



**the TRIGGER**  
**EQUIP**innovation

---

## **WHAT WE DO WELL.**

We create ideas, surround ourselves with people who know how to get things done, we find teams and get them up and running. Each project is a new world.

## **WHAT WE HAVE SEEN.**

We can help several companies move projects forward. We help businesses answer questions they've never asked within the company, with the aim of finding and producing new products or new strategic directions.

We are sparring partners. We set our own teams to work and filter down the projected ideas that we help to implement. With our teams and support, we structure companies and projects, and provide the necessary tools to move forward.

## **WHY CAN WE DO IT?**

Because we have done so on many occasions in our own home, working on our projects.

**theTRIGGER**  
**EQUIP**innovation



**If you don't ask  
questions, you won't  
get answers!**

**we know how to find the essential qualities of things  
we are a laboratory of ideas**

0. THERE IS ONLY ONE THING WE KNOW HOW TO DO:

Looking & asking

1. THE QUESTION. Grab people's attention!

2. THE METHOD. Have vision!

3. THE IMPLEMENTATION. Let the action begin!

4. EXAMPLES. STRATEGIES for companies

5. EXAMPLES. PRODUCTS for companies

6. theTRIGGER EQUIPRESPOSTES

7. XAVIER CLARAMUNT

## 0. THERE IS ONLY ONE THING WE KNOW HOW TO DO:

### Looking & asking

The only thing we know how to do well is observing with an unbiased and unprejudiced perspective, asking questions about what we're looking at and helping to find answers.

Giving an answer to any request is possible by managing to look at things without biases and asking without prejudice.

Looking and asking results in finding the strong points of companies or the products. Finding their soul.

1. **Looking** without prejudices.
2. **Asking** without biases.

## 1. THE QUESTION. Grab people's imagination!

To find the unique solution to the question every project asks, we get rid of all preconceived ideas about what the client wants or expects. We stay clear of prejudices from past experiences and review basic concepts, starting from the beginning.

Each problem and each request have unique characteristics and require new solutions. All responses with new components need to be imaginative, which tends to go hand-in-hand with risk. Imagination is linked to an unbiased attitude, which allows us to provide unexpected and unconventional answers.

1. **Getting rid** of preconceived ideas.
2. **Looking** at things from a different perspective, unlike anyone else.
3. **Acting** without prejudices or biases.
4. **Reviewing** basic concepts at any level.
5. **Finding** the unique quality of things: the soul.
6. **Working** for people.



## 2. THE METHOD. Have vision!

A method is needed to form the question and find the answer. A method seeking to provide an unexpected answer requires a degree of vision, and must be able to sense and see what others can't see, either because they don't know which way to look or because their eyes are not focusing on the right things.

A new system must be established, a working strategy to guide us when we feel lost and to drive a process that moves away from the daily routine, avoids commonplace answers and shakes off restrictive labels.

1. **Developing** a new working system.
2. **Believing** in the process and following it strictly.
3. **Not imposing** the end result at the beginning of a project.
4. **Being intuitive** and not being scared of making mistakes.
5. **Being aware** of what you know and not being scared of the unknown.
6. **The method works** at every level: for a product or a company.



### 3. THE IMPLEMENTATION. Let the action begin!

Developing a product or a new strategy for a company is the objective of every project. We are not looking for speculative results.

