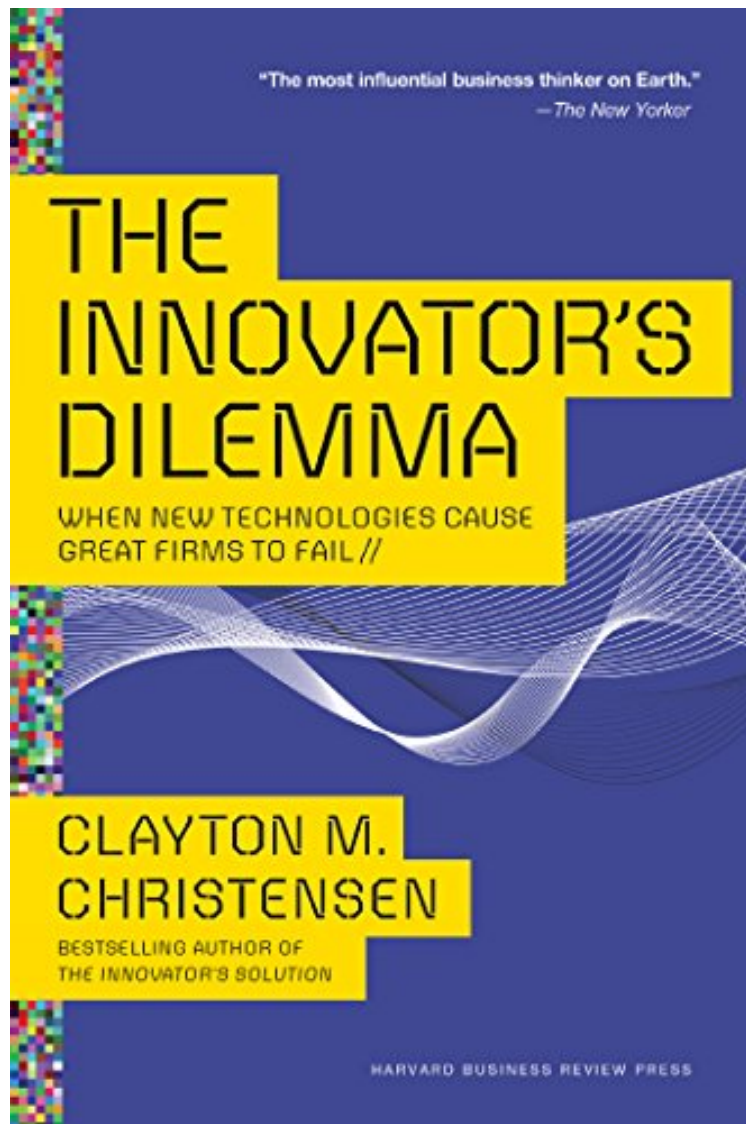


(Download) The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change)

The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change)

Clayton Christensen

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Clayton Christensen : The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change) before purchasing it in order to gage whether or not it would be worth my time, and all praised The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change):

1 of 1 people found the following review helpful. Hard-to-predict innovations, and what to do with themBy Vladimir

PrusUsing data from various industries, this book discusses dilemma between sustaining and disruptive innovation. Most technological companies drift up-market, improving technology for increasingly high-margin customers. This is sustaining innovation. It can be hard, but if you continue to serve the same market, return on investment is predictable. Sustaining innovation creates vacuum at the low end, and entrants fill it with new technologies, not as capable but better in other ways - simpler, more reliable, suitable in different environments, and typically cheaper up-front. This is disruptive innovation. When a working low-end business model is found, products start to improve until they meet demands of mainstream customers. At this point, being cheaper, or simpler, or more reliable, new technologies win. The entrants often fail, but the wins can be huge. For sustaining innovation, being the first with new technology is not very important - you can serve the same market with incremental improvements to the previous technological generations for a while. For disruptive innovation, the first companies often take it all. They fly below the radar for a while, polishing the processes, and as soon as product is ready for mainstream, they can win overnight. So with more risk of failure, and more to gain, disruptive innovation might be attractive, statistically. Sure smart management will invest in disruptive innovation, then? In fact, engineers at big companies often do have prototypes of disruptive technologies done before anybody else, it just must be marketed. But then, CEO has to decide between sure increase of bottom line next year using sustaining innovation, or betting on a project that might fail, and even if it succeeds, bringing very small revenue initially. Even if top management decides to bet, it is middle managers and sales people who determine resource allocation on a daily basis, and they also prefer sure bonus this year to uncertain huge win 5 years from now, so disruptive projects usually don't get much attention. Everybody waits until disruptive technology matures enough to serve existing markets, while new companies at eating into those existing markets. There were big companies that successfully brought disruptive products to market, but it requires constant attention of CEO for months. In a sense, the capabilities that allow big companies to operate in their current established markets are liabilities when trying to find new markets. The solution suggested in the book is creating independent organizations. It can be a complete new company, or it can be a different office, but that organization must be "independent from normal resource allocation process" of mother company, and be judged on how well it can find and grow new market for the disruptive technology. It also suggests that all plans must be plans for discovery of market ("experts' forecasts will be wrong") and therefore be based about inexpensive experiments into new markets and provide for quick change of course if necessary. The biggest concern about this book is that despite having charts everywhere, it is still more about intuitions rather than any mathematical models. It does mention that company profits can increase as competitions grab low-end market, and it does mention companies that continue to hold nice high-end market after middle-end is occupied by new technology, so decisions are not obvious. There is also a case study of one possible innovation, electric cars, but it only say that their performance is not suitable for mainstream on all metrics (it was before Tesla made it to 60 in 4 seconds) and is increasing faster than market demands. By that criteria, every company should invest in pretty much any new technology. I would have hoped for a more detailed analysis here, but it could be too much to ask from a book that was first to even bring up the innovators dilemma. 1 of 1 people found the following review helpful. Why large companies rarely bring disruptive technologies to market and what to do about it By Jeff Lopes What is disruptive technology? How can your company successfully recognize and approach disruptive technology? These are the questions this book will answer for you. Based on sound logic and decades of research the author walks the reader through the process of disruption and why it is so difficult for a large company to successfully lead with disruptive technology. This is a must read for anyone looking to evaluate how likely their technology is to disrupt or be disrupted. 1 of 1 people found the following review helpful. Ideas that make you think.... By scuba goddess This was an interesting and thoughtful review of diverse technologies and specifically tackling the problem of how to innovate when it cannot be proven what the next technology will be. I appreciated the attempt to make the data more universal. I didn't give it four stars yet, mostly because I want to wait to see if I can use the approach in a positive manner. Nevertheless, it is worth the read.

