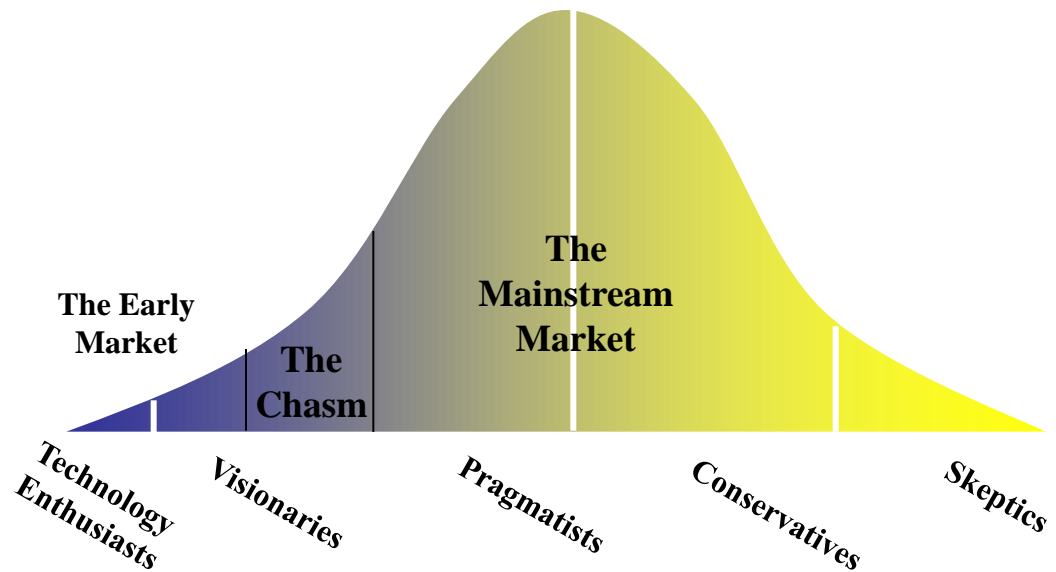


Technology & Innovation...

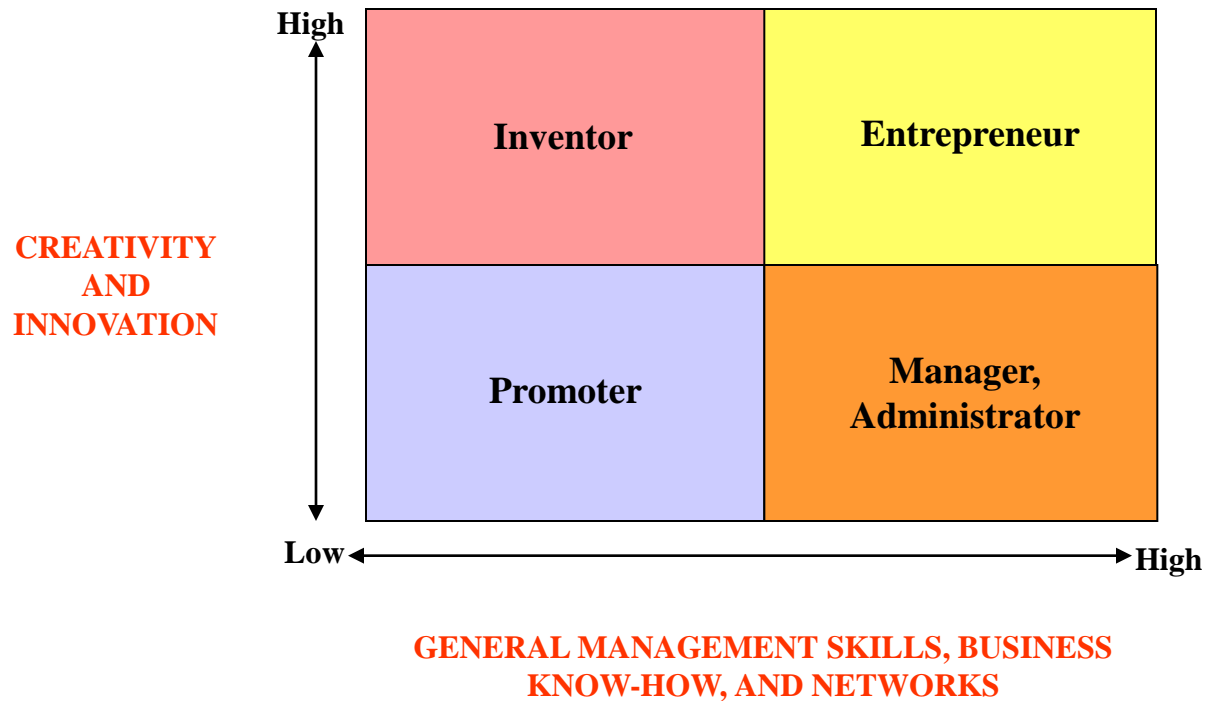
100 Slides



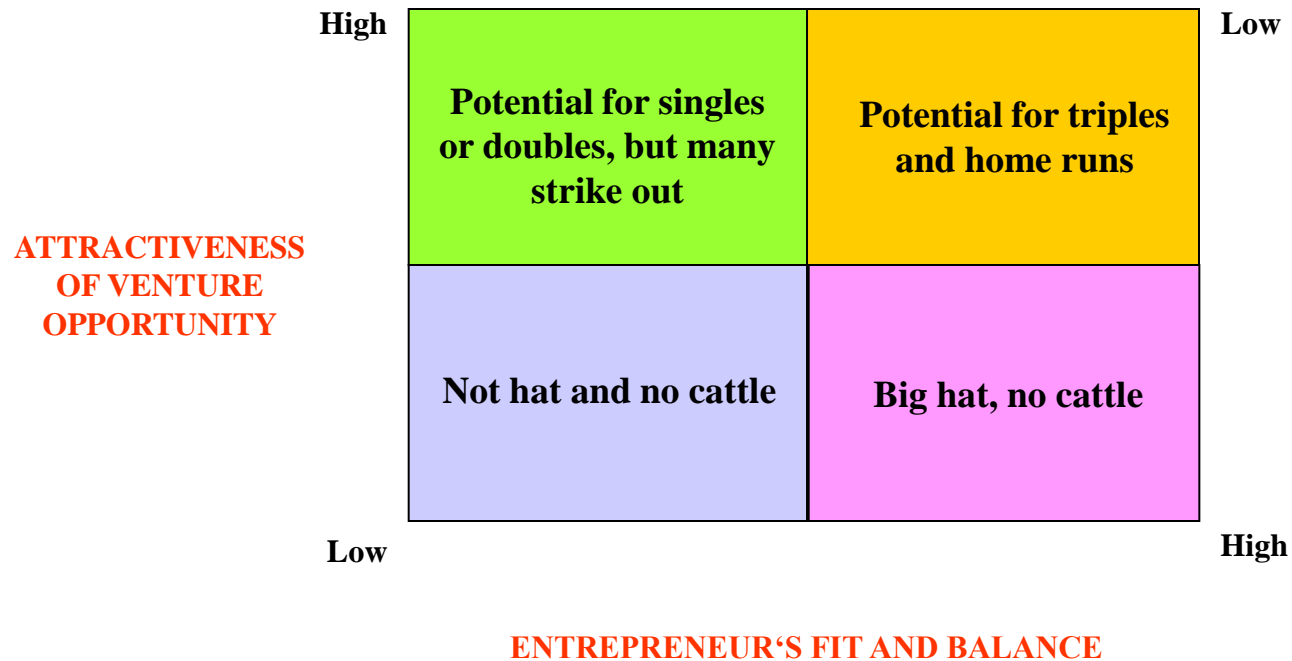
Key Words...

Entrepreneurship – Venture Models – Driving Forces
– Venture Capital – Growth Phases – Technology
Life Cycle – The Chasm Model – The Transilience
Map – Diffusion Curve – Technology Strategies –
Knowledge Creation Process – Innovation
Management – First Mover Advantage – Technology
Acquisition – Core Technologies – Technology
Portfolio – Patent Management – Intellectual
Property – Innovation Types – Kano Model – R&D –
New Technologies – Risk Bubble Diagram –
Technology Evolution – E-Business Models – Growth
Strategies – Start-up – Private Equity – Financing
Life Cycle – Product Innovation Process

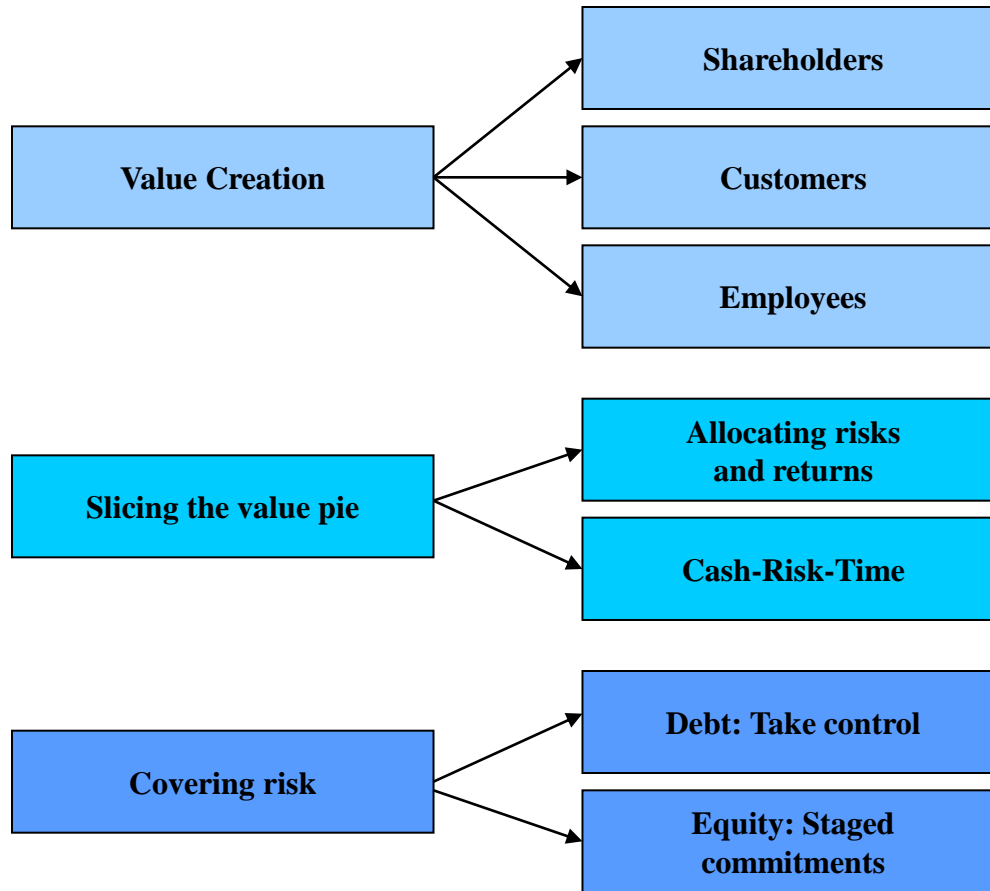
Who is the Entrepreneur?



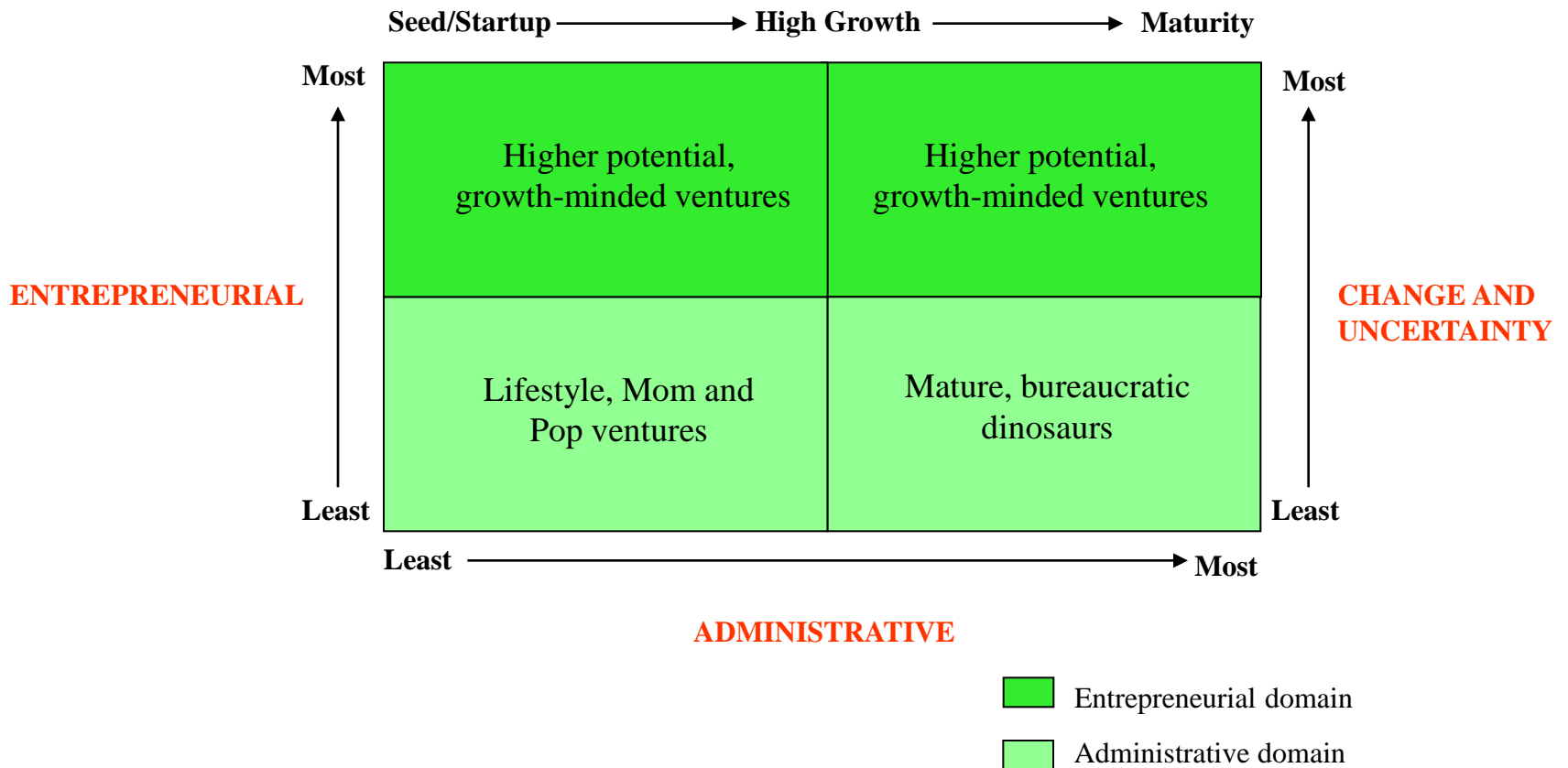
Fit of Entrepreneur and Venture Capital



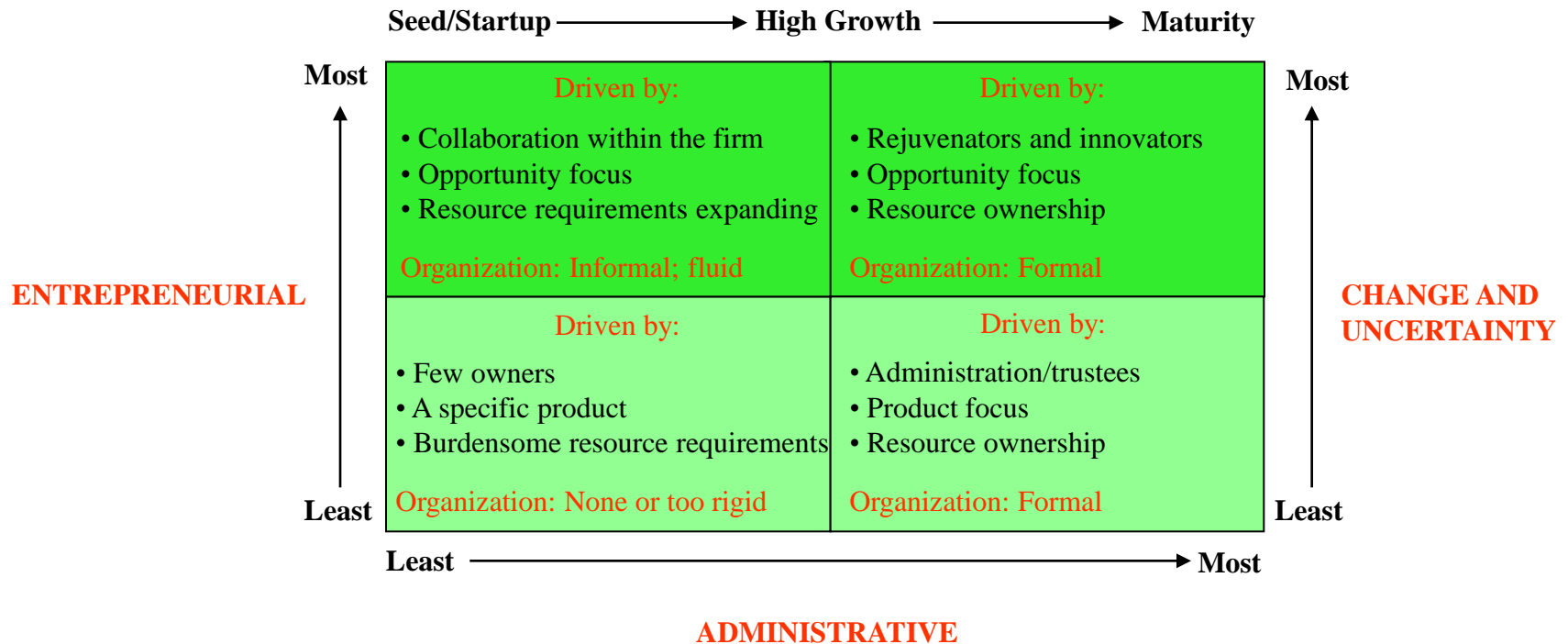
Central Issues in Entrepreneurial Finance