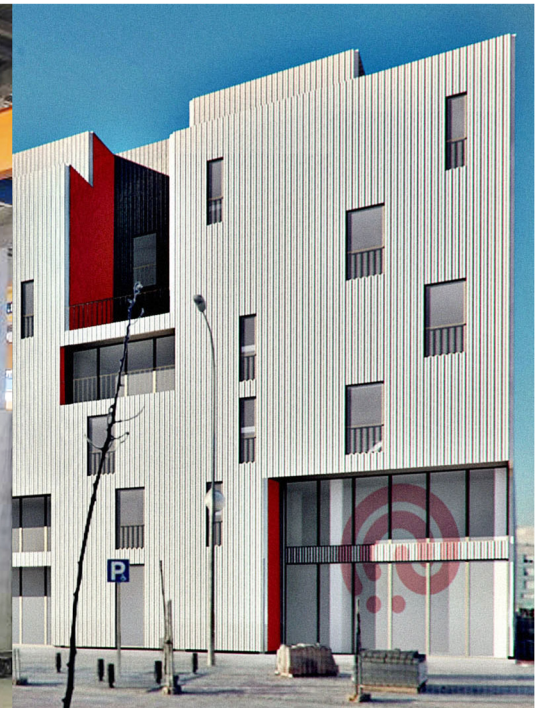
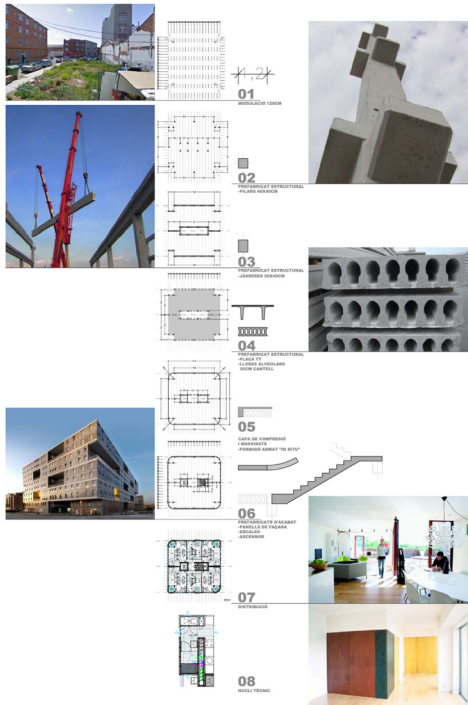
After finding the answer, it has to be implemented. Once the strong points have been identified, these have to be used to create a product or a strategy. Our own experience has been the step prior to exporting the model. The whole system has evolved since creation, within the company and the Agency in charge of providing solutions for clients, and the Lab that oversees the development of future visions, until reaching Responses, which externalises the method in new companies.

Implementation requires the introduction of a degree of uncertainty to immediately maximise potential creative capacity. Uncertainty helps to shake off biases that block out certain voices or prevent us from using ideas deemed inappropriate, and this momentum eliminates speculative results.

The key factor is to create possibilities that have the momentum to move forward, in any direction. From then on, people's motivation and the need to implement actions will help innovation to flourish.

Once an interesting idea has been conceived, it must be implemented for the innovation process to take effect: we are action people.

1. **Awakening** people's capacity.
2. **Starting** through the creation of possibilities to create momentum in a certain direction.
3. **Discovering** an interesting feature and make it a reality: innovating.
4. **Always creating** a product or strategy.
5. **Avoiding** speculative processes.
6. **Learning** from mistakes: constantly evolving.



## 4. EXAMPLES. STRATEGIES for companies

### EQUIPinnovation & **TOUS**

Tous is a multinational jewellery company that has evolved from traditional craft production for private customers to industrial production for large consumption.

**Identification of the strong points of the design team and establishing a work protocol to exploit them.**

EQUIPinnovation works with the in-company teams to establish protocols and design strategies that respond to the multiple needs of the new large-scale client.

1. **ORGANISATION** of the design department: establishing a work strategy with a stable structure.
2. **SPECIAL WORKS**: detecting the needs of each department in the company and establishing the foundation and strategy for internal teams to provide answers.

