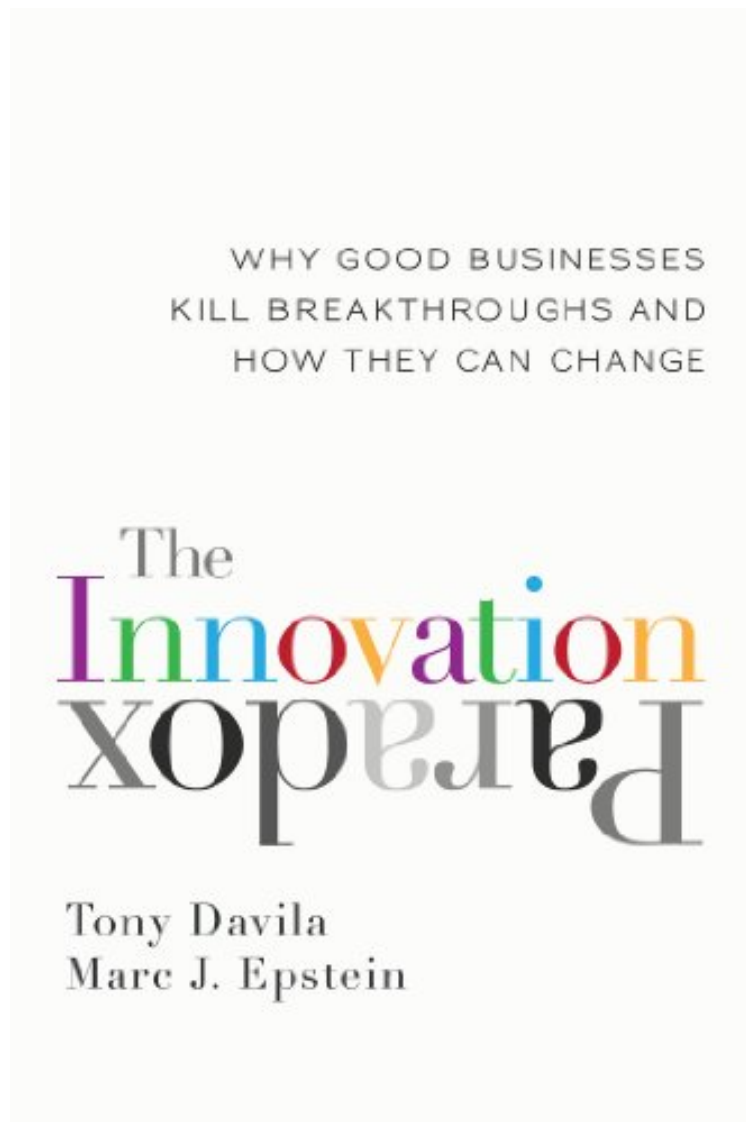


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The Innovation Paradox: Why Good Businesses Kill Breakthroughs and How They Can Change

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0 of 0 people found the following review helpful. Breakthrough Innovation Is Also Accessible to Established CompaniesBy Serge J. Van SteenkisteTony Davila and Mark Epstein clearly show that many established companies

are ill-equipped to deal with breakthrough innovation. These companies are subdivided into divisional structures and business units that usually favor the aggressive pursuit of operational excellence and incremental innovation at the expense of disruptive innovation. In other words, these companies tend to focus on past successes rather than new technologies. This market strategy is fine as long as their industry does not change radically. Start-ups, companies with a focus on breakthrough innovation, can also fall prey to the same innovation paradox if they cannot execute better than other companies vying for the same industry. The innovation paradox presents clear similarities with the innovator's dilemma that Clayton Christensen dissects in his revolutionary book on the subject. Messrs. Davila and Epstein want to demonstrate that established companies can excel at both incremental innovation and breakthrough innovation. To be successful in this endeavor, established companies must have soft foundations—culture and leadership—together with hard foundations—strategy, incentives, and management systems. Using examples from start-ups and established innovators such as Google, IBM, Phillips, and Tesco, the authors dedicate the bulk of their book to what they call the Startup Corporation. The promise of that new model is to blend the innovation philosophy of successful start-ups with the experience, access to resources, and network of an established company. The Startup Corporation, which is situated within an established company, targets what the authors dub strategic discoveries, i.e., breakthrough innovation driven by bottom-up management. Messrs. Davila and Epstein have learned from their work that established companies managed in a top-down fashion will struggle to find innovative ideas percolating up from the bottom. In conclusion, the authors aim to prove that established companies can also develop breakthrough products and services that maximize the ROI on their R&D. 1 of 1 people found the following review helpful. Outstanding By Carlos D. Fuks Really an outstanding book about Innovation, after reading tens of innovation books this one gives a clear idea of what you face when implementing a culture of innovation, tackling all critical aspects of innovation in general and with clear examples, applause to the writers. 0 of 0 people found the following review helpful. Four Stars By Jonathan Kweder Nice read on innovation and helping it take hold in a business as a working mentality

