

### **Abstract**

The purpose of this paper is to encourage readers to reflect upon how they can release constraints to effectiveness of the innovation supply systems in which they participate. It invites all participants into the leadership space of the system – to adopt a strategic, ‘whole chain’ view of the system and to recognise that success necessarily comprises those things that are beneficial for an entire supply chain rather than those that result in the most immediate personal rewards for individual participants. By simplifying an innovation system and modeling it as a single supply chain, the point is made that there is opportunity to maximise probability of successful innovation outcomes by lifting performance in those areas that comprise the weakest links in the chain. Integrated chains that succeed in communicating key messages throughout their entire length have the capacity to achieve a virtuous cycle of innovation, in which there are rewards for all chain participants for improved outputs for end consumers. The psychological principle of ‘peak shift’ is outlined and put forward as a paradigm for making the most of elements of both product and innovation supply chains that require recognition by others. The principle, which has also been proposed as one of a number of Universal Laws of Art, describes the increased response that can result from exaggerating key points of differentiation in dimensions related to attractiveness. It is exemplified in the context of co-creating value with consumers of fresh produce, enabling integrated supply chains to differentiate themselves from non-integrated competitors. It is then considered in the context of co-creating value with customers of research services as a basis upon which research teams can strengthen their capacity to compete for business. Together, these concepts provide a framework that will support innovators in supply systems for fresh products, creating the virtuous cycles that lead to consumers becoming able to purchase the eating experiences they desire.