

The individual and social drivers of primate innovation

How does nonhuman primate innovation compare to our own? Many primates innovate, for example to get otherwise inaccessible food or to increase their social standing, and nonhuman primate innovation can be broken into three component steps. It begins with the initial invention, which is then transmitted to other members of the inventor's group, and is then adopted by other individuals and maintained within the society. These three steps – invention, transmission, and maintenance – are all required for innovation and in this review, I discuss the factors (social, environmental, and cognitive) that influence each step. I also highlight the comparable and contrasting features between human and nonhuman primate innovation. In contrast to human innovations, primate innovations are relatively simple and are typically self-serving. Nonhuman primates do not invent new products explicitly for the use of others (although group members certainly copy others' innovations) and nor are their inventions artistic or abstract in nature. Intriguingly, although chimpanzees and other nonhuman primates appear to be expert at copying others' inventions, there is far less evidence of their ability to build upon others' inventions (i.e., to show cumulative culture). At the core of our complex cultural world is the fidelity with which we copy others and our specialism at building upon the ideas of others. Thus, it is the cumulative nature of our innovative process that has created our complex material cultural world and is a key difference between how we innovate, learn and transmit knowledge, and how our chimpanzee cousins copy one another. Another difference is our ability to work collaboratively in teams to innovate and develop new technologies, as well as our potential to cooperate in an altruistic way that allows for planning for future generations. In conclusion, perhaps primate innovation can be most usefully likened to human 'user innovators' who typically innovate products or techniques to fill a personal need, rather than by being driven to create a product to go to market.

1 The Individual and Social Drivers of Primate Innovation

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6 WHAT IS (NONHUMAN PRIMATE) INNOVATION?

7 Innovation is not a solitary pursuit. Inventors are shaped by their social environment and rely on their
8 community to adopt their inventions. Furthermore, innovation is not a one-way process in which users
9 only adopt others' innovations, but users themselves may also be active in product development and
10 modification (von Hippel, 2005). In turn, discoveries are amended, improved upon, or discarded,
11 streamlining and refining innovations in an iterative fashion. This ratcheting creates an accumulation of
12 cultural complexity (Tomasello et al., 1993), a process which Matt Ridley famously crystalized and
13 popularized as "ideas having sex" (Ridley, 2010). There is a feedback loop within the social environment
14 as individuals innovate through trial-and-error and also by copying and improving upon the ideas of
15 others. The importance of social information for how we learn and innovation has long been recognized.
16 For example, in her book *Openness, Secrecy, Authorship*, Pamela Long (2001) noted that Vitruvius
17 believed that humans discovered the art of building in part by imitating the nests of swallows¹. Thus,
18 innovations can arise both through personal discovery and also by adapting the ideas and behavior of
19 others (in this case, replicating and expanding upon the nest making of birds²), but what drives our need
20 to innovate?

21 We can innovate in a methodical planned way, in an attempt to address a current need, or we might
22 innovate spontaneously, without forethought or clear understanding of our goal. The former relies on
23 spotting gaps in the market or in our needs, and potentially the ability for mental time travel: future
24 planning that allows us to predict and prepare for future events or needs (Vale et al., 2012). The latter
25 arises from simple trial-and-error problem solving – such inventions are serendipitous and do not rely on
26 cognitive planning or forethought. How much intentionality and active learning is involved in innovation
27 has been much debated and some scholars divide innovation into active *versus* passive innovation (also
28 referred to as Type I *versus* Type II innovation) (Reader et al., 2016). Simply put, active innovation
29 requires learning and insight, while passive innovation can arise more serendipitously. Beyond our
30 underlying understanding and motivation to innovate, the process of innovation has been
31 subcategorized as (1) invention, (2) refinement, (3) recombination, and (4) exaptation (Mesoudi et al.,
32 2013). In this way, an invention can be more than a new product or solution, it can also be the
33 application of an already-existing invention repurposed in a new way, the combination of new existing

¹ The parallels between birds' nests and our abodes was also a topic of interest for Vincent van Gogh who noted in
in text accompanying a sketch he drew of a bird's nest that he sent to his brother Theo "The nestlings and the
nests, I feel deeply for them – especially people's nests, those huts on the heath and their inhabitants." Text from a
letter written by van Gogh on September 4th 1885 translated by Johanna van Gogh-Bonger and reproduced by
WebExhibits: <http://www.webexhibits.org/vangogh/letter/15/425.htm>

² Pamela Long (2001) also reported "the atomist Democritus of Abdera articulated... [that] humans discovered arts
such as weaving and building houses by imitating the animals; they invented weaving, for example, after observing
how spiders create their webs" (Long, p. 19)

34 technologies to create a novel product, or the refinement of an existing product in a way that creates a
35 novel innovation³.

