

Unit 6 Breaking business boundaries

Unit overview

Setting

创新是世界发展的重要特征之一。企业创新不仅带来技术的突破，也带来社会和文化的发展。随着技术的快速进步，尤其是 AI 的迭代式发展，企业创新显得尤为重要。在新时代，“创新”被不断注入新的内涵，倡导参与者打破“零和”思维方式，寻求多层次、多方面、多维度的创新。中国的创新优势给全球企业创新带来了新的突破，使创新成本更低，速度更快，世界更加互联互通。本单元将探讨数字化和全球化背景下企业创新的方式和效果（核心议题）。

Exploring

通过视听（Viewing）和阅读（Reading A & B）素材，了解创新的范围和方法，理解非颠覆性创新在当今社会中的重要性，全面认识中国的创新模式和对全球企业创新的贡献。

Viewing

观看视频，了解创新的多种方式和范畴，以及创新可能带来的影响。

Reading A

阅读一篇关于非颠覆性创新的文章，对比传统颠覆性创新所面临的挑战，了解非颠覆性创新的方法、意义和优势。

Reading B

阅读一篇关于中国企业创新模式的文章，了解中国企业创新发展的优势和特色，以及对世界创新的独特贡献。

Producing

世界一流企业研发与创新管理高端论坛即将召开，本次论坛的主题是“中国对全球创新的影响”。参会的企业家和研究者将围绕中国的经济发展和创新特色发表报告。作为参会者，你将通过一个真实的案例，分析中国企业在创新方面遇到的挑战、所采取的策略以及创新成果。

Evaluating

学生从学科知识、学术视听技能、阅读技能、口语技能掌握情况以及任务完成情况评价反思学习效果，明确待改进的方面。教师回顾本单元教学目标：

- **学科知识目标：**创新的概念和特性（Viewing）、非颠覆性创新理念（Reading A）、中国创新的世界效应（Reading B）
- **学术技能目标：**识别学术讲座中的立论和驳论（Academic listening skill）、论述类学术文章的阅读（Academic reading skill）、基于中国企业创新案例研究进行学术演讲（Academic speaking skill）
- **思政目标：**激发学生的创新意识，鼓励思考如何在快速变化和激烈竞争的市场环境中通过不同的创新方式求生存求发展，帮助学生培养全球化的视野，认识到创新是跨越文化和国界的，为学生今后在国际舞台上工作和交流打下坚实基础。促使学生思考企业在追求创新和利润的同时，应如何承担对社会和环境的责任，提升企业社会责任感。

Leading in

product development; digitalization; market research; business model

Additional activity

List some of the advantages of business innovation. Organize the advantages into categories such as building business competitiveness, enhancing the quality of life, promoting social welfare, and safeguarding the environment. You may propose additional categories if needed.

Reference answer

Building business competitiveness

Business innovation can give companies a competitive edge by developing unique products, services, or processes, which allows the company to stand out in the market, attract customers, and capture new opportunities. They may also increase the company's efficiency and productivity, reduce costs, and optimize resource utilization.

Enhancing the quality of life

Business innovation can improve both customer and employee satisfaction. The newly developed products or services can better meet customer needs, preferences, and expectations, and thus upgrading the quality of life. Moreover, a culture of innovation empowers employees to solve problems creatively, thus, boosting their morale, motivation, and retention.

Promoting social welfare

Business innovation can lead to significant advancements in social welfare by addressing poverty and equity issues, promoting economic growth and job creation, fostering collaboration and entrepreneurship, and encouraging ethical practices. By aligning innovation efforts with social goals, businesses can have a positive and lasting impact on society.

Safeguarding the environment

Business innovation can drive the adoption of green and sustainable business practices. By developing green products, implementing energy-efficient processes, or exploring renewable energy sources, companies can reduce their environmental impact and enhance their reputation.

Viewing

Pre-viewing

Here are a few misunderstandings of business innovation:

Innovation is only about technology.

Innovation is not just about technological advances. Innovation is now a much broader concept that encompasses creative problem solving, new business models, processes, services, and even organizational culture.

Innovation requires huge investments.

Not all innovations require massive budgets. Many successful innovations are the result of ingenuity, creativity, and out-of-the-box thinking rather than pure financial investment.

