

WHAT THEY NEVER TOLD YOU ABOUT INNOVATION

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GOTO AMSTERDAM

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CAREER INSIGHTS

INTEGRATED CIRCUIT TESTING

ENGINEERING WORKSTATION BOOT ROMS AND DIAGNOSTICS

DISTRIBUTED OBJECT COMPUTING

MIDDLEWARE AND ENTERPRISE INTEGRATION

VIDEO DELIVERY FOR CABLE AND INTERNET

DISTRIBUTED DATABASE

FAILURES

LATE 1980s:
HP ACQUIRED
APOLLO COMPUTER

**EARLY 1990s:
SEVERAL
UNSUCCESSFUL
CORBA PROJECTS**

**LATE 1990s:
NEXT-GENERATION
ORBIX DELAYS**

AROUND 2000: M&A FAILURES

**MID 2000s:
FAILURE TO ADOPT
NEW TECHNOLOGIES**

LATE 2000s: MISSED MARKET

WHY ALL THESE FAILURES?

APOLLO: MARKETING FAILURE

EARLY CORBA FAILURES: COMPANY POLITICS

**NEXT-GEN ORBIX
DELAYS:
MIGHT HURT SALES**

M&A FAILURES: CULTURAL ISSUES

**BUT WHAT WERE THE
REAL REASONS FOR
THESE FAILURES?**

2004, NEW ROLE: INNOVATION

TECHNOLOGY ADOPTION

Hard Disk Capacity

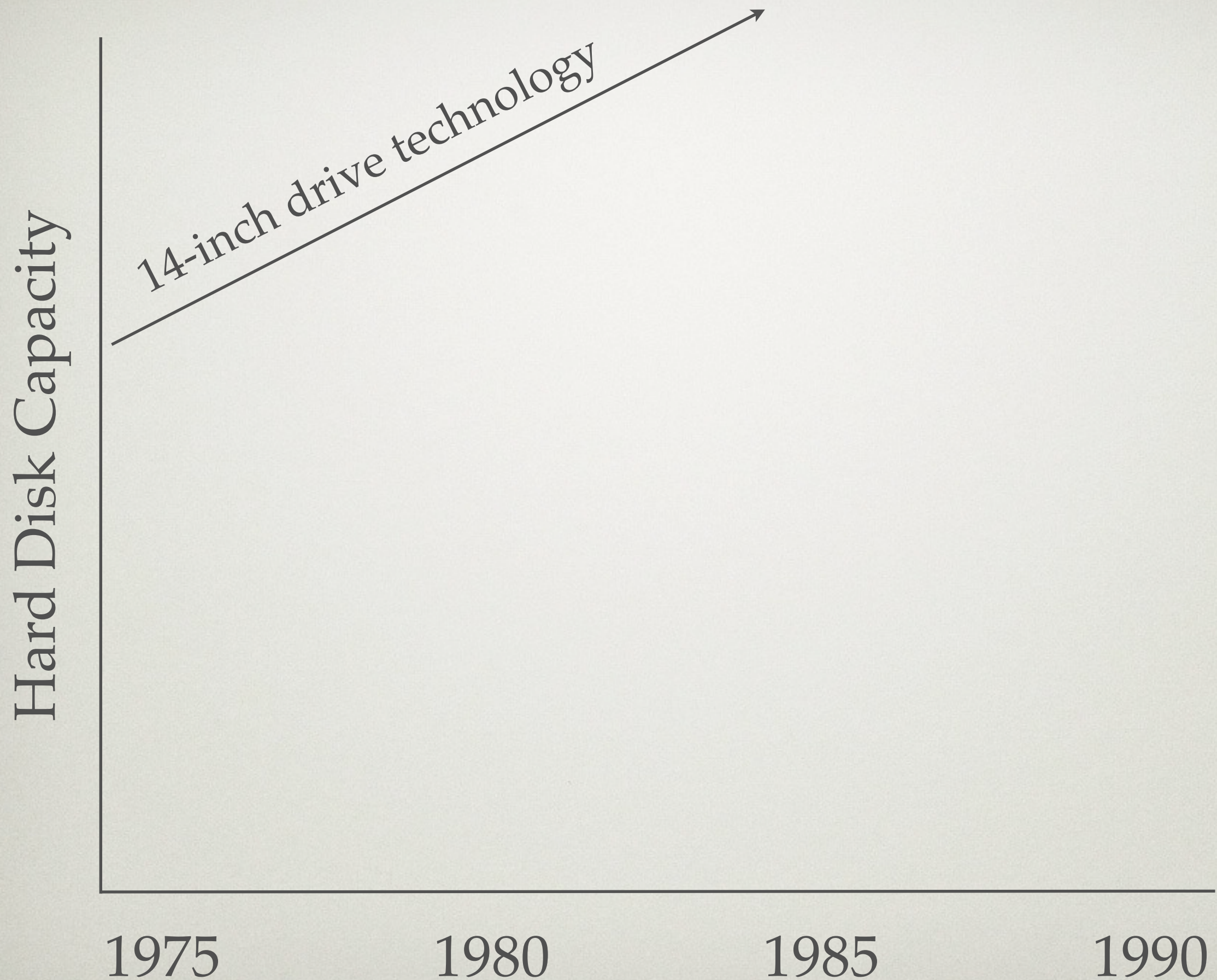
1975

1980

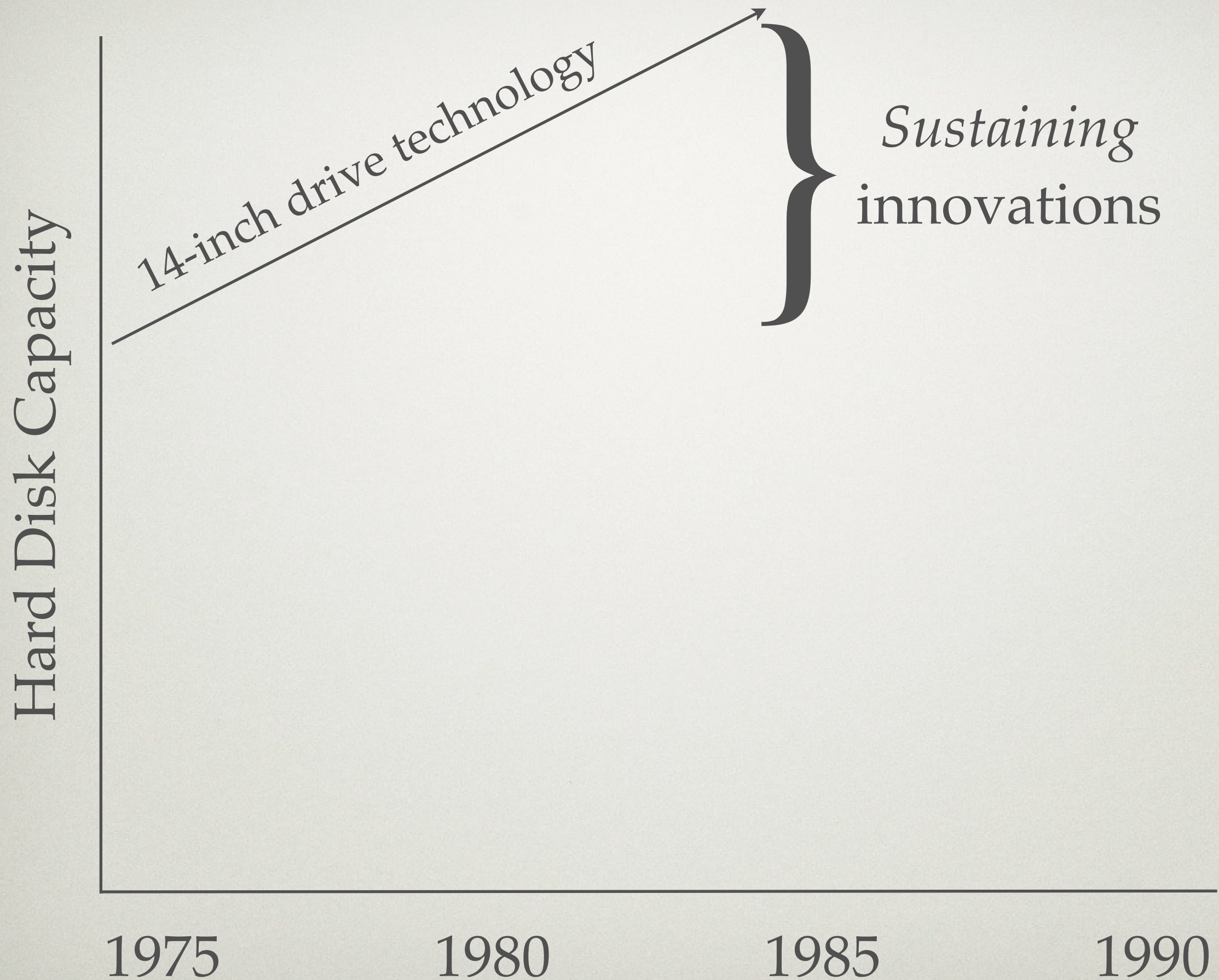
1985

1990

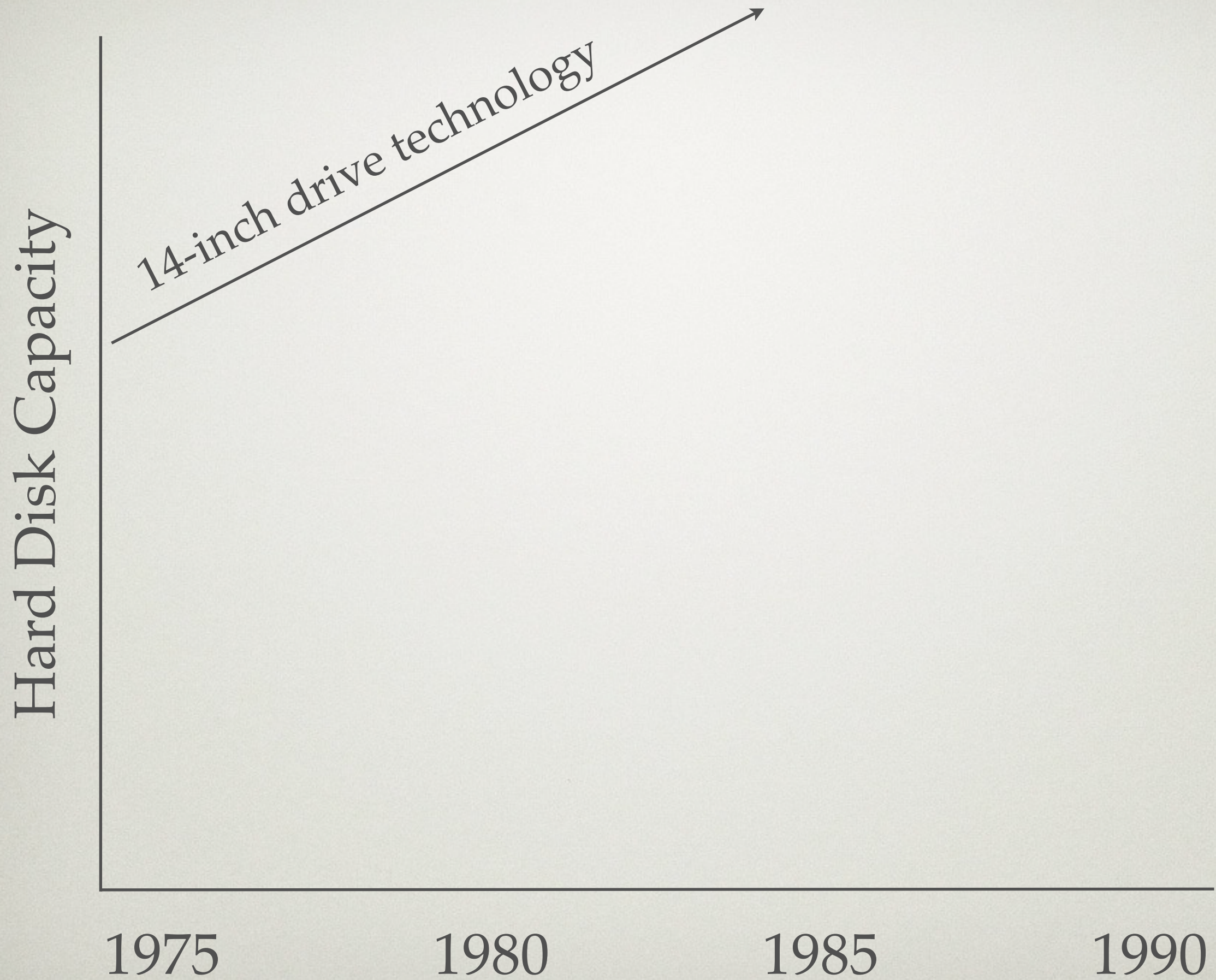
Source: "The Innovator's Dilemma," C. Christensen



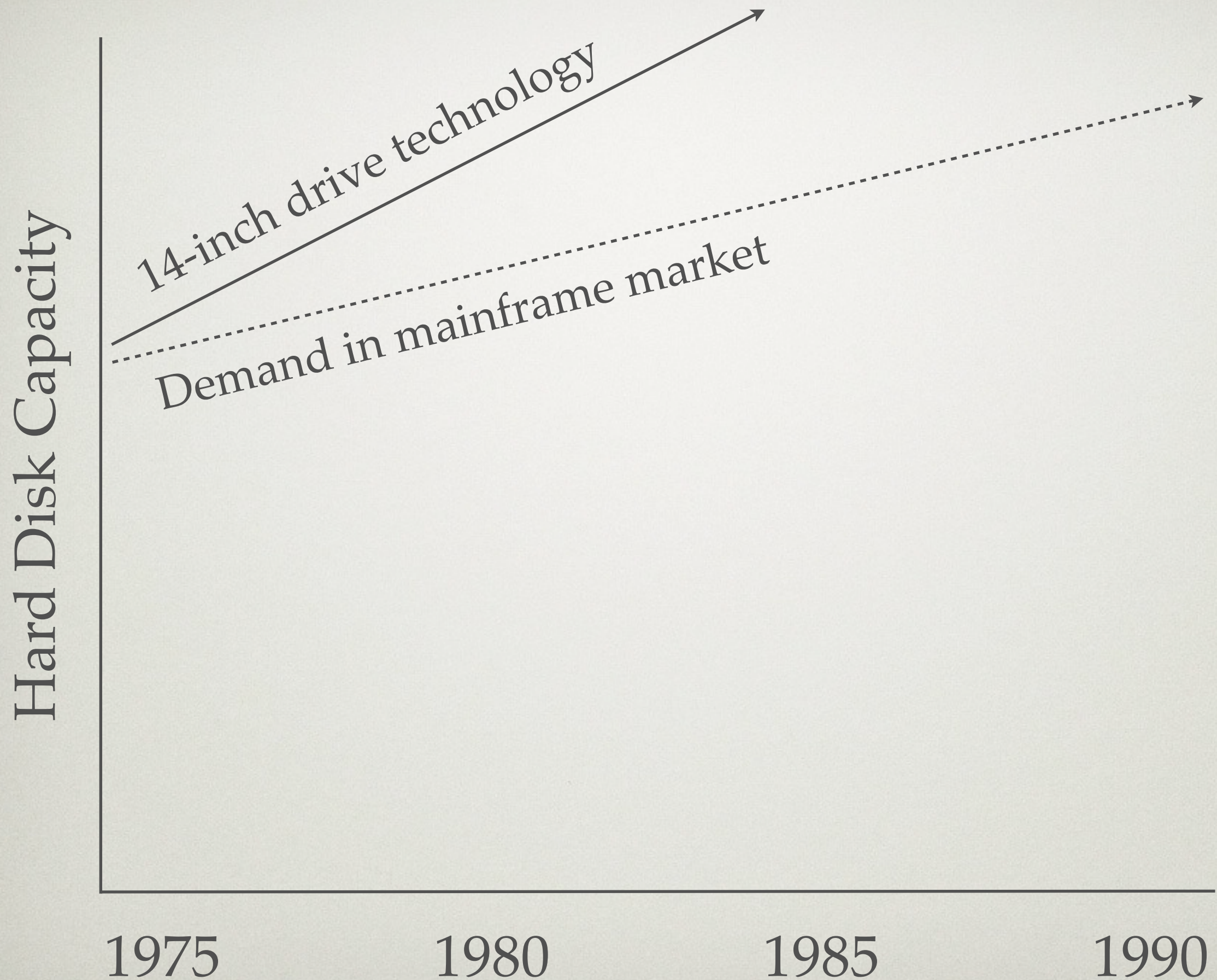
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Hard Disk Capacity

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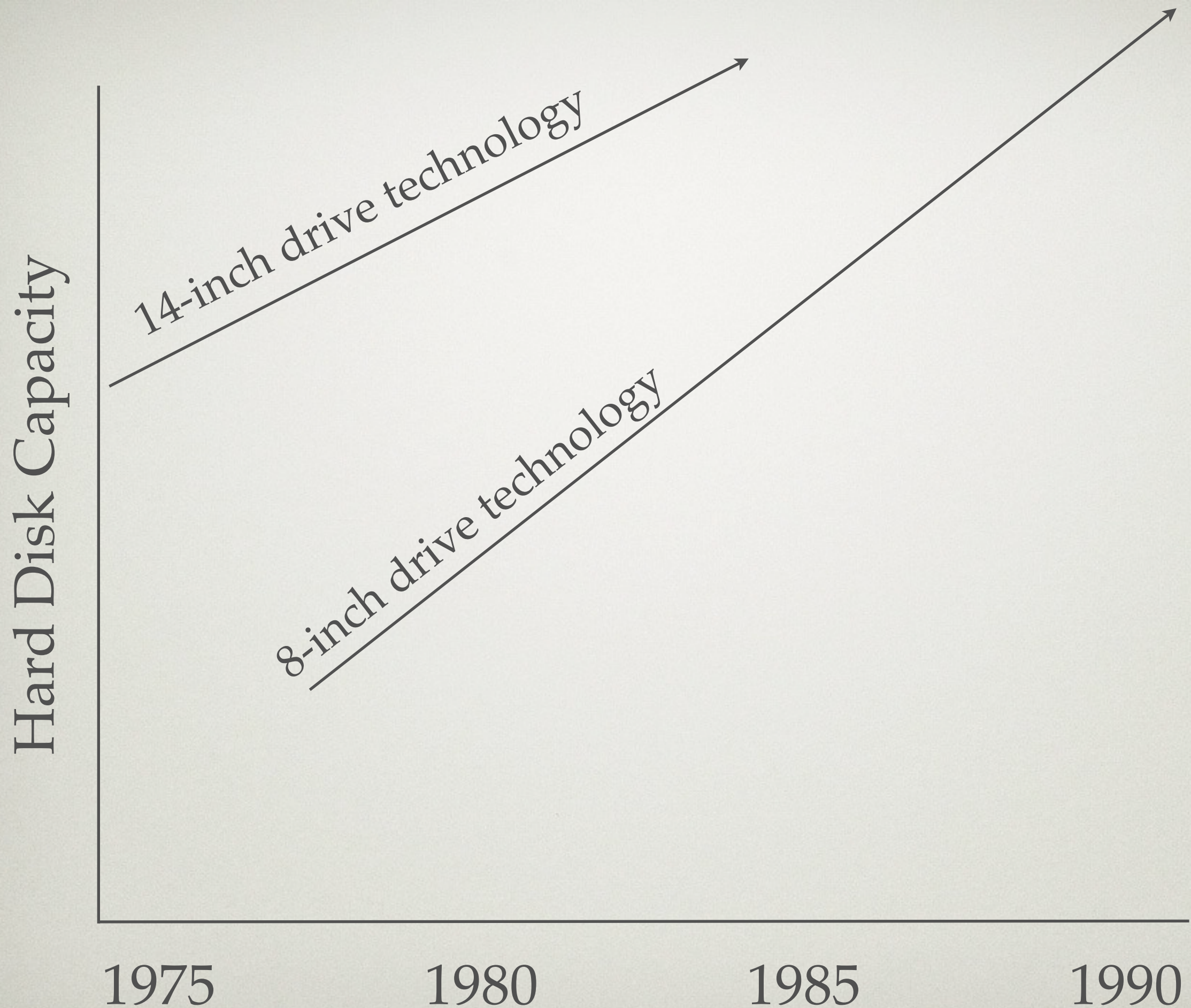
1990

