust, 167-169 form partnerships for innovation, 170 innovation core organizational value, 165-166 organizational silos, 156-159 quickly approve and monitor innovation projects, 166-167 Agile organizational policies and practices, 12 Agility, 154, 156 Airbnb, 79 Al-Busaidy, Omar, 8, 26-27, 29, 84,94 Jacque Cousteau's Discovery of Oil in Abu Dhabi by, 27 - 28UAE airline companies in world by, 29-30 Alibaba, 4, 69, 180, 188 Alipay, 4-5, 69, 71 Amazon, 95 Web Services, 78

American culture, 23 American Dream, 23 Apple, 132 diversity as innovation driver at, 180–182 Apple Heart research, 182 Artificial intelligence, 66, 98 Asia Pacific region, 156 Authority, 209-211 Automation logistics, 32 Autonomy, 188 Auxiliary industries, 45 Baeza, Ramon, 8, 124, 146, 201, 221, 225, 237-238 Bech, Martin, 8, 30, 100, 133 Big companies, 27, 45 Bing, Yang, 10, 177, 188, 206-207, 215 BGC, 8 Boeing, 94-95 Boston Consulting Group (BCG), 123, 146 Innovation Index, 146 Brin, Sergev, 24 Build Your Dreams (BYD), 65 Business(es), 213 model innovation, 58, 202 ByteDance corporation, 66-67, 135 Buhler (Swiss company), 9, 37, 43, 59, 74, 86, 104, 161, 165

Cactus fruit, 36 Californian companies, 46 *Cantons*, 110–111 Cat's Claw, 176 Catholic tradition, 34 Cargill, 9, 24-25, 37, 59, 64, 134, 136, 143, 165, 170, 212, 225 innovation patience at, 134 CEO, 220-221, 230 as organizational architect, 224-225 as role model, 222-224 as transformation leader, 221 as transformation owner, 225 - 228Chaebols, 109 Chinese Fin-Tech industry, 69 Change, 205-208 Chason, Roy, 8, 34-35, 53, 55, 104, 144–145, 180 Cheng, Hang [Shawn], 9, 103, 131, 176, 184, 192, 213 China, 22, 53, 96-104, 145, 238-239 challenges facing innovation in, 74-79 disruptive Chinese innovation, 65 - 73education and continuous learning, 79-82 history of innovation in, 54-58 hukou system, 83 innovation in today's, 58-65 openness domestic and to world, 82-87 speed, 165 China Effect on Global Innovation, 18 China Europe International Business School (CEIBS), 124 eLab, 8, 97 Innovation Survey Report, 12 Chinese business landscape, 159 Chinese internet companies, 185 Chinese companies, 60, 74 Chinese consumers, 64 Chinese education system, 80 Chinese Fin-Tech industry, 69 Chinese government, 59, 74, 101-102 Chinese innovation, 87

Chinese market, 64, 76

Chinese middle class, 101 Chinese SOEs, 56 Co-opetition, 33 Cohesive organizations, 224 Collaboration, 82, 88, 138, 240-241 Collaborative and experimental employee norms, 12 Commercialization, 4 Communication without barriers at 3M, 155 Company innovation, 203 Competition as innovation impetus, 163-164 Connect innovation to key performance indicators and rewards, 164-165 Constant feedback, 206 Consumers, 74, 145 Continuous learning, 49, 79-82 Corporate culture, 130–131 Country rankings by international innovation reports, 17 COVID-19 pandemic, 7, 39, 62, 66, 95, 118, 160, 175, 188, 201, 238 Creativity, 2, 6, 56, 59, 142 Creativity, communication, collaboration, and critical thinking (four C's), 82 Ctrip [Chinese internet companies], 185 Cubicle farms, 183 Cultural change, 225, 227, 232 Culture, 33-37, 130, 195 diversity, 142-147 of innovation, 174-180 openness, 138-142 organizational culture, 130-133 psychological safety, 133-137 Culture Map, The (Meyer), 36 Customers to drive innovation, 208 - 209

Danish culture, 31 Danish companies, 134 Danish economy, 32 Danish people, 31 Decisions, 159-163 decision-making power, 62 Denmark, 30, 120 innovation in, 21, 31 safety nets promote risk taking, 107-108 DEWU, 10, 206 Diess, Herbert, 223 Dhuper, Kamal, 9, 124, 140, 174, 198, 225 Digitalization, 18, 60, 74 Digitization, 7, 32 Discovery Limited, 9 Discovery Group, South Africa, 9, 198-200 Discovery's flat organizational structure, 158-159 Disintegration, 239 Disruptive Chinese innovation, 65-73 Disruptive innovation, 4 Diversity, 124, 142-147, 222 as innovation driver at Apple, 180 - 182DJI, 72 "Do Not Disturb" time chunks, 139 "Do-It-Yourself" culture, 31 Dubai, Inc, 42 Dubai Creek, 27 Dubai Economic Council, 118 Dubai government, 28-29 Dubai Ports World, 30 Dubai Shopping Festival (DSF), 41 Dutch semiconductor industry, 78 E-commerce market, 70 E-Government, 42 Economic Development Board, 113 Edmonson, Amy, 133 Education, 37-42, 79-82 source of, 40 system, 107 Educational reforms in China, 82 Electric vehicles (EVs), 58 Emaar [telecommunications company], 117 Emirates Airlines, 28-29