Innovation happens spontaneously.

Innovation does not happen by chance or by luck. Rather, successful innovation is often the result of systematic efforts, strategic planning, thorough research, and iterative processes. It requires deliberate action, structured frameworks, and a supportive environment to foster and nurture innovative ideas.

Innovation guarantees immediate success.

Not all innovations succeed, and there is inherent risk involved. Innovation requires patience, persistence, adaptability, and the ability to learn from failure and iterate until achieving the desired outcomes.

Script:

An introduction to innovation

- 1 Today, the term innovation is almost **exclusively** used in a business context. It's usually characterized as being something entirely novel, technology-based, and causing positive impact on the world. But innovation is a much broader concept than that and can come in many different forms.
- 2 So what exactly is innovation?
- 3 The term innovation was **popularized** in the late 19th century by French sociologist Gabriel Tarde as novelty, but with no **explicit** definition. Victor Thompson in 1965 defined innovation as the generation, acceptance, and implementation of new ideas, processes, products, or services. In simple words, innovation is concerned with the creation and pursuit of new ideas.
- 4 But new ideas don't have to come from nowhere. Many innovations are actually **imitations**. Imitations of nature. Biomimicry has led to some of the world's greatest technological innovations. From Velcro tape based on bur fruits to bullet

trains modeled after the kingfisher **beak**, **replication** has always been a part of innovation.

- 5 Technological developments like the Internet, e-commerce, and computers have shaped the discussion around innovation and in a way **dominated** it. But the scope of innovation goes beyond tech-based products or services. It can also come in the form of an ideology. The ideology that brought freedom to an entire nation and led to its independence was Ahimsa, which simply means non-violence in **Sanskrit**. Mahatma Gandhi used the principle of Ahimsa to inspire millions of people across the nation to rebel against the British, which ultimately won India its freedom. Ahimsa was a radically different way to achieve large-scale political and social change.
- 6 Innovation can therefore also be a way of thinking or a way of doing things differently while still achieving your goals. One of the many reasons that innovation is widely encouraged and sought after is that it's believed to bring positive change. But sometimes innovation has unintended consequences.
- 7 Recent developments in **automation**, for example, have caused massive disruption in the labor market. This highlights the fact that even well-intentioned innovations don't necessarily always lead to entirely positive results.
- 8 Innovation is a broad concept that extends beyond its commonly understood definition and scope. However, some things are constant. Innovation requires you to think and perceive things differently from others. Being more innovative starts with a creative **mindset**. Harvard professor Teresa Amabile developed a framework that implies that **creativity** arises through the merging of knowledge, critical thinking, and **motivation**. With these basic ingredients, it doesn't matter if the context is business, technology, or society, if the idea is wholly new, or even if the result is ultimately positive. Innovation can exist in many different forms.
- 9 Let's **recap**. Innovation does not always have to be completely novel. Technology based on biomimicry is also innovation. Innovation does not always have to be product- or service-based. It can also be an ideology, like that of Ahimsa that helped India win its freedom. Innovation can sometimes have unintended

negative consequences, like the loss of jobs due to AI.

NOTES

Bullet train (子弹头列车; 高速列车) refers to a very fast train with a smooth, pointed shape.

Analytical viewing

1

- 1) imitations
- 2) Replication
- 3) an ideology
- 4) unintended consequences
- 5) automation
- 6) Even well-intentioned innovations may lead to negative results

Exercises online

2 Decide on the best choice for each question or unfinished statement.

- 1 Which of the following elements is NOT included in Victor Thompson's definition of innovation?
A Acceptance. B Generation. C Implementation. D Inspection.
- 2 Which common belief does the speaker refute with the examples of Velcro tape and bullet trains?
A Innovation brings positive changes.
B Innovation is the imitation of nature.
C Innovation means entirely new ideas.
D Innovation focuses on tech-based products.
- 3 We can infer from the speech that the speaker's attitude toward automation is _____.
A Biased. B Encouraging. C Neutral. D Disapproving.
- 4 Knowledge, critical thinking, and _____ are the three basic components of a creative mindset.
A Motivation. B Novelty. C Courage. D Observance.
- 5 According to the speaker, which of the following statements about innovation is true?
A Innovation leads only to positive consequences.
B Innovation encourages replication and imitation.
C Innovation only takes place in the area of business.