36 It has been proposed that imagination, which is linked to our ability to remember and predict events, is
37 a key component of creativity, itself a potential driver of innovation. Creativity is an intriguing and
38 somewhat elusive property, and there is much individual variation in peoples' creativity, although
39 current research is helping to elucidate the neural underpinnings of creativity (Bashwiner et al., 2016;
40 Jung et al., 2016). Creativity is inherently playful, and innovations driven by creativity arise from
41 curiosity, not need (van Schaik et al., 2016). Yet the adage states that necessity is the mother of
42 invention (not creativity). In reality, it is likely that, for humans, both need and creativity can drive
43 innovation, although there is likely to be individual and situational variation. Determining whether an
44 individual's tinkering is driven by curiosity, rather than need, may be difficult, especially for nonverbal
45 nonhuman primates. Considering primates, 'environmental opportunity' actually appears to be a better
46 predictor of when monkeys and apes make and use tools (Koops et al., 2014). Essentially, a chimpanzee
47 cannot invent a new kind of stone tool if there are no stones lying around, however badly she needs to
48 crack open a nut, or how curious she is. Furthermore, captive primates are thought to be more
49 innovative than their wild counterparts because they have more 'spare time' in which to explore.
50 Kathelijne Koops and colleagues (2014) concluded that when and how wild chimpanzees, orangutans
51 and capuchin monkeys make tools can be explained by a combination of environmental opportunity,
52 cognitive ability, and sociality, all of which differentially influence when and if individuals innovate and
53 when and if others adopt their innovations. It is likely that creativity is not a pre-requisite for innovation,
54 especially if we consider the innovations of nonhuman primates.

55

56 **INNOVATION BY NONHUMAN PRIMATES**

57 A classic case of primate innovation is that of Imo, the Japanese macaque, who discovered that if she
58 washed sand-covered potatoes left on the beaches of Koshima Island, Japan, by researchers trying to
59 study her group's behavior, they would be more palatable (Yamagiwa, 2010). Primatologists in the late
60 1940s and early 1950s studying the Japanese macaques that lived on Koshima Island placed potatoes on
61 the sea shore to lure the monkeys out of the forests where they lived, making it easier for the
62 researchers to observe the monkeys' behavior⁴. Imo (whose name means potato in Japanese) was the
63 first to wash her potatoes in a nearby freshwater stream. Later, she innovated for a second time and
64 carried the potatoes to the sea to wash off the sand before eating them; not only did washing the
65 potato in the sea remove the sand, but this latter variant added a salty seasoning to the food. Imo was
66 quickly copied by offspring, and soon the behavior spread throughout the troop (de Waal & Bonnie,
67 2009). Such socially-mediated learning has been dubbed the 'second inheritance system' (Whiten,
68 2005): a behavior is spread throughout a group of individuals via observational learning rather than by
69 genetic inheritance.

³ The adaptation of previously-made inventions for new markets or cultures is a process that is alive and well in current day China. As Clive Thompson (2015) noted in his article about Chinese "copy cat" firms, local firms in China had an edge over the established giants from abroad because they had local cultural understanding and so were able to adapt existing technologies to better suit the local market. The examples Thompson provides demonstrate that not only can replications be considered innovations when applied in a new setting, but that they also spawned future (novel) innovations.

⁴ The Japanese primatologists studying Imo and her troop were also innovative, as unlike many behaviorists before them who studied animals at the population or species level, Kinji Imanishi, Shunzo Kawamura, and Jun'ichiro Itani were interested in studying animal societies at the level of unique and identifiable individuals (Hirata et al., 2001).