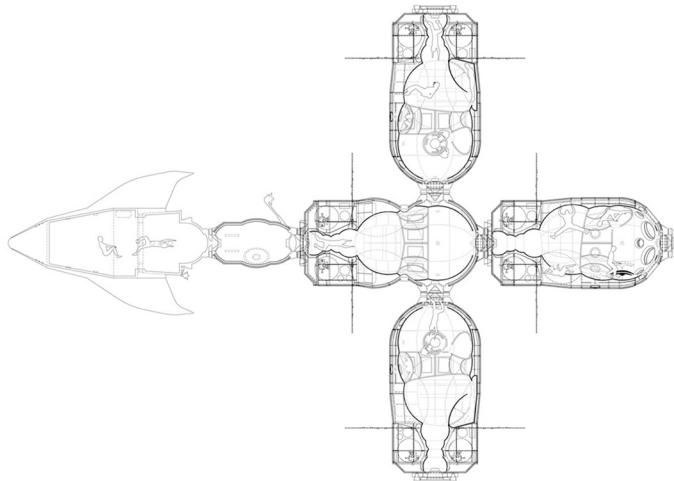
### EQUIPinnovation & **SMARTLIVING**

SmartLiving is a next generation developer that covers the whole business chain, from the solar to the final sale.

**Identification of the strong points of the existing constructive dynamics and the proposal of a system to achieve affordable housing.**

EQUIPinnovation identified both the need for affordable housing and the possibility to restructure existing tools in the construction sector to obtain a final sale price well below the market price.

1. **NEED**. Need for affordable and quality housing, which adapts to clients and locations.
2. **PRE-MANUFACTURE**. Development of a pre-manufactured collective housing unit: execution speed.
3. **COMPANY**. Setting up a new business model: an integrated company that eliminates intermediaries.



## EQUIPinnovation & **GALACTIC SUITE**

Galactic Suite is a company that offers and develops aerospace tourism experiences.

**Identification of the strong points of existing aerospace technology and the proposal of an orbital hotel without creating new technology.**

EQUIPinnovation identified the existing technology necessary for the construction of an orbital hotel and proposed a whole value chain associated with the space experience.

### GALACTIC SUITE SPACE RESORT

1. **NEED.** People's interest in space. An economic growth area.
2. **ESTABLISHMENT.** A white paper on mission needs and partnership with an aerospace technology centre.
3. **MARKETING.** Press releases and participation in conferences.
4. **COMPANY.** Agreement with EADS-ASTRIUM. Creation of Galactic Suite Design.

### GOOGLE LUNAR X-PRIZE

1. **NEED.** Lack of a common project in the Spanish aerospace industry.
2. **ESTABLISHMENT.** Creation of a multidisciplinary team and the registry of a foundation to manage the project.
3. **MARKETING.** Press release and promotion of educational and informative events.
4. **COMPANY.** Agreement with aerospace companies: ALTRAN, SENER, DEIMOS. Agreement with other companies (in progress: DAMM, ENDESA, GAS NATURAL, etc.)

0 T21 T22 T23 T24 T25 T26 T27 T28 T29 T30

CAMBRA DE COMERC		CHONGQING		SPHERE BUILDING		SHANGHAI 1.1		SHANGHAI 1.2		SHANGHAI 2.1		SHANGHAI 2.2		TVOWERS		TORRE-PARO BRASIL		ZA'AREEL PARK DUBAI	
Year	2007	Year	2007	Year	2006	Year	2006	Year	2006	Year	2006	Year	2006	Year	2006	Year	2006	Year	2006
Client	EQUIP FID	Client	NMDC Anu / FOMERT SL	Client	EQUIP FID	Client	EQUIP FID	Client	EQUIP FID	Client	EQUIP FID	Client	EQUIP FID	Client	HFC	Client	EQUIP FID	Client	EQUIP FID
City	Location	Location	Chongqing China	Location	EQUIP FID	Location	EQUIP FID	Location	EQUIP FID	Location	EQUIP FID	Location	EQUIP FID	Location	Hangzhou China	Location	EQUIP FID	Location	EQUIP FID
Area	20.000 M <sup>2</sup>	Use	Office/ housing	Use	Office/ housing	Use	Office/ housing	Use	Office/ housing	Use	Office/ housing	Use	Office/ housing	Use	Office/ hotel/ housing	Use	Lighthouse	Use	Office/ housing
		Area	270.000 M <sup>2</sup>	Area	1.600.000 M <sup>2</sup>	Area	30000 M <sup>2</sup>	Area	20000 M <sup>2</sup>	Area	20.000 M <sup>2</sup>	Area	20.000 M <sup>2</sup>	Budget	65M €	Area	2.000 M <sup>2</sup>	Area	1.000 M <sup>2</sup>





## EQUIPinnovation & **LANDCOME**

Landcome is a company that provides engineering and architectural services targeted at the needs of the Arab world.

