

Z Y X W V U T
S R Q P O N M
L K J I H G F
E D C B A

To innovate is to start with Z

Since 1986, Zabala Innovation Consulting has been supporting companies and public bodies to plan their R&D. During these years we have become a reference consultancy firm in innovation management, but above all, we have acquired “Innovation culture”.

It is this that we want to transmit in this particular Innovation Dictionary. It gathers quotations, ideas, a company philosophy...

As innovation is about evolving ideas and providing new approaches to obtain better results, we have flipped the abecedy.

Therefore, we start with the letter Z, also Zabala’s initial letter and we end with the letter A. This represents a double meaning that we like, in a manual style that defines us, and inspires us.

We hope you enjoy it.

Z

**“Zabala’s mission
is turn competitiveness into
the key factor within
organizations”**

José M° Zabala

Chemical engineer and PhD in Applied Natural Sciences
(*University of Louvain*). Director and founder of Zabala
Innovation Consulting.

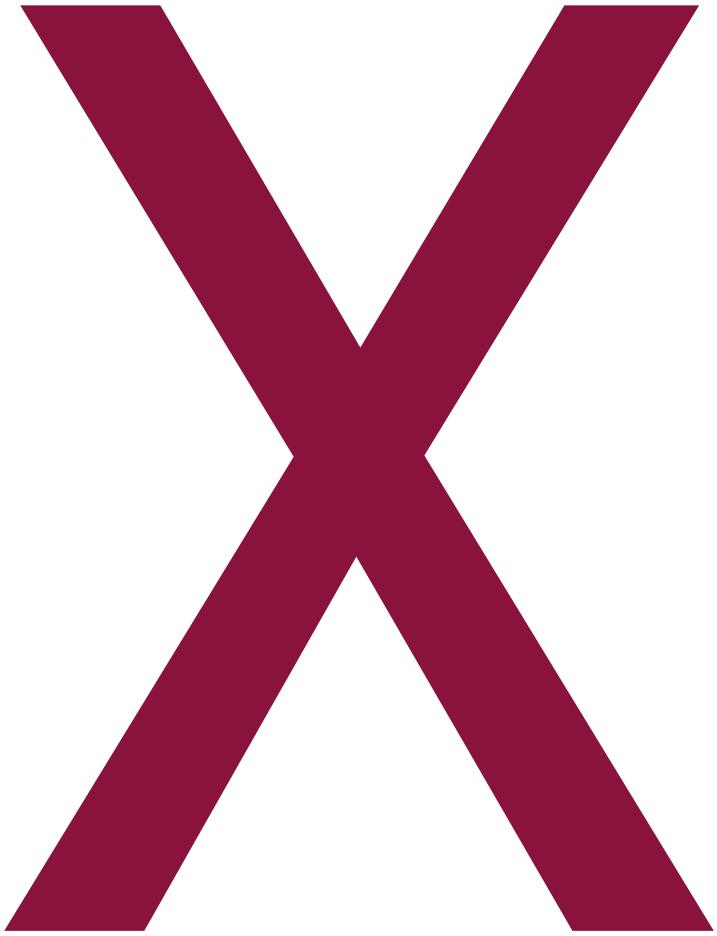
Competitiveness can be defined in many ways depending on the context. For Zabala, the context has to always be innovation. We believe that *A COMPANY IS ONLY AS VALUABLE AS ITS INNOVATION VALUE*. This is a theory that has been tested over the years by a significant number of participating companies –and organizations–. They have made innovation their key factor in achieving higher levels of competitiveness. Our general strategy is simple: a strong commitment to innovation that is strengthened with resources and time. This is a strategy that we share with every employee and it can be found in all areas of our business. Therefore, when this happens, an innovation based culture begins.

Y

“I love those
who **yearn** for the
impossible”

Johann Wolfgang von Goethe
German dramatist, poet and lawyer,
18th-19th century.

Innovation is to dare to be wrong in the quest for new solutions. It is to yearn to take a new route that no one has taken. There may be certain risks, but ultimately this route can achieve a distinct and fruitful outcome. Since 1986, we have supported more than a thousand companies to take new directions, even when there have been obvious risks. The risks have always been worth it.