Employees, 131, 133, 179, 185, 206 norms and behaviors, 184 work-life balance, 185 Encouragement, 192 Entrepreneurs, 77, 131, 213 change and failure, 205-208 customers to drive innovation, 208-209 innovation, 200-205 European Commission, 18 Experimentation, 238 Export-Import Bank, 94 Facebook, 69, 133 Failure, 168, 205-208 Farmers, 31 Farming community, 32 Fast-follower companies, 60 Ferreira, David, 9, 63, 158, 198, 207 discovery's flat organizational structure by, 158-159 Finance, 183, 185 FinTech, 58, 98 5G, 229 Flexibility, 188 Fliggy [Chinese internet companies], 185 Foosball, 139 Form partnerships for innovation, 172 Former Dean Instead Singapore, 8 Founders, 130-131, 143 Fragmented organization, 224 Free to act, 168 Free Zones, 47 Game choices, 139 German Railway, 46 Germany, 22 Global COVID-19 pandemic, 7 Global FinTech Adoption Index (2019), 70Global Innovation Index (GII), 22 Globalization, 7, 17 Google, 138, 157 Governments, 91 focal country comparison, 93 in-depth analysis, 92

large countries, 93-104 small and medium-sized countries, 104-112 young countries, 112-118 Grosse-Ruyken, Jari, 8, 59, 65, 129, 136, 159, 211 Group incentives, 225 Hands-off settling periods, 100 Hang, Shawn, 166 Hang, Cheng, 103, 131, 176, 184, 192,213 team surprise at HUPU by, 214-215 Hard infrastructure, 28 Harborn, Mats, 10, 33, 54, 101, 132, 164 Havrutas, 35 HeiDiLao (hotpot restaurant chain), 137 Hierarchy, 209-211 High-speed rail system, 57 Hivetime, 8, 65 Home-grown companies, 117 Hong, Huijie, 9, 179, 186, 210 Hong Kong Shopping Festival, 41 Hotelbeds Shanghai, 10, 208 Huang, Congwei [Founder of Z-trip], 9, 76, 140, 160, 166, 177, 185-186, 213 of Z-trip, 185 Hukou system, 90 Human capital, 22 Hupu [Chinese Internet company], 9, 166, 176, 213-215 Human Resources (HR), 232 Ideas, 5 IEA Bioenergy, 107 IKEA, 169 IMD World Talent Ranking 2020, 174 IMD's World Digital Competitiveness Ranking 2021, 11 Immigration, 23 In-depth analysis, 92

Incentive systems, 99

Incremental innovation, 59, 145 Individualism, 82 Infrastructure, 28, 30 Innovation, 2, 197, 232-233, 238 to core, 13 core organizational value, 172 to core transformation process, 220 culture and religion, 33-37 education and continuous learning, 49 factors, 18 form partnerships for, 172 funnel model, 6 government in, 11 history and environment, 22-33 insights on, 7 localized clusters, 45-48 national security and stability, 49 patience, 134 quickly approve and monitor innovation projects, 166 - 167in today's China, 58-65 Innovative country sources, 16 Innovative cultures, 12 Innovative leaders, 125 entrepreneur, 200-209 organizational servant, 209 - 215primary characteristics, 199 Innovative organization, 123 core model, 125-127 surveys, 124 Innovative talent, 174 culture of innovation, 176-182 encouragement, 192 interviewees, 188 inviting environments to attract desirable recruits, 182-190 pools, 174 TOP model, 191 "Innovative to the Core" model, 229 **INSEAD's Global Innovation** Index 2021, 11, 15

