



07/15/2008 MATINS ESADE with José Luis Larrea, president of the Ibermática Group: Principles, laws and models in innovation

“If there is no crisis and rupture, there is no innovation”

SPEAKER: José Luis Larrea joined the Basque Administration in 1980 when he held positions as Treasury Minister and Economy and Finance Minister in the Basque government. He has been executive president of the Ibermática Company since 1998. In addition, from 1996-1999 he was also president of Euskaltel. He is also a member of the Board of the Banco Guipuzcoano.

“The crisis has caused a series of needs to suddenly emerge, which creates a space for innovation. The important thing is to be able to see that these spaces are appearing in order to do important things. I believe that we innovate out of necessity. In the case of needs that have emerged suddenly, the case that envelops us today, it is very difficult to overcome the tension between the bottom line and day-to-day work. The attitude of the decision makers is very important, since they have the potential to negatively affect innovation. We

must see the crisis as a context in which innovation can flourish, even though it might be painful. If there is no crisis, there can be no innovation”. These were some of the blunt statements from José Luis Larrea, about how the crisis affects the innovation process. He also explained that we are already in the fourth evolutionary stage of competitiveness, having come through the phases of natural resources, low costs and quality. “Quality continues to be necessary, but not sufficient. We need to do something new and different”.