Dominant Venture Modes



Principle Driving Forces

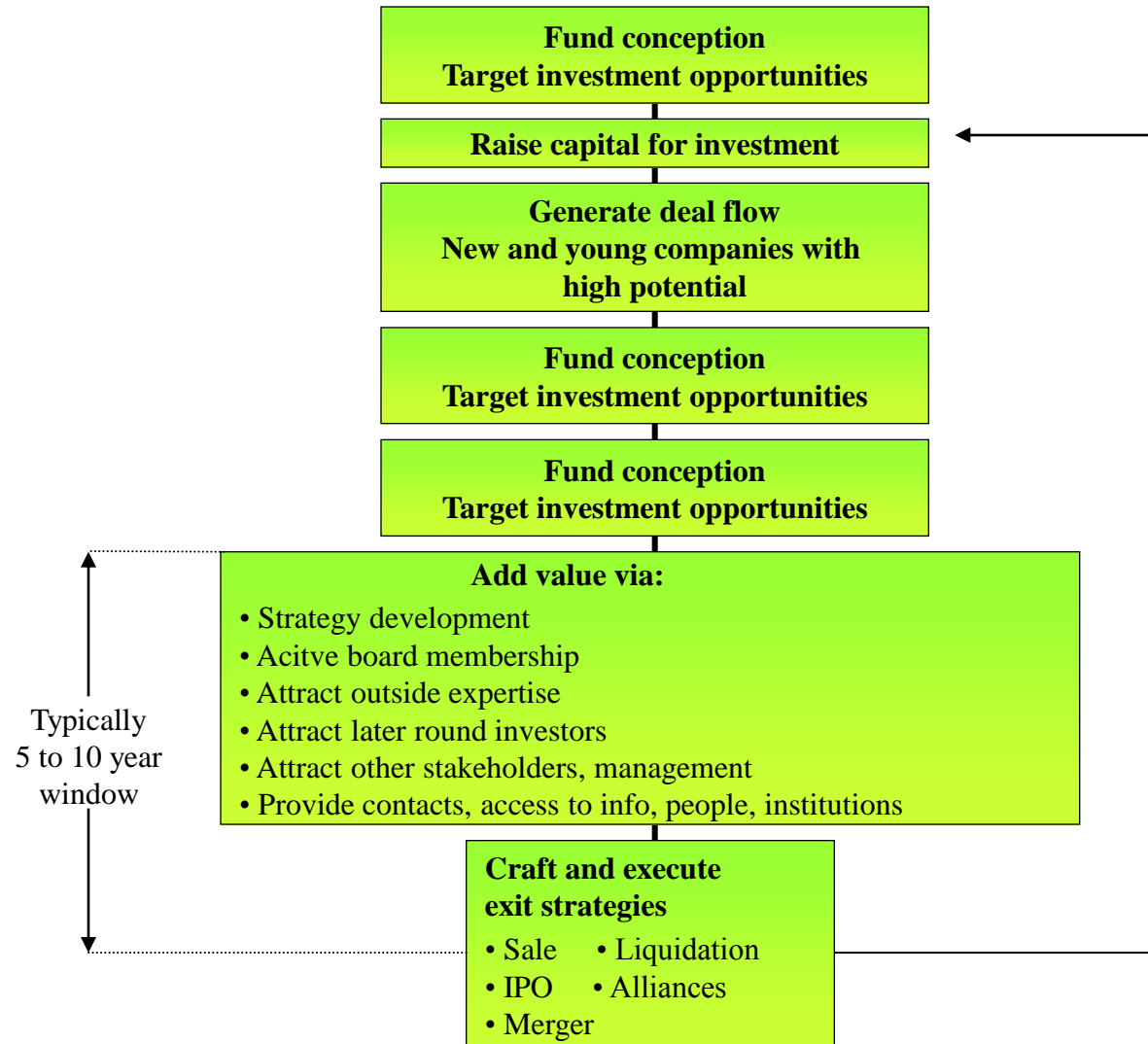


- Entrepreneurial domain
- Administrative domain

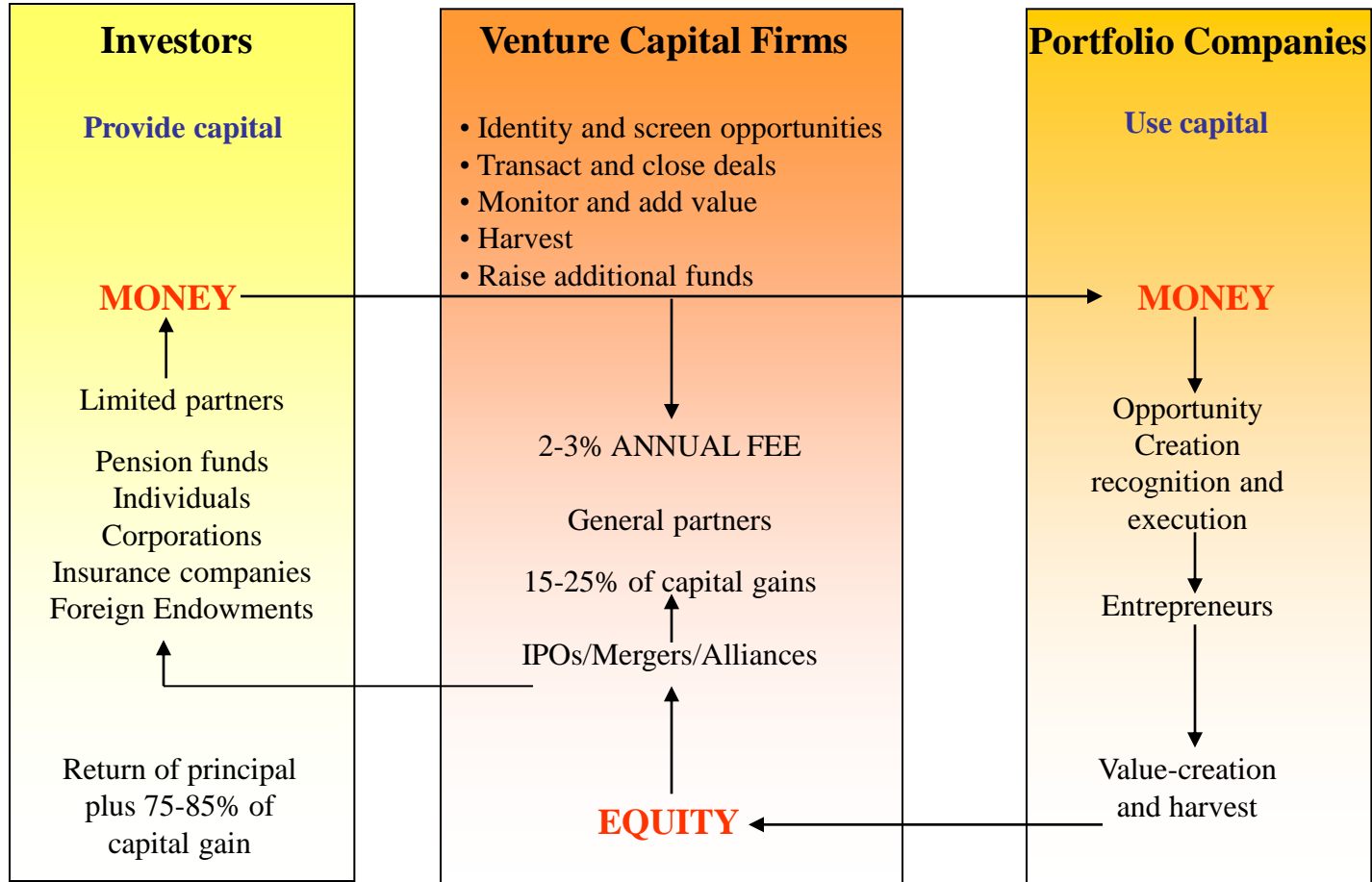
Financial Strategy Framework



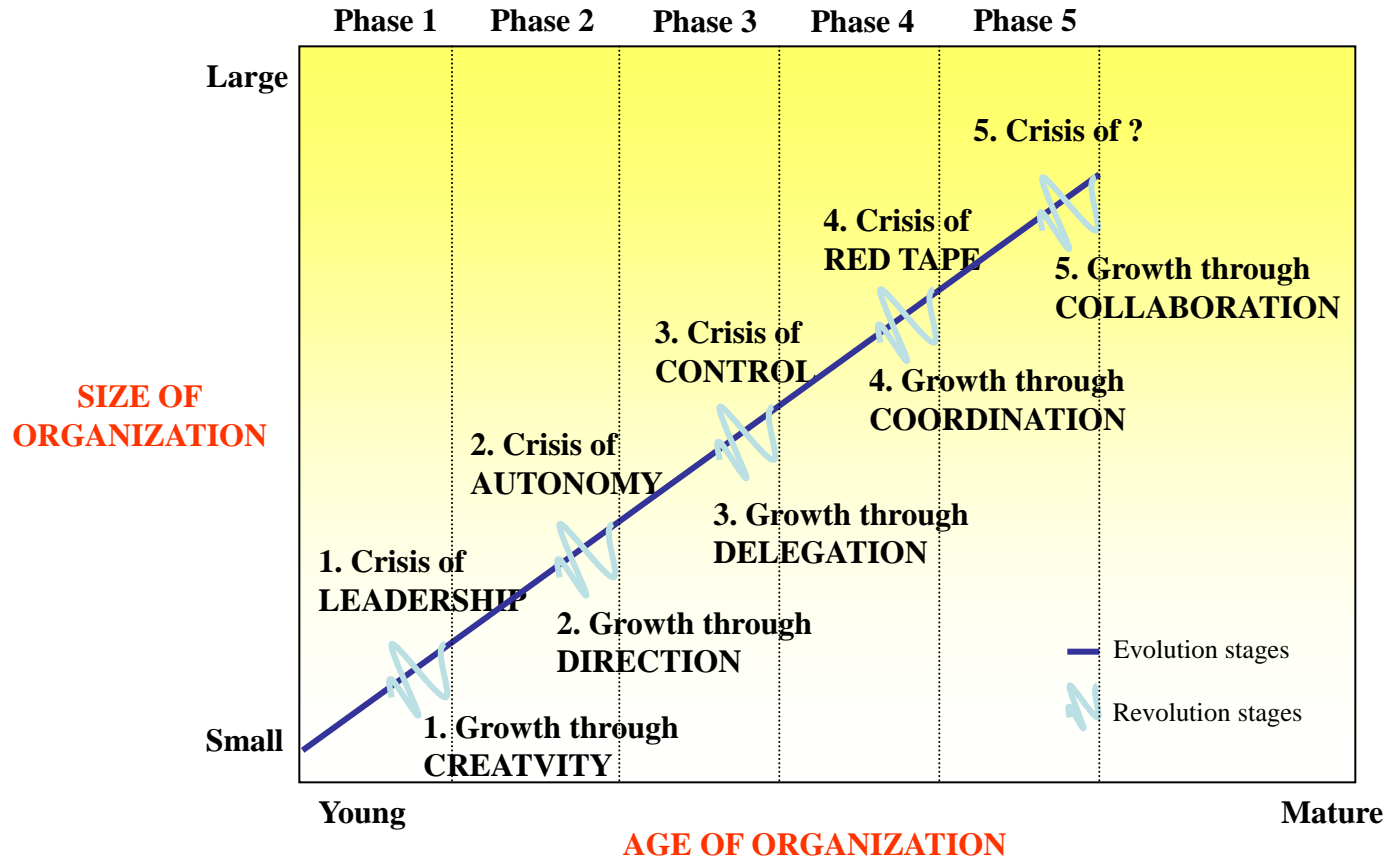
The Five Tasks of Strategic Management



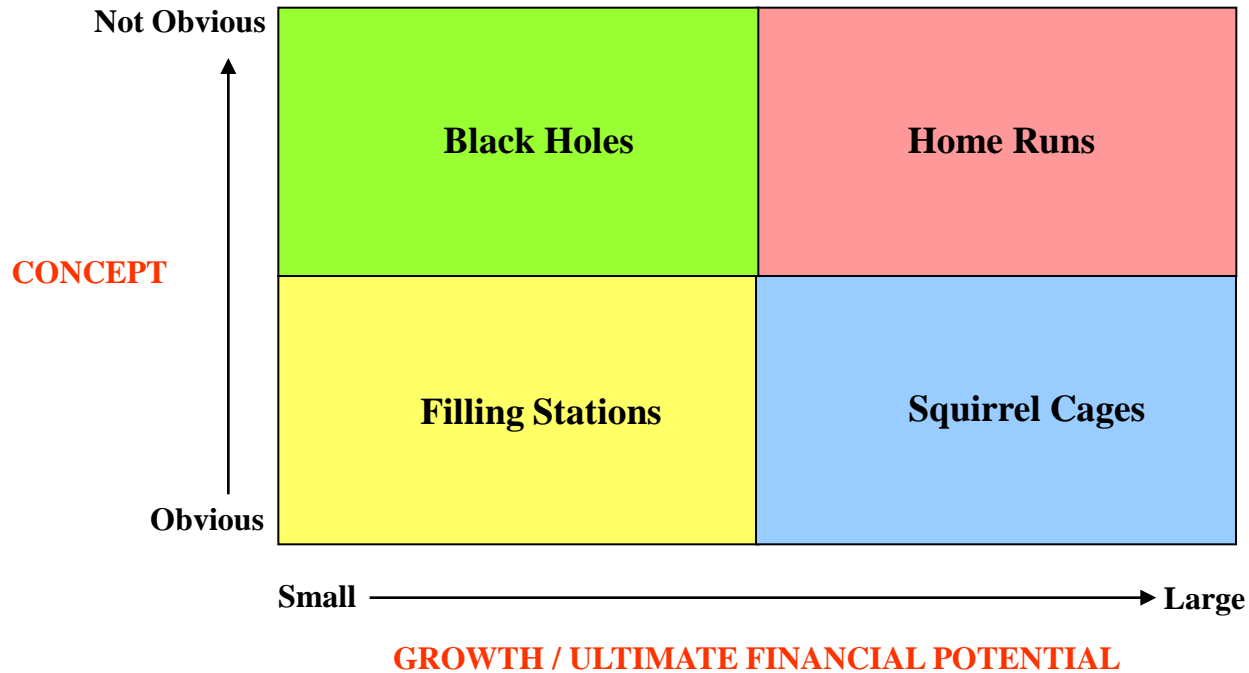
Flows of Venture Capital



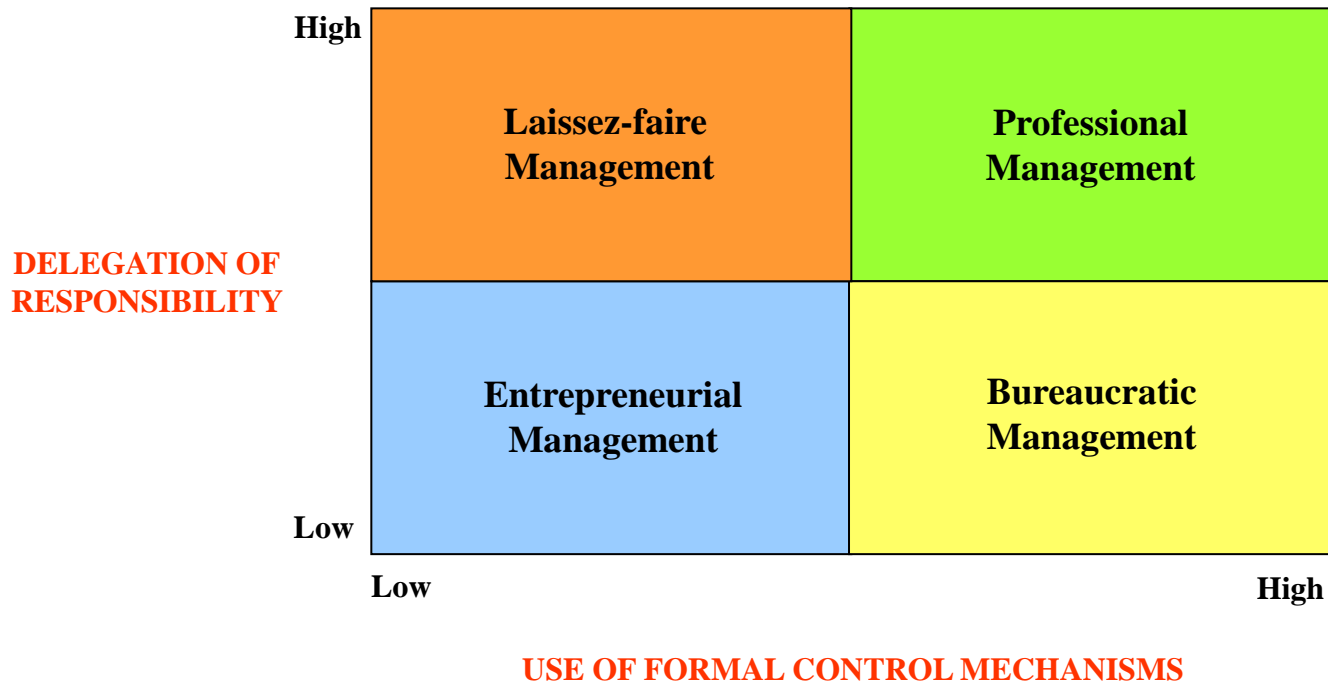
Growth Phases



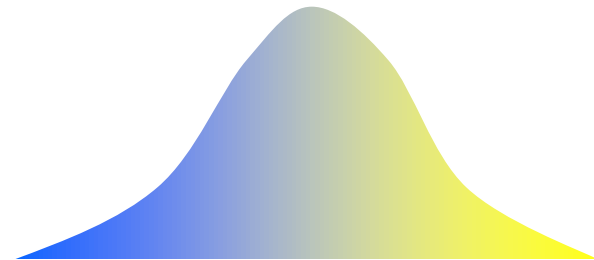
