The challenge in many firms, though, is that the culture is not based on an organizational memory of successful innovation, but on an organizational memory of tooth and nail survival. When the culture adopts and sustains short term thinking, incremental improvements and an aversion to risk and uncertainty, it can be
difficult to introduce even modest incremental innovation concepts, never mind larger disruptive innovation or the risks associated with "open" innovation. That means that the firms that often need innovation the most face corporate cultures that are the least open to change. Corporate culture is the most powerful and most intangible barrier to innovation.