CEO INTERVIEWS

The following pages present in their own words the CEOs’ views about innovation. Some of the questions have been edited by the CEO to reflect better the content of their answers. An Afterword summarizes several innovation trends identified in the interviews that are likely to figure prominently in the years ahead, as companies contend with increasing competition, faster product development cycles, and globalization.

INTERVIEW METHODOLOGY

The editors presented the CEOs with a list of broad questions to stimulate an open inquiry into why their companies are innovative. The CEOs could address the subject as they preferred during an hour-long face-to-face interview. The questions were organized around three major areas, and several sample questions are cited below to indicate the general nature of the inquiry:

Global innovation

- What are the major reasons for your company’s innovative performance? What innovation policies and practices have you found to be most productive?
• How is your company using its global reach to stimulate and develop innovative products and services?
• What do you see as major innovation challenges for your company, and how does your company intend to overcome them?

Innovation leadership

• What do you see as the CEO’s role in developing innovation strategy and managing performance?
• What are recent examples of innovation at your company, and how are they likely to influence strategy and practices over the next five years?
• As more and more CEOs take a leadership role promoting innovation in their organization, what advice can you give them?

Future innovation strategies

• How do you foresee innovations changing your company and sector(s) over the next five years?
• What areas or aspects of your business are likely to see the most changes or need for innovation over the next five years?
• What strategies and practices do you intend to pursue to meet these expectations?