70 Imo's potato-washing innovation is a perfect example of what is considered as innovation by
71 primatologists: a novel behavior, invented by a single individual, is adopted by others in the innovator's
72 group (Laland & Reader, 2003). Of note too, and in contrast to human innovations, Imo's innovation was
73 relatively simple and was very self-serving. She was not inventing a new product for the use of others in
74 her group (although they certainly exploited her innovation by copying her) and nor was her invention
75 artistic or abstract in nature. We are unique in the scale and scope of our innovations, even as compared
76 to our closest living cousins, the chimpanzees. Chimpanzees are renowned for their cognitive prowess,
77 and are both expert innovators and keen observers of their group mates' behavior allowing them to
78 copy the innovations of others. They have been documented to create and use a variety of tools, which
79 appear to vary culturally across different societies, and to develop novel behavioral and gestural cultures
80 (Whiten et al., 1999). Despite this, they do not have the complexity of material culture that we do; they
81 do not live in cities, communicate over long distances using technologies designed for that purpose, nor
82 do they use symbolic representation (Hill, 2009).

83 When we consider primate innovation, creativity and intention are not always inferred, while when we
84 discuss human innovation, we often consider innovation to be insightful – entrepreneurs aim to spot
85 gaps in the market and launch the product to market. Primates, by contrast, are typically not trying to
86 innovate to create a product, tool, or skill that others will adopt. They do not teach, and any
87 transmission of information is passive (Matsuzawa et al., 2001). Given this, perhaps primate innovation
88 can be more usefully likened to 'user innovators.' Eric von Hippel (2005) provides a comprehensive
89 overview of the current activity and importance of user innovators who typically innovate products or
90 techniques to fill a personal need, rather than by being driven to create a product to go to market. For
91 example, in addition to innovating and creating products for sale, manufacturing companies invent and
92 develop tools for their own use, that enhance the fabrication process of their products. These user
93 innovations can be in the form of modifications to existing tools or the invention of a completely novel
94 tool. Primates, like user innovators, typically create tools for their own needs or adapt the tools used by
95 others. In both cases, their inventions are for use by them personally, rather than to distribute within
96 their community. Any distribution that is observed, would be unintentional on the part of the inventor,
97 and happen passively by social learning as shown experimentally in a number of experiments (Hopper,
98 in press, provides a review).

99

100 **THE PROCESS OF INNOVATION**

101 As highlighted through the example of Japanese monkey Imo's potato washing described above,
102 innovation is process that can be broken in three component steps. It begins with the initial invention,
103 which is then transmitted to other members of the inventor's group, and is then adopted by other
104 individuals and maintained within the society. These three steps – invention, transmission, and
105 maintenance – are all required for innovation and yet the factors that influence each step vary (Brosnan
106 & Hopper, 2014 provide a review of the mechanisms that can inhibit each of these three steps when
107 animals innovate).

108

109 **Inventive Inventors**

110 "In order to educate and support innovative leaders, we should first identify what characterizes them"
111 Rebecca Bagley wrote in a 2014 *Forbes* article entitled *The 10 Traits of Great Innovators*, before going on

112 to list ten characteristics of innovative personalities. Such an approach is not uncommon and highlights
113 both our desire to pinpoint the specific characteristics of innovators and also the inherent difficulties in
114 doing so. It is clear that there is no single trait associated with 'innovativeness' in humans, and the same
115 appears to be true for nonhuman primates and other animals.