“If yi (knowledge)
controls xin (emotions)
you will have control”

Liang Shou-Yu

Famous international author and Chinese
martial arts teacher.

The Chinese word *XIN* means *HEART*.
All the innovation processes need *XIN*. Innovation
only flows in business projects that have *XIN*.

W

“The web is more a social creation than a technical one. I designed it for a social effect –to help people work together– and not as a technical toy. The ultimate goal of the Web is to support and improve our weblike existence in the world. We clump into families, associations, and companies. We develop trust across the miles and distrust around the corner”

Tim Berners-Lee

British Computer Scientist, inventor
of *World Wide Web*.

Web 2.0 facilitates information sharing. It permits the interaction between users and collaboration amongst them as content creators generated by a virtual community. They are not simply spectators of online content, but they actively participate and contribute.

The growth of the blogging community and other social hubs are clear examples of this. If you have not done so already, please click on www.zabala.es, and join our innovation blog, follow-us on Twitter or on LinkedIn. Let's make the most of the world-wide-web.



V

“Marketing is the art of creating genuine customer **value**. It is the art of helping your customer become better off. The marketer’s watchwords are quality, service, and value”

Philip Kotler

American Economist, known as the modern marketing father.

VALUES THAT MOVE US



CONFIDENCE

To be confident in the abilities of our team, a team that deserves to work for our clients, suppliers, institutions and professionals.

INTEGRITY

Respectful and ethical attitude towards clients, suppliers, different social backgrounds and environments.

COOPERATION

Work together, providing ideas benefiting the company, clients and suppliers.

INNOVATION

Encourage and manage change by means of initiatives and measurable risks. Acquire and share knowledge amongst all.

ENGAGEMENT

Fulfil and honour all the commitments and agreements that we make.

FREEDOM AND RESPONSIBILITY

Free coexistence accepting responsibility, as well as the results and consequences of our own actions.



U

“To you I am nothing more than a fox like a hundred thousand other foxes. But if you tame me, then we shall need each other. To me, you will be unique in all the world. To you, I shall be unique in all the world”

Antoine de Saint-Exupéry
French novelist and pilot,
author of *The Little Prince*.

Can you distinguish between your own professional performance and competence? Are you doing something that will make your clients think of you as “unique”?



“True progress is that
which places technology
in everyone’s hands”

Henry Ford

American industrialist,
Ford Motor Company founder.

A commitment to technology requires financing. We consider it important to detect financing opportunities at the earliest opportunity, be they regional, national or European. This allows us to improve company competitiveness levels as well as to update the company from a technological standpoint. For this purpose it is important to actively participate in national and international forums to promote innovation.

S

“Nothing is more simple
than greatness; indeed, to be
simple is to be great”

Ralph W. Emerson

American writer, philosopher and poet.

Leader of the transcendentalism movement
at the beginning of the 19th century.

A fundamental part of our duties is to simplify the clients' procedures in order to focus their efforts on the innovation of products and services; this is the key to improving their competitiveness levels.

In this sense, we draw up a public financing plan with the company strategy, permitting R&D fostering. The project's success is the priority. It's that simple!

R

“The biggest risk is not taking any risk. In a world that is changing really quickly, the only strategy that is guaranteed to fail is not taking **risks**”

Mark Zuckerberg

American programmer and entrepreneur,
creator of *Facebook*.

Any company, organisation or institution must take on certain risks on a short, medium or long term basis.
It is a constant in the innovation landscape.
Our commitment is to provide support, and to minimise and control these risks.

Q

“True intelligence
operates quietly. Stillness
is where creativity and solutions
to problems are found”

Eckhart Tolle

Contemporaneous writer and spiritual master.
Famous for works such as *The Power of Now*
and *A new Earth*.

It is more important to be
moving in the right direction
rather than to be constantly
moving. We have to think
about it, to plan on a long
term basis our innovation
strategy.

DO YOU KNOW WHERE YOU ARE
GOING TO BE IN 10 YEARS FROM NOW?
WORK FROM TODAY TO ACHIEVE IT.

