

HOW TECH EVOLVE, CO-EVOLVE, ADOPTION AND DIFFUSION (w/Philip Bubenzer)

Adaptions to the U/A Model

- Service Industries (RPC)
- Disruptive Innovation
- Competence Enhancing (Tushman)
- Architectural Innovation (ZONE 4 **Architectural:** new combinations emerge around needs of different group of users; challenge to reconfigure knowledge source (especially for incumbents new vs. old))
 - For an established big firm, they mistaken incremental for architectural
 - Hence, they can fail in incremental innovation because of established architectural design
 - They need to reorganize
 - Where incumbents fail at incremental, they succeed in radical
- Exceptionally (not normally listed) does not apply to commodities and niche market segments (obviously not tech)

SIDE NOTE:

Competence-enhancing new technologies: moves use of exiting knowledge, skills, abilities, processes; competence-destroying mirror effect; **large firms succeed in radical technology when it is competence enhancing technology**

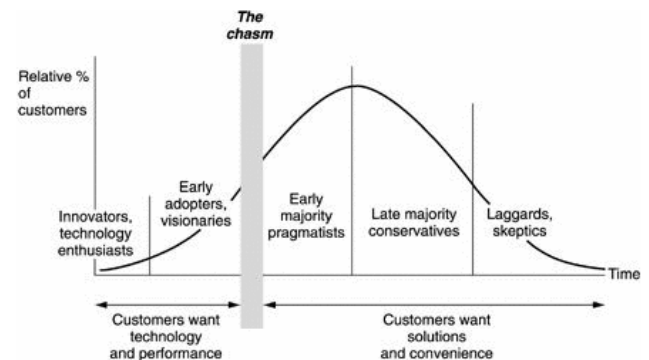
DISRUPTIVE TECHNOLOGIES

Disruptive innovation theory: Moving systematically to high end expectations looking @ other dimension that customers demand; becomes a critical decision to consider another dimension when you reach the demanded performance and have a different performance dimension at that moment; the moment where customer demands meet, customers choose different dimension eg. Convenience over purity like in the case of Lily and its successful competitor NOVO

For a new firm: pay attention to other performance dimension that could become critical; target a new or underserved segment of the market with a disruptive innovation; where there is a performance advantage and you can gain revenue, and only then compete with incumbents

For incumbent: no deviation from DD; develop a new company to exploit (or synergy with new one small ideally) to exploit the disruptive technology rather than ignore it or trying to develop it within organization (risk of cannibalization, no demand)

ROGER MOORE—CHALLENGE OF INNOVATION ADOPTION AND DIFFUSION



THE CHASM: closing it and reaching the intended market

1. Concentrate on single vertical market (industry/segment)
2. Develop "complete" solutions to solve problems of pragmatists
3. Promote the "solution" by emphasizing the value to pragmatists

MOORE tech ideas & adoption also can have like an S-curve