116 In a recent study run with a group of chimpanzees housed at Chicago's Lincoln Park Zoo, the
117 chimpanzees were provided with plastic tokens that they could exchange with researchers who stood at
118 the perimeter of their enclosure (Hopper, Kurtycz et al., 2015). The experiment was designed such that if
119 the chimpanzees took their tokens to the experimenter who was standing furthest away and exchanged
120 it with them, they received a highly-desirable food reward (for them, this was a grape). Contrastingly, if
121 the chimpanzees choose to carry their tokens to the nearer researcher they received a less-desirable
122 piece of carrot for each token exchanged. Importantly, the chimpanzees were not trained how to
123 exchange tokens with the researchers, and nor were they trained about the relative value of the food
124 rewards available at each location. The beta-ranking male chimpanzee, Optimus Prime, was the first
125 member of the group to ever exchange a token for a food reward and he did so with the researcher
126 standing closest by, gaining a piece of carrot. The rest of his group then quickly learned his new skill, all
127 exchanging their tokens for the readily-accessible, but less-desirable, carrot pieces. The seventh time
128 that the chimpanzees were presented with tokens, the lowest-ranked member of the group, a 13-year
129 old female named Chuckie innovated. She was the first in her group to discover that if she carried her
130 tokens a little further, she could exchange them for better rewards. She was also the first to do so again
131 in a later phase of the study when the locations where the researchers stood to exchange tokens
132 changed. What was it about Chuckie and Optimus Prime that encouraged them to innovate how and
133 where to exchange the otherwise seemingly-useless plastic tokens? A review of innovations by wild
134 primates revealed that chimpanzees' innovative tendencies are influenced by their age, rank and sex,
135 with juvenile, low-ranking, or male chimpanzees being more likely to innovate, most likely to enable
136 them to secure otherwise inaccessible resources (Reader & Laland, 2001). This pattern mirrors that seen
137 among the chimpanzees at Lincoln Park Zoo. The first to innovate, Optimus Prime, was lower-ranking
138 and male and, Chuckie was very low ranking young member of the group.

139 More recent studies with captive chimpanzees investigating how chimpanzee personality traits correlate
140 with their problem-solving prowess have reported that chimpanzees rated highly on personality factors
141 related to curiosity, exploration, and persistence are more dogged in their efforts to solve the puzzles
142 presented to them and are ultimately more successful in solving them (Massen et al., 2013; Hopper et
143 al., 2014). Ultimately, it is most likely that an individual's innovative tendencies arise from a combination
144 of factors. Therefore, 'innovativeness' can likely be considered as an emergent property comprising of
145 internal states and predispositions as well as external environmental factors (Reader et al., 2016).
146 Beyond simply considering cognitive skills, it is also important to consider motor flexibility, learning and
147 physiology, all of which influence the different ways in which animals can interact with their physical
148 environment and, therefore, what and how they innovate (Griffin, 2016).

149

150 **Transmission and Adoption**

151 We can all call to mind specific inventors, individual's whose tireless work or genius insight resulted in
152 the creation of a novel creation: Henry Ford who founded the Ford Motor Company, Sir Timothy John
153 Berners-Lee who invented the World Wide Web, and Ada Lovelace who is recognized as the first
154 computer programmer when she wrote her notes on algorithms to be computed by machines (Isaacson,
155 2014). However, even the most highly inventive individuals are inspired by those around them (whether

156 directly or not). So, beyond the intrinsic factors that some individuals have that drive them to innovate,
157 it is absurd to think that individuals are not influenced by the society around them. As Muthukrishna
158 and Henrich (2016) noted “innovations arise as an emergent consequence of our species’ psychology
159 applied within our societies and social networks” and there is a swathe of research showing how, just
160 like us, nonhuman primate decision making is also influenced by their social environment (Cronin &
161 Hopper, in press; Hopper & Cronin, in press). Beyond this, the social environment in which an innovator
162 lives is key as it is what allows the innovation to be propagated and distributed (Rogers, 2003).

163 Nonhuman primates are more explorative and less fearful to approach new things (neophobic) when
164 they have social support. Studies with captive New World monkeys, including capuchin monkeys and
165 squirrel monkeys, have shown that they are much more likely to solve novel puzzles when they are
166 tested with their group mates present, than when tested alone (Dindo et al., 2009). For example,
167 squirrel monkeys that were given a box that contained a meal worm (a tasty treat for a squirrel
168 monkey!) were only able to learn how to slide open a door on the box to retrieve the meal worm if they
169 had a companion in the testing booth with them, whereas those monkeys tested by themselves never
170 solved the task despite its relative simplicity (Hopper et al., 2013).