P

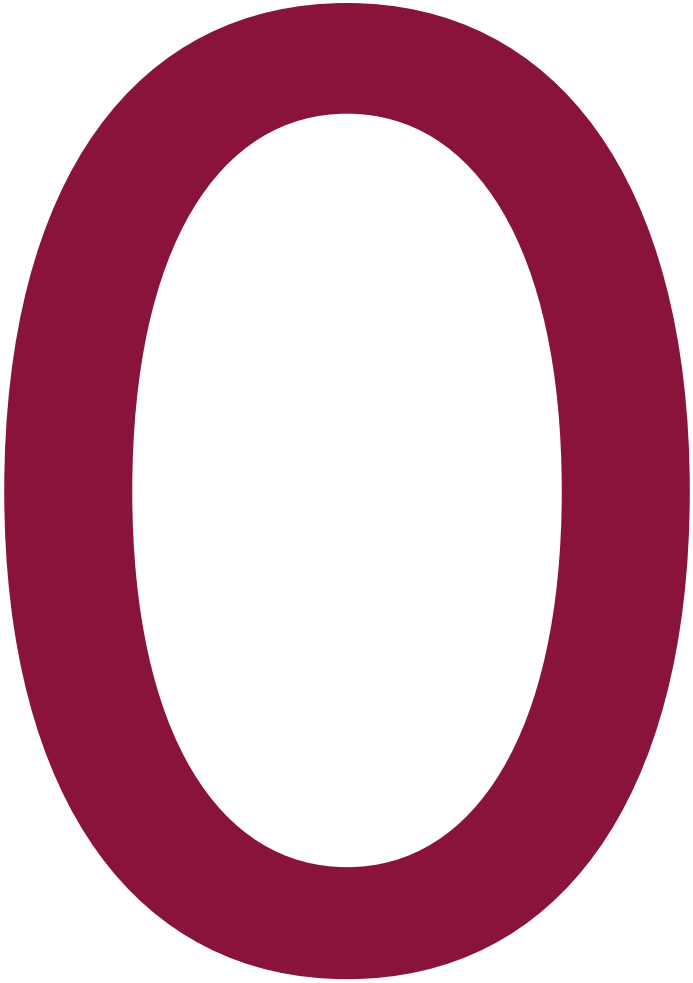
“If you go to work
on your **plan**, your plan will
go to work on you”

Jim Rohn

American entrepreneur,
author and coacher.

Your plan is our plan. Zabala **analyses** your company **plan**,
observing investments and activities, to later define the public
financing **strategy**: financial grants, tax deductions, etc.

A+S=P



“My solution to the problem of unleashing creativity is always to set up an objective”

Akio Morita

Japanese physicist and entrepreneur.



One of the most essential approaches a company needs is to have clearly defined objectives.



Zabala engages with your company objectives, we treat your projects as our own and collaborate on them according to a defined corporate strategy.



N

“Look deep into nature, and then you will understand everything better”

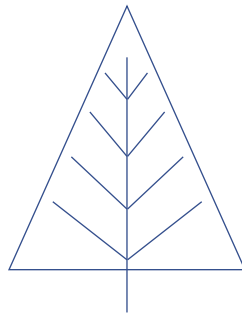
Albert Einstein

German scientist, considered the most important of the 20th century.

DO YOU KNOW ABOUT ECO-INNOVATION?



It is every type of innovation that contributes to sustainable development, reduces environmental impact and optimizes the use of natural resources to improve human well-being. We believe in eco-innovation. We believe in the social responsibilities of the organization, in their contribution to this process. We make it happen.



M

**“Marketing is too important
to be left to the marketing
department”**

David Packard

Co-founder of the *Hewlett-Packard* company.

Marketing is about identifying the **needs and desires**

of the targeted market and adapting oneself to offer the

desired satisfaction in a more efficient way. Therefore, in each

corporate process, and whatever the sector, the value of good

marketing must be taken into account.