Integration, 239 INTEL, 10, 12, 141 long-term innovation at, 141 - 142retaining key talent at, 189-190 Intelligent failure, 137 Internet application, 76 Internet of Things (IoT), 229 Interviewees, 187, 191 Inventions, 2 example, 4 of light bulb, 4 Israel, 22, 34, 44 impact of governments on innovation, 104-105 innovation in, 40 Iterative improvements, 238 Jacque Cousteau's Discovery of Oil in Abu Dhabi by Omar Al-Busaidy, 27-28 Jantelagen mantra, 34 Japan, 23, 54, 65, 145 Jin, Jason, technology-driven sales model innovation at Kimberly-Clark by, 9, 162-164, 175, 210 John Hancock companies, 200 Johnsonm, Cameron [American interviewee], 8, 24-25, 46, 58, 67, 69, 71, 83, 85, 94, 135, 146, 157, 160, 179, 188 JD Finance, 70-71 JD Logistics, 70 JD Pick-up Cabinet, 70 JD.com, 70, 162 Jewish culture and spirituality, 35-36 Jobs, 183 Judaism, 35 Key performance indicators (KPIs), 164-165 Kimberly-Clark, China, 9, 162-164, 175, 210 Kim, Tae-Yeol, 8, 109 Knives, 33

KnoHao company, 8, 34, 55, 81, 145, 180 Kuan Yew, Lee, 114–115

Lark messaging software, 67 Lausanne and Zurich Institutes of Technology, 111 Leaders, 198-200 words and behaviors, 12 Leadership, 2, 12, 198 League of Nations, 43 Learning for innovation, 40 Legacy processes, 94 Li, Hang, 211 Light bulb invention, 3-4 Liquid capital market, 25 Liu, Jerry, 9, 37, 59, 64, 134, 136, 143, 165, 170,212 innovation patience at Cargill by, 134 Local taxes, 95 Localized clusters of innovation, 45 - 48Long-term innovation at Intel, 141-142 Luckin coffee, 71 Lutheranism, 38

Madinat alhayaa, 143 Maersk shipping company, 31 Manufacturing execution system (MES), 74 Maozhua, 176 Management AG, 9 Marketing department, 160 Markets, 64, 92, 101 McKinsey & Company, 8, 72 Meituan [Chinese internet companies], 185, 188 Microchips, 98 Middle East, 43-44 Military Unit 8200 and innovation in Israel, 105-106 Mini-program, 63 MITS Technology [Shanghai], 9, 210Mobility, 75

Mohammed, Sheikh, 28-29, 41-42, 47, 117 Moral criterion, 177 Multinational CEOs, 61 Multinational organizations in China, 61 Musk, Elon, 24-26 Museum of Future, 42 Musy, Nicolas, 8, 32, 77, 110 Nakheel [real-estate company], 117 National innovation system (NIS), 109 National security and stability, 42 - 45Nahyan, Sheikh Zayed Al, 142 NIIT, 9, 57, 124, 140, 174, 198, 224, 226, 239, 241 '996' working system, 185 NIO (Chinese electric carmaker), 65, 161, 162, 164, 187, 203taking risks at top to drive innovation at, 204-205 Novo Nordisk Foundation, 108 Occupations, 31 Oerlikon, 9, 62, 161, 168, 180, 187, 201 Office Design for Innovation, 182 - 183Online-to-offline model (O2O model), 162 Open communication, 138, 205 Open economy, 22 Openex Intelligent Technology, 10, 155 company, 138, 177 firm, 201 Openex signals, 164 Openness, 124, 138-142, 222 Organic development of cities, 101 Organizational culture, 130-133, 154 Organizational policies, 12 Organizational servant, 209 hierarchy and authority, 209-211 team, 211-215 Organizational silos, 156-159

Organizational structure, 156–157 Organizations, 3, 13, 55-56, 123-124, 198 Passion, 81 PayPal, 25 Palihapitiya, Chamath, 160 Peng, Kern [Lab Head at Intel], 10, 76, 133, 135, 138, 141-142, 145, 153, 154, 173-174, 182-183, 189, 191, 202 long-term innovation at Intel by, 141–142 retaining key talent at Intel with sabbaticals by, 189 - 190People change jobs, 186 Persistence, 228 Pichai, Sundar [CEO of Google], 25 Private industry, 94 Private-sector market leaders, 56 Product Innovation Day, 24 Product Manager, 212 Professor of Management, 8 Psychological safety, 133-137, 222 "Pull-style" innovation, 97, 100, 120 "Push-style" of innovation, 97, 120 Reactive organizations, 224 Religion, 33–37 Research and development (R&D), 161 capabilities in China, 102 Resilience, 38 Roewe, 97 Role model, 81 Sabra, 36 Safety, 124 nets promote risk taking, 107-108 Sandbox approach, 43 Scania, 106, 169 Schools, 145 Schutte, Hellmut, 8, 45, 112 Seafarers, 31

