

SOURCE	EXPLANATION	EXAMPLES
1. The Unexpected	Innovation is often the result of something completely unexpected and unpredictable, it can be something good or bad happening in the organization or outside.	There is no doubt that the outbreak of the Second World War, in 1939, gave rise to much innovation. An example is penicillin, which was discovered in 1869 by Ernest Duchesne. But it wasn't until 1939 that the research of Howard Florey – heavily in demand from the battlefield – developed an effective product that prevented soldiers from dying from basic infections. Another example is nuclear power, which development was pushed forward by the United States' efforts to develop a nuclear bomb for use against Japan.
2. Incongruities	Incongruence means a lack of conformity, i.e. something that does not fit together. The lack of consistency between things as they are and how they should be causes a need for change, which in turn leads to innovation.	Rising fuel prices are driving constant innovation pressure on car manufacturers working on developing engines that can run longer and longer per litre.
3. A necessity in a process	When there is clearly a weak or missing link in an existing process, but people accept this, there is an opportunity for innovation. The need to perfect an existing process, replace a weak link, or supplement a missing link leads to innovation.	It is annoying to wait a long time in a queue at the department store or supermarket. Innovative solutions to this are to introduce self-service, where customers themselves scan the goods, and where more customers can get through the registers faster, with the same number of employees. Another solution is the introduction of quick registers only for those with, for example, a maximum of 10 items. A third solution is to introduce a guarantee: Max. two customers in the queue in front of you.
4. Changes in industry and market structure	Change in industries or in the structure and balance between organizations can lead to innovation.	In 2007, the then Danish government introduced the so-called waiting list guarantee. This guarantee meant that citizens who had waited more than four weeks for treatment by a public hospital could be treated by a private hospital at the expense of the public. The waiting list guarantee sparked innovation in private hospitals and clinics.
5. Demographics	Demographic changes, i.e., changes in population size, age, composition, level of education, employment situation, income, etc., can lead to innovation.	In Denmark and in many other countries, there are more and more elderly people. This demographic development is driving innovation, whereby products and services are being developed for older people.
6. Changing perception	When customers change their perception in one or more areas, this can lead to innovation.	A clear change among many people is what is called downageing, i.e., that mature people want to look younger than they are. This drives a lot of innovation in cosmetics and personal care – both products and services.
7. New knowledge	New technical and scientific breakthroughs can – used properly – lead to innovation.	The continued growth of the Internet and the increased data transmission rates that can be obtained at a reasonable price due to the development of fibre optic technology have led to the development of streaming services, such as Netflix.

FIGURE 9.15  
Drucker's Sources of Innovative Opportunity.