

## Day 3.2

# Evaluating Emerging Technology Trends

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*Adapted from material by Munir Mandviwalla and Steven L. Johnson*

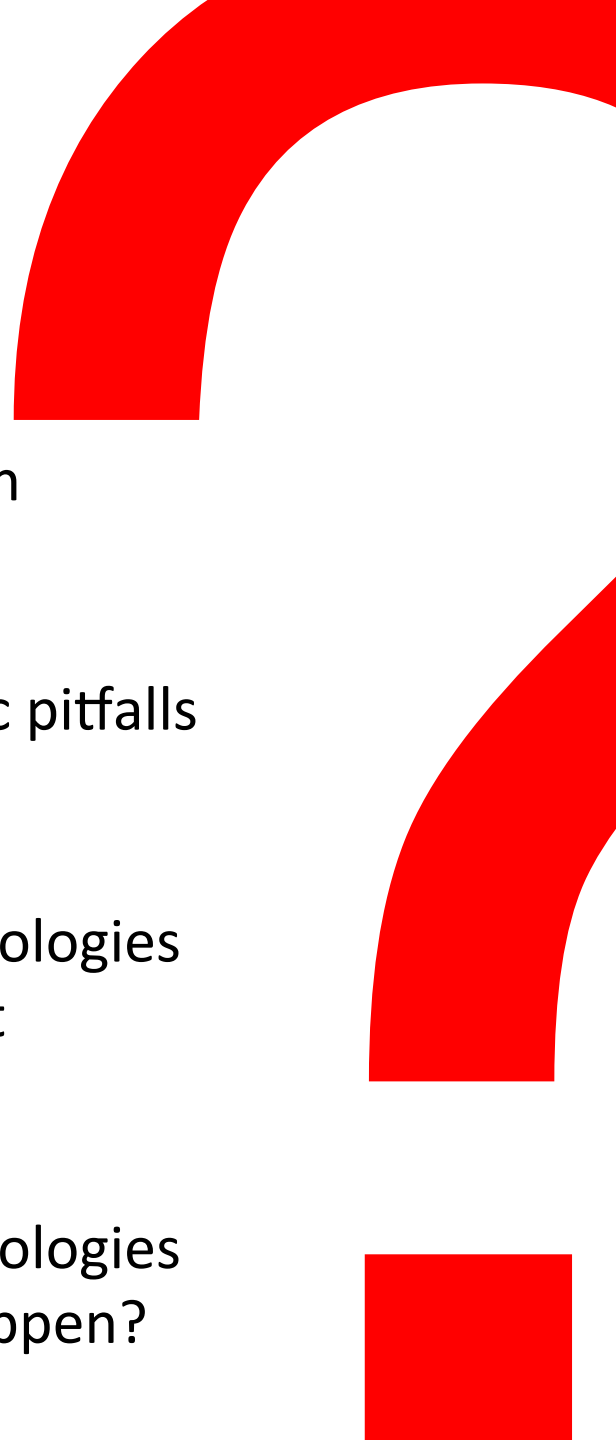
Class Discussion:

Evaluating Emerging Technology

**TRENDS**

Class discussion of the following issues from the readings:

- Why do incumbents (firms currently involved in related technologies) have so much difficulty with disruptive technologies?
- How can an incumbent deal with the specific pitfalls mentioned in the paper?
- What are some examples of emerging technologies where incumbents have prevailed? Why did it happen?
- What are some examples of emerging technologies where new entrants prevailed? Why did it happen?



# Why bother?

- Defense of business
- Significant potential return

These technologies can be disruptive

- To you
- To your competition

# Key Concepts

## Firm position

- Incumbent
- New entrant

## Technology

- Evolutionary
- Discontinuous

## Response

- Aggressive Stance
- Passive Stance

# Mistakes Incumbents Make

Delayed Participation

Sticking with the Familiar

Reluctance to Fully Commit

Lack of Persistence

Resources

Processes

Values

# Things You Can Do

Attend to signals from the periphery

Invest in a learning capability

Maintain flexibility through an options perspective

Maintain organizational separation

Would these actions be more effective when the innovation is...

- Low-end?
- New-market?

Breakout Session + Discussion:

**KODAK**



In groups, discuss the following questions:

Would you characterize the digital camera as more of an evolutionary technology or more of a discontinuous technology? Consider both the technology itself and its effect on the photography industry.

As a response to Sony, Kodak invested \$5 billion in digital imaging R&D over 10 years. Was this the right response?

Kodak developed a series of new technologies in the 1980s but seemed unable to capitalize on them. Why? To which of the “pitfalls” did Kodak fall victim?

Since the case, the company continued to have problems despite continuing to innovate (see the additional readings). Where are they now and what should Kodak have done?

Videos:

**KODAK** video



As you watch the video, consider our class discussion:

- Does the interview confirm your thoughts about Kodak's problems?
- How does culture play a role?
- Are you surprised they are still having problems in 2011?

PRESENTATION PLANNING:

**TEAM WORK**

**SESSION**