Source: "The Innovator's Dilemma," C. Christensen

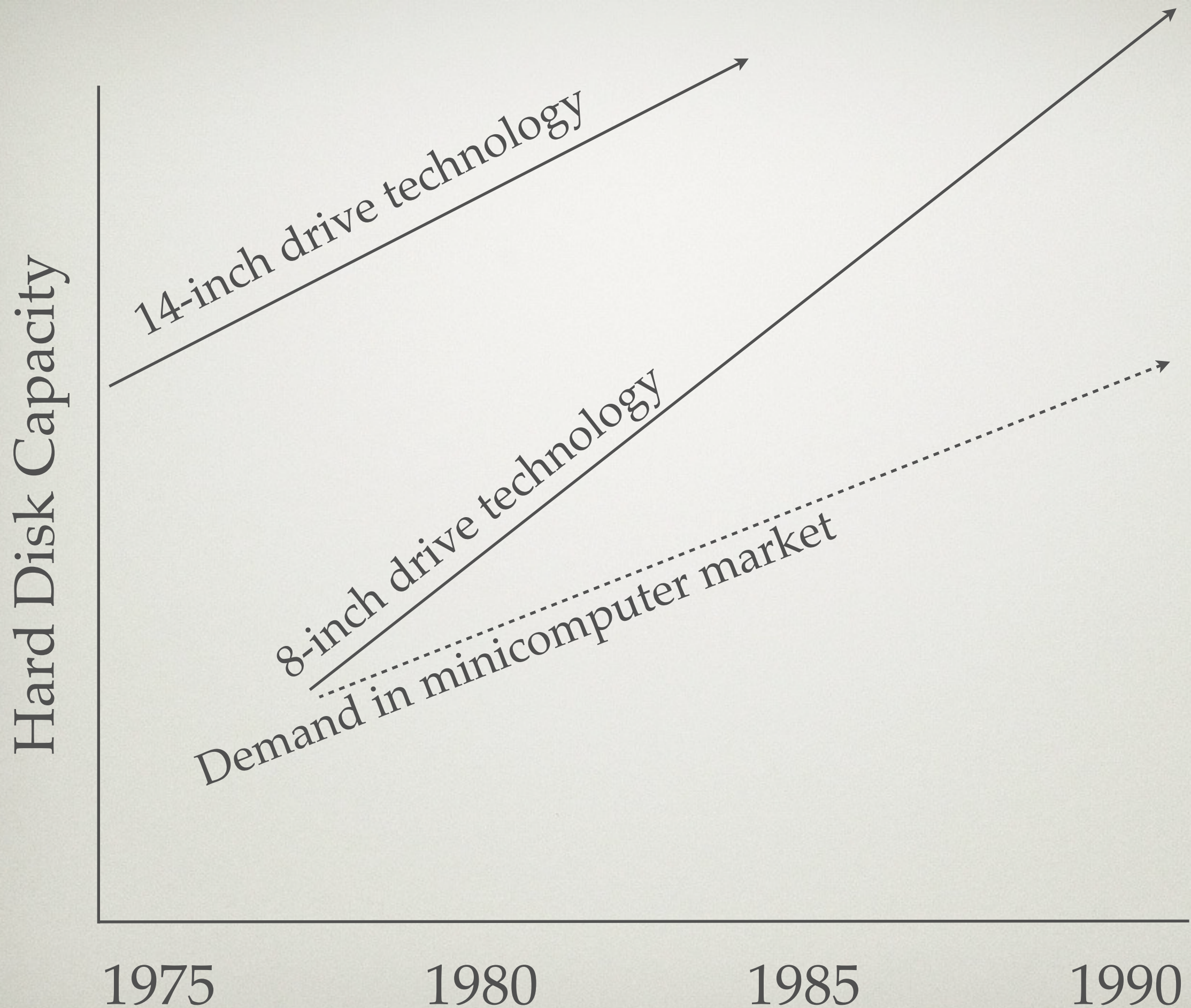
Hard Disk Capacity



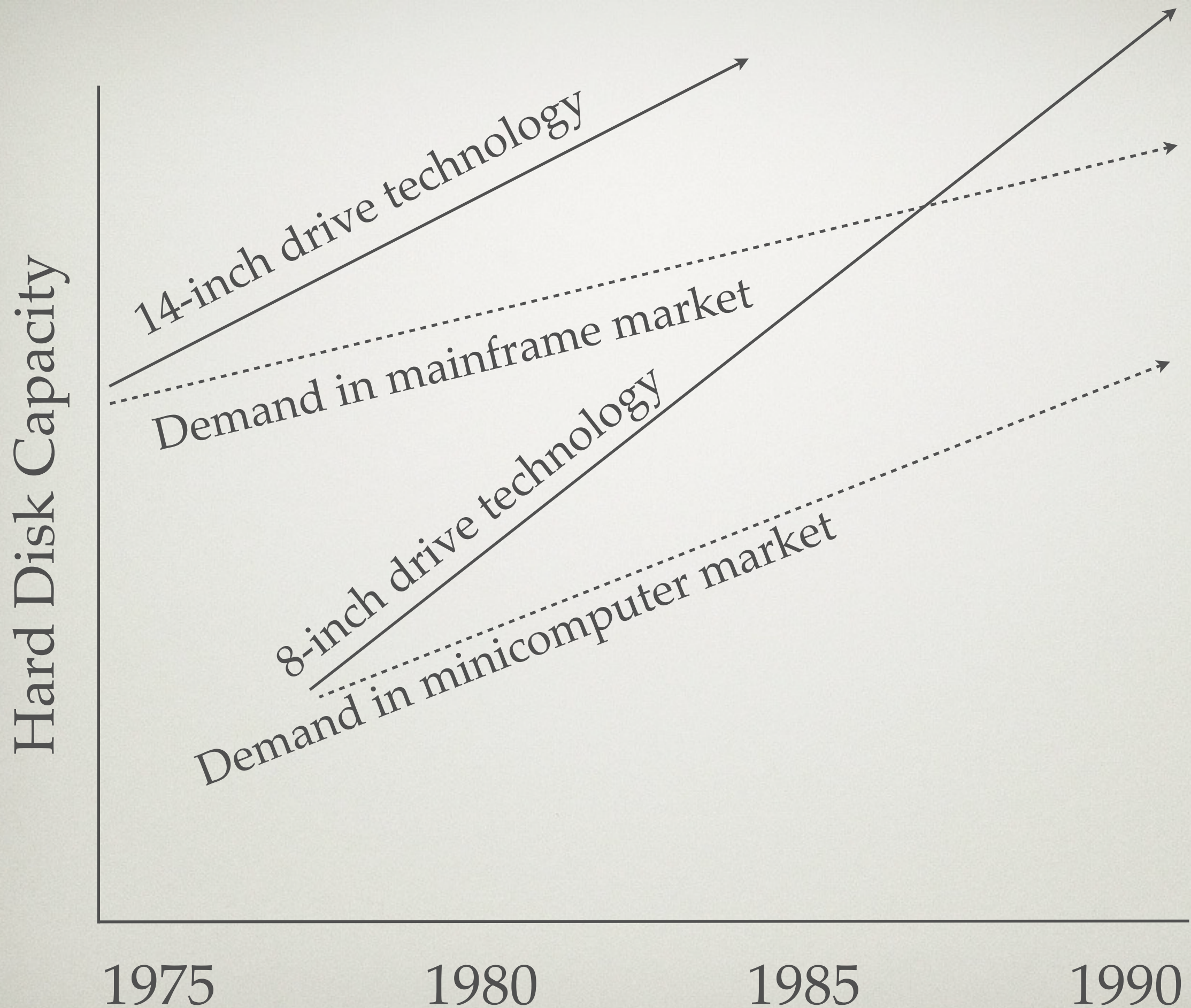
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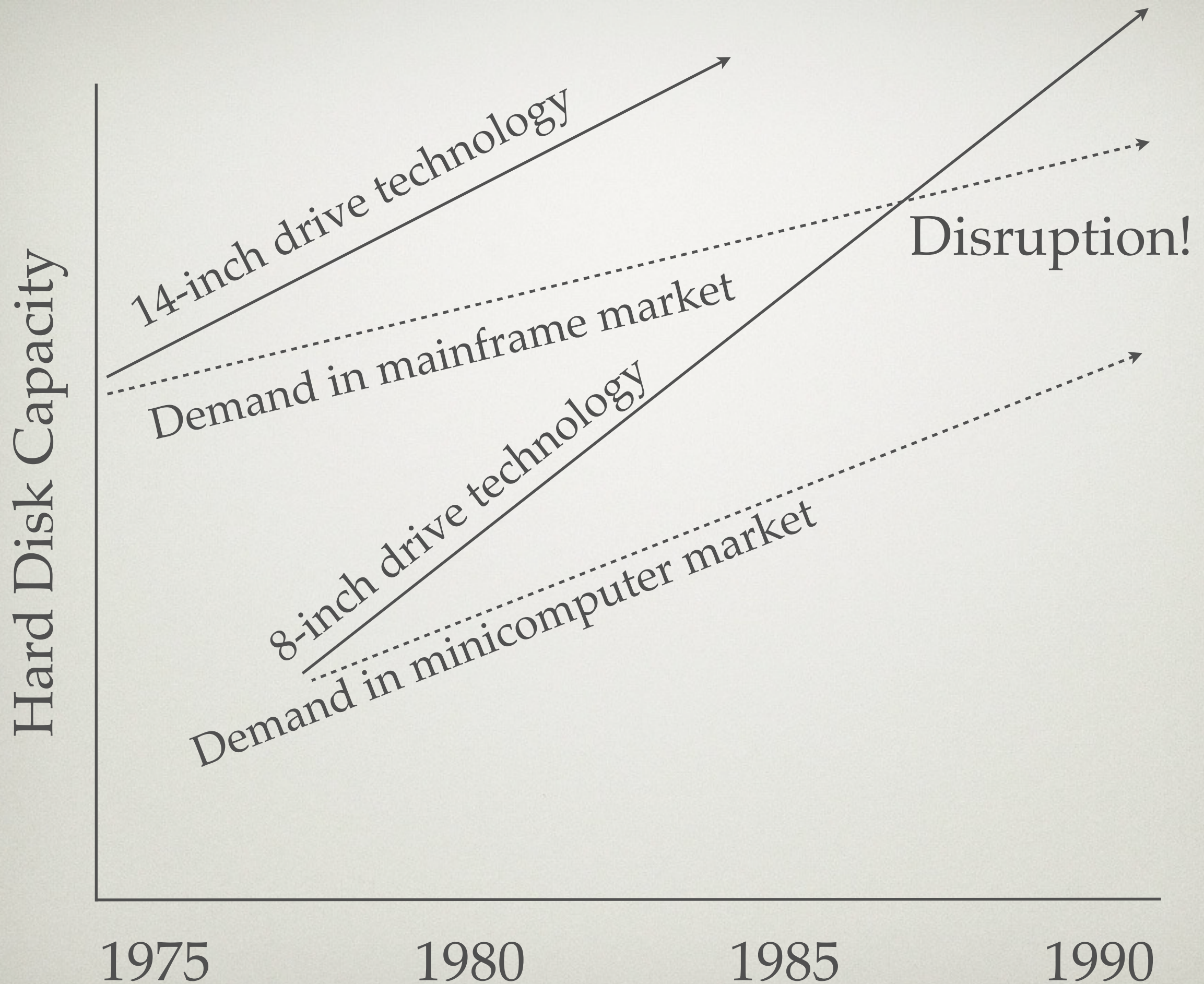