**Identification of the strong points of the design dynamics and the proposal of an architecture catalogue ready to be adapted and built without starting the design process from scratch.**

EQUIPinnovation proposed the use of a prêt-à-porter architecture catalogue to provide fast solutions to the urgent need for large-scale landmark buildings.

- 1. REHABILITATION.** Taking advantage of projects that do not enter construction: shorten construction times.
- 2. CATALOGUE.** Compilation of a typology catalogue with generic implementation of buildings for different uses.
- 3. MARKETING.** Press releases.
- 4. COMPANY.** Agreement with LANDCOM, engineering company with a licence for construction in Dubai, and the opening of sales offices in Mexico and China.

## EQUIPinnovation & **ROCA**

Roca is a multinational company and a global leader in bathrooms and wellbeing.

**Identification of the historical evolution of the company and the proposal of a horizon for channelling lines of research.**

EQUIPRESPOSTES analysed the strategic track record of the company and provided a future vision that would serve as a guide for its R+D teams. The research of water and their conditions without gravity in the space was proposed.



**chic&basic**<sup>®</sup>

## EQUIPinnovation & **CUNILL**

Cunill is a craftwork company that combines master craftsmen with modern production technology.

**Identification of the strong points of the distribution strategy and the proposal of a loyalty product that takes advantage of the system characteristics.**

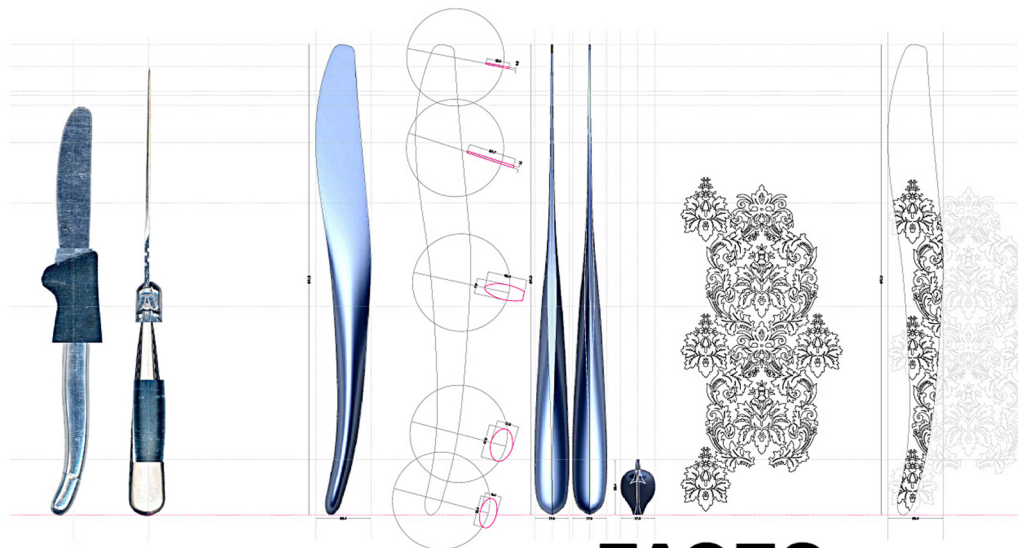
EQUIPRESPOSTES designed a new product and its sales and distribution strategy. A unique piece that transmits exclusivity and gains customer loyalty.

## EQUIPinnovation & **CHIC&BASIC**

Chic&Basic is a pioneering hotel management company in the low cost market.