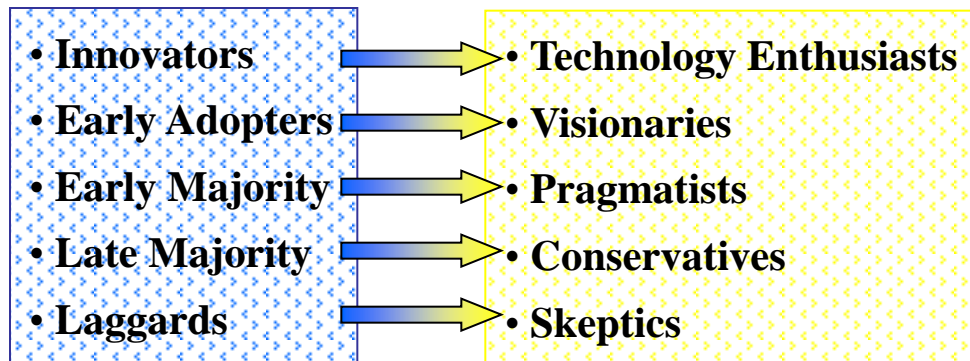
A Way to Think about Potential



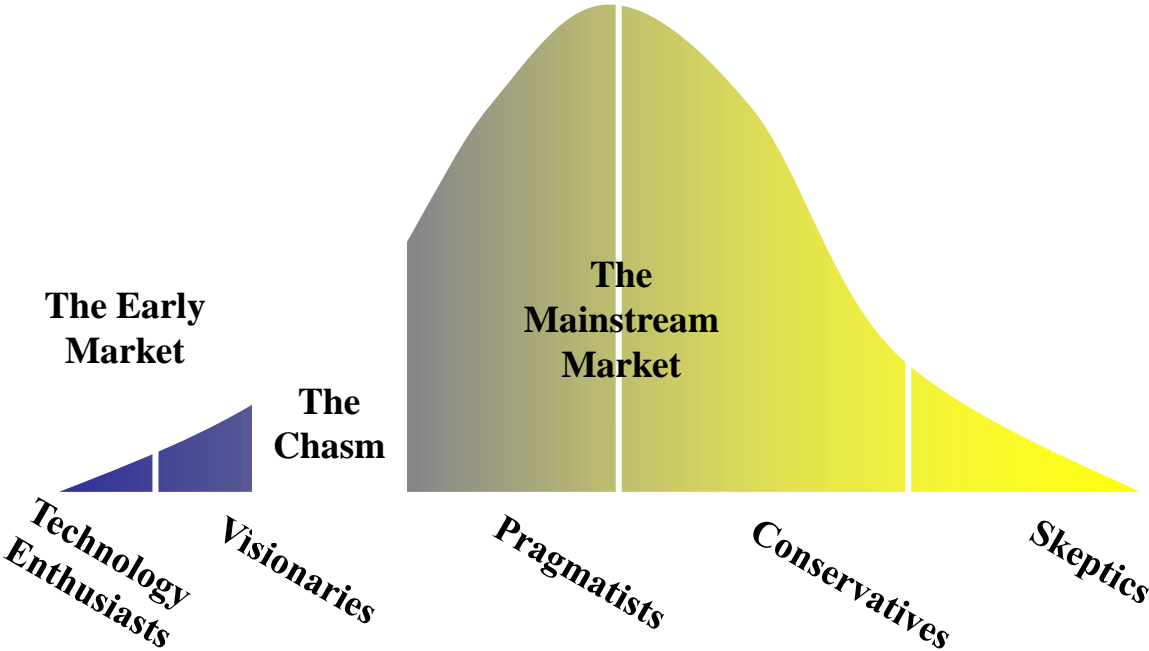
Four Archetypal Structural Approaches to Coordination



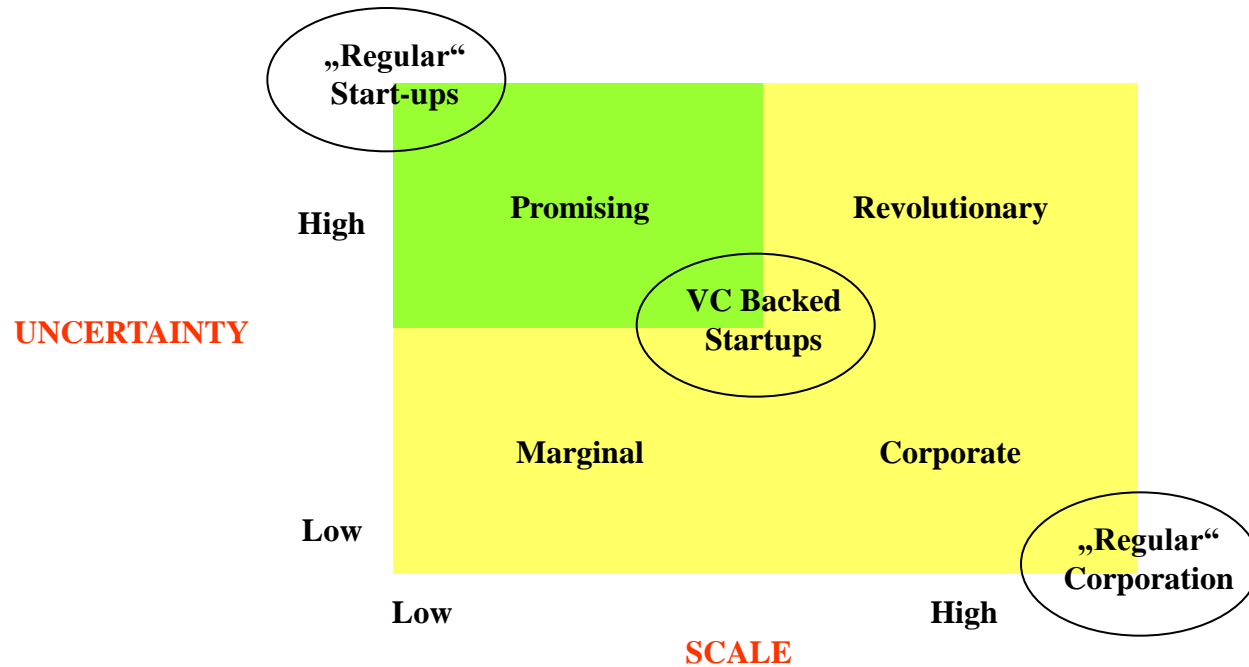
The Technology Adoption Life Cycle



The Chasm



Amar Bidhé Framework

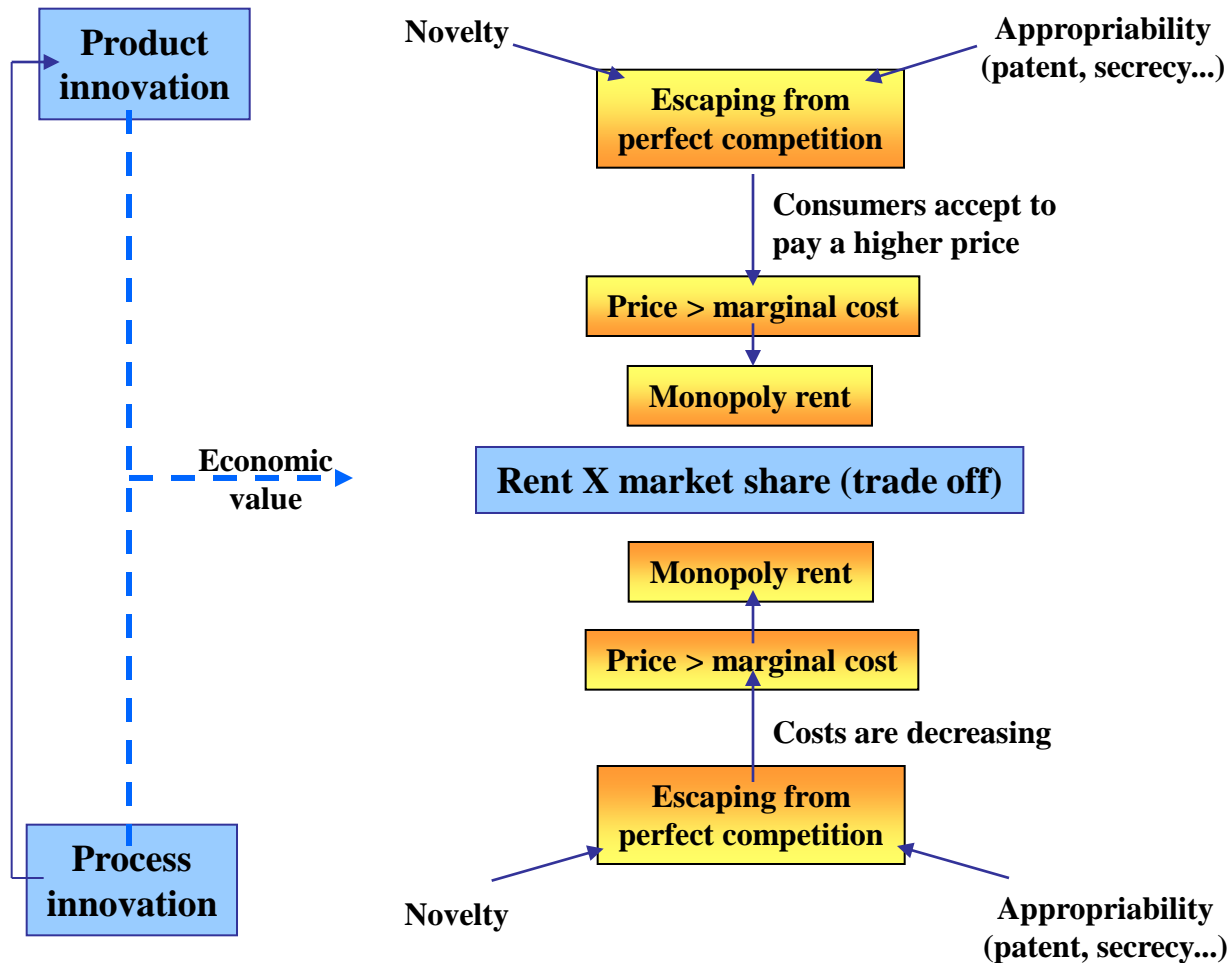


Uncertainty: unqualifiable and immeasurable risk

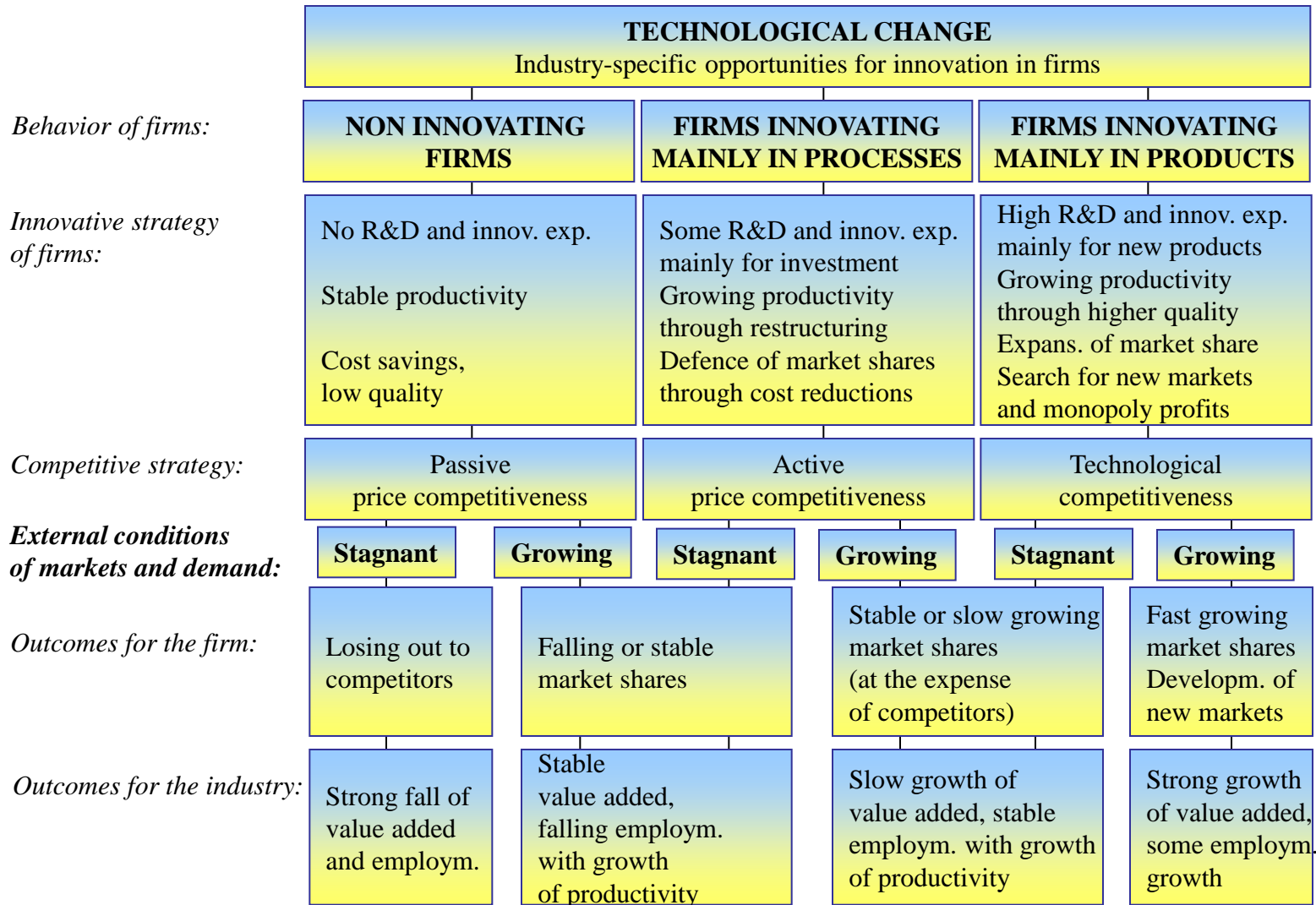
Scale: expected total profit from opportunity

On Innovation

Why do firms innovate?



