

*In search of an innovative company culture*

Ten attitudes  
based on experiences,  
mainly from Bang & Olufsen

Anders Knutsen  
Chairman of the Board of CBS  
September 22, 2005

1. Innovation  
should be built  
into the vision –  
the company's  
guiding star

## The innovative vision of the founders

" A large-scale manufacturing of radio receivers demands a great deal... naturally first of all plants, the right work force, competent employees, the best materials, but that is not enough. You need that rather indefinable, you could call

### **IMAGINATIVE ENTERPRISE**

... a never failing will to only want to create the best, to find new ways, everything that contributes to the reputation of the brand name and makes people respect the radio receivers which are sent out into the world under the name of Bang & Olufsen".


2. Innovation should  
be led by  
the company's  
values




3. The vision and  
the innovative spirit  
should drive  
the entire company



4. People become  
innovative  
when they feel  
part of something  
meaningful

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Communication  
is the managers  
most important  
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## The synthesis

- between the designer and the engineer
- between the artist and the business man
- between technology and emotions

6. Innovation should be managed with visionary decisions and brave ventures

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7. Innovation means  
swimming  
against the current

A rectangular box with a blue background depicting a calm ocean under a clear sky. The text is centered in white with a thin black outline.

8. An innovative  
culture  
takes good care  
of its talented  
people



9. Design is  
the universal  
language of ideas



10. Profit doesn't  
drive innovation,  
but without profit,  
there is no  
freedom of choice

## From "Built to last":

PROFITABILITY is a necessary condition for existence and a mean to more important ends, but it is not the end in itself for many of the visionary companies. Profit is like oxygen, food, water, and blood for the body. They are not the point of life, but without them, there is no life