M=N+D



“Innovation distinguishes between a
leader and a follower”

Steve Jobs

American software programmer
and founder of *Apple Inc.*

All companies pursuing leadership and its differentiation from competitors have to stand by an *INNOVATION STRATEGY PLAN*, the tool needed to provide a wide vision of the future of innovation activity.

|

DO YOU HAVE IT?

DO YOU BELIEVE IN IT?

DO YOU ASSIGN THE REQUIRED
RESOURCES TO ACHIEVE IT?

K

“What we learned several years ago was that one of our weaknesses would be if we didn't develop enough people with the **know-how** to run our company, it would come to the point where we would just stop”

Kevin Rollins

President and CEO of the *Dell Inc.* company.

At Zabala we offer a strong team equipped with know-how. They garner this through their experience working together and through collaborating with diverse sectors and innovative firms. We have a broad client portfolio: SMEs and large corporations with multiple locations or production plants.



J

- ... *De ne comprendre rien de plus dans mes **jugements** que ce qui se présenterait si clairement et si distinctement à mon esprit que je n'eusse aucune occasion de la mettre en doute.*
- ... *Second diviser chacune des difficultés en autant de parcelles qu'il se pourrait.*
- ... *Troisième de conduire par ordre mes pensées en commençant par les objets les plus simples et les plus aisés à connaître pour monter peu à peu, comme par des degrés jusqu'à la connaissance des plus composés.*
- ... *De faire partout des dénombrements si entiers et des revues si générales que je fusse assuré de ne rien omettre.*

René Descartes

French philosophe, mathematician and physicist.
Father of analytic geometry and modern philosophy.

- ... The first was never to accept anything for true which I did not clearly know to be such; that is to say, carefully to avoid precipitancy and prejudice, and to comprise nothing more in my judgement than what was presented to my mind so clearly and distinctly as to exclude all ground of doubt.
- ... The second, to divide each of the difficulties under examination into as many parts as possible, and as might be necessary for its adequate solution.
- ... The third, to conduct my thoughts in such order that, by commencing with objects the simplest and easiest to know, I might ascend by little and little, and, as it were, step by step, to the knowledge of the more complex.
- ... And the last, in every case to make enumerations so complete, and reviews so general that I might be assured that nothing was omitted.



“To **Innovate** is not to have new ideas, be creative, interesting, smart or ground-breaking but to turn them into value for clients and new business opportunities for companies”

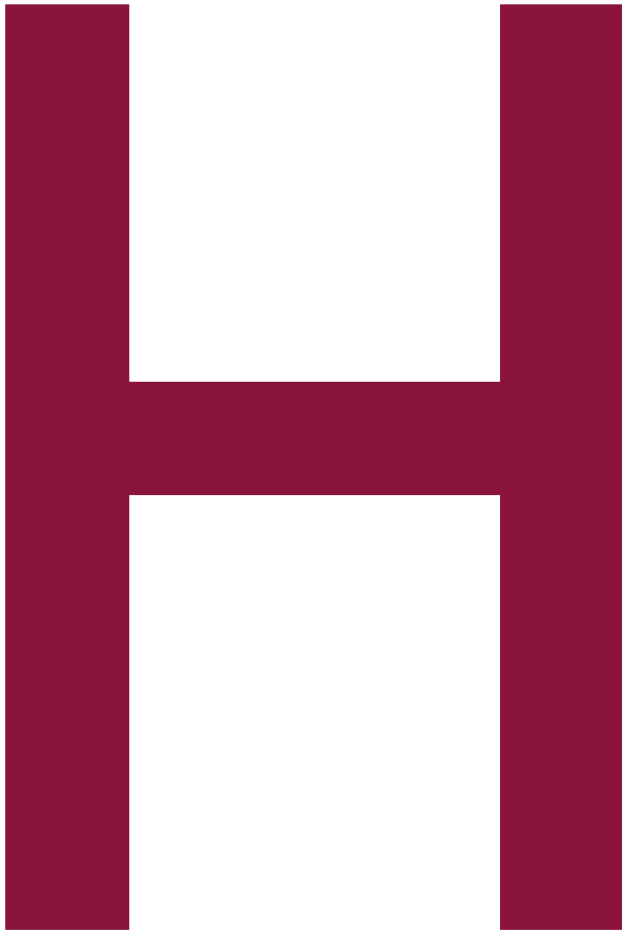
José Juste

CTO - Chief Technology Officer

BSH Electrodomésticos España.

