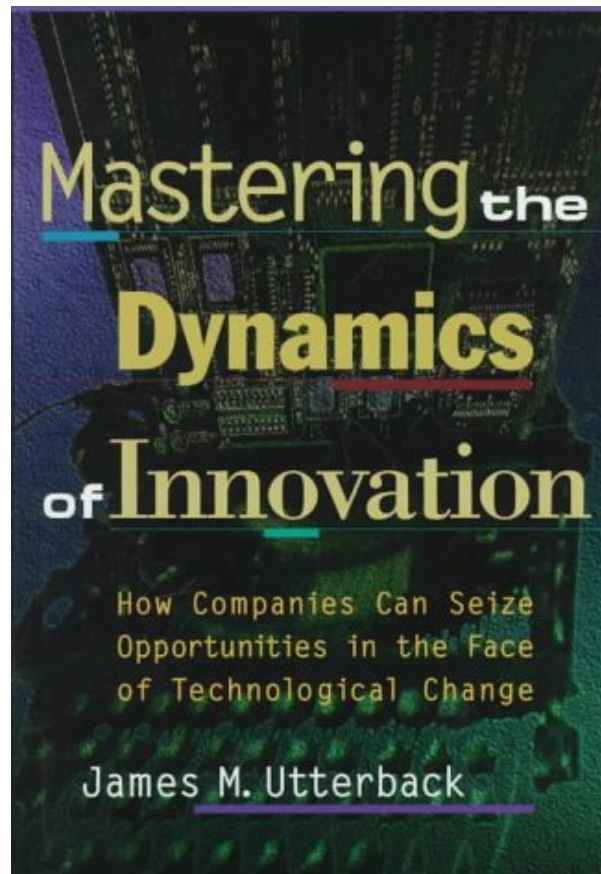
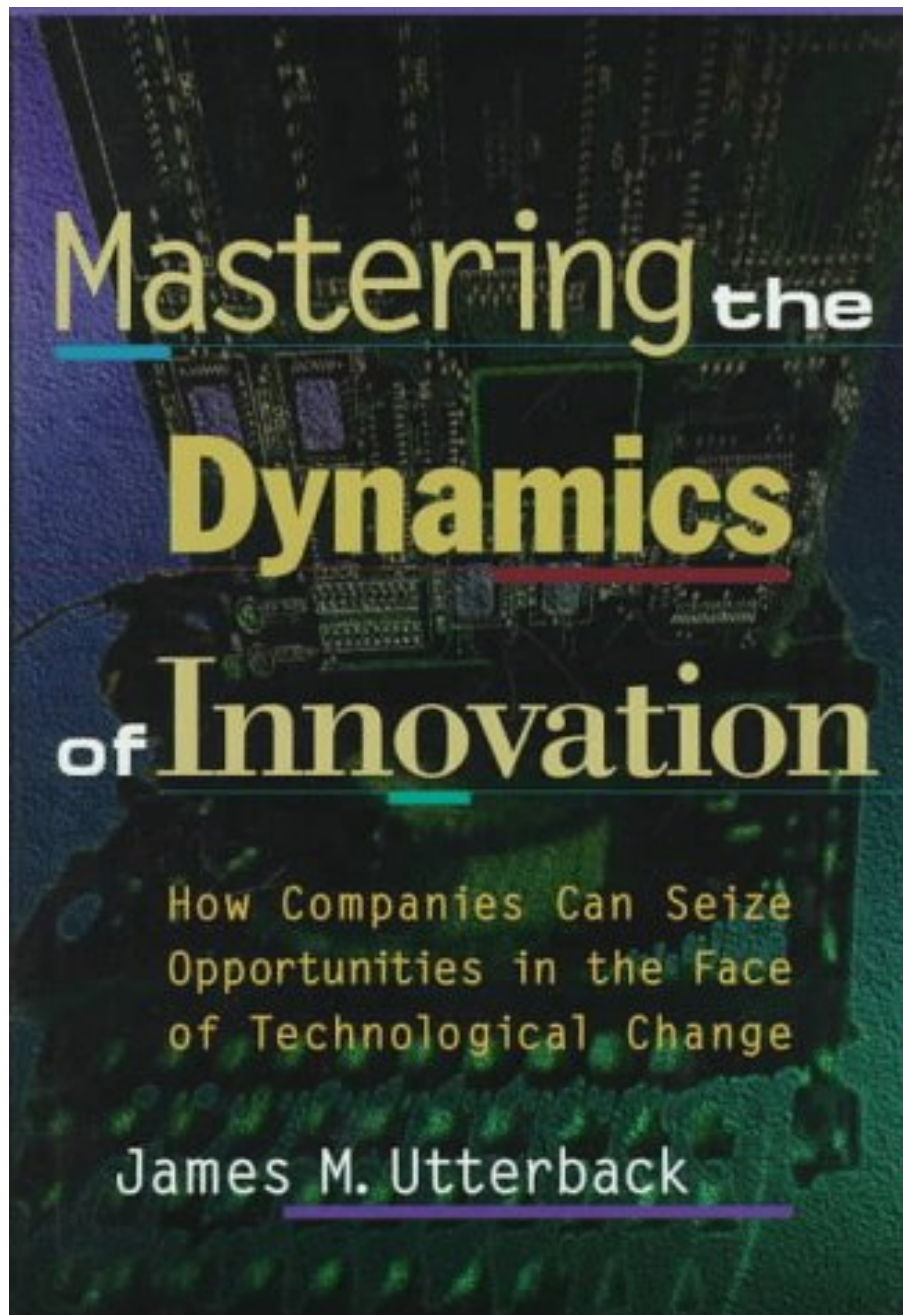