**Identification of the interests of tourists visiting Barcelona and the proposal of an activity experience that helps the guest to play a more prominent role.**

EQUIPRESPOSTES defined a hotel concept based on a new interaction experience between people who stay in the hotel and the city using light and innovative room distribution.



**FACES**  
Ferran Adrià

## 5. EXAMPLES. PRODUCTS for companies

### EQUIPinnovation & **FACES**

Faces sells products that make the new concepts and uses proposed by Ferran Adrià possible.

**Identification of the strong points of the best cutlery sets on the market and the proposal of a new cutlery set that integrates the characteristics identified.**

EQUIPinnovation analysed the best cutlery sets on the market to identify the main features and produce a cutlery set that included these features.

### EQUIPinnovation & **COSMIC**

Cosmic proposes leading concepts and products with the objective of establishing a new bathing culture.

**Identification of the strong points of existing products and the proposal of a new system for organising bathing.**

EQUIPinnovation analysed bathing needs from a functional perspective and, without changing production technology conditions, proposed a new way of organising the small objects in a bath.

### EQUIPinnovation & **EQUIP**

Equip is a multidisciplinary architecture company that works in jewellery, industrial design and architecture.

**Identification of the basic needs and starting ideas for architecture projects.**

EQUIPRESPOSTES identifies the basic needs behind an order and develops the roadmap for creating the project that responds to the client's needs.



## EQUIPinnovation & **DAMM**

Estrella Damm is a company that produces and distributes drinks that has built a strong image.

**Identification of the strong points of a difficult location and proposal of an image façade that is not directly linked to marketing.**

EQUIPinnovation proposed the passive message that had to be transmitted on a new building in a location with great advertising appeal.

## EQUIPinnovation & **HOSPES**

HOSPES is a company that offers exclusive accommodation experiences.

**Identification of the strong points of an extreme location and the proposal of an adventure experience of varying degrees.**

EQUIPinnovation analysed the island of Tabarca to propose a travelling experience with varying degrees of marine adventure.

## EQUIPinnovation & **ACTA**

ACTA is a company that specialises in the management and marketing of independent hotels.

**Identification of the strong points of local culture and connections to Barcelona, and the proposal of a music experience that plays the role of guide when exploring the city.**

EQUIPinnovation sought to identify potential clients for the new ACTAMIMIC hotel, and using the Barcelona scene, proposed an experience based on the musical season and its international connections.

## EQUIPinnovation & **ALFAFAR TOWN COUNCIL**

ALFAFAR is a town within the sphere of influence of the Albufera Natural Park in Valencia.

**Identification of the strong points of a location and a tradition, and the proposal of a common approach for a multiple programme.**

EQUIPRESPOSTES provided a common content and architectural solution for the new auditorium and cultural centre for Alfafar.

## 6. EQUIPinnovation

### 01.

**WHO WE ARE** A COMPANY THAT answers YOUR QUESTIONS .

### (ANSWER!)

EQUIPinnovation is a company that, based on a desire to give **people new experiences**, helps **companies** to RESPOND TO QUESTIONS they have never asked themselves with the aim of finding and implementing new **products** or new **strategic directions**.

### 02.

**WHAT WE DO** FIND THE SOUL OF THE COMPANY AND PUT IT TO WORK .

### (INNOVATE!)

**WE IDENTIFY** the qualities of a product or company with the greatest potential for achieving a specific objective: its soul.

**WE TRANSFORM** these qualities, this soul, into a new product or a new strategy that makes this specific objective a reality.

**WE ENCOURAGE** the internal organisations of the company to change their culture to adapt to the new strategy and the new products they need to produce.



## 03.

**HOW WE DO IT** REVIVING THE PRIDE OF BEING A COMPANY.

### **(WAKE UP!)**

**WE WORK ALONGSIDE** existing structures in companies, incorporating ourselves as part of the established teams.

**WE TAKE SPECIFIC STEPS** by proposing a programme based on the new work dynamics and directly related to the creation of new products and strategies.

**WE POSITIVELY STIMULATE** the team members from the company to ask questions about the rationale of their dynamics and to find their own path towards achieving a renewed vision.