Framework for Investigating the Impact of Innovation on Growth and Employment

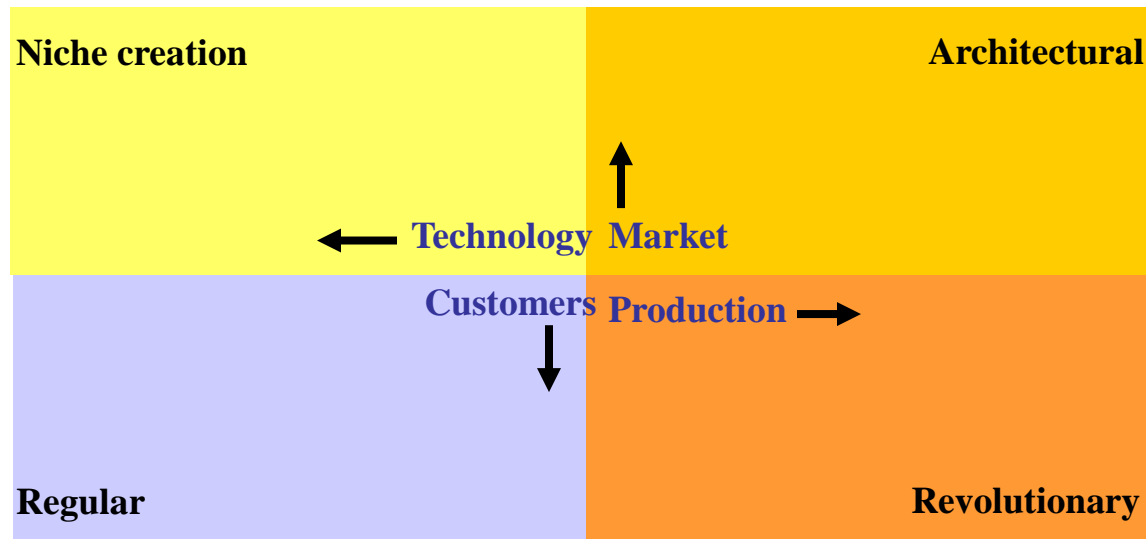


Types of Lock-In and Types of Switching Costs

Type of lock-in	Switching costs
Contractual commitments	Compensatory or liquidated damages
Durable purchases	Replacement or equipment; tends to decline as the durable ages
Brand-specific training	Learning a new system, both direct costs and lost productivity; tends to decline as people learn to learn
Information and data bases	Converting data to new format; tends to rise over time as collection grows
Specialized suppliers	Funding of new supplier; may rise over time if capabilities are hard to find
Search costs	Combined buyer and seller search costs; includes learning about quality of alternatives
Loyalty programs	Any lost benefits from incumbent supplier, plus need to rebuild cumulative use

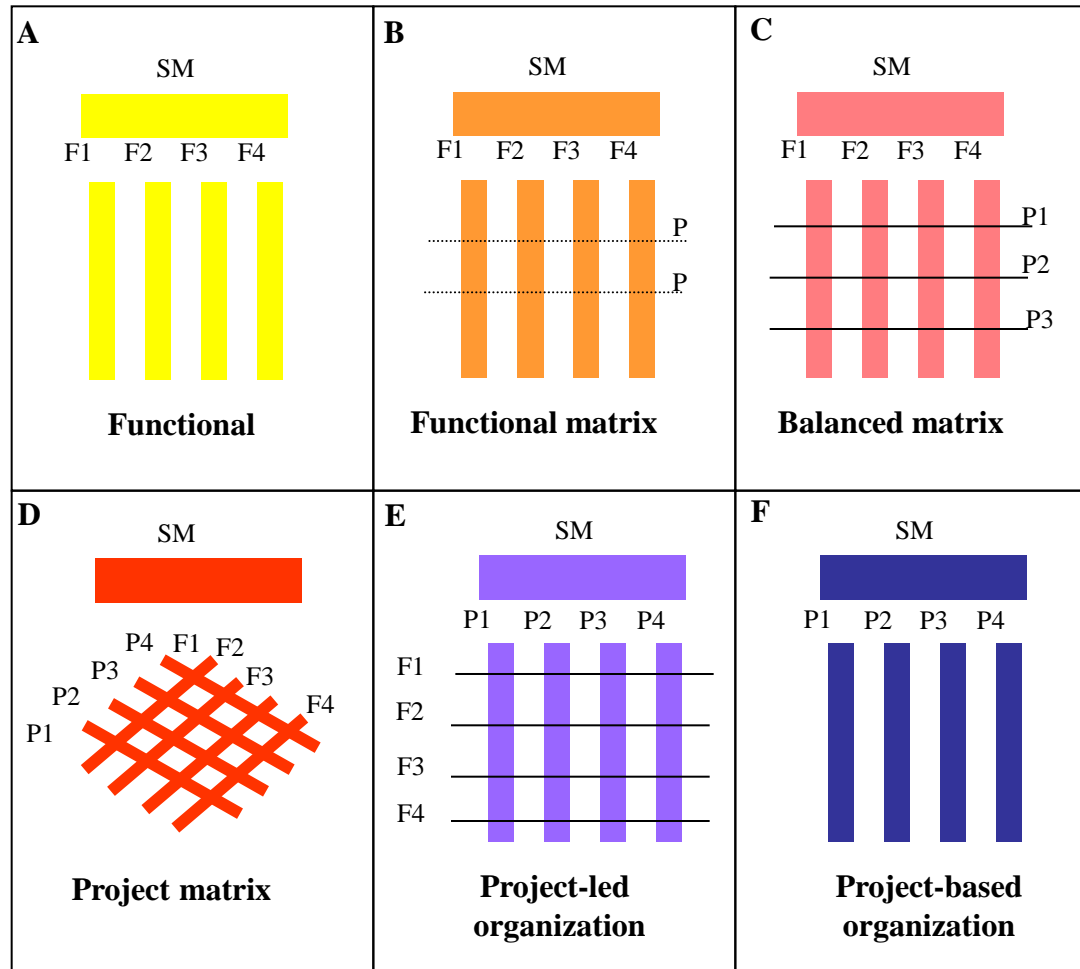
The Transilience Map

BREAKTHROUGH

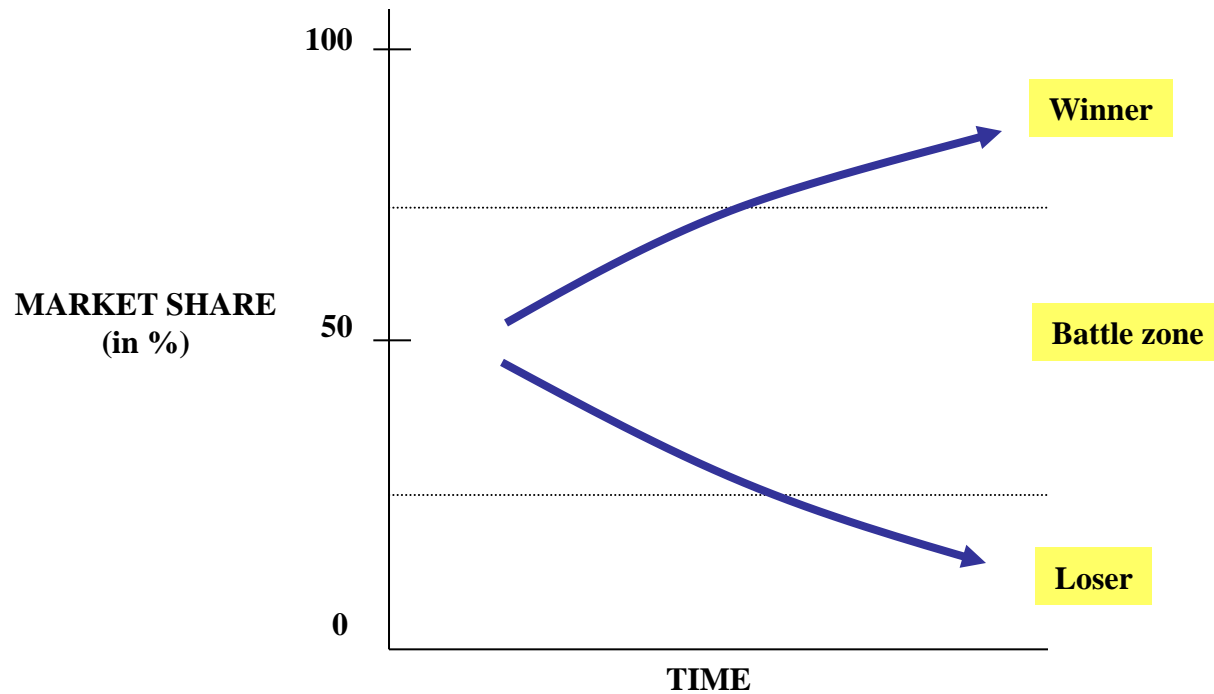


CONTINUITY

Organizational Capabilities

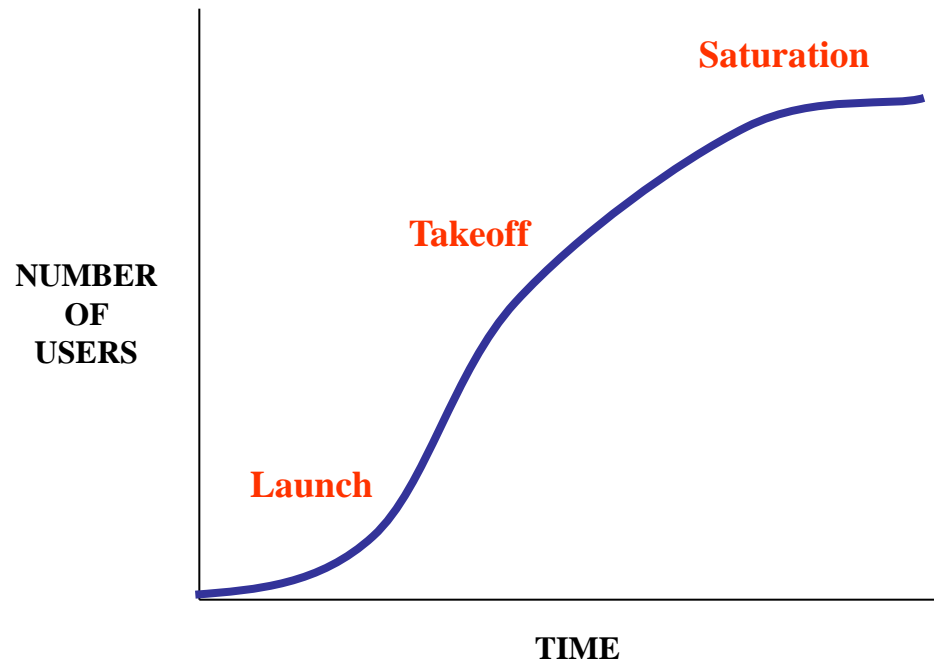


A New Kind of Competition: Winner-Take-All



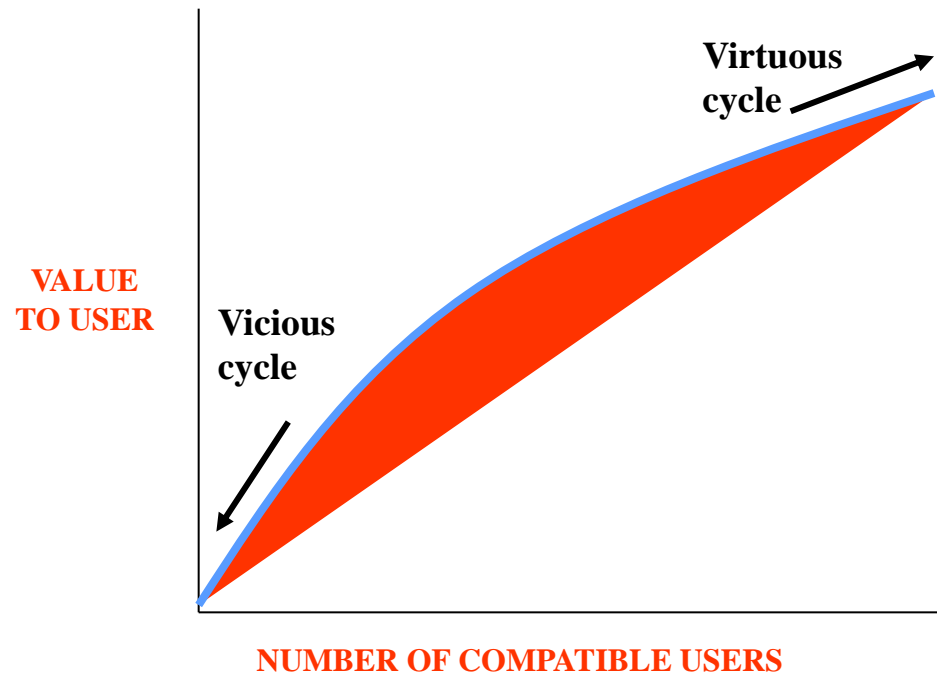
The Classical Diffusion Curve

Adoption Dynamics

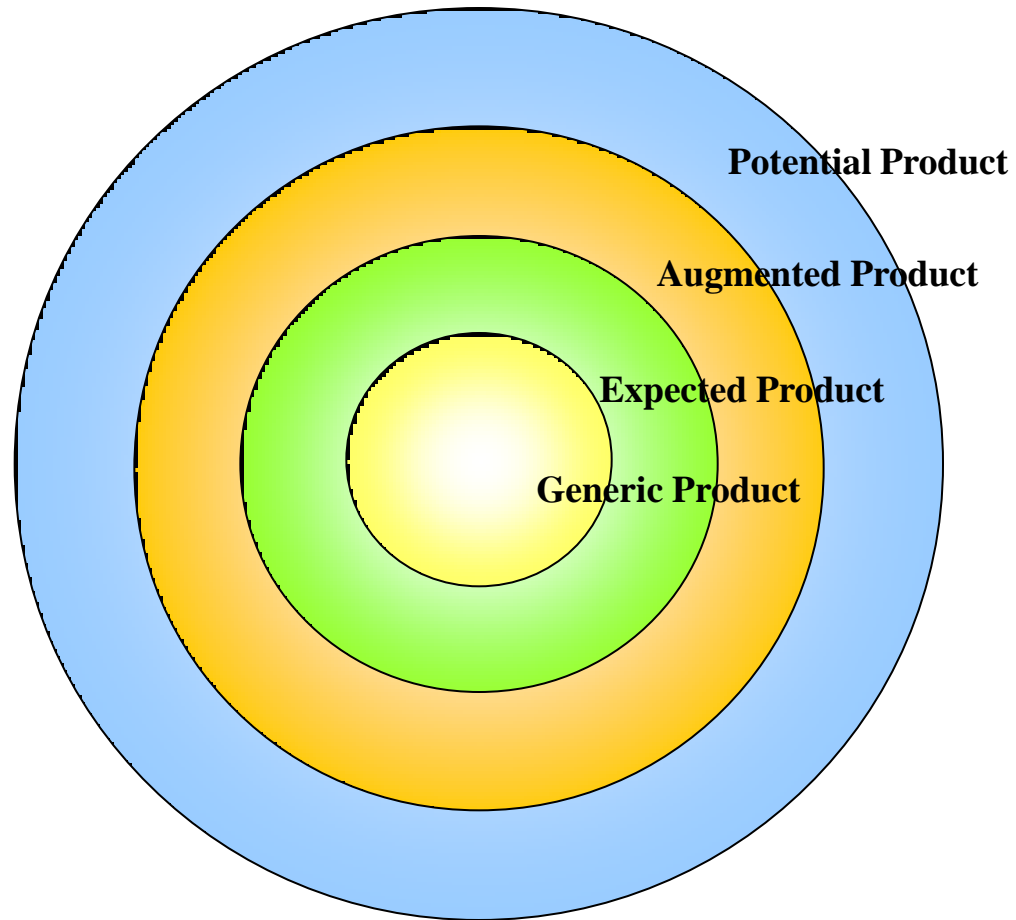


Positive Feedback's Should not be Confused with Growth

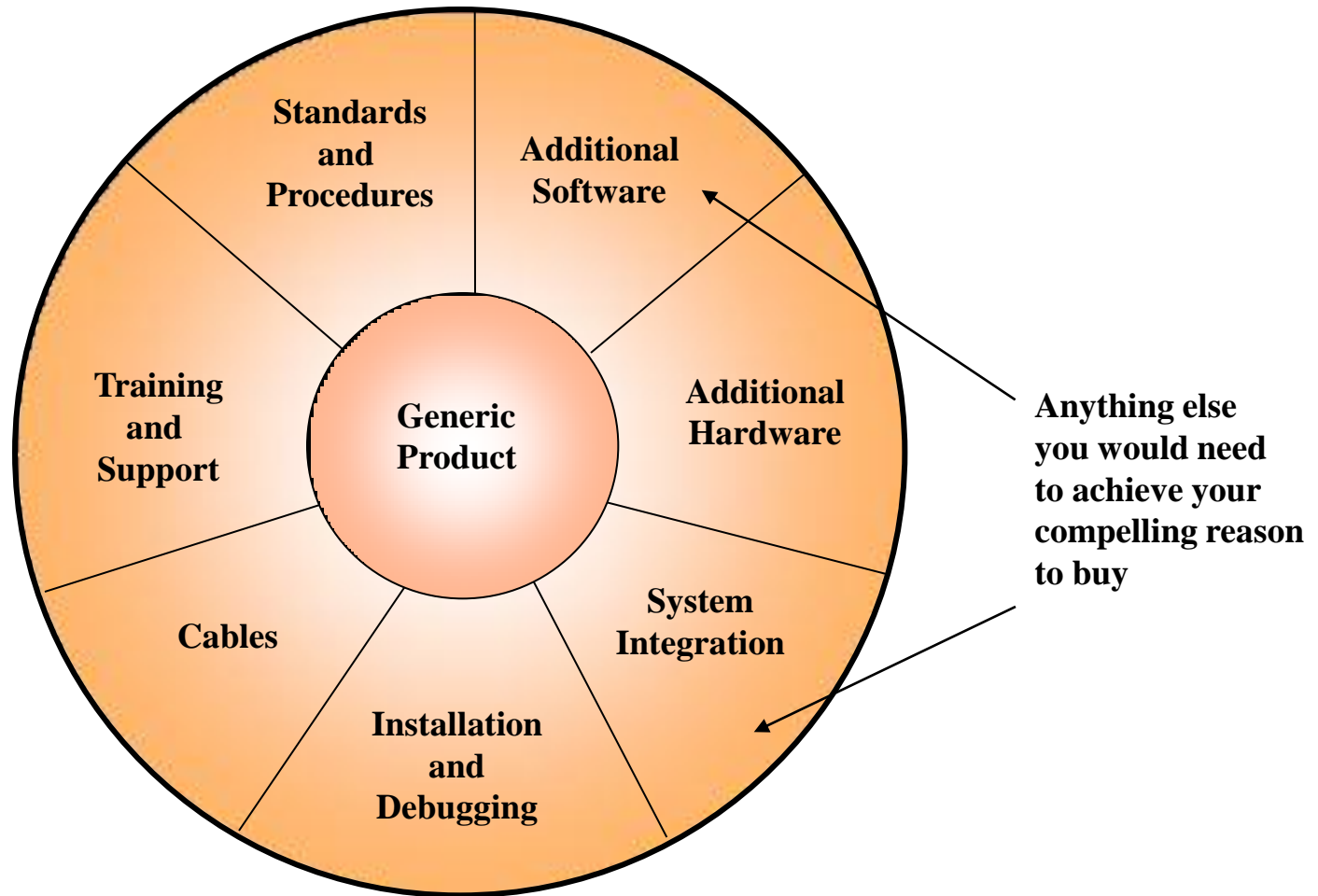
Popularity Adds Value in a Network Industry