171 Beyond providing social support and encouraging exploration, being in the presence of group mates
172 allows primates to exploit the behavior of others and replicate their actions and innovations, which
173 saves them the potential costs associated with trial-and-error learning (Hopper, in press). For example,
174 experimental research with captive and wild primates has shown that they can socially learn how to
175 assemble and use tools from observing others (Price et al., 2009), how to solve problems presented on
176 touchscreen computers (Subiaul et al., 2004), and which foods to eat or avoid, even if that contradicts
177 their own personal experiences (van de Waal et al., 2013). Social learning is important because it is the
178 key mechanism that facilitates transmission of innovations within social groups – primates are experts at
179 gaining new skills this way – and it is the first step of cultural diversification. Via social learning, primates
180 learn skills that will sustain them, such as how to capture and process prey or how to make and use
181 tools, as well as social gestures and customs, which are important for maintaining social bonds (Hopper
182 et al., 2011). Interestingly, just as certain individual characteristics are associated with greater
183 innovativeness, certain primates are more likely to copy the behavior of others, which is influenced by
184 factors including an individual’s personality (Carter et al., 2011) and rank (Kendal et al., 2015), as well as
185 their species (Pasquaretta et al., 2014) (Hopper, in press, provides a review).

186

187 **Imitating and Improving Others’ Inventions**

188 Perhaps more importantly than simply ‘blindly’ copying the behaviors of others, is the ability to build
189 upon the ideas of others. This ‘ratcheting’ effect (Tomasello et al., 1993) is a keystone of human culture.
190 A key characteristic of cumulative cultural artifacts is that contemporary inventions could not be
191 invented by a single individual; they are the creation of multiple generations’ tinkering and modifying.
192 Cumulative culture further emphasizes the idea that innovators are not uninfluenced by their social
193 environment, whether their current social group or previous generations. We are all standing on the
194 shoulders of giants. Intriguingly, although chimpanzees and other nonhuman primates appear to be
195 expert imitators (apes really do ape), there is far less evidence of their ability to build upon others’
196 inventions (i.e., to show cumulative culture, Mashall-Pescini & Whiten, 2008). While some groups of
197 wild chimpanzees have an array of over 20 different tools in their tool kit, in only a few circumstances do
198 they use different tools in combination (so-called ‘tool sets,’ e.g., Sanz, Schoning & Morgan 2009).
199 Furthermore, chimpanzees have never been observed to combine tools, to add on elements to tools

200 (such as adding a handle), or to create tools to make other tools. Thus, although chimpanzees use tools
201 that are differentiated, and show forethought in their creation and use of tools (Sanz, Call & Morgan,
202 2009; Hopper, Tennie et al., 2015), all their tools could likely be invented by a single individual, and
203 cannot be considered as the result of an accumulation of techniques (Tennie et al., 2009).

204 What is it about our ability not just to copy others, but to extend upon their inventions, that
205 chimpanzees lack? Lewis Dean and colleagues (2014) reviewed characteristics that might be unique to
206 us and explain why we, but not chimpanzees, evidence complex cumulative culture. They cited cognitive
207 skills including our ability to innovate and to faithfully imitate the behavior of others; our propensity to
208 work collaboratively and to share; and that we actively teach one another and can communicate
209 complex instructions and descriptions. As the idea of a single innovative trait seems too reductionist, so
210 does the idea that a single characteristic is what differentiates our social learning skills from our
211 chimpanzee cousins. It is likely that multiple cognitive, social and ecological factors inhibit chimpanzees'
212 ability or drive to develop complex cultural artifacts, tools and customs. Contemporary experimental
213 research (e.g., Dean et al., 2012) and theoretical research (e.g., Lewis & Laland, 2012) is now just
214 beginning to tap into the mechanisms that promote and hinder cumulative cultural transmission in us
215 and other species (Caldwell et al., 2012).

216

217 **SOCIAL NETWORKS, DOMINANCE, AND FRIENDSHIPS**

218 Although chimpanzees appear less likely than us to (intentionally) modify and improve upon previous
219 generations' innovations, they are certainly skilled at copying the actions of others and replicating their
220 inventions. In this way, inventions can become spread within a community. However, the likelihood that
221 an invention will be adopted by the innovator's social group and spread widely within their community
222 is dependent on the place of the innovator in their social network, and the dynamics of their network.
223 From 40 years of observing wild chimpanzees living in Tanzania, Toshisada Nishida and colleagues (2009)
224 concluded that "innovation was not rare, but the emergence of fashion or establishment of traditions
225 seems to occur rarely in chimpanzee society." This nicely highlights the important interplay between the
226 individual innovator and their society with regard to the adoption and transmission of inventions. When
227 considering the inventions of human entrepreneurs, we often merit the success of an invention as to
228 whether it reached commercialization, which may be related to the relevance or 'excellence' of the
229 invention itself (Scott et al., 2015) or how well connected the entrepreneur is (Lee, 2015). While it may
230 be a complex exercise to evaluate the merit of chimpanzees' innovations, through the use of social
231 network analysis, combined with observational and experimental research focused on the transmission
232 of inventions, it is possible to dissect how the social dynamics of a social group might influence the likely
233 transmission of an invention (Hobaiter et al., 2014) and the stability of the social system (Fushing et al.,
234 2014).