D Innovation is doing things by destroying original patterns.

Answer

- 1 D
- 2 C
- 3 C
- 4 A
- 5 B

3 Answer the following questions.

- 1 Can you give another example of innovation to support one of the speaker's counterarguments?
- 2 If innovation can sometimes have unintended negative consequences, why should we advocate for it?
- 3 What innovative ideas have you had in your life? What did you do with those ideas and what were the consequences? Share your story with your classmates.

Reference answer

- 1 **Counterargument:** Innovation can also come in the form of an ideology.

One notable example of innovation in ideology is the concept of impact investing. Impact investing seeks to generate measurable social and environmental impact alongside financial returns. It challenges the traditional notion that financial profitability and positive social impact are mutually exclusive. Impact investors actively seek out opportunities to invest in businesses and organizations that address pressing social issues, such as poverty, climate change, and inequality. Impact investing demonstrates a shift in ideology, where financial capital is viewed as a means to address social and environmental challenges, rather than solely pursuing financial returns. It represents an innovative approach to aligning economic activities with societal goals, promoting sustainable development, and addressing complex issues that traditional models may have struggled to tackle effectively.

- 2 While it is true that innovation can have unintended negative consequences, advocating innovation is still crucial for several reasons:

Innovation has the potential to address pressing societal, environmental, and economic challenges. By encouraging and supporting innovation, we can find new solutions to complex problems, such as climate change, poverty, healthcare, and education. It allows us to think creatively and develop more effective and efficient ways of tackling these issues.

Innovation is a key driver of economic growth and competitiveness. It fosters entrepreneurship, creates jobs, and stimulates productivity, leading to increased prosperity and improved living standards. History has witnessed a significant

improvement in the quality of life for people around the world brought about by innovation. It has made our lives easier, more convenient, and more enjoyable.

Innovation helps societies and organizations adapt to changing circumstances and challenges. It enables us to respond to evolving needs, emerging technologies, and shifting demographics. By fostering a culture of innovation, we can question existing systems, processes, and norms, leading to advancements and breakthroughs. In this way, we are better prepared to navigate uncertainties and effectively address future disruptions.

As we embrace innovation, it is important to balance the benefits and risks through ethical considerations, stakeholder engagement, and appropriate regulations to ensure the positive impacts outweigh the negative ones.

- 3 While in college, I had an innovative idea to create a mobile application that could help students effectively organize their study schedules. I developed the app with a team of developers and designers. We conducted user research, designed user-friendly interfaces, and implemented features such as reminders and progress tracking. The results were positive, as the app gained popularity among students and received positive feedback for its usability and impact on their study habits. It helped many students improve their time management skills and academic performance.

Remember to tailor your answer to your own experience, highlighting the specific innovative ideas you had and the results that resulted.

Language focus (online)

Words and phrases

Complete the sentences with the correct form of the words or phrases below. You may not use any of the words or phrases more than once.

dominate	motivation	exclusively	rebel against
automation	explicit	mindset	seek after

- 1 Innovation is a key driving force for companies aiming to achieve a(n) _____ position in their industry.
- 2 Innovation requires a(n) _____ that focuses on challenging the status quo and constantly seeking new possibilities.
- 3 Innovation is not a(n) _____ process, but a deliberate and proactive endeavor that requires continuous effort and investment.
- 4 To foster an innovative business culture, it is essential to _____ employees to think outside the box and encourage creativity, curiosity, and open-mindedness.
- 5 The company's mission statement _____ highlights a commitment to continuous product innovation to maintain a competitive edge in the marketplace.
- 6 Embracing a culture of inclusiveness rather than _____ is crucial for fostering

- business innovation, as diverse perspectives and experiences can spark unconventional ideas and drive creative problem-solving.
- 7 Successful business innovators are those who dare to _____ conventional thinking, embrace risk, and push boundaries to create new and groundbreaking solutions.
- 8 Business leaders who embrace a culture of innovation actively _____ cutting-edge technologies, market trends, and customer insights to fuel their creative and strategic initiatives.