If new products,
processes or services developed
are not accepted by the market, there
is no innovation. There is research and
development, but only when ideas come to
the market is there innovation. Another
simple way to understand it is:

**IF THERE IS NO VAT
THERE IS NO INNOVATION.**



“Although adversity does not favour a sense of **humour**, those that have it are better equipped to face challenges in life”

Luis Rojas Marcos

Psychiatrist, teacher, member of the
New York Academy of Medicine and of the
American Public Health Association.

We are completely convinced that an optimistic attitude is the most profitable innovation for your project, to have a motivated team that shares your corporate ethos.



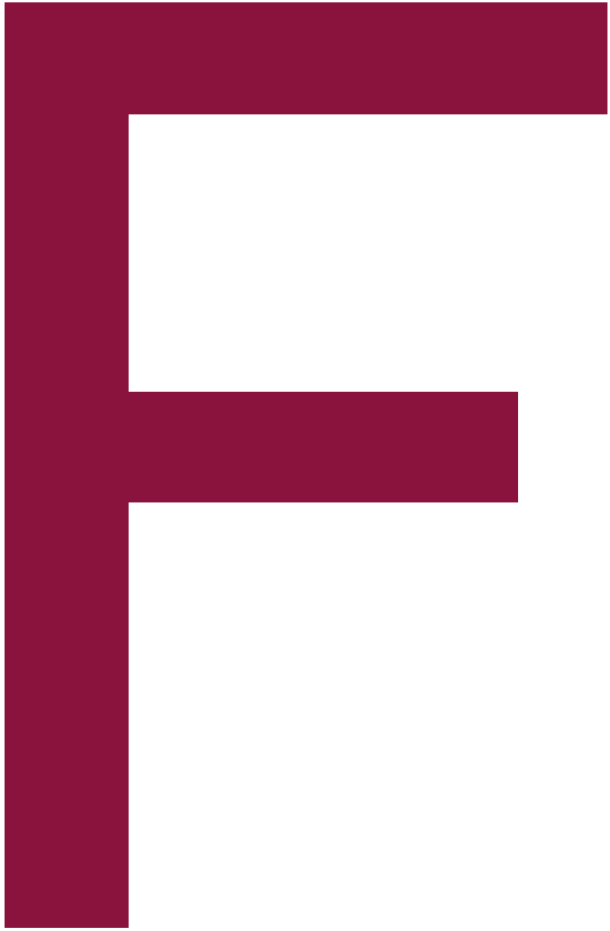
G

“The secret of **genius** is to carry the spirit of the child into old age, which means never losing your enthusiasm”

Aldous Huxley

British novelist, essayist and poet.

To complete an innovative project unavoidably involves taking risks. Nevertheless, as the team or individual devotes their passion to it, the probability of a successful project increases. Do not take enthusiasm for granted, express it in our duties, our projects, our objectives; we can make them great.



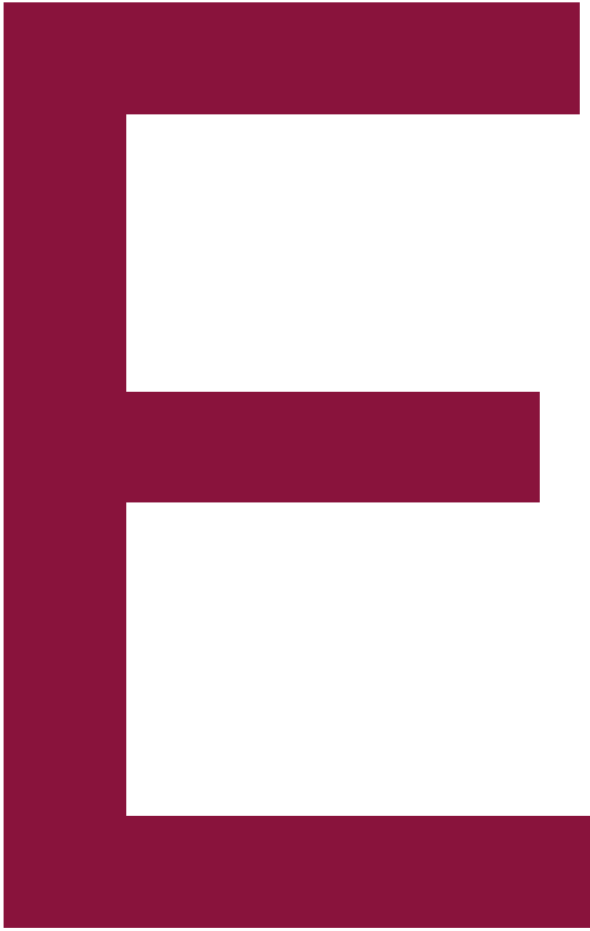
“The best way to predict
the future is to create it”