235 In her study of human innovation transmission and the characteristics of communities that foster
236 entrepreneurship, Minha Lee (2015) identified three key aspects of human societies that would promote
237 knowledge dissemination and the transfer of inventions. The first two related to defining how
238 interconnected the social group is; the number of individuals who engage positively with one another
239 ('density') and the number of connections that key individuals have ('central connectors'). The third
240 component was the relative knowledge that individuals within a group have, with those individuals with
241 key knowledge ('knowledge bases') and their connectivity with central connectors being key to enable
242 innovation. Similarly, experimental work with captive primates (e.g., squirrel monkeys: Claidière et al.,
243 2013) and observations of wild groups (e.g., chimpanzees: Hobaiter et al., 2014) have revealed that an

244 individual's social relationship with an inventor predicts their likelihood of copying that inventor and
245 adopting their invention; birds of a feather flock together, and then go on to copy one another. Nicolas
246 Claidière and colleagues (2013) also found that more centrally-connected squirrel monkeys were more
247 likely to learn new innovations and would also adopt the innovation more quickly than other members
248 of the group, as has also been shown within wild communities of birds (Alpin et al., 2015).

249 Beyond the number of social connections a primate has, the quality of those relationships is also
250 important, something that varies both within, as well as across, species (Cronin et al., 2014; Pasquarella
251 et al., 2014). Many primate societies are governed by strong dominance hierarchies, and, as discussed
252 above, low-ranking chimpanzees are more likely to innovate than dominants, but they are also more
253 likely to copy the behavior of others than are dominants (Kendall et al., 2015). The role of subordinate
254 chimpanzees in the innovative process (i.e. their propensity to innovate and also to copy others) may
255 also explain Nishida and colleagues' (2009) report that many wild chimpanzee inventions were not
256 adopted by their group mates⁵. Chimpanzees typically only look to older and more dominant individuals
257 for information, and are less likely to copy individuals that are subordinate or younger individuals (Biro
258 et al., 2003). This applies to low-ranking individuals and juveniles within a group, and also chimpanzees
259 that are low-ranking because they immigrated into a new group. The low rank of immigrant (typically
260 female⁶) chimpanzees also inhibits transmission of information between chimpanzee communities, as
261 well as within them, as residents are less likely to copy to the behavior of immigrants, even if they arrive
262 with novel skills (Matsuzawa & Yamakoshi, 1996; Biro et al., 2003).

263 Wild chimpanzees that join new communities typically adopt the traditions of the new group; they
264 conform to the majority. Recent observations of two communities of chimpanzees in Côte d'Ivoire
265 revealed the perhaps surprising insight that when females left their natal group, in which they had a
266 culture of using wooden tools to crack open nuts, and joined the neighboring troop that typically used
267 stone tools to crack nuts, within a couple of months, the immigrant females too were predominantly
268 using stone tools to crack nuts (Luncz & Boesch, 2014). This transition from wooden to stone tools arose
269 despite the females already knowing an equally efficient strategy, and one which they had used all their
270 life previously. Just as chimpanzees typically copy the majority, they also ignore the minority. This is
271 highlighted by the example described by Matsuzawa and Yamakoshi (1996) of a female chimpanzee in
272 Guinea, called Yo, who was an immigrant to her group. The Japanese researchers provisioned the
273 chimpanzee group with novel coula nuts, which are hard shelled and difficult to crack open. Almost
274 immediately Yo placed a coula nut on a stone 'anvil' and used a second stone hammer to crack open the
275 nut. It is probable that Yo had experience cracking these nuts in her natal group and so likely did not
276 invent this behavior. What is striking though, is that despite 'demonstrating' this neat new trick to her
277 group, the only other chimpanzees to follow her lead and start cracking open and eating the coula nuts
278 were two youngsters. None of the adults copied and the behavior never spread within the group.