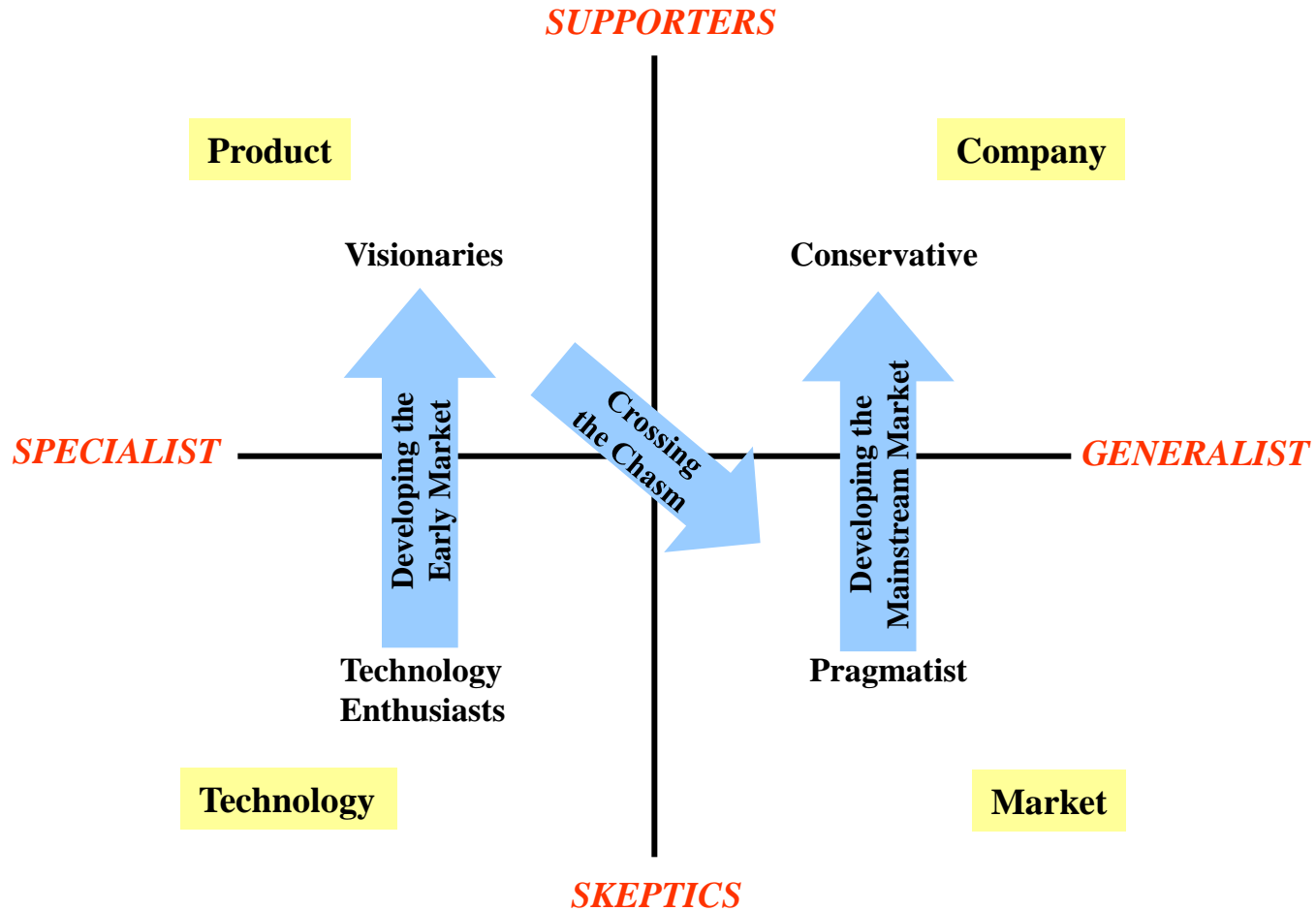
The Whole Product Model



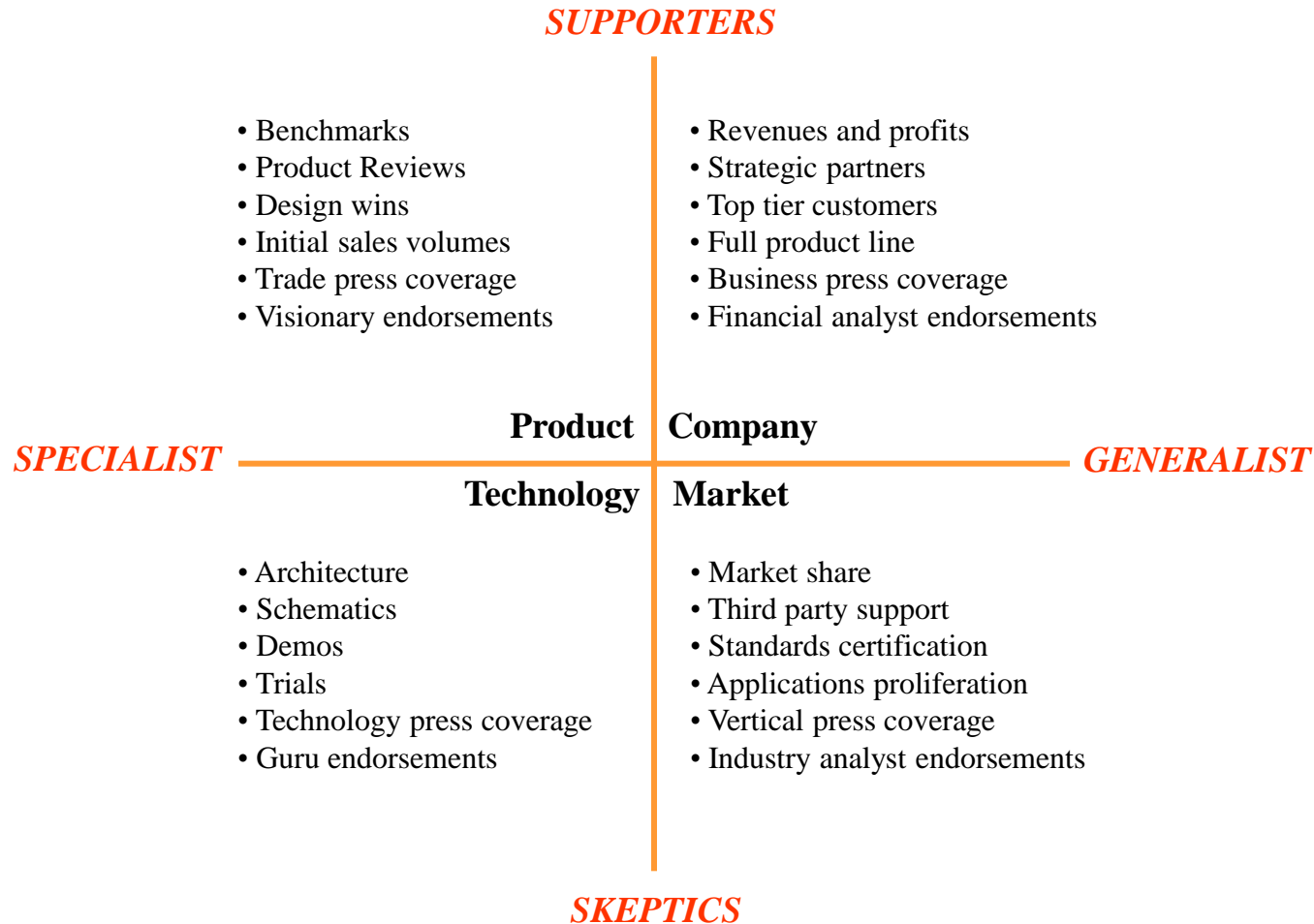
The Simplified Whole Product Model



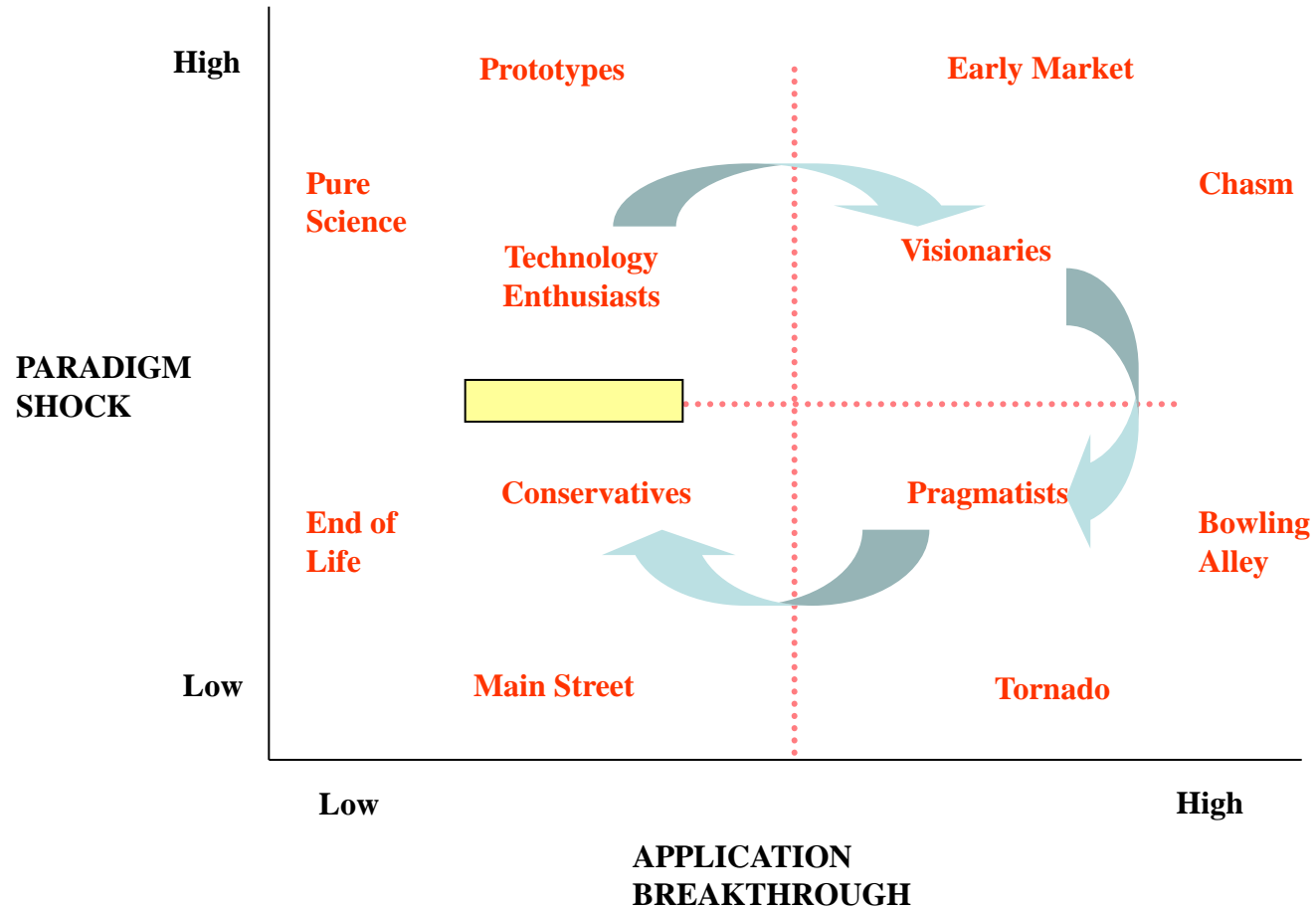
The Competitive-Positioning Compass



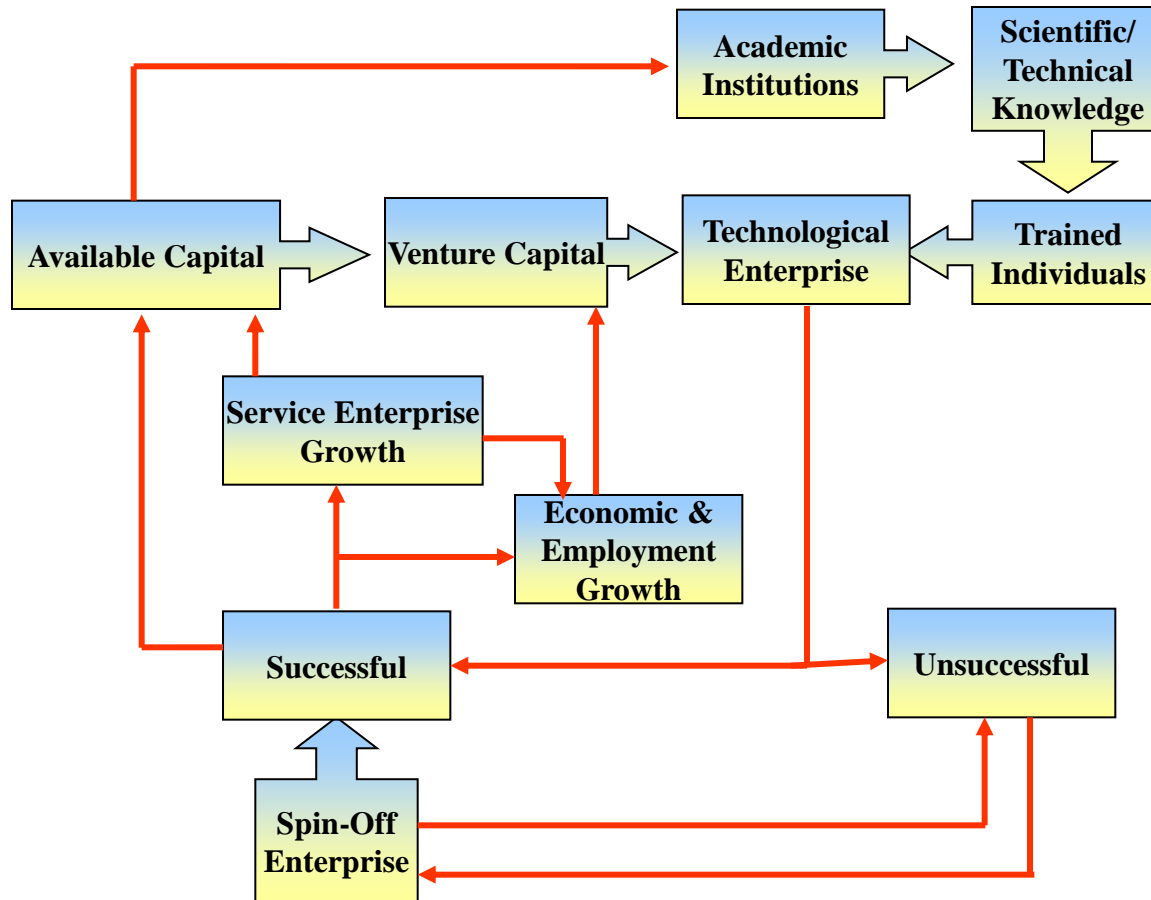
Define the Battle



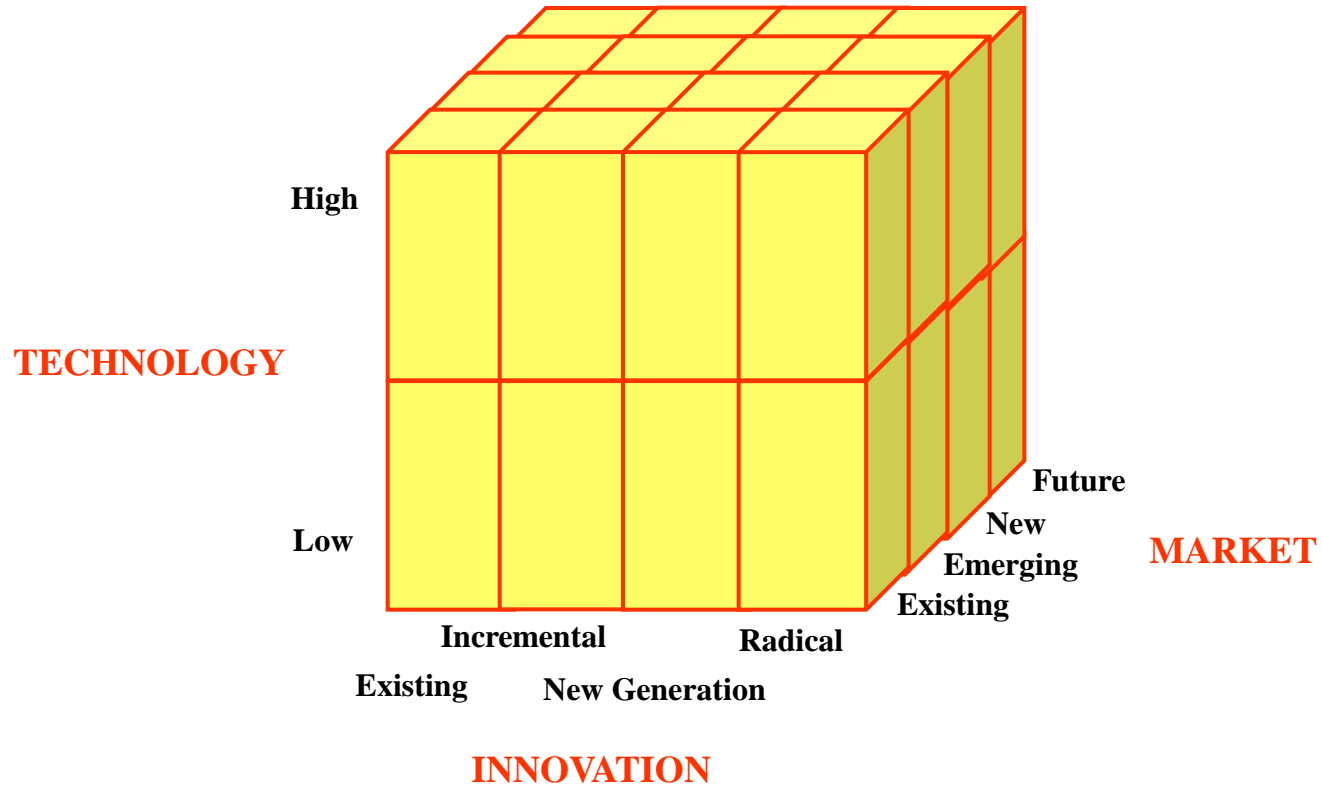
Discontinuity and Life Cycle



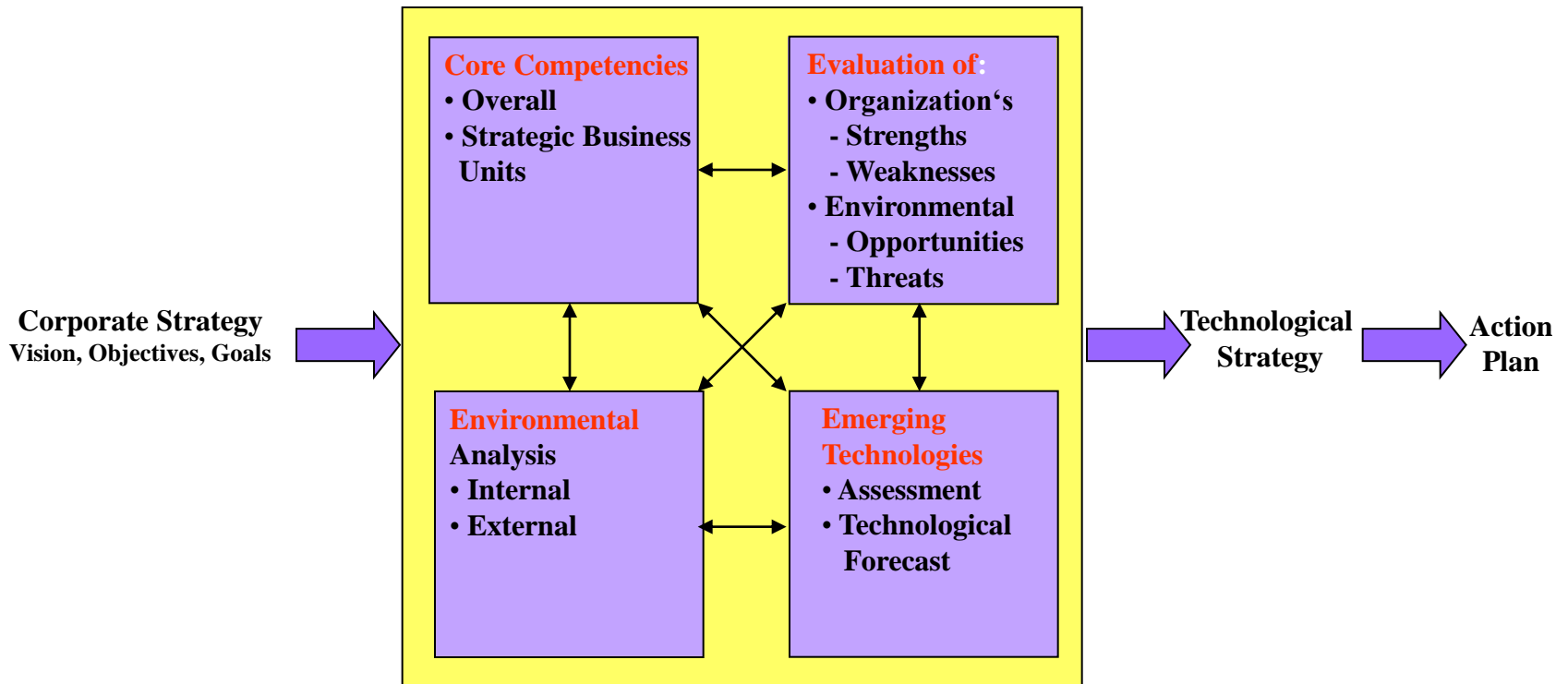
Development of Technological Entrepreneurial Regions