For more than twenty years, major innovations—the kind that transform industries and even societies—seem to have come almost exclusively from startups, despite massive efforts and millions of dollars spent by established companies. Tony Davila and Marc Epstein, authors of the bestselling *Making Innovation Work*, say the problem is that the very processes and structures responsible for established companies' enduring success prevent them from developing breakthroughs. This is the innovation paradox. Most established companies succeed through incremental innovation—taking a product they're known for and adding a feature here, cutting a cost there. Major breakthroughs are hard to achieve when everything about the way your organization is built and run is designed to reward making what already works work a little better. But incremental innovation can coexist with breakthrough thinking. Using examples from both scrappy startups and long-term innovators such as IBM, 3M, Apple, and Google, Davila and Epstein explain how corporate culture, leadership style, strategy, incentives, and management systems can be structured to encourage breakthroughs. Then they bring it all together in a new model called the Startup Corporation, which combines the philosophy of the startup with the experience, resources, and network of an established company. Breakthrough innovation no longer has to be the nearly exclusive province of the new kids on the block. With Davila and Epstein's assistance, any company can develop paradigm-shifting products and services and maximize the ROI on its R&D.

Original and thoroughly researched, but pragmatic and accessible, this book will be a vital resource for executives, scholars, and even startups looking to keep the breakthrough ideas coming. —Soumitra Dutta, Dean, Johnson Graduate School of Management, Cornell University
Davila and Epstein have crushed the prevailing mindset that business units, operational excellence, and traditional approaches to innovation can deliver sustained growth. The Innovation Paradox makes it abundantly clear that every company needs to capture and operationalize a startup's entrepreneurial zeal and clock speed to successfully drive growth through innovation. Building and balancing the traditional and startup operating models is the top item for every company's growth agenda. —Robert Shelton, coauthor of *Making Innovation Work* and designated an Innovation Champion by the World Economic Forum
Davila and Epstein solve the perennial mystery that has puzzled many corporate leaders: what are the forces inside large companies that prevent them from developing breakthrough innovations? This book provides an insightful framework for diagnosing those forces and tools for overcoming organizational inertia to implement processes that result in breakthroughs. —Steven C. Currall, Dean and Professor of Management, Graduate School of Management, University of California, Davis, and coauthor of *Organized Innovation*
The Innovation Paradox sheds light on how large corporations can successfully innovate while creating shareholder value. The authors wisely differentiate between breakthrough innovation and incremental innovation. The book informs the reader on how different corporate cultures and management styles play a key role in being successful at different points of the innovation spectrum. The authors draw from their years of experience and vast knowledge to show that their Startup Corporation model is the way to deal with the innovation paradox.

mdash;Laizer Kornwasser, Company Group Chairman, Valeant Pharmaceuticals ldquo;Many organizations are structurally committed to the status quo. Davila and Epstein offer practical ideas to overcome this challenge while preserving existing success.rdqquo; mdash;Srikant Datar, Arthur Lowes Dickinson Professor, Harvard Business School ldquo;In boardrooms, one of the most critical discussions centers around innovation and how to leverage creativity in the marketplacemdash;faster and better than in the past. The Innovation Paradox demonstrates how to overcome obstacles and create breakthrough innovation.rdqquo; mdash;Blythe McGarvie, member of the board of directors of Accenture, Viacom, LKQ Corporation, and Sonoco ldquo;Davila and Epstein have done it again. After their very successful first book (coauthored with Rob Shelton), *Making Innovation Work*, they introduce the insightful concept of the Startup Corporation, which combines two seemingly contradictory mindsets and skillsets: the ability of startups to create new business opportunities and the disciplined execution of large corporations to achieve profitable growth. This combination is required if the corporation is to develop the capability for continuously generating innovations. Davila and Epstein take the reader through a framework for creating the Startup Corporation that addresses both tangible factors such as strategy, systems, and incentives and intangible ones such as organizational culture and leadership style. The book is practical and engaging and provides numerous tools for creating an innovative organization.rdqquo; mdash;S. Ramakrishna Velamuri, Professor of Entrepreneurship and Department Chair (Strategy and Entrepreneurship), China Europe International Business School ldquo;Written by world-class authorities on innovation, product development, and startup life cycles, this book is a must-read for any entrepreneur. As CEO of a venture-backed startup, Irsquo;ve learned an immense amount from it.rdqquo; mdash;Sunil Rajaraman, CEO, Scripted.com ldquo;Breakthrough innovation is no longer a mysterymdash;Davila and Epstein have broken the code. Now even the most established organization can come up with disruptive products and services.rdqquo; mdash;Klaus Peter Muuml;ller, Principal, Roland Berger Strategy Consultants GmbH, Germany ldquo;Davila and Epstein have done impressive research to uncover the hidden impediments to innovation present in most established organizations. Their recommendations for overcoming those impediments while preserving existing success are well thought out and very practical.rdqquo; mdash;Gloria Perrier-Chacirc;telain, Senior Global Director, Digital Marketing Strategy, and Partner, SAP, France ldquo;For the first time, Davila and Epstein offer a solution to the lsquo;startup envyrsquo; experienced by so many organizations. They show that, with the right adjustments, innovations can flow from high-rises as well as from garages.rdqquo; mdash;Bence Andras, Partner, Proventus AG, SwitzerlandAbout the AuthorMark Epstein, M.D., is a graduate of Harvard College and Harvard Medical School whose other books include *Going to Pieces Without Falling Apart*, *Going on Being*, and *Open to Desire*. He practices psychiatry in New York City, where he lives.