

[Free] Appetite for Innovation: Creativity and Change at elBulli

## Appetite for Innovation: Creativity and Change at elBulli

*M. Pilar Opazo*

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**M. Pilar Opazo : Appetite for Innovation: Creativity and Change at elBulli** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Appetite for Innovation: Creativity and Change at elBulli:

2 of 2 people found the following review helpful. WonderfulBy DarrenIngram\_dot\_comThis is a wonderful book that mixes together creativity, innovation and even exclusivity and showcases it through the eyes of elBulli, a three-star Michelin restaurant that really took forward cooking and gastronomy to the next level. These self-same benefits and advantages could equally be transplanted into other business areas, although for an executive checking out the next development to a rubber seal might not be as tasty as investigating a new ice cream flavour!The author has had unprecedented close access to elBulli and its key personnel, chronicling what they were doing and why. Despite its

successes and worldwide acclaim, the restaurant closed on its own terms and it is presently working on plans for its next evolution. The closure was not due to any particular failure; in many ways it broke the rules with limited opening times, restricted menu options and demand far outstripping supply; yet it worked! Perhaps the concept is not suited to mass restaurant operation and attempts to shoehorn it into this mould would kill its creativity and real value, thus the skill is knowing your limits and boundaries. Reading the book, you can get a taste, if you pardon the pun, of the restaurant and what made it tick. Potential exists to take away positive points from the restaurant's operation and transplant them into another organisation, yet the book is far from offering a "take x, y and z and add them"-style approach. The reader has to do the hard work, which is probably not a bad thing. You need to read the book in its entirety and get the concept and being before you can possibly articulate changes relevant to your own company's operations. If you are a foodie you will love this book. If you are interested in corporate structures and innovation you will find a lot of great things here too. If you fall into both camps, wow do you have something great to read! You get a backstage, kitchen-stool look into a fairly exclusive operation and your potential benefit from this book might only be restricted by your own imagination and wish to see change. If one is being overly critical, at times it felt as if the author could get to the point a bit quicker and focus harder on a key point, but overall this did not diminish the reading experience and you soon learned to love the book, perceived warts and all. A unique, fascinating and privileged look behind the scenes of a very noteworthy establishment, even if it did make this reviewer hungry at times (for food, not knowledge!). 1 of 1 people found the following review helpful. An intellectual approach to creativity. By M. A. Gates I started this book with a preconceived notion that a book about the most creative restaurant in the world would itself feel creative. Instead, it felt very scholarly and erudite. As a research tome, it most probably is excellent. As art mirroring the art of the restaurant, it lacked flavor. I wanted each page to be the last. Unlike a meal in the restaurant...which I would wish never to end. 1 of 1 people found the following review helpful. Amazing, insightful By Kristine Fisher Appetite for Innovation: Creativity and Change at ElBulli by M. Pilar Opazo is a free NetGalley ebook that I read in late June. Amazing, insightful, and entrepreneurically motivating - Opazo outlines all the hard work that goes on at ElBulli, the careful planning, all done with a spot-on awareness of the greater, global culinary community.

The name elBulli is synonymous with creativity and innovation. Located in Catalonia, Spain, the three-star Michelin restaurant led the world to "molecular" or "techno-emotional" cooking and made fantastic creations, such as pine-nut marshmallows, rose-scented mozzarella, liquid olives, and melon caviar, into a sensational reality. People traveled from all over the world—if they could secure a coveted reservation during its six months of operation—to experience the wonder that chef Ferran Adrià and his team concocted in their test kitchen, never offering the same dish twice. Yet elBulli's business model proved unsustainable. The restaurant converted to a foundation in 2011, and is working hard on its next revolution. Will elBulli continue to innovate? What must an organization do to create something truly new? Appetite for Innovation is an organizational analysis of elBulli and the nature of innovation. M. Pilar Opazo was with elBulli's inner circle as the restaurant transitioned from a for-profit business to its new organizational model. She compares this moment to the culture of change that first made elBulli famous, and she describes the novel forms of communication, idea mobilization, and embeddedness that continue to encourage the staff to focus and invent as a whole. She concludes that the successful strategies employed by elBulli are similar to those required for innovative achievements in art, music, business, and technology, proving the model's value across organizations and industries.