Answer

- 1 dominant
- 2 mindset
- 3 automatic
- 4 motivate
- 5 explicitly
- 6 exclusiveness
- 7 rebel against
- 8 seek after

Reading A

Pre-reading

New product innovation: bagless vacuum cleaner

Bagless vacuum technology revolutionized the vacuum cleaner industry. Traditional vacuum cleaners relied on bags to collect dust and debris, which often led to a loss of suction power as the bags filled up. In contrast, the product introduced cyclonic technology that created powerful centrifugal forces to separate dirt and dust from the airflow, eliminating the need for bags. This innovation not only improved suction performance but also offered convenience by making it easier to empty and clean the vacuum. The bagless vacuum cleaners disrupted the market, set a new standard for cleaning technology, and inspired other companies to adopt similar approaches.

Creative replication: sharkskin-inspired swimsuit

Sharkskin has tiny tooth-like structures called dermal denticles that help reduce drag in water. This concept has been applied to develop anti-fouling coatings for ships, swimsuits, and even hospital surfaces to prevent bacterial growth. Swimwear companies have utilized the concept to develop swimsuits with unique textured fabrics that mimic the properties of sharkskin. These swimsuits are designed to reduce resistance and enhance hydrodynamics in the water, allowing swimmers to move through the water more efficiently.

Language points

- 1 Disruption, which is now a near synonym for “innovation,” fills us with anxiety, making us feel we are under threat and may be **marginalized** or destroyed if we don’t strike first. (Para. 1)

Meaning: Disruption is now almost the same as “innovation.” It makes us feel worried and at risk of danger or harm. If we don’t take the initiative, we may even be excluded or eliminated from the industry.

- 2 What if we could shift from fear to hope, from a mindset of scarcity to one of abundance? (Para. 2)

Meaning: Try to replace our fear with hope. Try to stop thinking there is not enough and start believing there is plenty. What would happen next?

Note: 这个句子使用了对比和排比的修辞手法。作者通过 fear 和 hope, 以及 a mindset of scarcity 和 one of abundance 进行对比, 并且两次使用 from ... to 这一词组, 通过排比突出了转变和对比效果。这些修辞手法为读者提供鲜明的对照, 使句子更加生动有力。

- 3 The idea that we can create new markets and grow without disrupting others suggests that business does not have to be a destructive, fear-based game with a simple **win-lose binary** at its core. (Para. 2)

Meaning: We can innovate and grow in new markets without destroying existing ones. Namely, companies in the markets don’t have to take harmful actions against other players out of fear. Also, the success of one player is not gained against the other’s failure.

win-lose binary: referring to a competitive situation where one party’s success or victory comes at the expense or loss of another party. (Binary refers to a situation that consists of only two opposing options, such as winners and losers.) 非赢即输的二元制

Some argue that the business has been dominated by a mentality of win-lose binary, with companies striving to gain market share at the expense of their competitors’ decline.

Note: 这个句子使用了两次引导词 that。第一个 that 引导同位语从句 we can create new markets and grow without disrupting others, 这是对前面 the idea 的具体描述, 即我们可以创造新市场, 而不去破坏现有的市场。第二个 that 引导宾语从句 business does not have to be a destructive, fear-based game with a simple win-lose binary at its core, 指出商业的本质不必是破坏性的、基于恐惧的、非赢即输的。

- 4 The public is also becoming increasingly **vocal** about them, demanding that corporations expand their mission beyond profit and consider the impact of their actions on local communities and society at large. (Para. 10)

Meaning: The public is speaking out more and more about corporations. They are asking companies not to think just about making money. They want them to take into account how their actions affect the local community and society as a whole.

vocal: *a.* expressing strong opinions publicly, esp. about things that you disagree with 直言不讳的

The students were vocal about their concerns regarding the environmental conservation, advocating sustainable transportation options in the society.

- 5 Nondisruptive creation **speaks to** this, not by compromising economic good but by innovating new markets without destruction. (Para. 10)

Meaning: Nondisruptive creation demonstrates a socially responsible form of capitalism. It is realized by establishing new markets without destructive practices. Meanwhile, it does not sacrifice economic well-being.

speak to: to demonstrate or reveal through evidence or examples 证明

The intricate details and craftsmanship of the artwork truly speak to the artist's skill and talent.