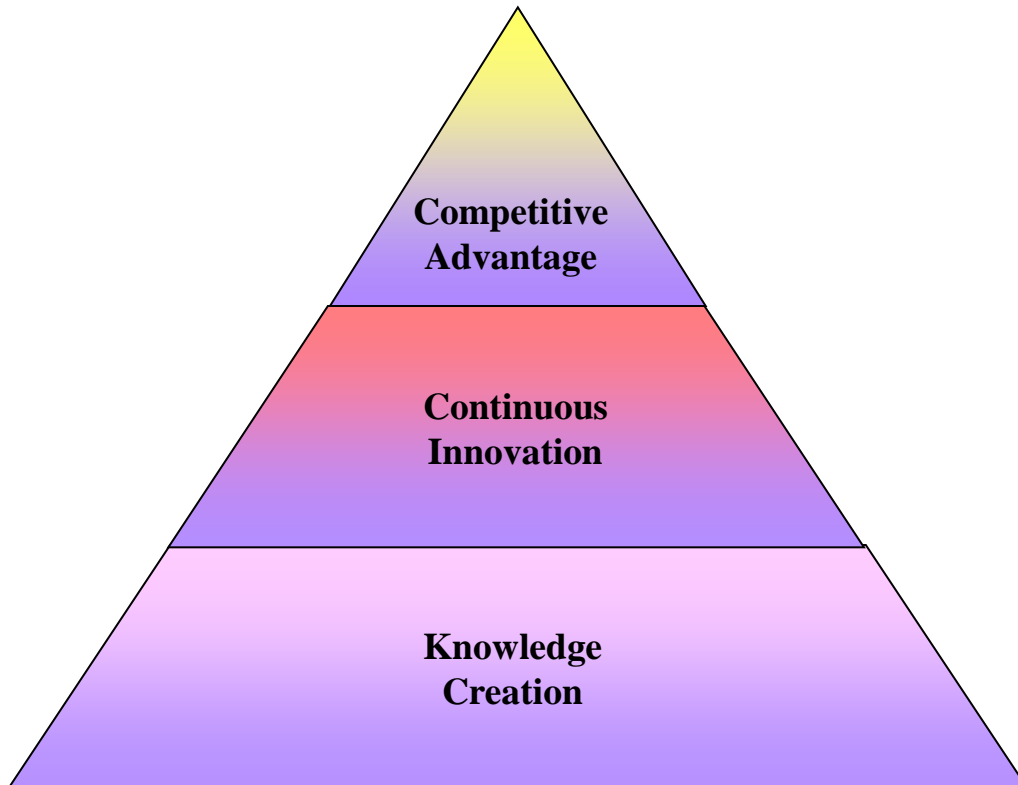
Technological Enterprise Space



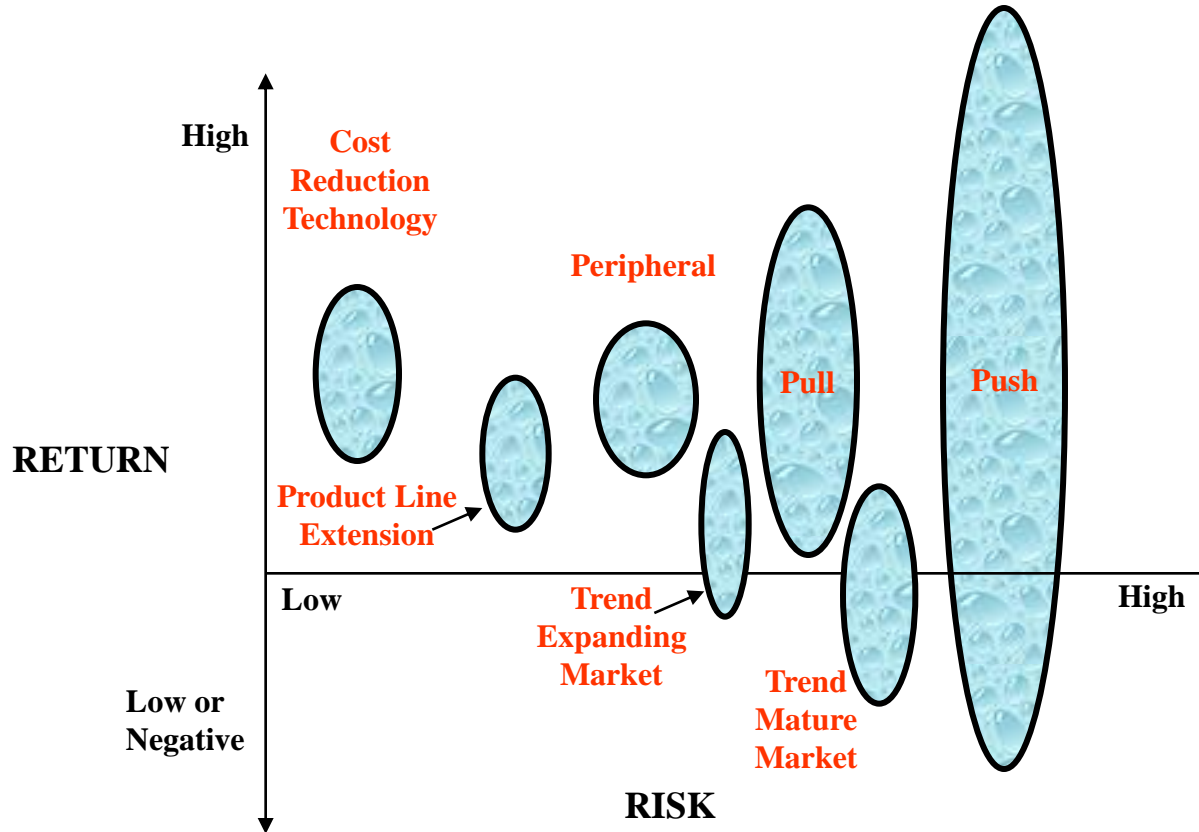
Technological Strategic Planning Model



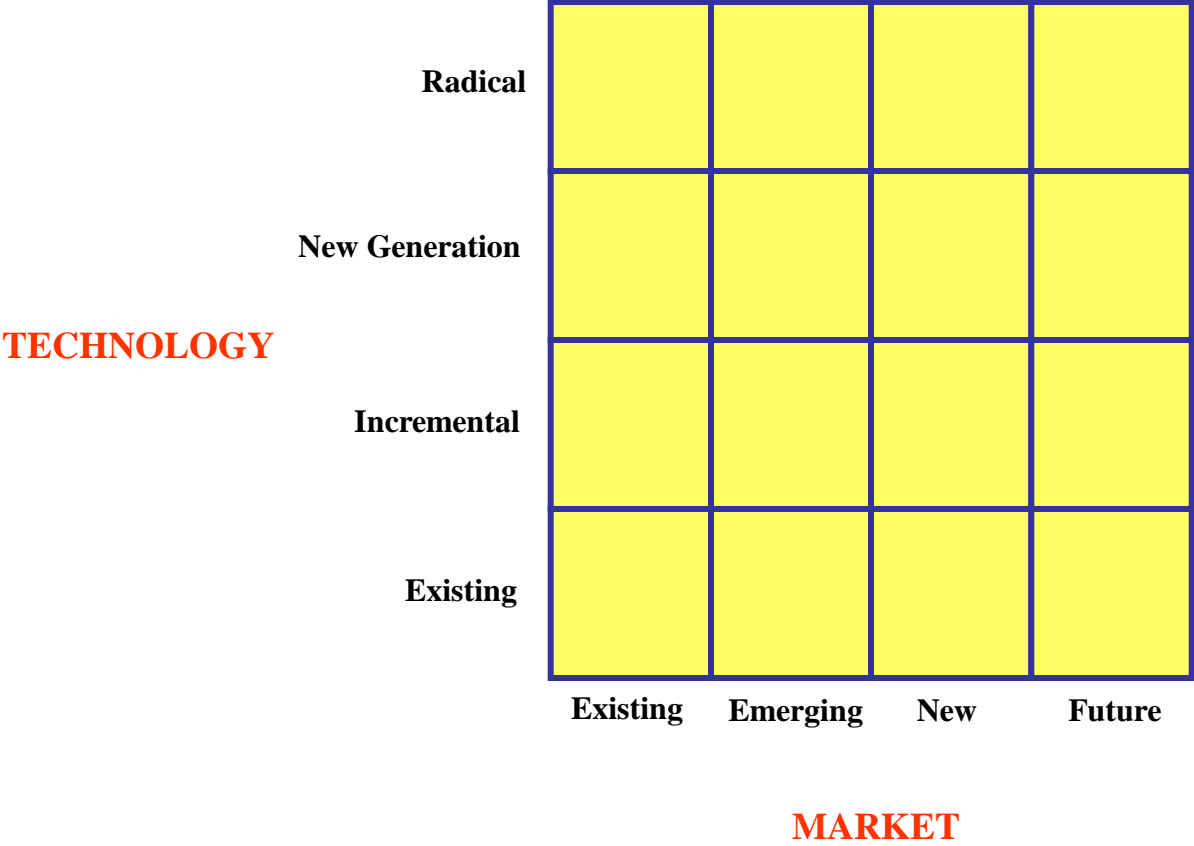
Knowledge Creation Pyramid



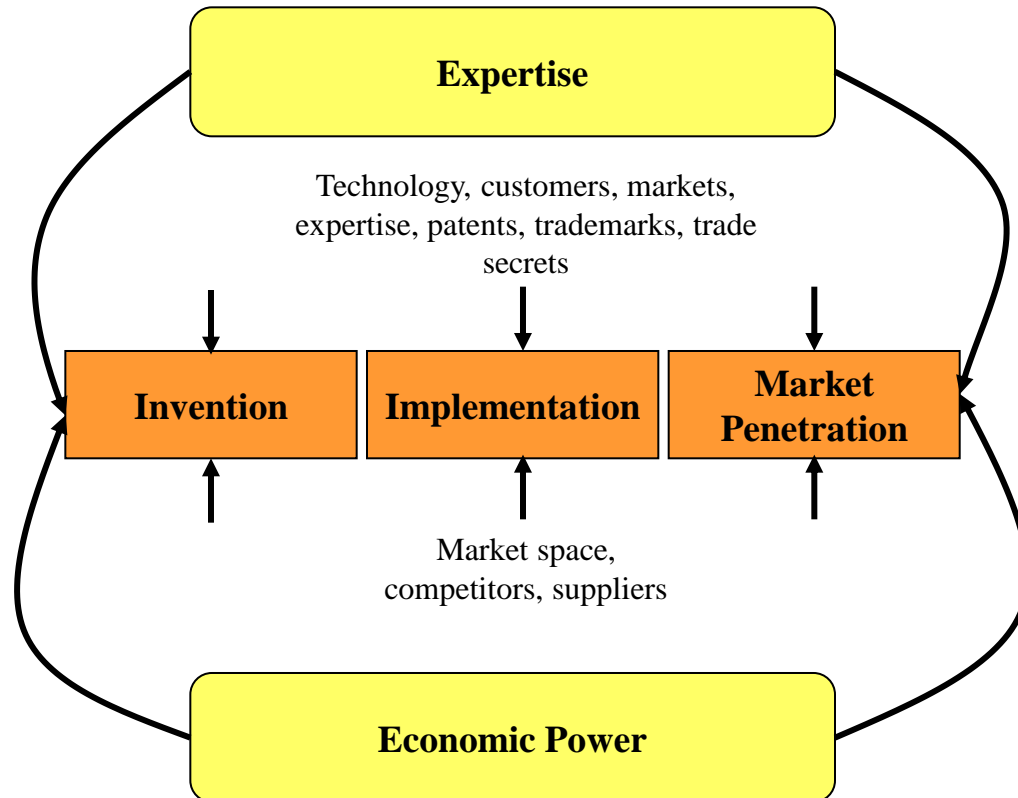
Technology Strategy Risk-Return Space



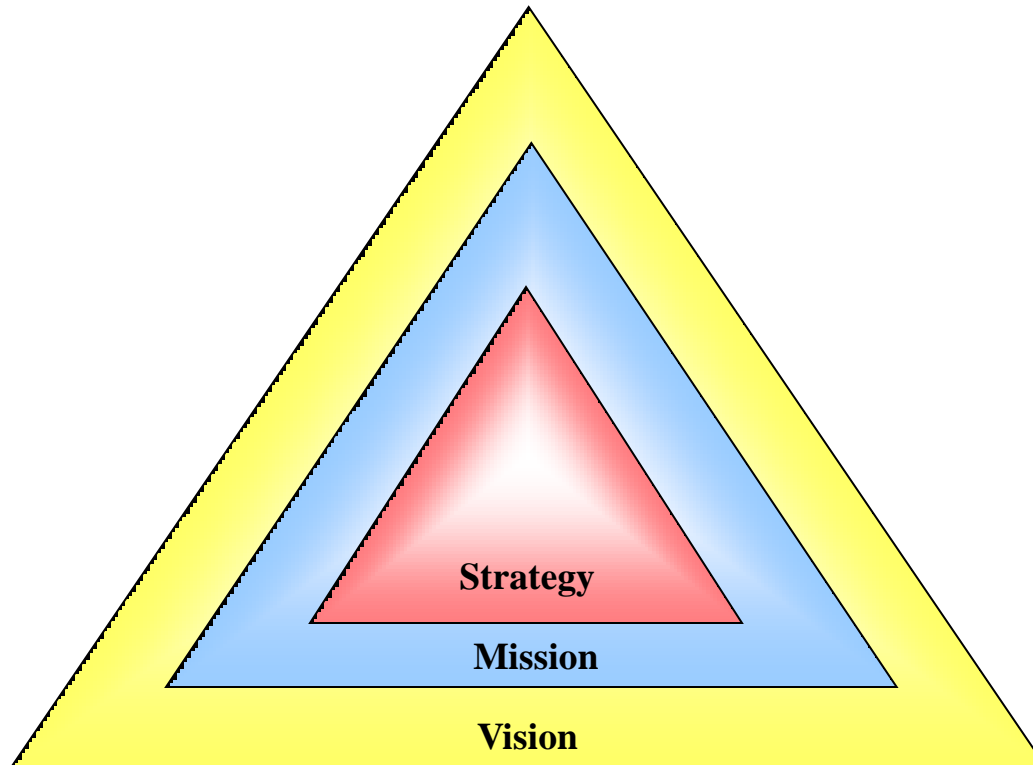