## 7. XAVIER CLARAMUNT

**Xavier Claramunt** (Igualada, Spain, 1965) is an entrepreneur who constantly surprises us in the fields of architecture as well as interior design and product design. He works in Barcelona with satellite offices in Hangzhou (China) and Abu Dhabi (UAE). He mainly focuses on consumer culture, economic dynamics and people's needs in order to work towards a radical change in the role of the architect in Spain. He is a designer of buildings as well as a designer of experiences.

As a visionary strategist, he is managing a project which seeks to put a space hotel into orbit.

Claramunt is a regular guest speaker at universities and conferences worldwide. Currently, he is director of innovation of some multinational companies.

He always uses a red Pilot V-Sign, his way of highlighting every word, every drawing.

## Berrikuntzak ez du aurreiritzi ez konplexurik

### La innovación no conoce prejuicios ni complejos

Empresa batek tradizioaren bide "seguru"an bikaina izatea izan dezake helburu, baina bikaintasuna eta berrikuntza bateratzen dituzten proiektuak era gara ditzake. Aurreitiaz ezarritako bideari jarraitzeak ez du arrakasta ziurtatzen, beraz, zergatik ez bide berriak saiatu? Xavier Claramunt Euskadiko Sormen eta Berrikuntzaren Urteko inaugurazioaren protagonistetarikoa bat izan da.

Una empresa puede aspirar a ser excelente en el camino "seguro" de la tradición, pero también puede proponerse desarrollar proyectos que aúnen excelencia e innovación. Seguir un rumbo predeterminado no es garantía de éxito, así que, ¿por qué no explorar nuevos caminos? Xavier Claramunt ha sido uno de los protagonistas de la inauguración del Año de la Creatividad y la Innovación en Euskadi.

#### Xavier Claramunt

Equip Xavier Claramunt enpresako zuzendari eta sortzailea  
Galactic Suite proiektuko zuzendaria  
Director y fundador de la empresa Equip Xavier Claramunt  
Director del proyecto Galactic Suite



**B**errikuntzaren aldeko apustua egitea erabaki duten enpresek aurretiaz dituzten ideiak alde batera utzi beharko litzukete bezeroei zer eskaini behar diotenari dagokionez, aurreiritziak baztertu eta oinarritzko kontzeptuak berrikusi behar dituzte, oso ezagunak izan arren, edozein proiektuk, bakoitzaren berezitasunak gora behera, behar duen erantzun bakarra aurki dezan.

Sormenerako estrategietan ez dago inolako eragozpenik berriro berakatzu sopenaren osagaiez nahiz gurpilaz galde egiteko. Horrela oso zaila izango da berriro sopa berdina asmatzea edo gurpila aurkitzea. Funtsezkoa da aurreiritzirik gabe lanean hastea, proiektu bati ekitea konponbidea ezagutu gabe. Aurretiazko ideiak alde batera uztea lortuz gero askoz errazagoa izango da bezeroen benetako beharrezan erreparatzea — beharizan kontzienteak izan baino lehen ere— edo beharria berrikuntzetarako adi izatea, teknikoak nahiz antolara, produktu edo beste eremu paralelo batzuetakoak izan.

Eskuarki bezeroa harritu egiten da beharrezkotzat jotzen den erantzunaren eremua espero zuena baino askoz zabalago dela ohartzen denean, berrikuntzak ekonomia, gastronomia, harri-bitxiagintza eta beste lanbide arlo batzuetako estrategiak baliatzen dituelako. Eskaini ahal dugun

**L**as empresas que hayan decidido apostar por la innovación deberían eliminar las ideas preconcebidas en lo que se refiere a qué deben ofrecer a los clientes, evitar los prejuicios y revisar los conceptos básicos, por muy conocidos que sean, para conseguir encontrar la respuesta única que todo proyecto, cada uno con sus peculiaridades, necesita.

