

Unit 7 ➤

1 Match the words in bold with the correct definition (a or b).

- 1 The key to long-term success in business is **innovation**.
 - a new ideas, new methods, new technologies, new products
 - b leaving a large, old-fashioned company to start a new company
- 2 Steve Jobs was well known for his strong views on **market research**.
 - a designing a new product through research and development
 - b collecting and analysing information about customers
- 3 People are interested in new **challenges**.
 - a strange things that nobody can explain
 - b things that need a lot of skill and energy to do, especially things you have never done before
- 4 Only large companies have the **resources** and time.
 - a things you can use to reach a goal, such as money, people and equipment
 - b long-term strategy and plans

2 Read the article and choose the best summary.

- a Steve Jobs thought that innovation comes from small companies. Anne Marie Knott also thinks this.
- b Steve Jobs thought that innovation comes from small companies. Anne Marie Knott thinks that innovation comes from market research.
- c Steve Jobs thought that innovation comes from creative leaders. Anne Marie Knott thinks that innovation comes from R&D in large companies.

3 Match the sentences halves. Then check your answers in the article.

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|-----------------------------------------------------------|---------------------------|
| 1 Rival companies were investing lots of money in | a microwave oven. |
| 2 Apple was the one to innovate and create a | b places. |
| 3 You need a culture where people are interested in | c R&D. |
| 4 Most start-ups try to innovate but don't survive in the | d market-leading product. |
| 5 Innovation can come from many different | e market. |
| 6 It took over 20 years to launch a successful | f new challenges. |

4 Complete the sentences. Put the letters in the brackets in the correct order.

- 1 Steve Jobs had strong views on market _____. (rarseech)
- 2 You need people who are interested in new challenges and new _____. (sotioluns)
- 3 Anne Marie Knott does not reject the _____ of R&D. (imtanporce)
- 4 Only large companies have the _____ and time to do R&D. (rercsoues)
- 5 By the time consumers see a 'new' product, it has probably already been under _____ for years. (deopmvelent)

5 Complete each sentence with one of these words: *innovate, innovation, innovative*.

- 1 The reality is that _____ can come from many different places.
- 2 People think that small companies are better at creating new ideas, but in fact, large companies can also be _____.
- 3 In the technology sector, Apple is often the one to _____ and create market-leading products.

6 Complete each sentence with one of these words/phrases: *can, can't, don't have to*.

- 1 You _____ launch a high-technology product until it's been fully tested.
- 2 Different people have different opinions about market research, and you _____ agree with Steve Jobs completely.
- 3 New ideas in business _____ come from market research, R&D or the minds of creative leaders.

Where does innovation come from?

The key to long-term success in business is innovation. But where does innovation come from? There are several possible answers: market research, the R&D department, or the minds of creative leaders.

5 Steve Jobs was well known for his strong views on the first of these, market research. He didn't think it worked, and used the quote (which many people say comes from Henry Ford): 'If I'd asked customers what they wanted, they would have said faster horses!' Jobs also didn't believe in R&D. When Apple invented the Mac, rival companies were investing lots of money in R&D, far more than Apple. But Apple was the one to innovate and create a market-leading product. Jobs
10 thought new ideas came from the minds of creative leaders – people like him – rather than R&D. As well as that, he thought there has to be a company culture where people get excited by new products, and where people are interested in new challenges and new solutions.

Anne Marie Knott, a Professor at the Olin Business School, does not reject the importance of R&D. She wrote an article for *Harvard Business Review* called 'There's
15 No Good Alternative to Investing in R&D'. In it, she says that many beliefs about innovation are not true – for example the belief that start-ups are more innovative. In fact, most start-ups try to innovate but don't survive in the market. She believes that large companies are more innovative, either because they have R&D
20 departments, or because creative people come from other large companies where they were not happy. She says that only large companies have the resources and time to create a market for the new product.

So it looks like innovation can come from many different places. And by the time consumers see a 'new' product, it's probably already been under development for
25 years. It took over 20 years to launch a successful microwave oven, for example.