Abstract: The perceived most innovative product in recent years is the iPod/iPhone product family and the associated most innovative company is Apple. From a technology point-of-view, there is nothing spectacular or leading edge with these products. However it is the mixture of all: technical state-of-the-art, cool design, intuitive user interface and smart business model. Even the marketing campaign is a benchmark, and Steve Jobs became the guru of a new innovation world.

Obviously, innovation is no longer just engineering. Innovators have a clear view on their position in an innovation network and control the information flow within. The stakeholders for innovative products arise from multiple disciplines, and complexity management becomes the key virtue. Engineering and scientific excellence are mandatory, but no guarantee for successful product launches. Intellectual property rules are challenged, because products eroding from networks have complex origins. Time is of the essence, and it's the strategy that makes the winner.