279

280

⁵ This interplay between a chimpanzee's individual status and innovation (invention and transmission) is reminiscent of the incumbent's curse, which posits that large dominant firms are less nimble than smaller companies and startups and are less likely to innovate, or, if they do, they do so slowly in small incremental steps. However, and as with innovation by dominant chimpanzees, the lore that large and old firms is not always borne out (Chandy & Tellis, 2000).

⁶ Female chimpanzees typically leave their natal group around adolescence and join neighboring communities; an evolutionary strategy for avoiding inbreeding.

281 CONCLUDING THOUGHTS

282 We are a species renowned for our innovative abilities, both to invent independently and to copy the
283 innovations of others. At the core of our complex cultural world is the fidelity with which we copy
284 others⁷, allowing for faithful transmission and adoption of innovations within a community, and also our
285 specialism at building upon the ideas of others. Andrea Griffin (2016) characterized this as ‘connective
286 thinking’, while Matt Ridley coined the term ‘ideas having sex.’ Indeed, as Eric von Hippel (2005) noted,
287 “to say an innovation is minor is not the same as saying it is trivial: minor innovations are cumulatively
288 responsible for much or most technical progress” (p. 21). Thus, it is the cumulative nature of our
289 innovative process that has created our complex material cultural world and is a key differentiator
290 between how we innovate, learn and transmit knowledge, and how our chimpanzee cousins copy one
291 another (Tennie et al., 2009; Dean et al., 2014).

292 Another difference is our ability to work collaboratively in teams to innovate and develop new
293 technologies, as well as our potential to cooperate in an altruistic way that allows for planning for future
294 generations (Stout, 2015). While chimpanzees can cooperate, for example when hunting, it does not
295 appear that they collaborate in the process of innovating as is seen among human teams (Cronin &
296 Hopper, in press). With our communicative skills, we can transmit ideas via written or oral instruction,
297 whereas primates typically only learn from others via direct observation. Some primate social learning
298 can occur indirectly, for example a chimpanzee might learn how to crack nuts by discovering the
299 discarded hammer and anvil used by a group mate, but this appears to be a less effective and efficient
300 transmission stream (Caldwell et al., 2012).

301 Although nonhuman primates have not created the diversity of material technologies that we have, nor
302 do they build and live in complex cities, they nonetheless are expert innovators. Innovations by primates
303 have been reported in a range of realms including tool construction (e.g., Hobaiter et al., 2014), the
304 eating and processing of novel foods (e.g., Leca et al., 2008) and the invention of novel gestures to
305 communicate meaning and maintain social bonds (e.g., Laidre, 2008). They are also experts in the social
306 realm. Highly intelligent, political, and social creatures that can navigate the complexities of group living
307 through the formation of alliances and friendships. Currently, more than half of the world’s primate
308 species are facing extinction, so perhaps their biggest challenge to date is to innovate and adapt to the
309 changing demands of their fragmented habitat and the anthropogenic pressures they encounter.

310

311 ACKNOWLEDGMENTS

312 The ideas presented in this chapter arose from many inspiring discussions at meetings hosted by the
313 Gruter Institute for Law and Behavioral Research. In particular, I wish to thank Monika Gruter Cheney,
314 Oliver Goodenough, Andrew Torrance, Susan Dudley, Lynn Stout, Kevin McCabe and Sean O’Connor for
315 particularly fruitful discussions that helped me explore new perspectives on how chimpanzee innovation
316 compares and contrasts with our own. Thanks too to Andrew Steets and Sarah Jacobson for giving me
317 useful feedback on early drafts of this chapter. I also wish to thank Claudio Tennie, Sarah Brosnan,
318 Emma Flynn, Steve Ross, Andy Whiten, and Rachel Kendal with whom I have studied many of the ideas
319 relating to chimpanzee innovation and social learning discussed herein. At the time of writing, I was
320 supported by the Leo S. Guthman Fund.

⁷ Indeed, developmental psychologist Andy Meltzoff dubbed us *Homo imitans* (Meltzoff 1998).

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