MASTERING THE DYNAMICS OF INNOVATION BY JAMES M. UTTERBACK



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Utterback (management and engineering, MIT) has compiled an impressive volume, combining considerable research with case histories that chart the ebb and flow of assembled and nonassembled products through the American marketplace. Theory is used in conjunction with interesting descriptions of the history of such innovations as the typewriter, the light bulb, and plate glass to demonstrate the impact of innovation in such industries as word processing, automobiles, and super computers. Weaving together research and examples, Utterback persuasively argues that companies should not always sacrifice long-term research and development projects for the sake of immediate financial reward. He shows that overly conservative practices have often left giant companies on the outside looking in when new, radical innovations have made more traditional processes and products obsolete or irrelevant. This is an important study on the role innovation plays in manufacturing and technology. Recommended for academic and larger public library business collections.

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A model for how innovation unsettles industries and firms, with histories of product developments - fluorescent lighting, computers, photography - and strategies for nurturing innovation. The text provides a strategy that should help companies become and remain industry leaders. It draws on the history of innovation by inventors and entrepreneurs, and develops a practical model for how innovation enters an industry, how firms respond, and how new and old players wrestle for dominance. The author asserts that existing organizations must consistently abandon past success and embrace innovation, even when it undermines their traditional strengths.

- Sales Rank: #1280527 in Books
- Brand: Brand: Harvard Business School Press
- Published on: 1994-01
- Original language: English
- Number of items: 1
- Dimensions: 1.31" h x 6.41" w x 9.50" l, .0 pounds
- Binding: Hardcover
- 253 pages

Features

- Used Book in Good Condition

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By Michael Sandman

James Utterback has achieved the difficult goal of taking careful scholarship, drawing useful conclusions and presenting the whole package in a highly enjoyable book. He makes a major contribution by distinguishing between product innovation and process innovation and shows how and why the former is likely to come from outside the established industry players, while the latter is more likely to come from inside.

In the process he reaches back into history and covers industries ranging from pond ice to memory chips. Combining his explanation with concepts with Geoffrey Moore's "Crossing the Chasm" provides a powerful means of understanding where innovation comes from and what the barriers are to its success. Utterback's book goes beyond that. It also calls into serious question the idea (posited by Moore and others) that today's "high tech" cycle of innovation is fundamentally different from earlier innovative cycles in other industries. All in all, Utterback uses industrial history in a low-key, fact-based book that shines a clear, bright light on what drove yesterday's technology developments -- and today's.

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By Benjamin Slivka

Prof. Utterback spent over twenty years studying 20+ industries as they experienced dramatic technological change, trying to understand who were the market leaders before the change, who were the market leaders afterwards, and why?

He studies markets as varied as cooling (the harvested ice industry in the late 1800s), lighting (gas lighting giving way to incandescent lighting giving way to fluorescent lighting), typewriters (manual typewrites giving way to electrics giving way to dedicated word processors giving way to PCs), and plate glass.

He observes that the market leaders prior to a technology change rarely are market leaders after the change, primarily because the entrepreneurs and innovators are squeezed out of older companies by "incrementalists". This gave me a lot of encouragement and insight into pushing hard on Internet Explorer back in 1994..1996 at Microsoft, and also I think explains why Microsoft is struggling now.

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By Michael Sandman

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