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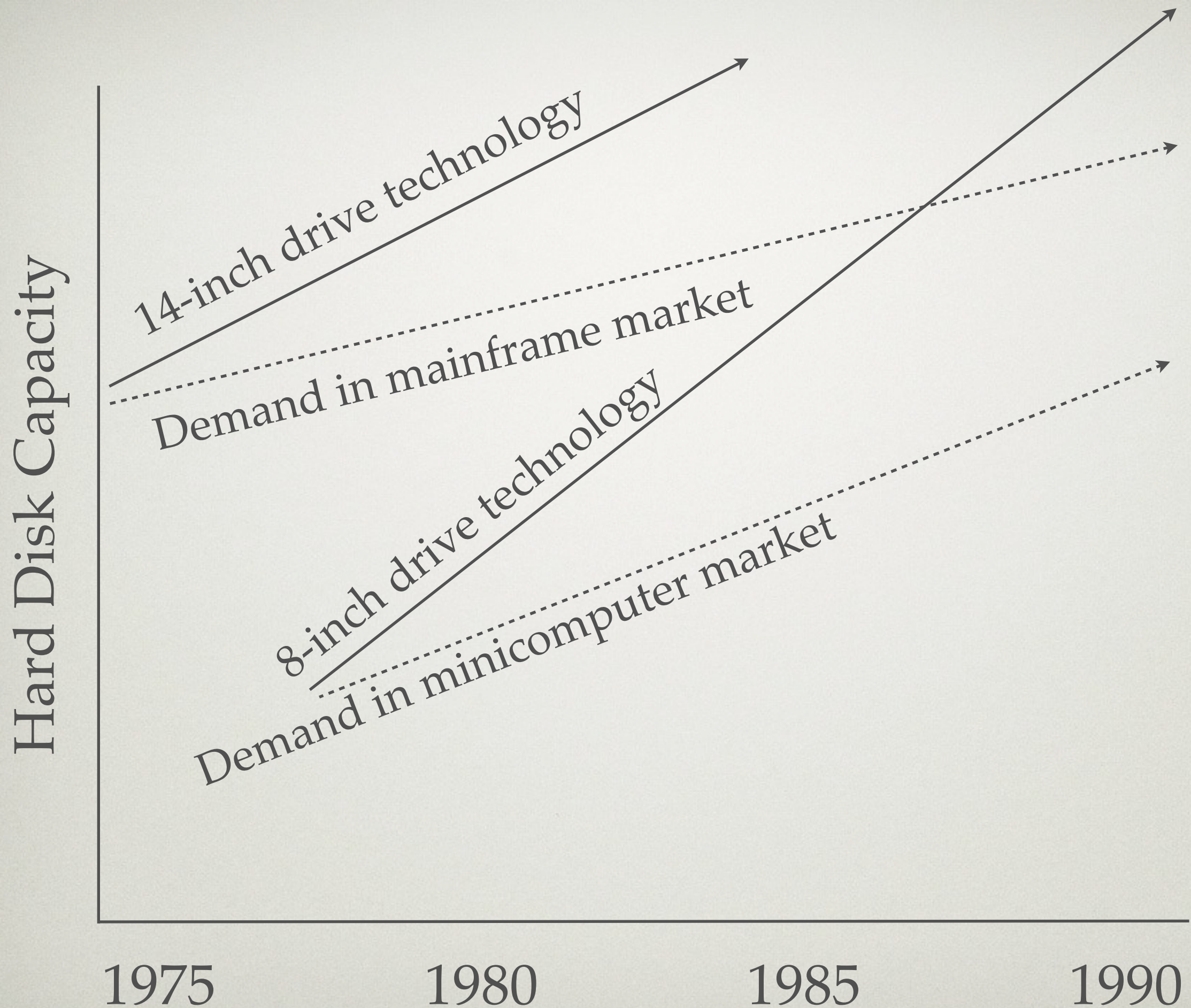
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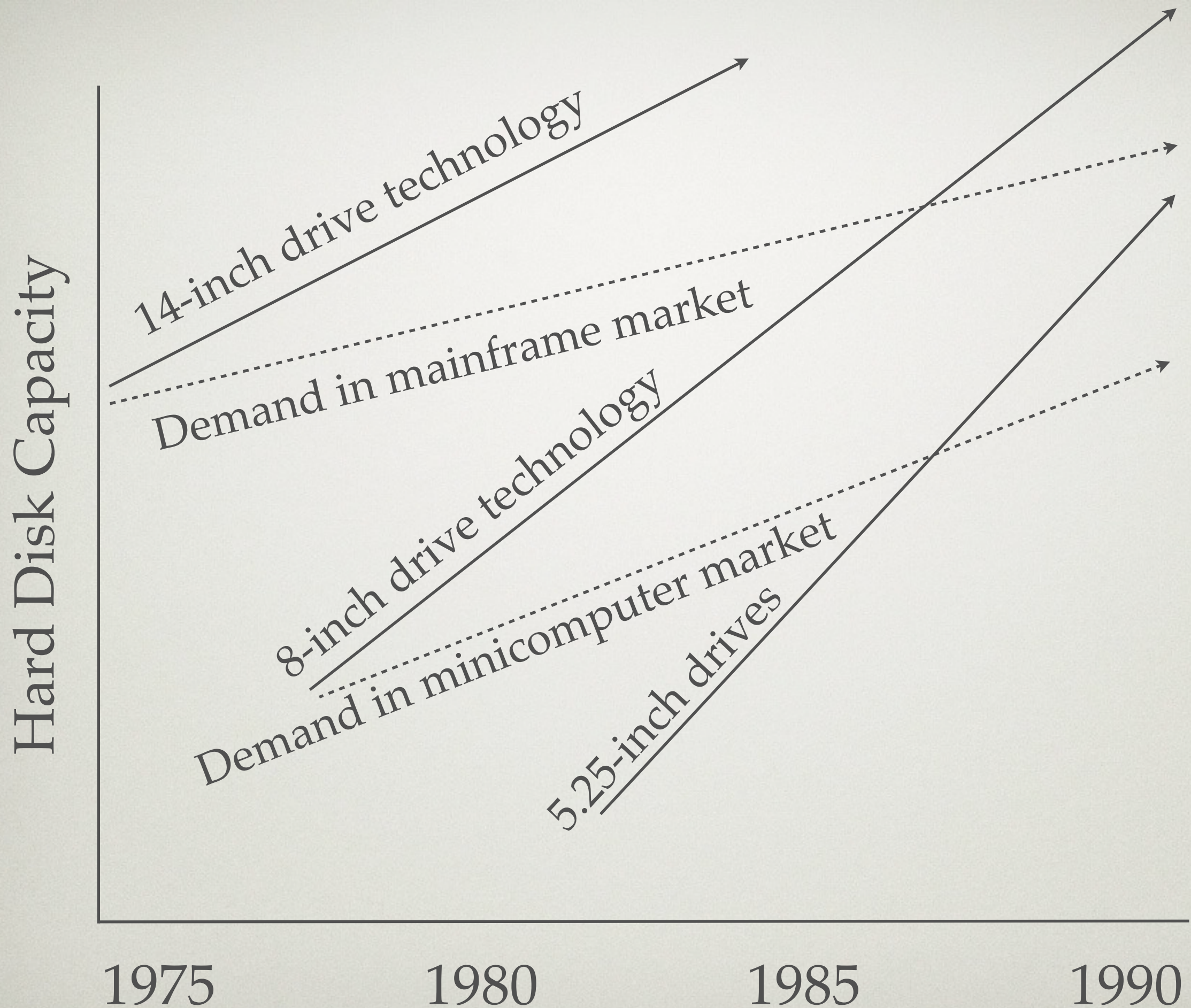