- 6 The success of technology and the productivity it unleashes **raise the premium on** creativity and the establishment of new markets. (Para 12)

Meaning: The success of technology and the ensuing increased productivity emphasize the importance of creativity and the creation of new markets.

raise the premium on: to increase the value, importance, or significance placed on sth. 提高…的价值、重要性

The increased competition in the job market has raised the premium on advanced technical skills, prompting individuals to invest in continuous learning and upskilling.

- 7 That is as much an economic imperative as it is a moral one. (Para 12)

Meaning: Creating new jobs without displacing others is a moral obligation. Also, it is a requirement from an economic standpoint.

Note: 这个句子通过 *as much ... as* 的结构进行同级比较，将两个概念（经济的必行之举和道德的必行之举）进行对比，显示它们具有同等的重要性。

课文 A

非颠覆性创新：另一条增长之路

- 1 在过去的 20 年里，“颠覆”一直是商界的主要战斗口号。颠覆这个。颠覆那个。要么颠覆，要么死亡。企业领导者不断被告知，创新和发展的唯一途径就是颠覆他们的行业，甚至颠覆自己的公司。因此，许多商业活动都与斗争和恐惧有关：击败竞争对手、窃取市场份额、颠覆或被颠覆。如今，“颠覆”几乎成了“创新”的代名词，它让我们充满焦虑，让我们觉得受到了威胁，如果不先发制人，就可能被边缘化或被摧毁。这是一种基于稀缺性的世界观。
- 2 如果我们能从恐惧转向希望，从稀缺心态转变为富足心态，那会怎样？我们可以在不干扰其他市场的情况下创造新的市场并实现增长，这种观点表明，商业的本质不一定非得是一场破坏性的、基于恐惧的、非赢即输的游戏。
- 3 对颠覆的痴迷掩盖了一个重要的事实：市场创造性创新并不总是颠覆性

的。颠覆固然重要，但它只是市场创造性创新这一范畴的一端。另一端则是非颠覆性创新，可以将其定义为在现有行业边界之外创造一个全新的市场，在不破坏现有企业或工作岗位的情况下，创造新的产业、工作岗位和盈利性增长。它揭示了在原本没有市场的地方建立新市场具有巨大的潜力，这样做能以一种使商业和社会共同繁荣的方式促进经济增长。

改变世界的非颠覆性创新

- 4 非颠覆性创新可以为市场创造性创新提供另一种途径，给人们的生活带来革命性的变化，从而补充颠覆性创新。
- 5 方便面就是非颠覆性创新的一个例子，如今它已成为世界各地的标准产品。在方便面出现之前，人们的日常饮食依靠自制饭菜或当地餐馆和街头小吃。然而，这些选择通常都很费时，而方便面则提供了一种快速而方便的选择，只需几分钟就能做好。多年来，方便面不断发展壮大，以满足世界各地消费者的口味和需求。
- 6 接下来，我们再来看看小额信贷：这项创新通过向那些每天靠不足几美元维生的人提供金融服务，改变了世界上许多最贫困人口的生活。在小额信贷出现之前，没有银行或其他金融机构愿意为他们服务，认为他们不适合作为借款人。小额信贷现在已成为许多银行业务的一部分，它使以前无法获得资金的人能够创立新的微型企业和就业机会，获得更高的生活水平和希望。小额信贷已成为一个价值数十亿美元的产业，贷款偿还率高达 98%，未来还有很大的增长空间。
- 7 现在来看看共享单车行业，这是一种提供自行车短期租赁、多用户共享的交通模式。人们可以通过智能手机应用程序对这些自行车进行解锁，使用一段时间后归还到任何指定地点。共享单车通常用于城市地区的短途点对点出行，提供了私家车出行的替代方案，促进人们选择可持续交通方式。共享单车并不会取代公共汽车、地铁，甚至出租车。相反，它催生了一个新行业：共享经济，这在很大程度上是前所未有的。作为一种经济、便捷、环保的交通方式，共享单车在世界各地的城市中越来越受欢迎。
- 8 这些都是非颠覆性创新的例子。在网络安全、男性药妆、环境咨询、生活指导、制药和智能手机配件等领域，还有许多其他的非颠覆性创新，更不用说新兴的太空旅游业了。所有这些都创造了或正在创造价值数十亿美元的新产业、新增长和新就业，而不会取代任何现有市场、参与者或工作岗位。

