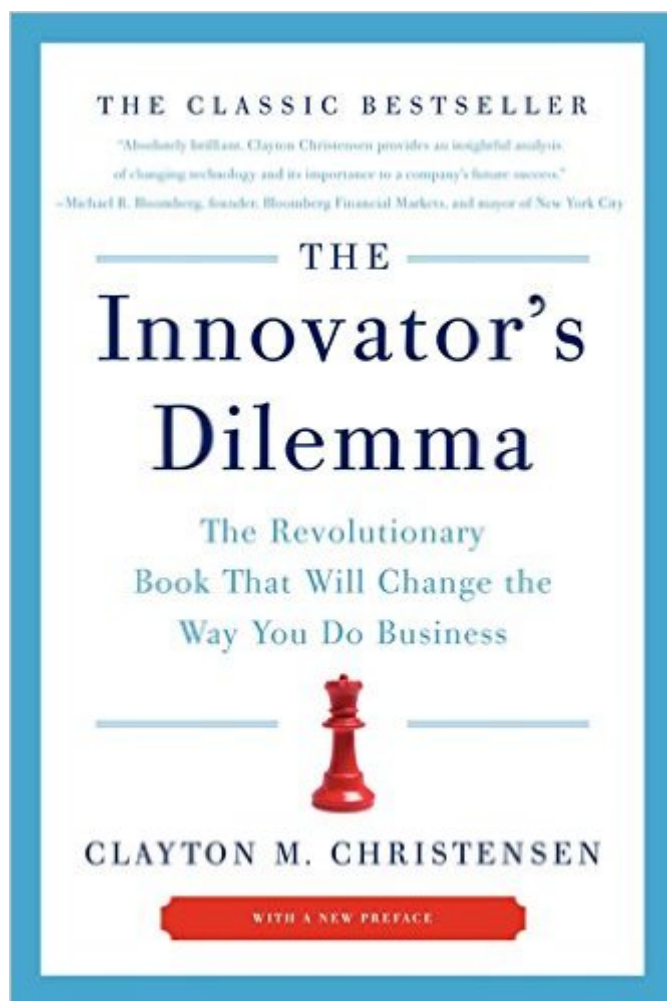


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The Innovator's Dilemma: The Revolutionary Book That Will Change The Way You Do Business



Synopsis

• Absolutely brilliant. Clayton Christensen provides an insightful analysis of changing technology and its importance to a company's future success. • "Michael R. Bloomberg" This book ought to chill any executive who feels bulletproof and inspire entrepreneurs aiming their guns. • "Forbes" The Innovator's Dilemma is the revolutionary business book that has forever changed corporate America. Based on a truly radical idea that great companies can fail precisely because they do everything right this Wall Street Journal, Business Week and New York Times Business bestseller is one of the most provocative and important business books ever written. Entrepreneurs, managers, and CEOs ignore its wisdom and its warnings at their great peril.

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Customer Reviews

This book is full of insight. Here's a summary, in case you want to get a good feel of what's in the book or want to refresh your memory without re-reading the whole book. (Here, the term "technology" refers to not just engineering and manufacturing, but also marketing, investment and managerial processes -- anything that transforms the inputs of production, like land, labour and people to products and services of higher value.) (Some of the examples are partly my own conclusions.) INTRODUCTION:- Why is it so hard to *sustain* success?- Is success so unpredictable as it sounds?- This book is not about poorly-run firms. It's about why well-run firms often lose. It addresses the first question above and partly the second. CHAPTER 1:- Innovations can be sustaining (better than the previous product on the same terms) or disruptive (worse than the previous product when judged by the traditional criteria, but better in different ways).- Sustaining vs

disruptive is different from incremental vs radical. The latter comparison is about the degree of change; the former about the dimensions on which the judgment is made. For example, moving from a 1 GB to a 2 GB hard disc would be an incremental change, and moving to a 1 TB hard disc would be a radical change (1000x capacity), but both are sustaining changes, since the things that matter are the same (capacity, cost per GB, etc). Whereas moving to an SSD is a disruptive change, since it performs worse than a hard disc on the traditional criteria (capacity, cost per GB, number of write cycles) but is better in terms of new criteria (speed, size, power consumption, withstands shocks, etc). So, forget about incremental vs. radical: it doesn't matter here.

The Innovator's Dilemma explores how the creation of new technologies can cause companies to lose market share or their markets entirely, even companies that do everything right such as listening to their customers, watching the marketplace, and investing in research and development. The author argues that, while existing thriving companies can be successful with sustaining technologies, these same companies often falter with the advent of disruptive technologies. They either often do not want to put their resources into developing the new technology, because their existing customer do not want it or they attempt to fit the new technology into the existing market instead of looking to create new markets for the new product which generally doesn't work. Both of these decisions cause the company to lag in the development of the disruptive technology and eventually wither away to the competition of smaller companies that focused on developing the disruptive technology. The dilemma examined is, while it is important for companies to give their customers what they want to be successful in the present, they need to know when to begin to move their resources into technologies or services that represent the moneymakers and markets of tomorrow. Though concentrating mainly on the disk drive industry, the author also looks at the retailing industry, pharmaceutical industry, and automobile industry including the development of the electric car, among others. Examples of disruptive technologies include the evolution of disk drives from 14 inch to 8 inch to 5.25 inch to 3.5 inch to 1.8 inch, the introduction of off-road motorcycles to North America. The replacement of transistors by vacuum tubes, and the creation of discount retailers such as K-Mart.

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