Las estrategias de creatividad pasan por no tener ningún reparo en volver a preguntarse por los ingredientes de la sopa de ajo o por la rueda. De esta forma será muy difícil acabar inventando la misma sopa de ajo o descubrir la rueda. Es fundamental comenzar a trabajar sin prejuicios, empezar un proyecto sin conocer la solución. Si uno consigue liberarse de las ideas preconcebidas, será mucho más fácil estar atento a las necesidades reales de los clientes, incluso antes de que sean necesidades conscientes, o tener los oídos atentos a las innovaciones, que pueden ser tanto de índole técnica como organizativa o de productos, o incluso de otros ámbitos paralelos.

Normalmente, el cliente se sorprende al descubrir que el ámbito de respuesta que se identifica como necesario es muy superior al que él esperaba, dado que la innovación global aplica estrategias de otros ámbitos profesionales



berrikuntzarik onena konplexurik ez duen jarrerarena da, erreza eta mugeri jaramonik egin gabe.

Galduta gaudenean sistema bat eduki behar dugu, bidea erakutsiko digun lan estrategia bat; baina, hortik aurrera, benetan berrikuntzaren bidean egoteko, errutinatik alde egin beharra dago, ezaguna den erantzuna saihestu eta etiketak baztertu.

#### Gure aurreko jakituriatik ikasi

Halaber, tradizioa funtsezkoa da enpresentzat, oso berritzaileak badira ere. Aurretik egin, pentsatu, disfrutatu eta sufritu den gutxia erabili behar den altxorra da. Edozein proiekturi ekitekoan aurreko ekarpenak edo kontrastaturik dauden klasikoak aztertu eta berrikusi behar dira: obra bikain bat, aulki baten oinarritzko definizioa, eguneroko keinua den eskua ematearen isanahia aztertu... Honetaz, komenigarria da ere senior profesionalak berreskuratzeko estrategia izatea; haiek ezin gal daitezkeen jakintza eta eskarmentua dituzte. Honela lantalde bikainak sortzen dira.

Berrikuntzan hazteko aintzat hartu behar da beti ikasteak ez duela amaierarik; oraindik ezagutzen ez den eta bereganatua izan behar duen guztiarekin zabalik egon beharra

como son la economía, la gastronomía, la joyería, etc. Esta actitud desacomplejada y sin atender a recetas o restricciones es el rasgo de innovación más singular que aportamos.

Es necesario tener un sistema, una estrategia de trabajo que sirva como guía en los momentos en que uno se encuentra perdido, pero, a partir de ahí, para estar efectivamente en la línea de la innovación, hay que escapar de la rutina, evitar la respuesta conocida y expulsar las etiquetas.

#### Aprender de la sabiduría que antecede

Igualmente, la tradición es fundamental para las empresas, por muy innovadoras que sean. Todo lo que se ha hecho, pensado, disfrutado y sufrido con anterioridad es un tesoro que hay que utilizar. Al iniciar cualquier proyecto, se deben analizar y revisar las aportaciones anteriores o los clásicos contrastados, desde una obra excelente hasta la definición básica de qué es una silla o qué puede significar un gesto cotidiano como estrechar la mano. En este sentido, también es conveniente una estrategia de recuperación de los profesionales senior, ellos acumulan un conocimiento y una experiencia que no se puede perder. De esta manera se crean equipos excelentes.

ohiko norabidera begiratzan  
ez dugunean begiek fokatzea doitu behar  
dute. baina fokatzen dena argi ikustea  
lortzen den bitartean gauzak lanbrotsu  
ikusten dira

cuando uno mira en una dirección  
diferente de la habitual es  
más que natural que los ojos tengan que  
ajustar el enfoque. lo que sucede es que  
hasta que uno logra percibir lo que se  
enfoca con claridad se ve borroso

dago. Gure aurreko tradizio guztia funtsezkoa da etengabe  
agertzen dena interpretatzeko; identifikatzeko eta ulertze-  
ko balio behar du, baina ez etiketatzeko edo mugatzeko.