Two-Dimensional Technological Space



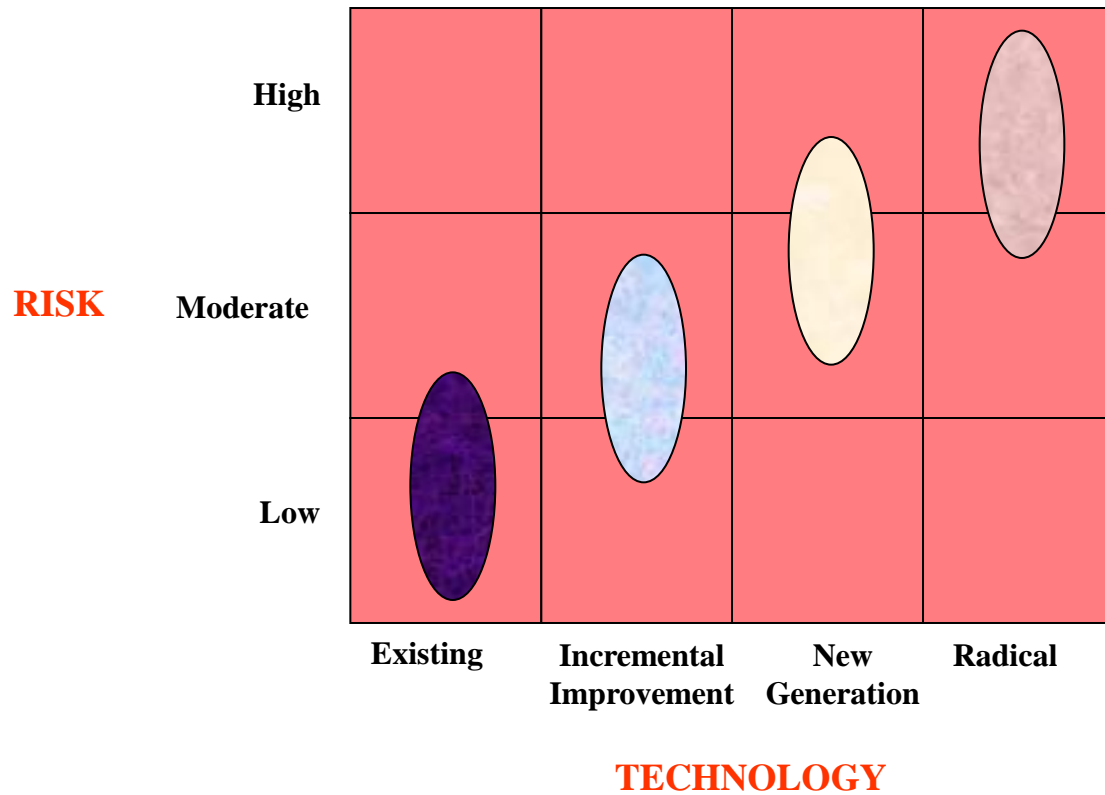
Innovation Feedback Process



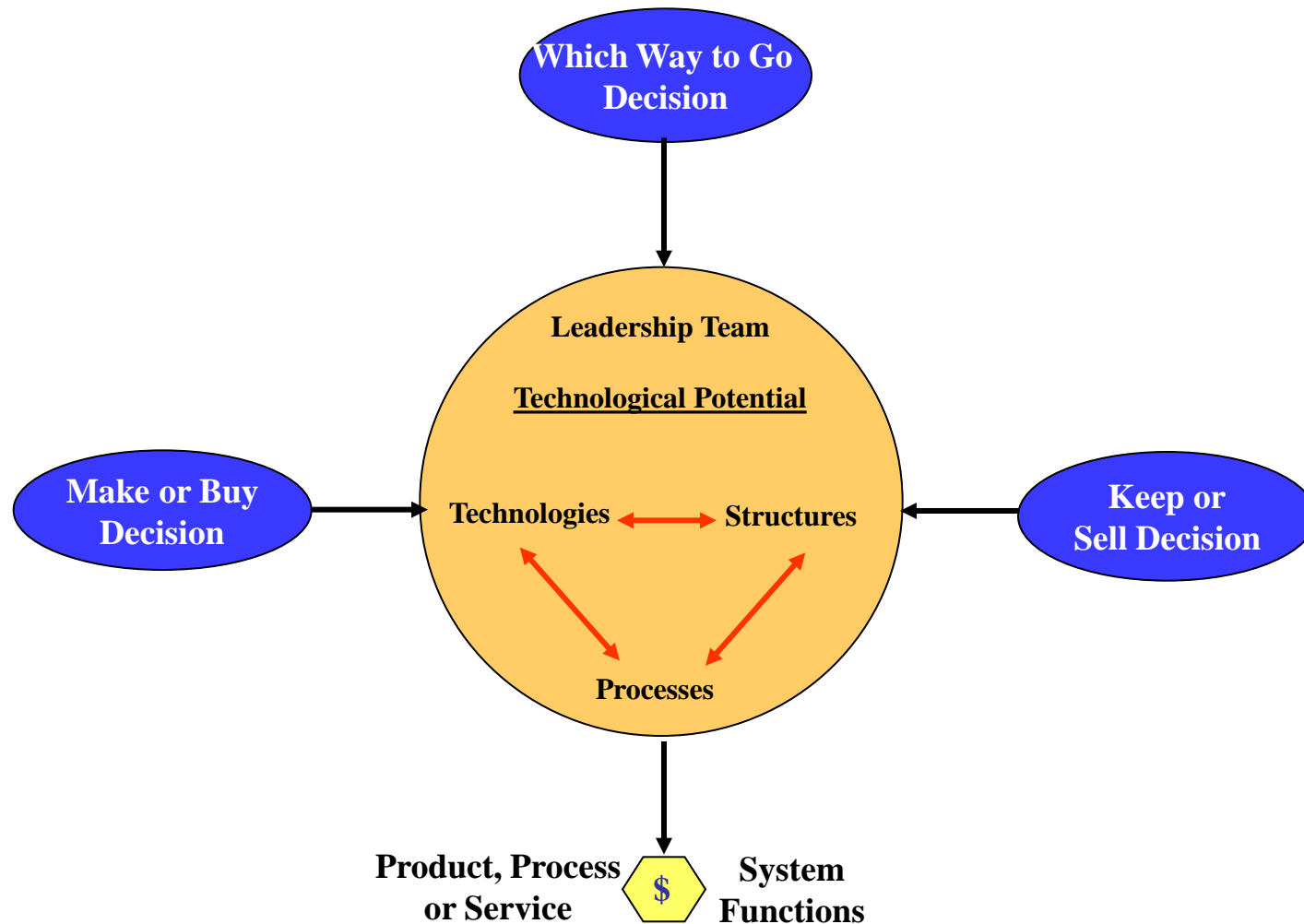
Nested Enterprise Strategy Sets



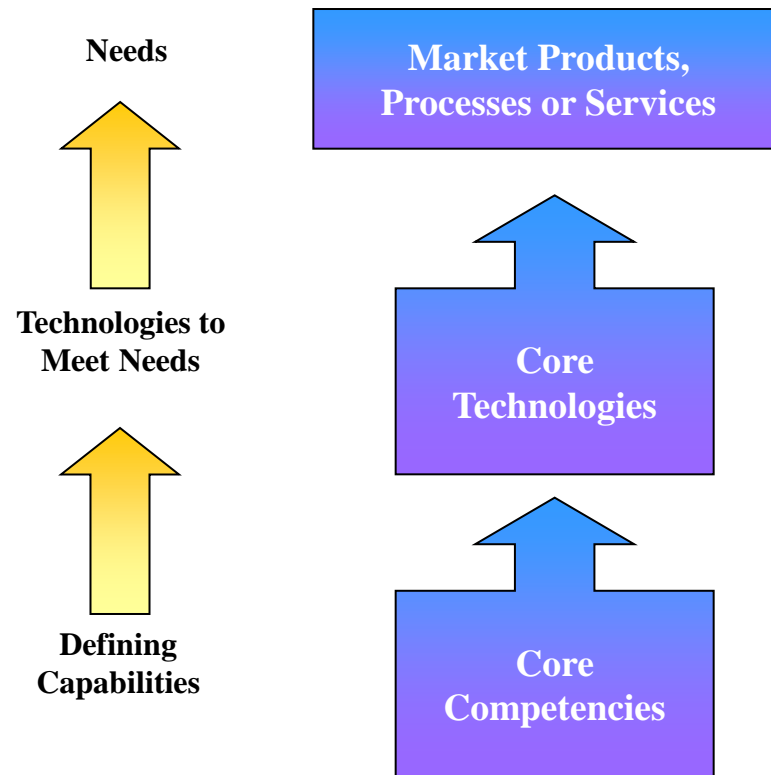
Technological Risk Domain



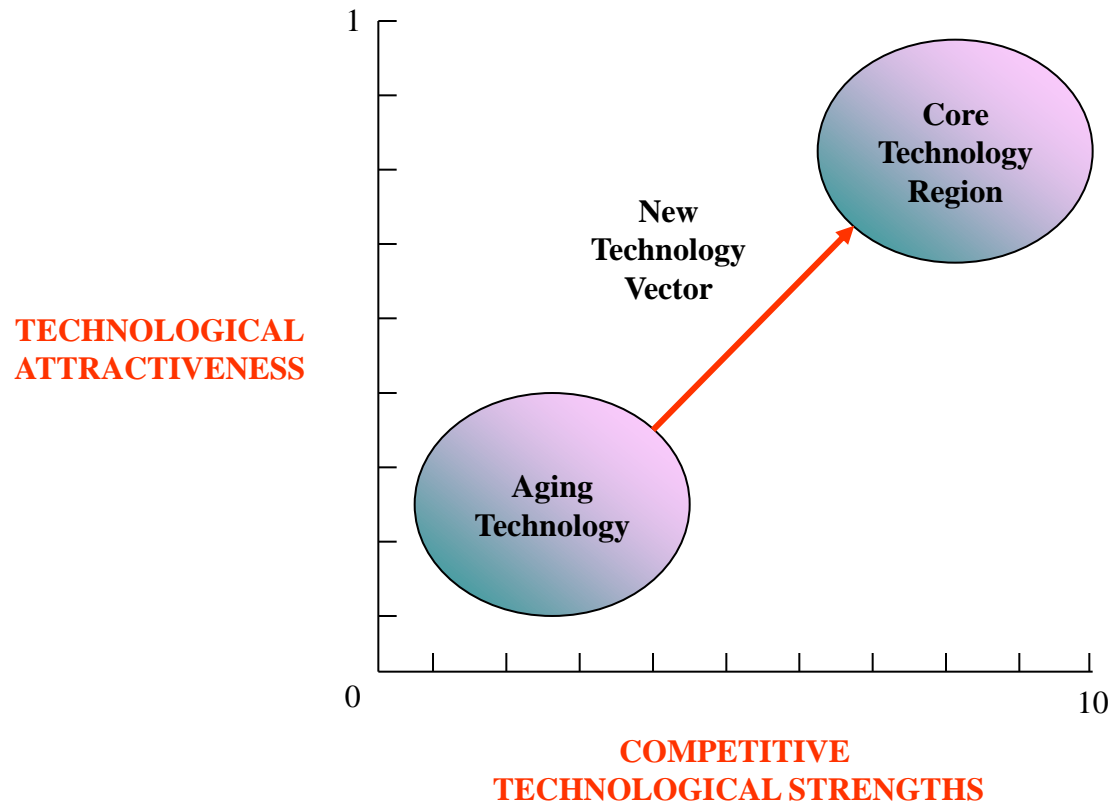
Trilogy of Strategic Technology Decisions