越来越重要的非颠覆性创新

- 9 自从诺贝尔奖得主、经济学家米尔顿·弗里德曼（Milton Friedman）提出股东至上理论以来，在经济收益最大化与实现社会利益之间一直存在一种假定的权衡。弗里德曼的理论是我们今天所知的资本主义的核心，他断言“企业有且只有一种社会责任——利用其资源从事旨在增加企业自身利润的活动”。除此之外的社会问题都不属于企业的职责范围。
- 10 然而，尽管这种做法带来了巨大的经济利益，但随着公众逐渐意识到追求利润最大化所带来的高昂的社会代价，这一做法正日益受到挑战。公众对此的呼声也越来越高，要求企业将其使命扩展到利润之外，考虑其行为对当地社区和整个社会的影响。其结果是，越来越多的人开始讨论：需要一种对社会负责的资本主义形式。非颠覆性创新证明了这是可行的，它并不损害经济利益，而是在不造成破坏的情况下创造新市场。

- 11 第四次工业革命的影响也强调了非颠覆性创新在未来会变得越来越重要。人工智能、智能机器人和机器人正在带来从前无法想象的效率，但它们将取代越来越多的现有工作。最近的进展表明，人工智能甚至能够创造出美丽的原创艺术和音乐。
- 12 为了吸收所有释放出来的人力资本，就需要创造新的工作岗位——这让我们回到经济增长的核心驱动力：市场创造性创新。技术的成功及其释放的生产力提高了创造力和建立新市场的价值。企业、政府和社会所面临的挑战将是如何创造新就业，而又不取代其他就业机会。这既是经济上的必行之举，也是道德上的必行之举——这也是非颠覆性创新即将变得更加重要的另一个原因。
- 13 非颠覆性创新并不是应对我们所面临挑战的唯一答案；完成整个拼图还需要很多小块拼图。但它应该是任何解决方案的一部分。
- 14 可以肯定的是，恐惧是有效的。“要么颠覆，要么死亡”是一个组织采取行动的强大动力。但是，为企业和社会做出积极贡献的愿望也同样强烈。这就是为什么理解并在市场创造性创新的范畴两端采取行动非常重要，也是为什么非颠覆性创新是颠覆性创新的重要补充。在建设令人向往的未来的过程中，每一种创新都有各自的作用。

Analytical reading

Reading and understanding

1

- 1 existing companies or jobs
- 2 Instant noodles
- 3 Microfinance
- 4 financial services
- 5 The shared bike industry
- 6 profit maximization
- 7 The social responsibility of corporations
- 8 replace existing human jobs
- 9 absorb the human capital
- 10 Nondisruptive creation is an essential complement to disruptive innovation.

Exercises online

2 Decide on the best choice for each question.

- 1 What is the main purpose of paragraph 1?
 - A To show the current situation of business innovation.
 - B To give reasons for the prevailing disruptive mindset.
 - C To set the stage for the exploration of an alternative mindset.
 - D To explain why business leaders disrupt their own companies.
- 2 Which of the following statements is true?
 - A Nondisruptive innovation is the sole answer to the challenges faced by

business and society.

- B The nature of business can be a positive-sum game if we have an abundance-based mindset in today's world.
- C The shared bicycle industry is a new form of shared economy that has already been popular around the world for a long time.
- D The Fourth Industrial Revolution will not replace jobs, but will create a wide range of new jobs in areas such as art and music.

3 Why is Milton Friedman's theory of shareholder primacy increasingly being challenged?

- A It fails to balance corporate growth and shareholder profit.
- B It has been proven to be ineffective in driving long-term business success.
- C It emphasizes profit maximization at the expense of other social concerns.
- D It focuses on shareholder rights, leading to a power imbalance inside corporations.

4 What is the central driver of economic growth?

- A Profit maximization.
- B Market-creating innovation.
- C Social benefits maximization.
- D Corporate social responsibility.