#### Irudimena, ikuspegia eta ekintza

Berrikuntzaren prozesua hasteko irudimentsua da, eta hori  
arriksutsua izan ohi da. Irudimena ohiko gauzetatik urrun  
dauden erantzunak ematearekin lotzen da.

Zalantzarik gabe, nolabait igarlea ere izan beharra dago,  
beste inork ezin ikus dezakeena intuitu eta ikusteko gauza  
izan, beharbada ez dutelako norabide egokian begiratzan  
edo ez dutelako begiratu egokiarekin egiten. Batzuetan  
ohartzan dena zorabiatu egiten duen aberrazio optikoa  
baino ez da, baina ondorio egokia sortzen du berriro argi  
ikusten denean ezer berdina izan ez dadin. Ohiko norabi-  
dera begiratzan ez dugunean begiek fokatzea doitu behar  
dute. Baina fokatzen dena argi ikustea lortzen den bitar-  
tean gauzak lanbrotsu ikusten dira.

Azkenik, interesgarria den zerbait sortu denean, berrikun-  
tza gerta dadin gauzatu egin behar da, hau da, ekointzi:  
ekintzaileak izan beharra dago.

Halaber, nolabaiteko ziurgabetasuna sartzeko beldurra  
galdu behar da eta horren kontra ahal den gehien zehaztu  
behar da. Zenbait ahots entzutea edo burugabeko ideien  
bat erabiltzea eragozten duten konplexuak alde batera  
utzi behar dira. Garrantzitsuena hastapenak iradokitzailak  
izatea da, edozein norabidetan aurrera egiteko indarra  
emango dutenak. Hortik aurrera pertsonen motibazioak eta  
ekintzak zehaztu beharrak berrikuntza ekarriko dute. Ez da  
beti arrakasta berdina lortzen, baina porrotak aztertzea ere  
baliagarria da.

Para crecer en innovación es necesario tener en mente que  
el aprendizaje nunca termina: hay que estar abierto a todo  
aquello que aún no se conoce y que habrá de ser asimila-  
do. Toda la tradición que nos precede es fundamental para  
interpretar lo que continuamente aparece, debe servir  
para identificarlo y entenderlo, pero no para etiquetarlo o  
restringirlo.

#### La imaginación, la visión y la acción

El proceso de innovación empieza por ser imaginativo, lo  
cual acostumbra a ser arriesgado. La imaginación se rela-  
ciona con la actitud de no tener complejos para ofrecer  
respuestas alejadas de lo convencional.

Sin duda, también hay que tener algo de visionario, ser  
capaz de intuir y ver ahí donde nadie más puede ver, quizá  
porque no miran en la dirección correcta o quizá porque no  
lo hacen con los ojos adecuados. A veces lo que se percibe  
es simplemente una aberración óptica que marea, pero  
produce el efecto adecuado para que, cuando se vuelva a  
ver con claridad, ya nada sea igual. Cuando uno mira en una  
dirección diferente de la habitual es más que natural que los  
ojos tengan que ajustar el enfoque. Lo que sucede es que  
hasta que uno logra percibir lo que se enfoca con claridad se  
ve borroso.

Por último, una vez que se ha concebido algo interesante,  
para que se produzca la innovación es necesario llevarlo a  
cabo, es decir, que entre en producción: hay que ser gente  
de acción.

Asimismo, se debe perder el miedo a introducir cierta incer-  
tidumbre, contra la que se debe lanzar toda la capacidad de  
concreción posible. Hay que liberarse de los complejos que  
impiden escuchar determinadas voces o utilizar alguna idea  
descabellada. Lo importante es que se generen inicios suge-  
rentes, que den fuerza para avanzar en cualquier dirección.  
A partir de ahí, la motivación de las personas y la necesidad  
de concretar las acciones harán que se produzca la innova-  
ción. No siempre se obtiene el mismo éxito, pero estudiar los  
fracasos también es útil.



the**TRIGGER**  
**EQUIP**innovation

the**TRIGGER**  
**EQUIP**innovation