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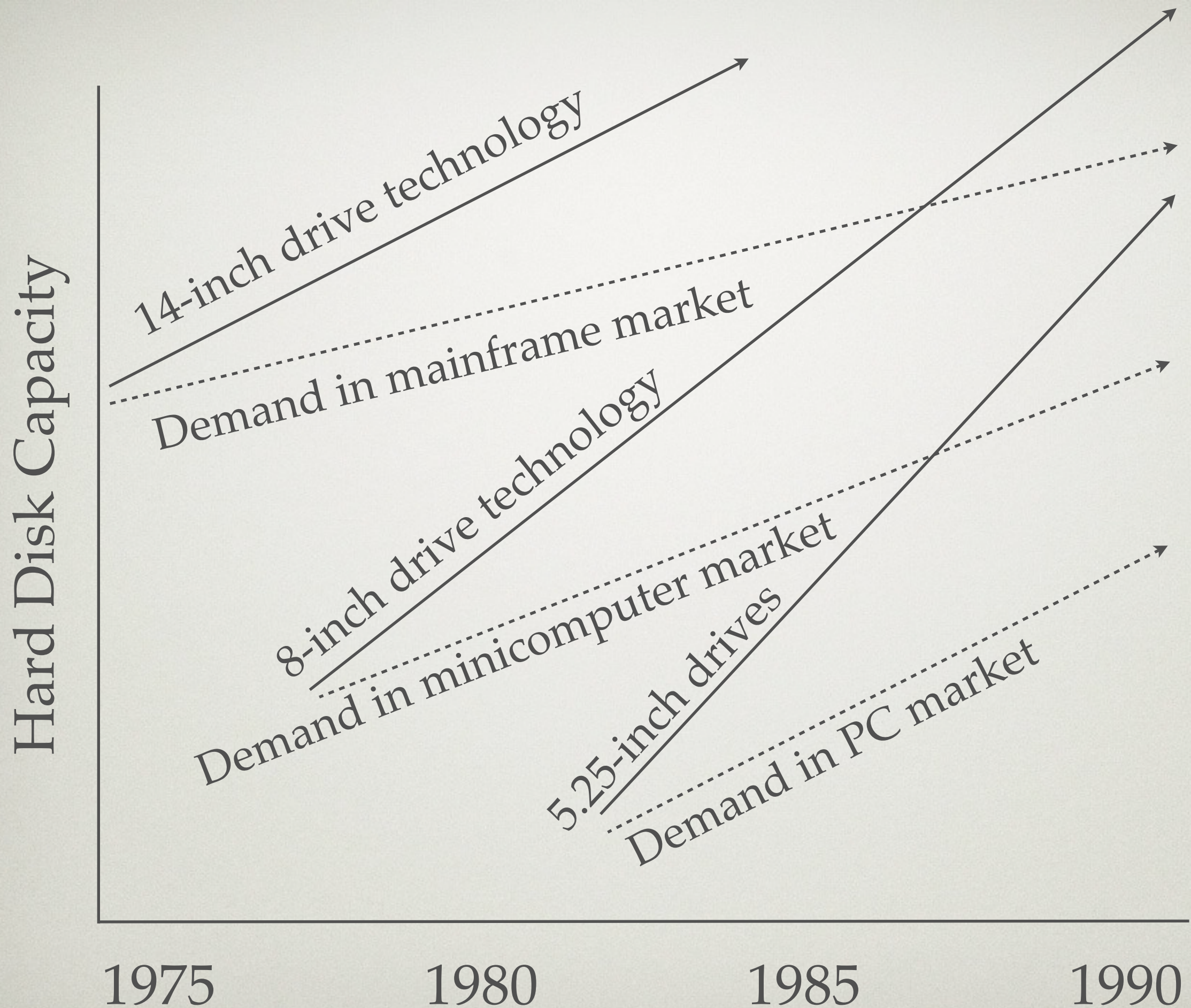
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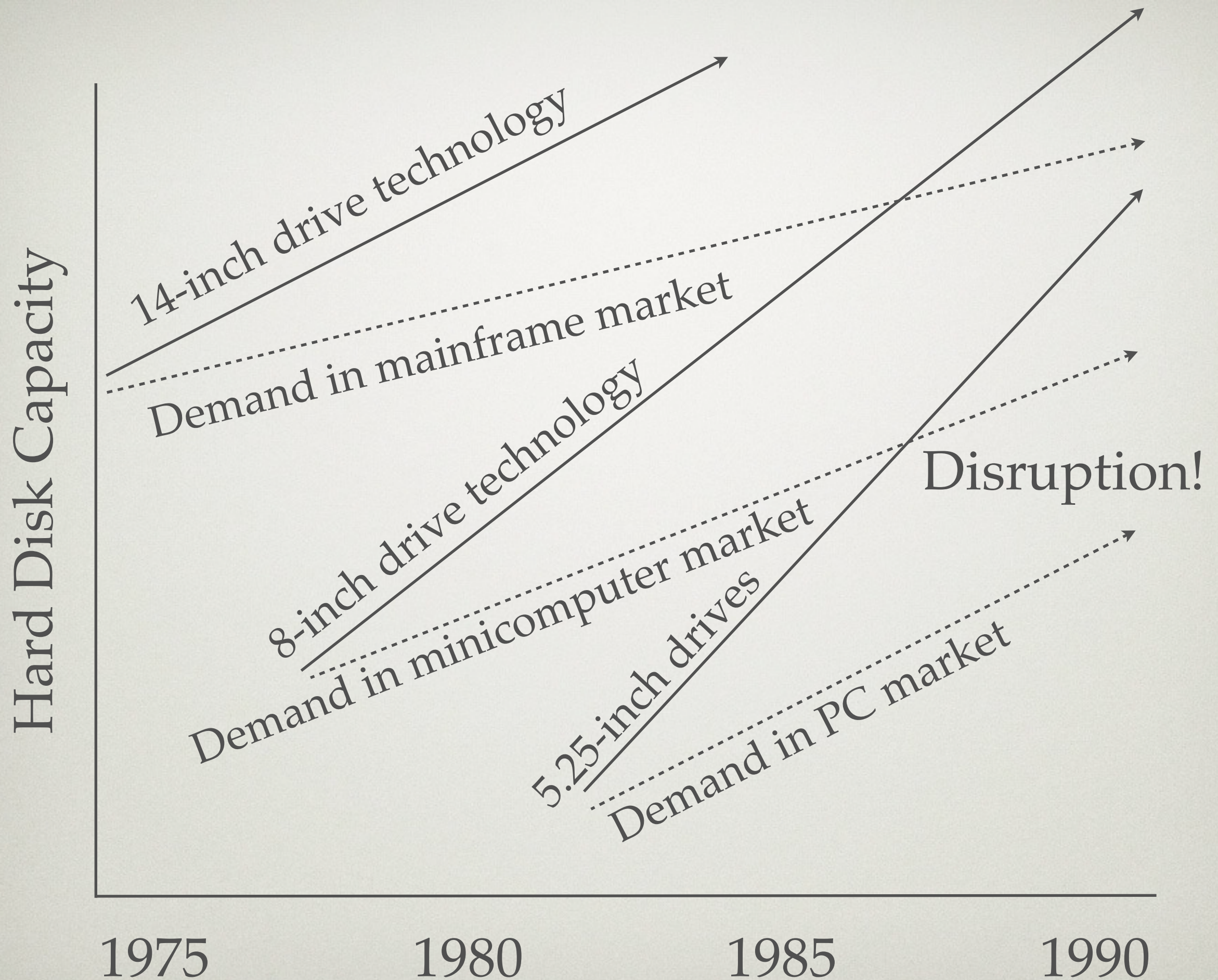
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