Appetite for Innovation offers a backstage view of one of the world's most interesting restaurants, its remarkable laboratory, and the foundation that was created after Ferran Adrià made the unusual decision to close his hugely successful restaurant. M. Pilar Opazo was afforded unusually close access, and her insider account is rich and intriguing. The processual view of innovation is useful, as it highlights the many elements that are needed to be galvanized in support of an expansive vision. (Walter W. Powell, Stanford University) Opazo gives us the inside story of elBulli, a restaurant whose climb to global influence mirrors the culture of today's innovation economy, and its charismatic chef Ferran Adrià, whose passion for creating a new cuisine is driven as much by science as by art. This book will fascinate all kinds of innovators and entrepreneurs and those who want to understand how a creative organization works. (Sharon Zukin, author of Naked City: The Death and Life of Authentic Urban Places) Itself an exemplar of creativity and innovation, Appetite for Innovation opens elBulli to reveal the systematic structures and practices that brought world renown to a small restaurant in the mountains of Spain. A beautifully written, analytically sharp ethnography, Opazo's book is a must-read for organizations of all kinds, scholars, chefs, entrepreneurs, culture specialists, and foodies everywhere. (Diane Vaughan, Columbia University) The tendency when discussing the success of elBulli has been simply to proclaim the genius of chef Ferran Adrià, but Opazo shows that genius is not enough. To have an impact beyond a narrow coterie requires a disciplined and organized inventory of accomplishments and the ability to win over adherents. She thus reveals the infrastructure of success and the paradoxical relationship between willingness to destroy previous accomplishments and practices to push forward an

unstable creativity. (Paul Freedman, Yale University) Innovation? Creativity? Opazo poses the perennially vexatious question of their relationship. The answers that this illuminating study suggests bear both on the sociology of organizations and the organization of creativity. In an ethnographic investigation of Ferran Adrià's celebrated restaurant, Opazo brings to bear the sociologist's attention to social structure, the historian's understanding of archives, and the journalist's feel for the striking detail. Appetite for Innovation is as great a pleasure to read as it is profitable to contemplate. (Priscilla Parkhurst Ferguson, Columbia University) Working at the creative intersection of organizational sociology, and sociology of knowledge and culture, Opazo provides a sharp framing of the routinization of innovation and charisma at elBulli, the highest ranked restaurant in the over-heated world of haute cuisine. In the process she pushes the ethnography of the commercial kitchen towards the study of scientific laboratories and art worlds, investigating their epistemic practices, organizational innovations and creative rhetorics. Appetite for Innovation is a terrific book to study and teach organizational innovation and field transformation. (Krishnendu Ray, New York University, president of the Association for the Study of Food and Society, and author of The Ethnic Restaurateur) Opazo has written a fascinating organizational and business analysis of the restaurant and, in the process, produced an insightful account of how a culture of innovation can be achieved and sustained. (Forbes.com) Opazo examines elBulli with a sharp sociological eye, creating a detailed case study in what she calls the 'production of innovation.' (Theodore Kinni Strategy + Business) Opazo's investigation will engage anyone interested in the intersection of business, creativity and organizational behaviour. (Sarah Murdoch The Toronto Star) Appetite for Innovation is a well-written, organizational study about the factory of innovation that elBulli was and the foundation it became; certainly a fascinating read for academics, innovators, and chefs alike. (Food Culture and Society) Lays bare the creative process in more detail than almost anything I've read and enriches the debate about where true creativity comes from. (Brayden King Contemporary Sociology) About the Author M. Pilar Opazo is a postdoctoral research scholar at Columbia Business School. She is the coauthor of two Spanish-language volumes, Communications of Organizations and Negotiation: Competing or Collaborating, and her work has been published in Sociological Theory and the International Journal of Gastronomy and Food Science.