5 Why is nondisruptive creation becoming even more important in the future?

- A It can replace human jobs with AI and robotics.
- B It can make a zero-sum contribution to business.
- C It can challenge the theory of shareholder primacy.
- D It can create new jobs without displacing old ones.

Answer

- 1 C
- 2 B
- 3 C
- 4 B
- 5 D

3 Answer the following questions.

- 1 Why is the pursuit of profit maximization increasingly being challenged?
- 2 How do you understand the nondisruptive mindset? Illustrate this abundance-based view with an example of business innovation.
- 3 Why is creating new jobs without displacing others both an economic and a moral imperative? How optimistic are you about job-creating innovation?

Reference answer

- 1 As is said in the text, “there has been a presumed trade-off between maximizing economic gain and achieving social good.” In the first place, there is a growing recognition that the pursuit of profit maximization has led to continued neglect of environmental degradation. Climate change, resource depletion, and pollution, just to name a few, may eventually lead to the complete devastation of our planet. Such concerns have led to increased pressure on companies to adopt sustainable practices and prioritize long-term environmental gains over short-term profits. Moreover, more and more people, including customers, employees, investors, communities, and governments, are increasingly demanding that businesses operate ethically, transparently, and with a sense of social responsibility. They insist that companies should help to eliminate social inequality and prioritize the well-being of all stakeholders rather than focusing solely on maximizing profits for shareholders. Balancing financial goals with ethical considerations is increasingly seen as crucial for the long-term viability and relevance of businesses in today’s world.
- 2 The nondisruptive mindset refers to an approach to business innovation that seeks to create value and make positive changes without causing major disruption or harm to existing industries, markets, or communities. It focuses on finding “a brand new market beyond the boundaries of existing industries” and creating abundance rather than undermining or displacing existing products or services. An example of nondisruptive business innovation in the healthcare industry is the introduction of telemedicine services to complement traditional in-person healthcare delivery. Telemedicine uses telecommunication technologies, such as video conferencing and remote monitoring tools, to provide medical services and consultations to patients at a distance. This innovation is not intended to replace traditional healthcare practices but rather to enhance the accessibility, convenience, and efficiency of healthcare delivery. For example, a healthcare provider can offer virtual consultations for routine follow-up appointments, and non-emergency medical issues. Patients can connect with their healthcare providers remotely, reducing the need for in-person visits and allowing for timely medical service from the comfort of their homes.
- 3 The Fourth Industrial Revolution, with AI, smart machines, and robotics, is delivering unprecedented efficiencies, while at the same time, replacing human jobs, just like any other technological revolution did in history. Creating new jobs without displacing others, therefore, is crucial for maintaining a stable and

thriving economy. When people have access to employment and can make money to support themselves and their families, they contribute to economic growth with pride. Creating new jobs without displacing others is also a moral imperative because it reduces income inequality. Jobs can narrow the social and economic disparity, enhance social mobility, and promote inclusive economic development. Creating new jobs without displacing others reflects a society's commitment to the well-being and prosperity of its citizens.

I am cautiously optimistic about job-creating innovation. While technological advancements and innovative practices have the potential to create new industries and job opportunities, it is crucial to implement policies and training programs that help workers transition into new roles. By fostering an inclusive approach to innovation, we can maximize its benefits while minimizing its potential drawbacks.

Thinking beyond

Encouraging innovation while simultaneously avoiding or mitigating unintended negative consequences represents a critical challenge for governments, societies, companies, and communities.

Governments should implement regulations and policies that ensure responsible innovation, creating a framework that balances the promotion of innovation with the protection of public safety, privacy, and societal values.

At the same time, society should cultivate an ethical culture of innovation, highlighting the significance of assessing the ethical, social, and environmental impacts of emerging technologies or concepts. Responsible innovation requires the involvement of key stakeholders – such as experts, customers, users, and impacted communities – in the innovation process to identify potential risks and develop solutions that cater to their needs.

Companies should proactively evaluate potential risks before fully rolling out any innovation. This entails identifying possible adverse outcomes in the short and long term, and assessing their probability and impact so that the innovation can be refined or effective mitigation strategies can be formulated. It is essential to stay abreast of emerging risks, technological progress, and shifts in societal attitudes. Furthermore, they must remain flexible and ready to adjust strategies and methods in response to new insights.

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