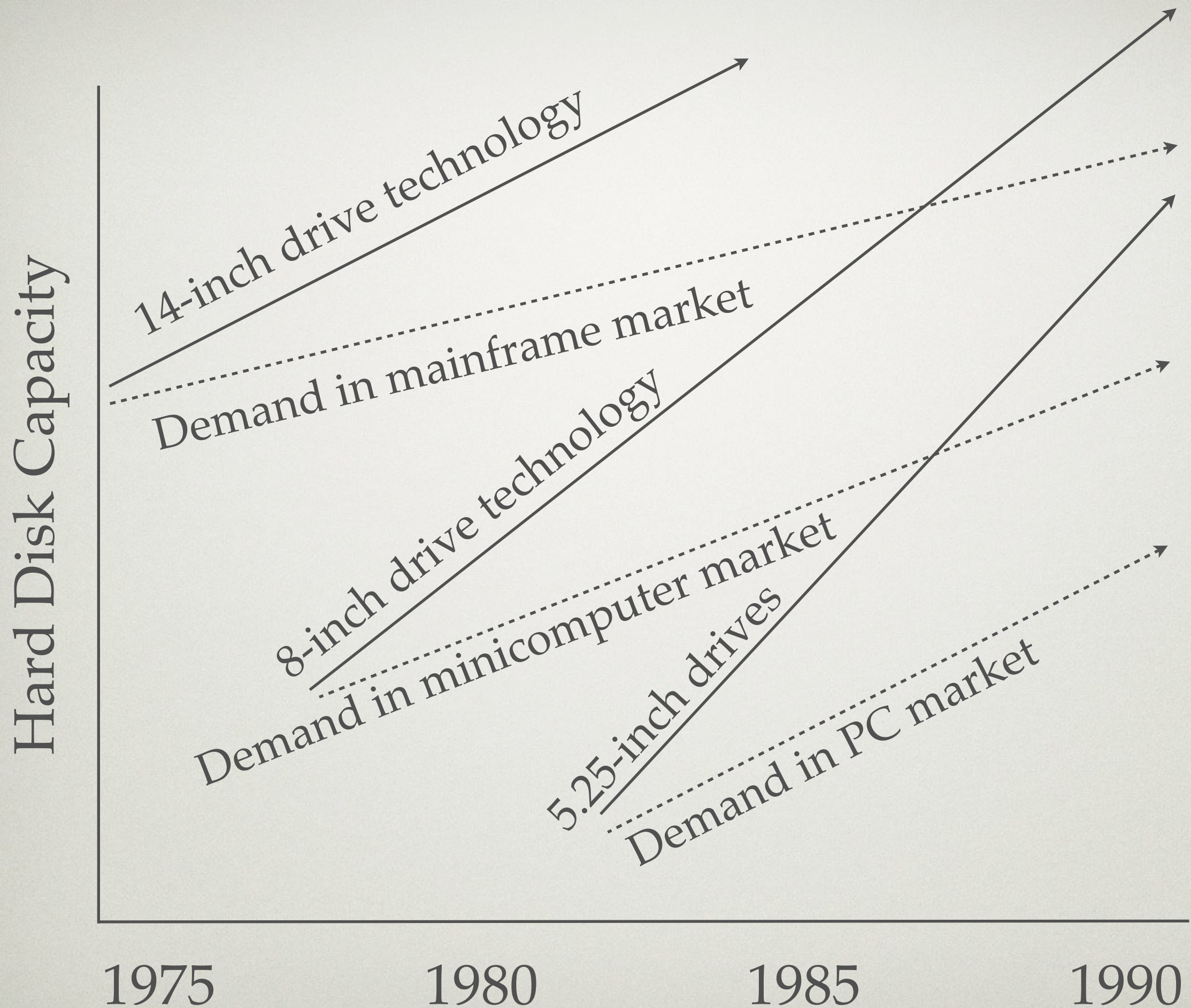
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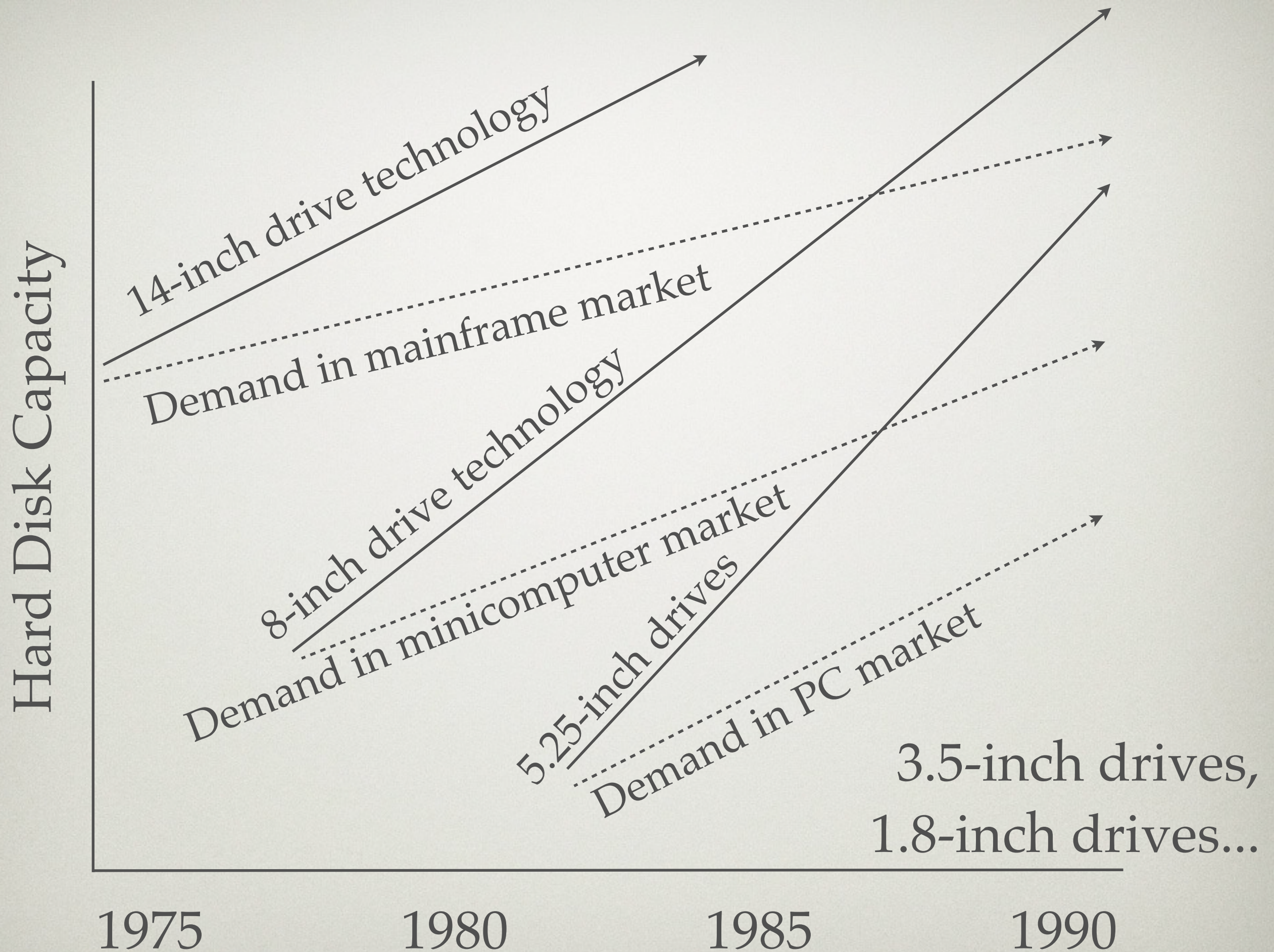
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THE INNOVATOR'S DILEMMA