Seattle, 24-24, 45-46, 50, 83, 95 - 96Self-heating meals, 64 Self-made success, 23 Self-reliance, 31, 38, 80, 82 training in, 82 Semiconductors, 33 Servant leadership, 209 Shanghai Automobile Company, 97 Shanghai Zaitu Network Technology, 9 "Shared Value" approach, 199 Sharjah, 40 Shipping industry, 31 Silicon Valley, 43, 46–47, 95, 133, 145 Silicon Wadi, 34 Siloed organization, 224 Singapore, 22, 43, 92 strong government and business freedom, 112-115 Small and medium-sized countries, 102 - 110Small-and medium-sized enterprises, 32 Social interactions, 138 Soft infrastructure, 28 Soft-touch management style, 212 Software development, 74 South Korea, 108, 120 impact of governments on innovation, 108 Speed to market, 64 Sports-based games, 139 Spotify, 39, 154 Stakeholders, 201 Starbucks, 71 Startup Nation, 34 Startups, 77 State taxes, 95 State-owned enterprises (SOEs), 55 rigidity, 57 Sun, Changjun, 9, 62, 159, 167, 174, 205, 208, 228 Sweden, 22, 38-39, 86, 120 symbiotic ties for design and quality, 106-107 Swedish culture, 34

Swedish companies, 39 Swedish educational system, 39 Swedish Scientific Revolution, 34 Swiss Centers, The, 8 Swiss startups, 112 Swiss watchmaking industry, 33 Switzerland, 22, 121 innovation, 37, 43 unity through diversity, 110-112 Symbiotic ties for design and quality, 106-107 Talent, 12 Talent, opportunity, passion model (TOP model), 191 Talmud, 35 Talmudic law, 36 Team, 211-215 Technology, 239 technology-driven sales model innovation, 162-163 Tencent, 4, 67-69 Tesla, 25, 65, 78, 95, 97 Textiles, 33, 109 Tidalwave Solutions, 8, 24, 58, 91, 94, 135, 146, 157, 160, 179, 188, 239 3M, 2-6, 10, 12, 65-66, 83, 155, 157, 178, 206-207, 221 communication without barriers at, 155 TikTok, 67 Tobii, 39 Top management, 160 Top managers, 161, 201 Traffic accidents, 42 Transformation, 220 of China, 96-97 drive, 229-230 implement, 230 innovation to core transformation process, 220 leader, 220-228 need for innovation, 228-229 Transformation Advisory Board (TAB), 222 components, 229 leverage, 230-233 members, 233

Transparency International's *Corruption Perceptions Index* 2020, 44 Trial-and-error approach of economic reform, 59 Triangulation method, 15 True innovation, 5 Trust, 167–169 TUV Rheinland, 9, 62, 159, 167, 174, 205, 208

United Arab Emirates (UAE), 11, 22, 26, 39, 42, 142-143 Airline Companies, 29-30 Consulate in New York, 8 initiatives and strategies, 115-118 rulers, 28 UAE-Singapore Council, 41 United Kingdom (UK), 22 United States of America (USA), 11, 22-23, 37, 92 governments, 93-96 high-quality universities in, 25 historical factors in, 26 liquid capital market, 25 localized innovation hubs in, 46 Unity through diversity, 110–112 US clusters, 45

Visionary leader, 225 Volatile, uncertain, complex, and ambiguous countries (VUCA countries), 7, 159 Volkswagen in China, 66, 223 Volvo, 76 Volvo Cars, 10, 74, 156, 193–194 Wang, Daniel, 8, 79, 97, 101 Wang, David, 9, 37, 43, 59, 74, 104, 165 Wang, Jun, 9, 62, 168, 180, 187–188, 201 Water pumps, 32 WeChat, 68 WeChat Pay, 4 Wind turbines, 32 World Economic Forum's Global **Competitiveness Report** 2019, 11, 15 Woetzel, Jonathan, 8, 56, 72, 100, 144,240 Xiaomi, 73 Xiaoping, Deng, 55, 59, 61, 98-99 and transformation of China, 98-99 XPeng, 65 Yin, Jason, 9, 162, 210 young employees at Kimberly-Clark tap unique consumer insights by, 175-176 Young employees at Kimberly-Clark tap unique consumer insights, 175-176 Young people, 177 Yuan, Xiaolin, 10, 74-75, 137, 147, 156, 192 Yu, Kenneth [former President of 3M], 2–3, 10, 55, 65-66, 72, 83, 178, 206, 221 communication without barriers at 3M by, 155-156 invention of time at 3M by, 3-4 3M's post-it notes, 5-6

Z-trip [Chinese company], 9, 76, 140, 160, 166, 177, 185–186, 213 Zero-tolerance policy, 168 Zhangjiang Hi-Tech Park, 99 Zhang, Zhongbao, 176 Zhang, Zhifeng, 10, 156–157, 166, 179, 185, 208, 212 Zheng, Zhenping, 10, 138, 160, 187, 201 Zhuaxinbao, 176 Zürich technology, 45