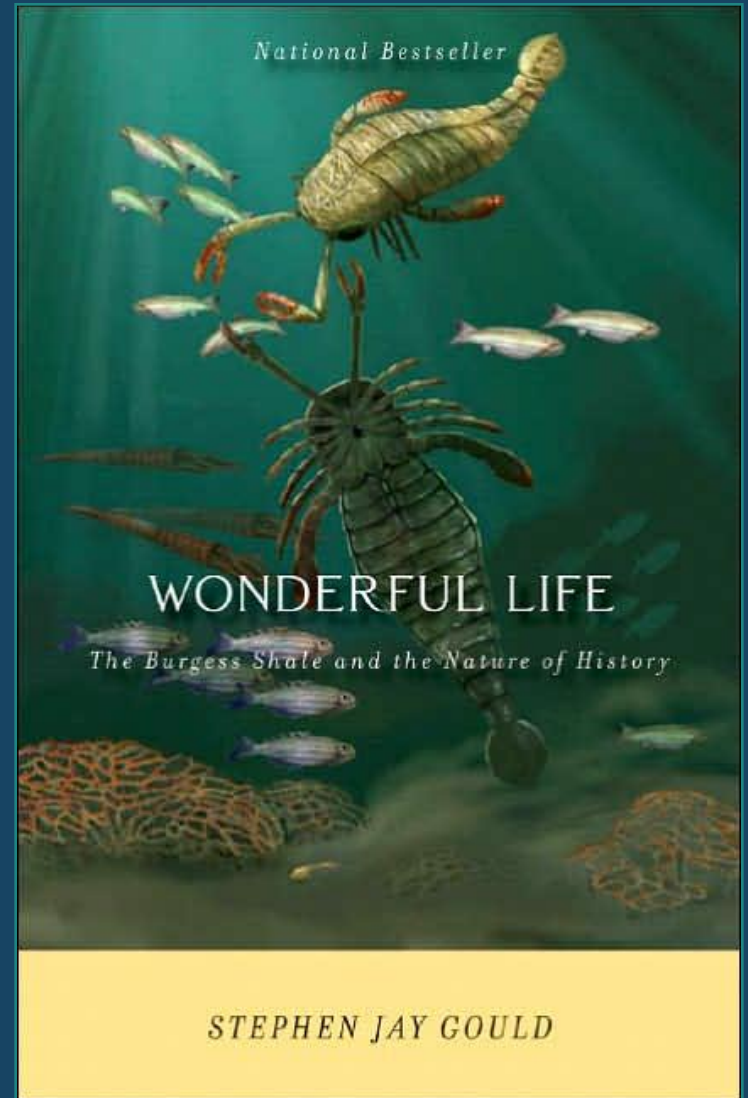


“We should consider evolution as a series of events, both perfectly logical and likely to be rigorously explained in retrospect, yet absolutely impossible to predict and not reproducible.”



Whether incremental or radical, linear or networked, innovation is a process supported by a multiplicity of intermediate variables.

Standards are part of the equation: connectivity and interoperability → critical mass effects → trusted environments → business and end-users contribution to the innovation dynamic/virtuous circle.

- Produce standard/IOP platforms to cater to distributed and networked innovation in which end users are a critical factor.

- Keep the production line flexible and agile to react to/anticipate market demands, yet sufficiently robust and reliable to enable industrial developments.

Openness is a tricky one, e.g : closed systems built on open standards and open source. FaceTime includes a series of open standards (H.264, AAC, SIP, etc). Yet FaceTime can only be used to make video calls to another iPhone version 4 (previous versions won't do) on wifi (cellular won't do).

“After all it's not that awful... In Italy for 30 years under the Borgias they had warfare, terror, murder, and bloodshed, and they produced Michelangelo, Leonardo da Vinci, and the Renaissance. In Switzerland they had brotherly love, 500 years of democracy and peace, and what did that produce? The cuckoo clock. So long Holly”