1. TECHNOLOGY GAINS TRACTION WITH CUSTOMERS

2. SUSTAINING INNOVATIONS MEET CUSTOMER DEMANDS

**3. NEW BUT INFERIOR
TECHNOLOGY
INITIALLY TARGETS A
DIFFERENT SEGMENT**

4. INCUMBENTS IGNORE THE INFERIOR TECHNOLOGY

5. INFERIOR
TECHNOLOGY MOVES UP-
MARKET VIA SUSTAINING
INNOVATIONS

6. NEW TECHNOLOGY,
NO LONGER INFERIOR,
DISRUPTS THE
INCUMBENT'S MARKET

7. INCUMBENT TRIES TO REACT, BUT IT'S TOO LATE

THE INNOVATOR'S DILEMMA

SO, WHAT WERE THE
REAL REASONS FOR
THOSE FAILURES?

APOLLO: MARKETING FAILURE

NOT REALLY

APOLLO:
MARKETING FAILURE

SUN DISRUPTED APOLLO

EARLY CORBA FAILURES: COMPANY POLITICS

EARLY CORBA FAILURES: COMPANY POLITICS

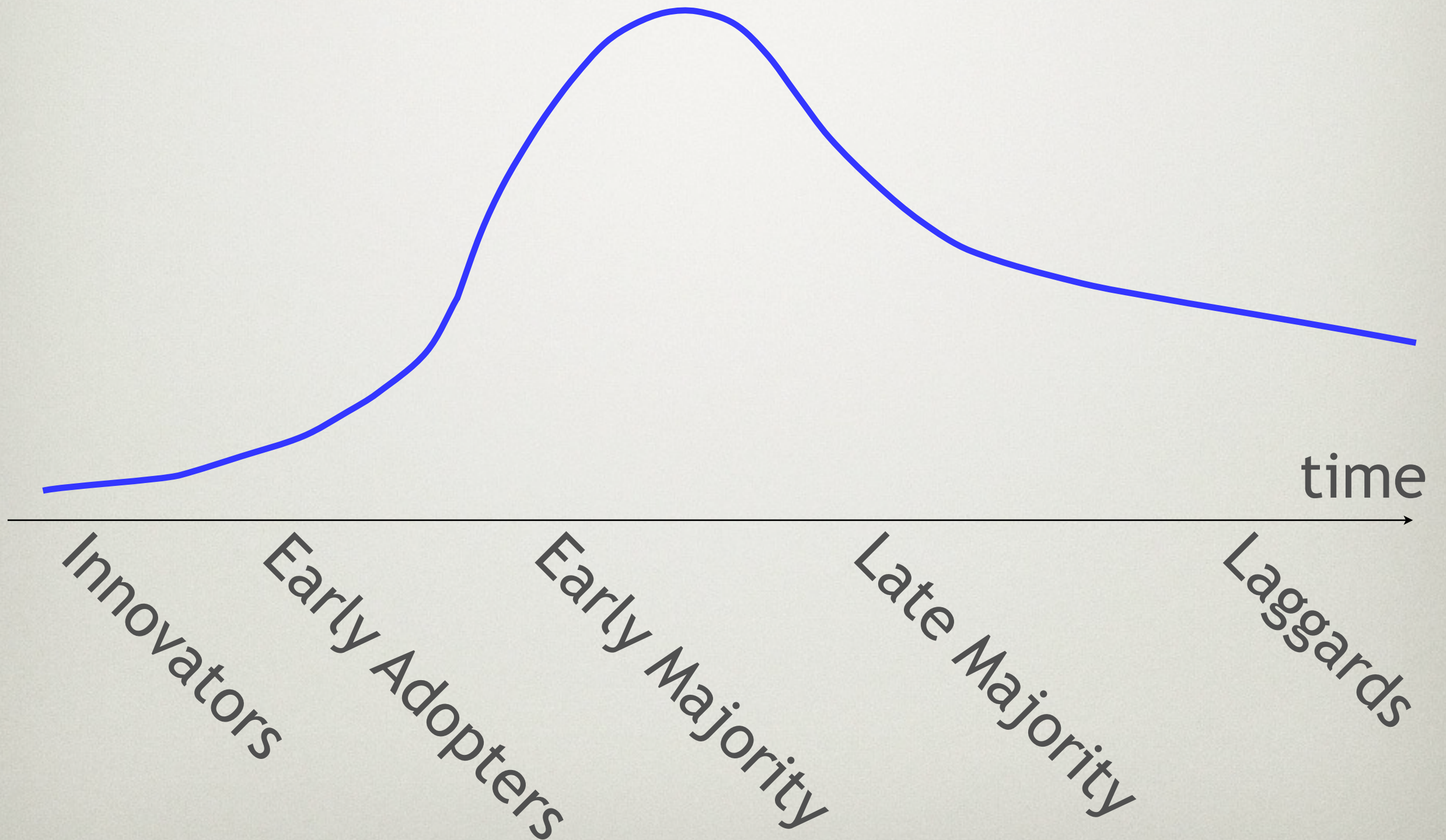
WRONG

UNWILLING TO ENGAGE IN A NEW MARKET

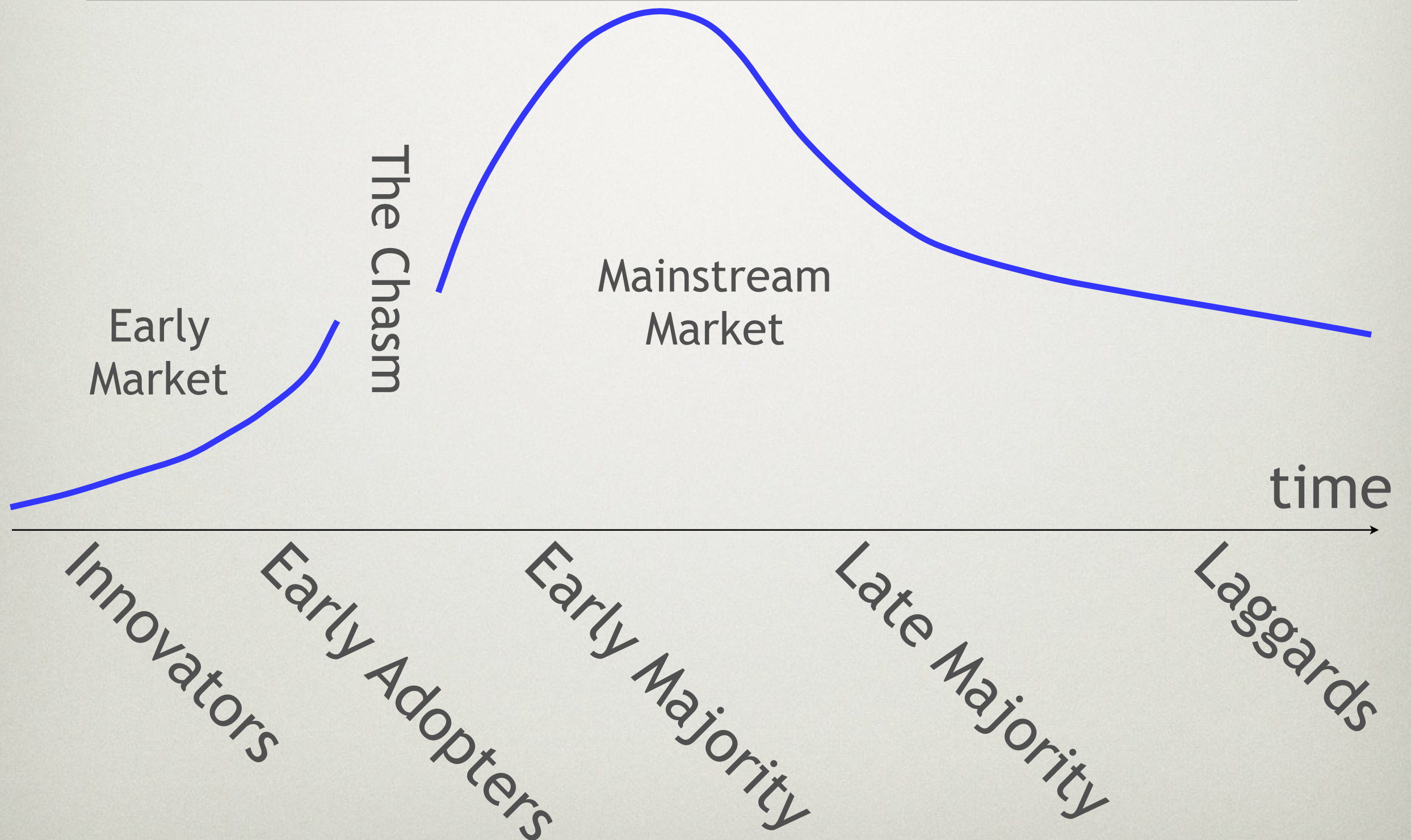
**“AS SOON AS MANAGEMENT
MENTALITY OVERWHELMS
LEADERSHIP MENTALITY,
REGARDLESS OF COMPANY
SIZE, THE PULL OF THE
PAST BEGINS.”**

—TWEETED BY GEOFFREY MOORE (10 OCT 2011)

TECHNOLOGY ADOPTION LIFE CYCLE



TECHNOLOGY ADOPTION LIFE CYCLE



see Geoffrey Moore, *Crossing the Chasm*, for more details

**NEXT-GEN ORBIX
DELAYS:
MIGHT HURT SALES**

NEXT-GEN ORBIX
DELAYS:
MIGHT HURT SALES

NOT QUITE

INABILITY TO ADDRESS DIFFERENT TYPES OF ADOPTERS

M&A FAILURES: CULTURAL ISSUES

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ASSUMING SAME
CUSTOMERS FOR ALL
PRODUCTS

**MID 2000s:
FAILURE TO ADOPT
NEW TECHNOLOGIES**

MID 2000s:
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NEW TECHNOLOGIES

EXISTING MARKETS TOO LUCRATIVE

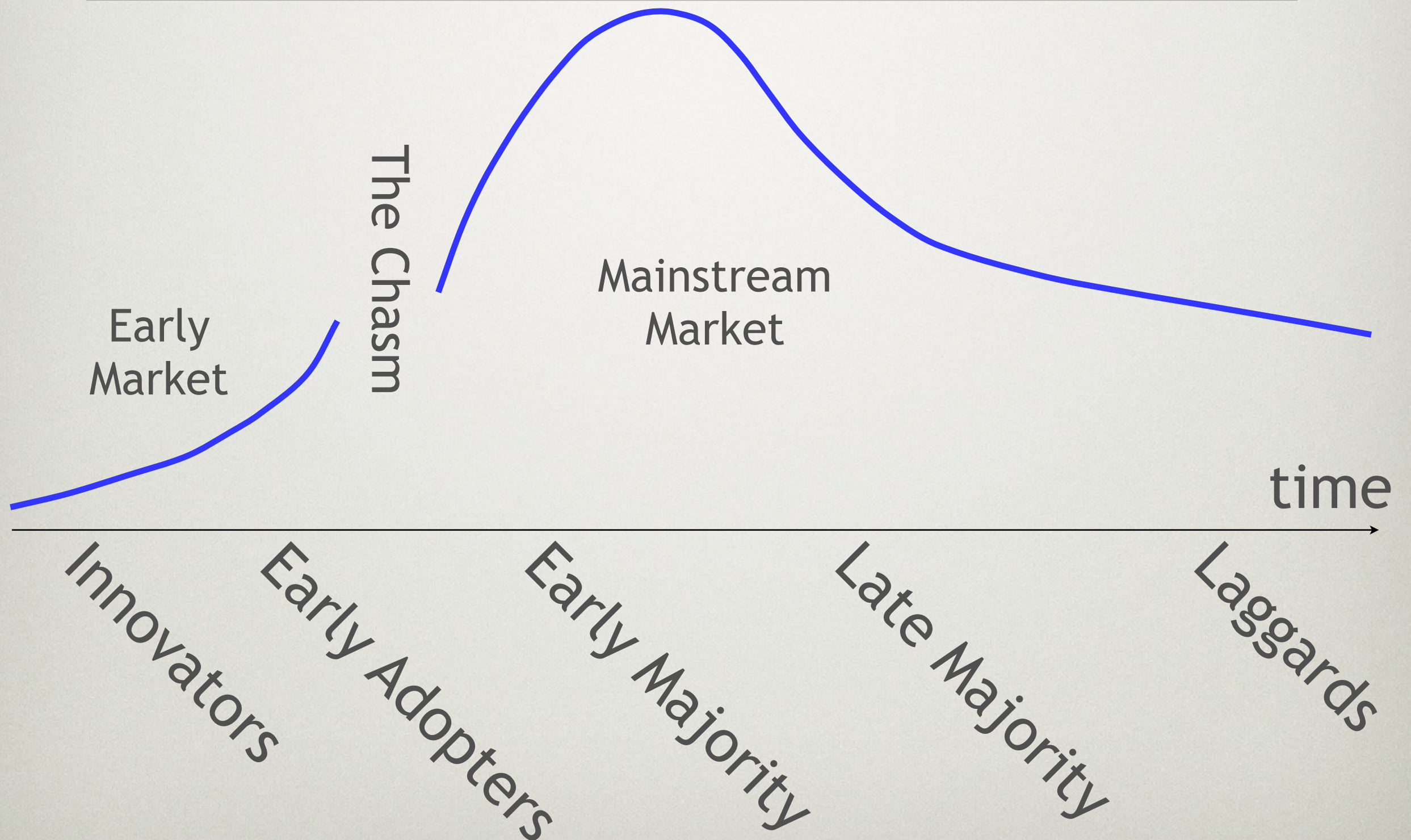
LATE 2000s: MISSED MARKET

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SORT OF

INTERNET VIDEO DISRUPTION

TECHNOLOGY ADOPTION LIFE CYCLE



see Geoffrey Moore, *Crossing the Chasm*, for more details

MORE EXAMPLES

PUBLISHED MAY 2011:
ORACLE WHITEPAPER
“DEBUNKING THE
NoSQL HYPE”

OCTOBER 2011:
ORACLE ANNOUNCES
NEW NOSQL PRODUCT

TRYING TO FEND OFF
DISRUPTION?