Peter Ferdinand Drucker

Austrian lawyer and writer, considered the foremost
business philosopher during the 20th century.

As past decisions determined what we are now, we observe the future by building it right now. We are committed to innovation and project this in order to enhance companies and institutions. And taking all that into consideration, we cannot underestimate the capabilities and potential of people. People constitute our team, they are enthusiastic about their positions and highly-qualified, without whom this company would be a utopia, a distant aspiration.



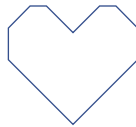


“A great brand taps into emotions.
Emotions drive most, if not all,
of our decisions”

Scott Bedbury

Advertising executive, responsible
of the Nike's *Just do it* campaign.

Feelings and sentiments have an essential role in the creative and innovation processes. They are present in every life moment and in all human groups. The old belief that in serious professional life there is no place for emotions and feelings is both naïve and damaging. There are non-visible features that determine if an innovation project fails or works well.



D

INNOVATION DECALOGUE

During the years, we have accompanied thousands of clients when undertaking Innovation Travel. Therefore we have gathered the 10 best tips we want to share:

1. Integrate innovation into the company's general strategy

2. Assume the innovative process from the management

3. Innovate always taking into account the market

4. Face the risk

5. Delegate and focus on your own *know-how*

6. Innovate yes, but plan

7. Put your ideas into innovation projects

8. Cooperate as much as possible with companies and research bodies

9. Devote reasonable material and human resources

10. Face the future, integrating innovation culture into the company

C

“There is nothing permanent
except change”

Heraclitus

Pre-Socratic philosopher who promoted
the beginning of philosophy in Greece.

Heraclitus stated that foundations are in constant change. All
is transformed in a continuous process of birth and destruction.

The work changes and we also change. Let's assume that past
success is not tomorrow's success. We do not want to know
on which matter you are already competent, we want to know
about tomorrow's talents. Lead the change in your organization,
in your company, in your team and in your life.

πάντα ρεῖ

Panta Rei, everything flows



B

“In short, we must create an
enterprise environment in which
enterprise systems are no less than...
Beautiful systems”

Tom Peters

Renowned managerial and business
intellectual at world-wide level. Author of
The circle of innovation best-seller.

For almost two decades, *THE CIRCLE OF INNOVATION*
has been the “must” read for each person joining our
company. Reason? It does not cover theories, data,
history or classifications related to innovation,
but beauty in entrepreneurial systems,
a fundamental lesson.

A

“To be an innovator is not to have an idea that you commit to, but in having a capacity to constantly develop new ideas. This requires an **attitude** that embraces innovation”

Enrique Dans

Information systems teacher in *IE Business School*,
PhD in business process management specialised
in information systems (*California University*) and
Post-doctorate in *Harvard Business School*.

All innovation process depends on tangible and intangible features. Amongst the first ones, we have investments, professionals taking part in the process, infrastructures, and resources. On the other hand, we have emotional elements such as passion and enthusiasm, those integrated in the company philosophy. These features form the ATTITUDE, the soul of our professional team and organization. At Zabala, we do not underestimate our value as a human team, an important concept and reality for us.



www.zabala.es