Named one of 100 Leadership Success Books to Read in a Lifetime by Amazon Editors A Wall Street Journal and Businessweek bestseller. Named by Fast Company as one of the most influential leadership books in its Leadership Hall of Fame. An innovation classic. From Steve Jobs to Jeff Bezos, Clayton Christensen's work continues to underpin today's most innovative leaders and organizations. The bestselling classic on disruptive innovation, by renowned author Clayton M. Christensen. His work is cited by the world's best-known thought leaders, from Steve Jobs to Malcolm Gladwell. In this classic bestseller one of the most influential business books of all time innovation expert Clayton Christensen shows how even the most outstanding companies can do everything right yet still lose market leadership. Christensen explains why most companies miss out on new waves of innovation. No matter the industry, he says, a successful company with established products will get pushed aside unless managers know how and when to abandon traditional business practices. Offering both successes and failures from leading companies as a guide, *The Innovator's Dilemma* gives you a set of rules for capitalizing on the phenomenon of disruptive innovation. Sharp, cogent, and provocative and consistently noted as one of the most valuable business ideas of all time *The Innovator's Dilemma* is the book no manager, leader, or entrepreneur should be without.

.com What do the Honda Supercub, Intel's 8088 processor, and hydraulic excavators have in common? They are all examples of disruptive technologies that helped to redefine the competitive landscape of their respective markets. These products did not come about as the result of successful companies carrying out sound business practices in established markets. In *The Innovator's Dilemma*, author Clayton M. Christensen shows how these and other products cut into the low end of the marketplace and eventually evolved to displace high-end competitors and their reigning technologies. At the heart of *The Innovator's Dilemma* is how a successful company with established products keeps from being pushed aside by newer, cheaper products that will, over time, get better and become a serious threat. Christensen writes that even the best-managed companies, in spite of their attention to customers and continual investment in new technology, are susceptible to failure no matter what the industry, be it hard drives or consumer retailing. Succinct and clearly written, *The Innovator's Dilemma* is an important book that belongs on every manager's bookshelf. Highly recommended. --Harry C. Edwards

From Booklist

The author, an associate professor at Harvard Business School, asks why some well-managed companies that stay on top of new technology and practice quality customer service can still falter. His own research brought a surprising answer to that question. Christensen suggests that by placing too great an emphasis on satisfying customers' current needs, companies fail to adapt or adopt new technology that will meet customers' unstated or future needs, and he argues that such companies will eventually fall behind. Christensen calls this phenomenon "disruptive technology" and demonstrates its effects in industries as diverse as the manufacture of hard-disk drives and mass retailing. He goes on to offer solutions by providing strategies for anticipating changes in markets. This book is another in the publisher's *Management of Innovation and Change* series.

David Rouse

I'd recommend that every business pick up and read Clayton Christensen's *The Innovator's Dilemma*. The process of Low End Disruption is beautifully described in Clayton Christensen's series of books: *The Innovator's Dilemma*, *The Innovator's Solution* and *The Innovator's DNA*. If you haven't read them, you should. What's amazing about these books is not only how important their conclusions are but how well researched they are.

TechCrunch

a holy book for entrepreneurs in Silicon Valley

Bloomberg BusinessWeek

Named one of "The 25 Most Influential Business Management Books" by TIME Magazine (TIME.com)

"I came very late to that book [*The Innovator's Dilemma*]. I only read it six months ago. And I haven't stopped thinking of it ever since. Malcolm Gladwell,

FastCompany.com

Clayton Christensen's *The Innovator's Dilemma* (1997) introduced one of the most influential modern business ideas: disruptive innovation and proved that high academic theory need not be a disadvantage in a book aimed at the general reader.

- The Economist