LOSING LOW-END DEALS TO
NoSQL PRODUCTS?

GOOGLE DART

PANNED BY MANY
DEVELOPERS — MISSING
FEATURES, TOO MUCH
LIKE JAVA, ETC.

INFERIOR TO WHAT
WE ALREADY USE

EXACTLY AS ALL
DISRUPTIVE
TECHNOLOGIES BEGIN

LEVELS OF INNOVATION ADOPTION READINESS

Innovators

Early Adopters

Early Majority

Late Majority

Laggards

Source: Everett Rogers "Diffusion of Innovation" Theory

WHICH TYPE IS
YOUR CEO?

WHICH TYPE IS YOUR
MANAGER?

WHAT TYPES ARE
YOUR TEAMMATES?

WHICH TYPE ARE YOU?

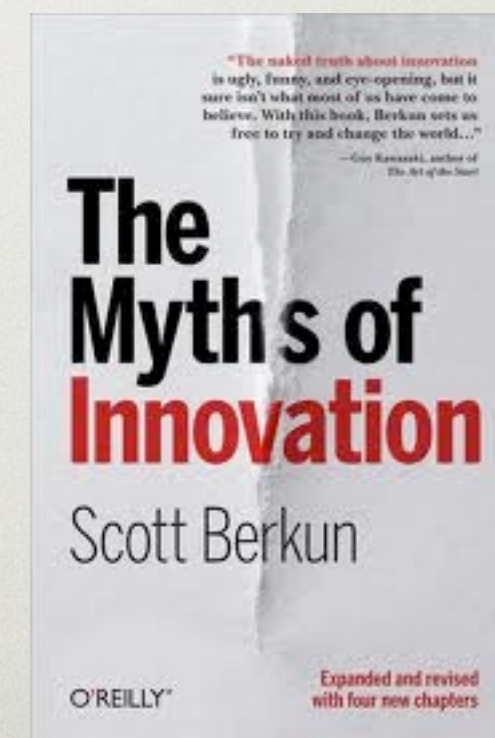
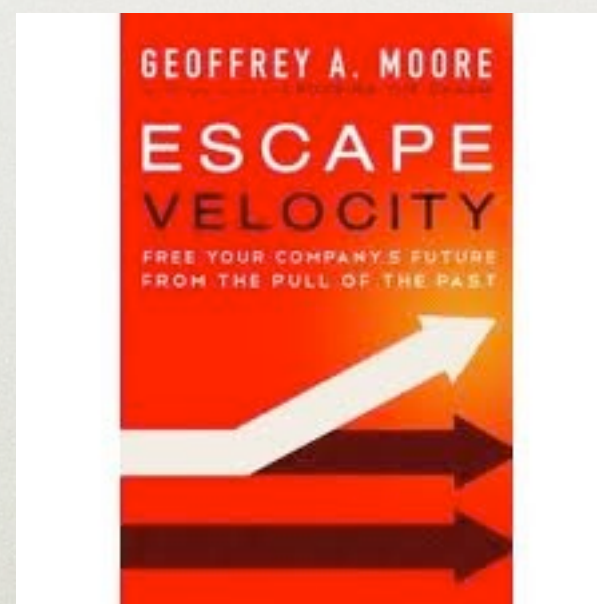
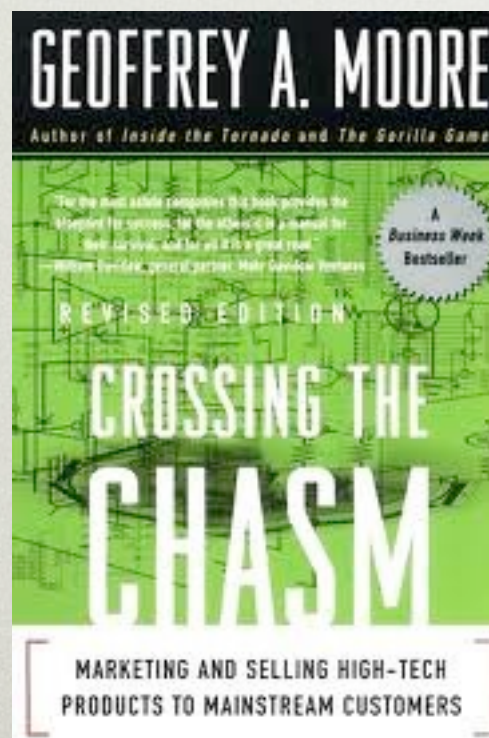
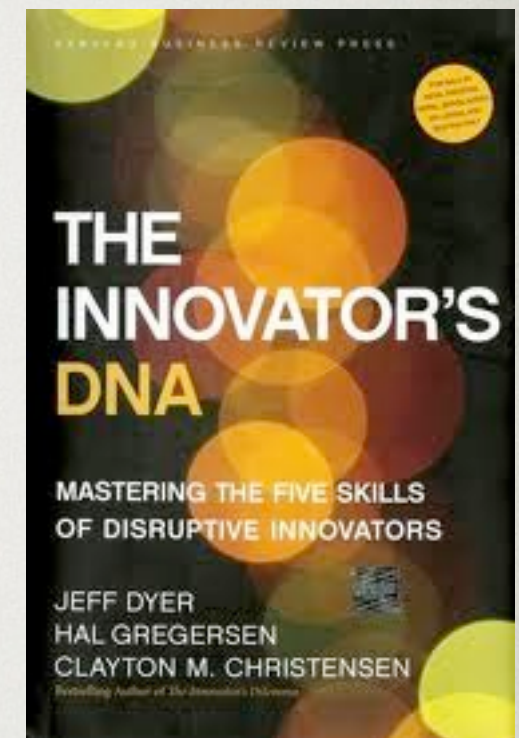
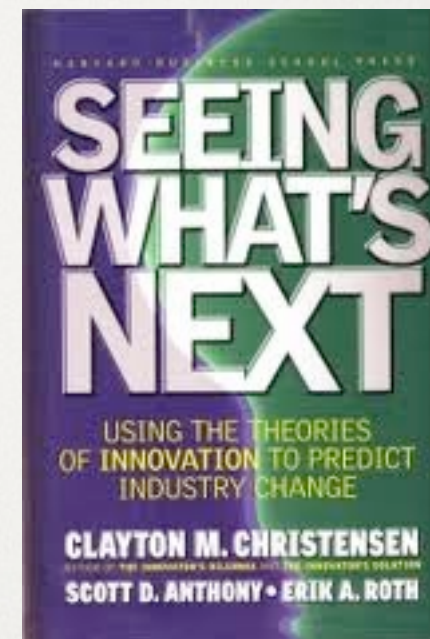
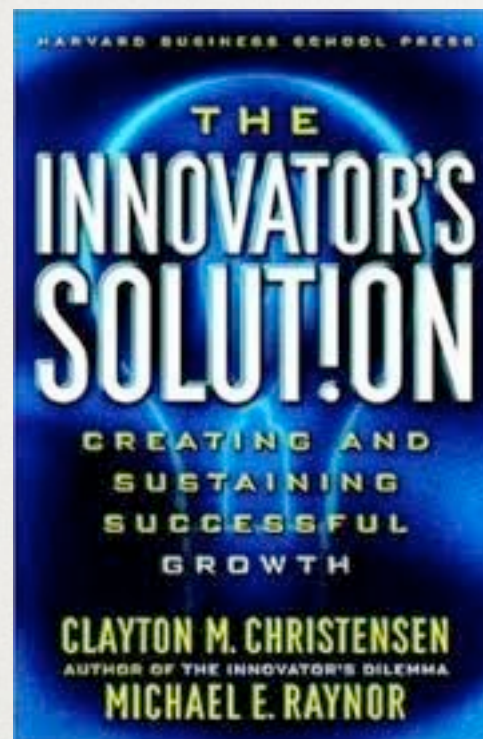
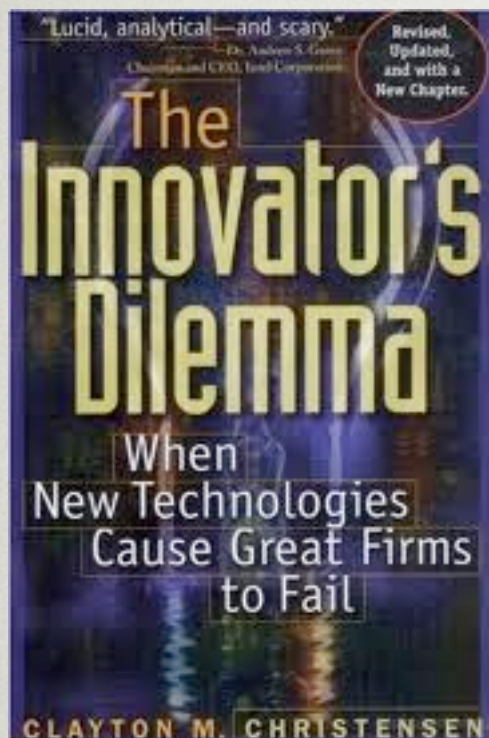
WHAT CUSTOMER
TYPE DOES YOUR
PRODUCT CURRENTLY
TARGET?

TWO IMPORTANT LESSONS

KNOW WHERE YOUR TECHNOLOGY SITS ON THE LIFE CYCLE CURVE

KNOW WHERE YOUR PEOPLE SIT ON THE LIFE CYCLE CURVE

BE A BETTER JUDGE OF
ANY PROJECT
ANY PRODUCT
ANY TEAM
ANY OPPORTUNITY



IT'S BEER O'CLOCK