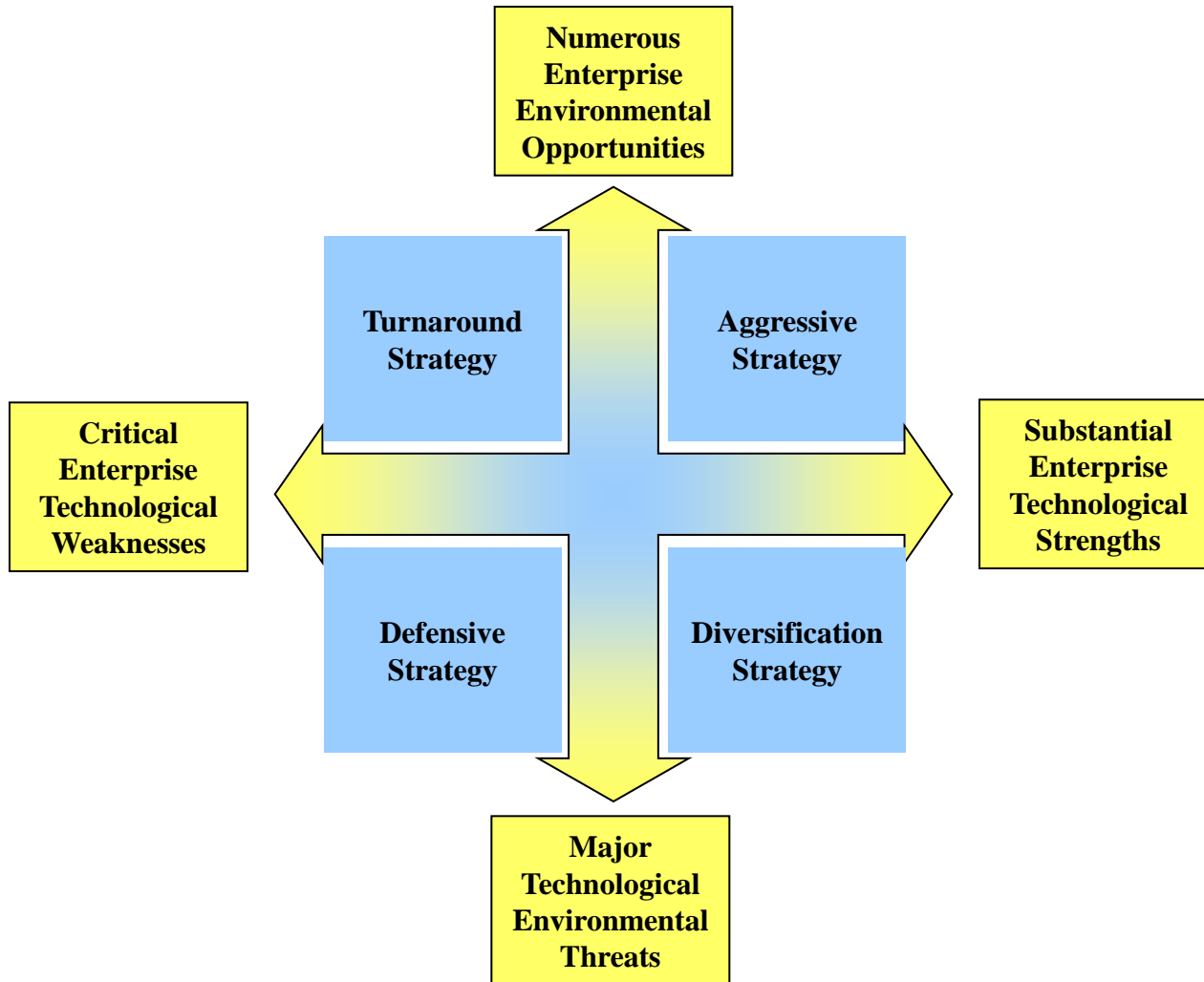
Relationship of Needs, Core Technologies and Competencies



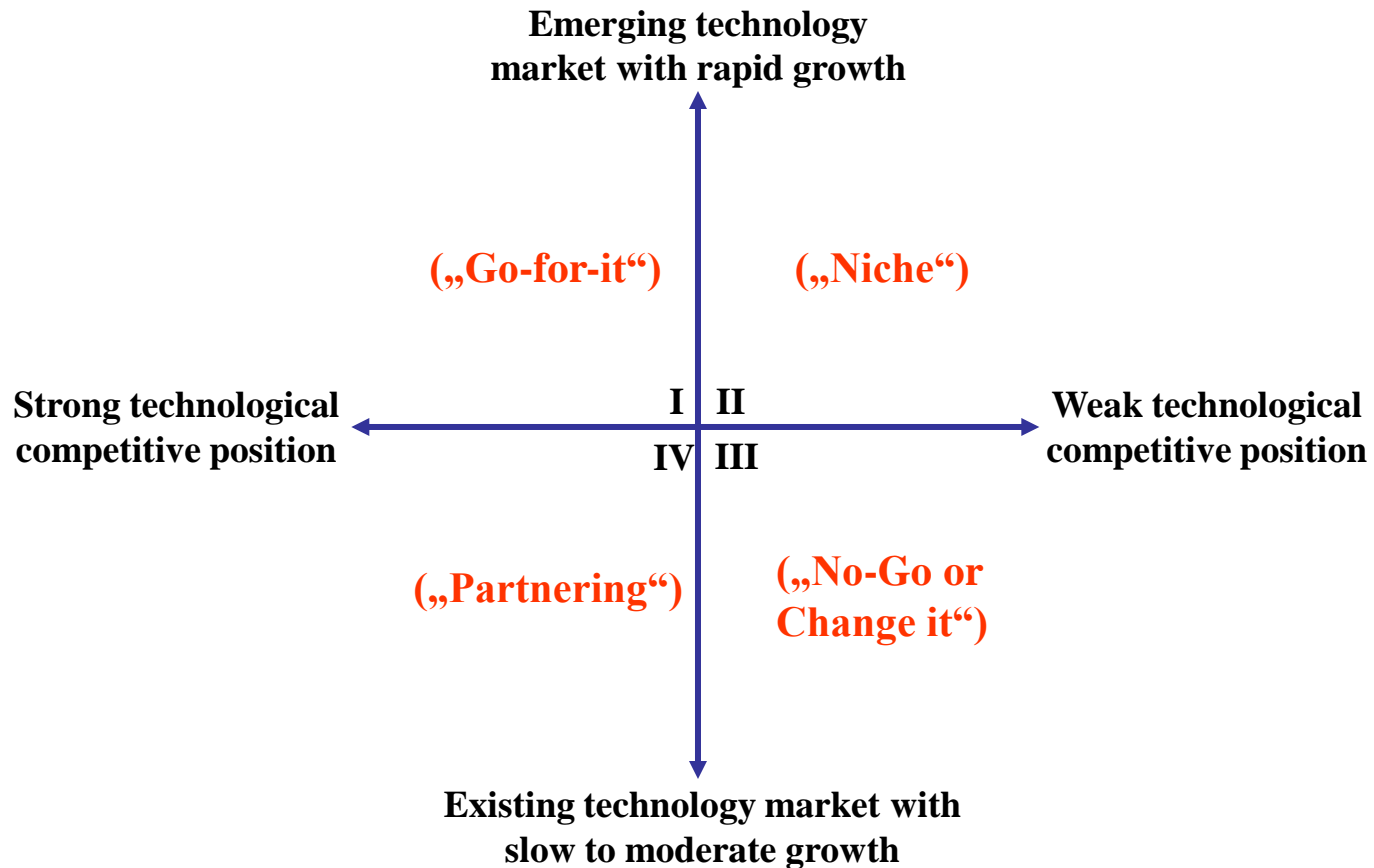
Strategic Technology Position



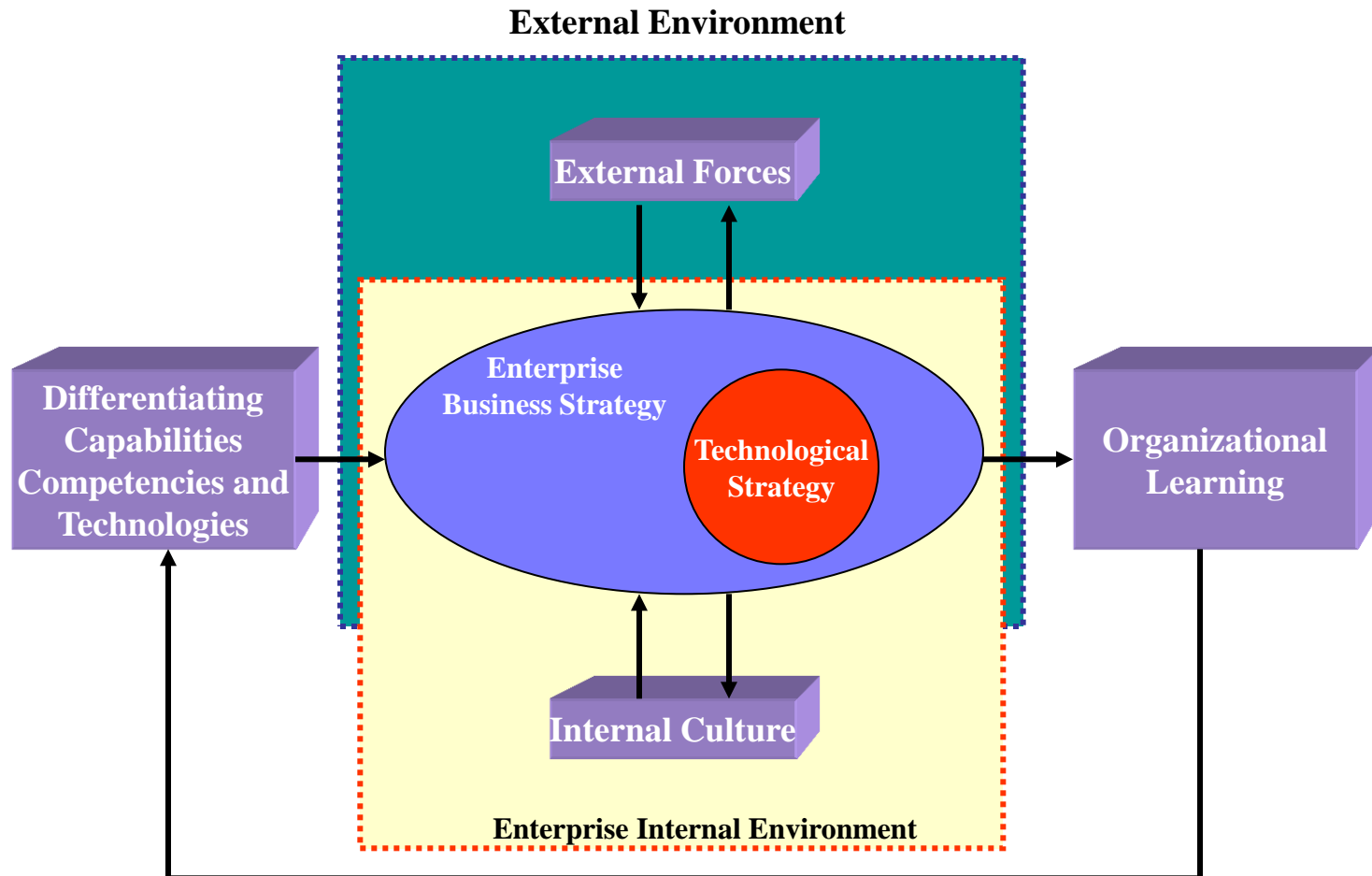
Technological SWOT Analysis Diagram



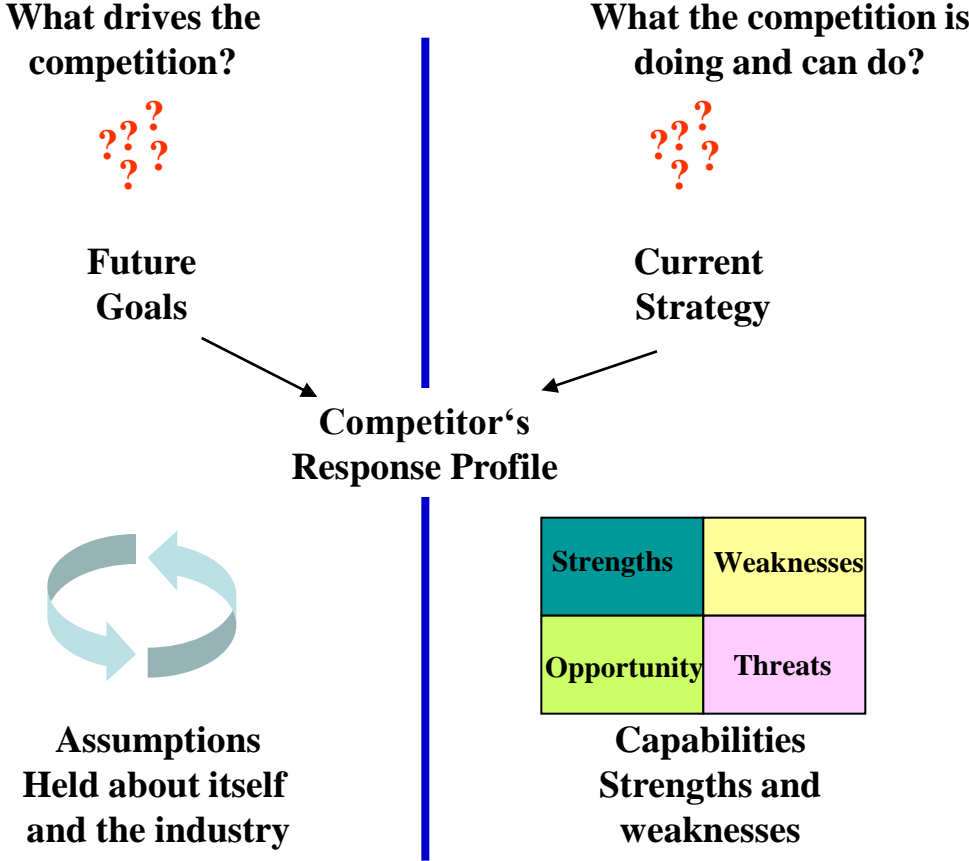
Technological Strategic Clusters



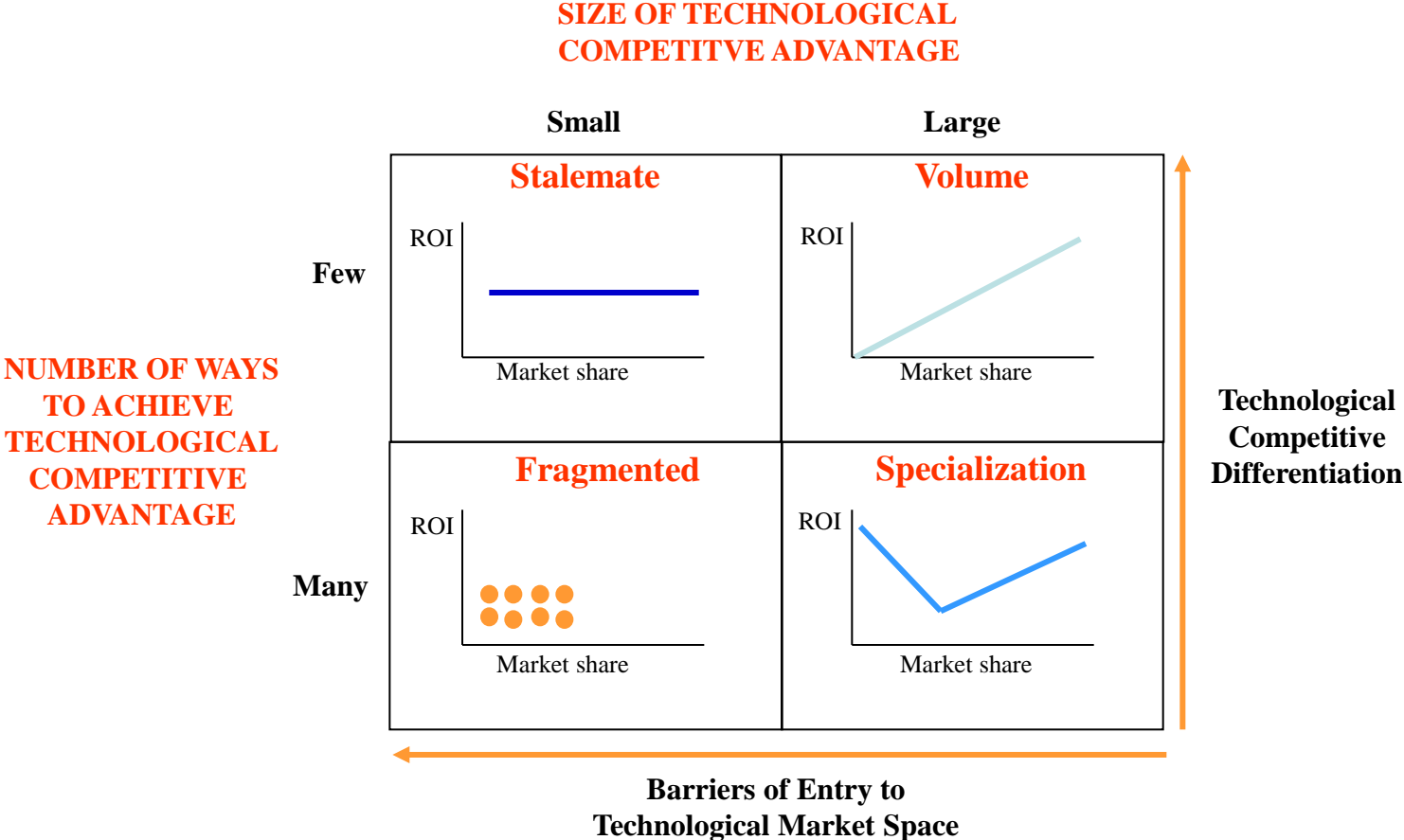
Internal and External Interactions for Technological Strategy Development



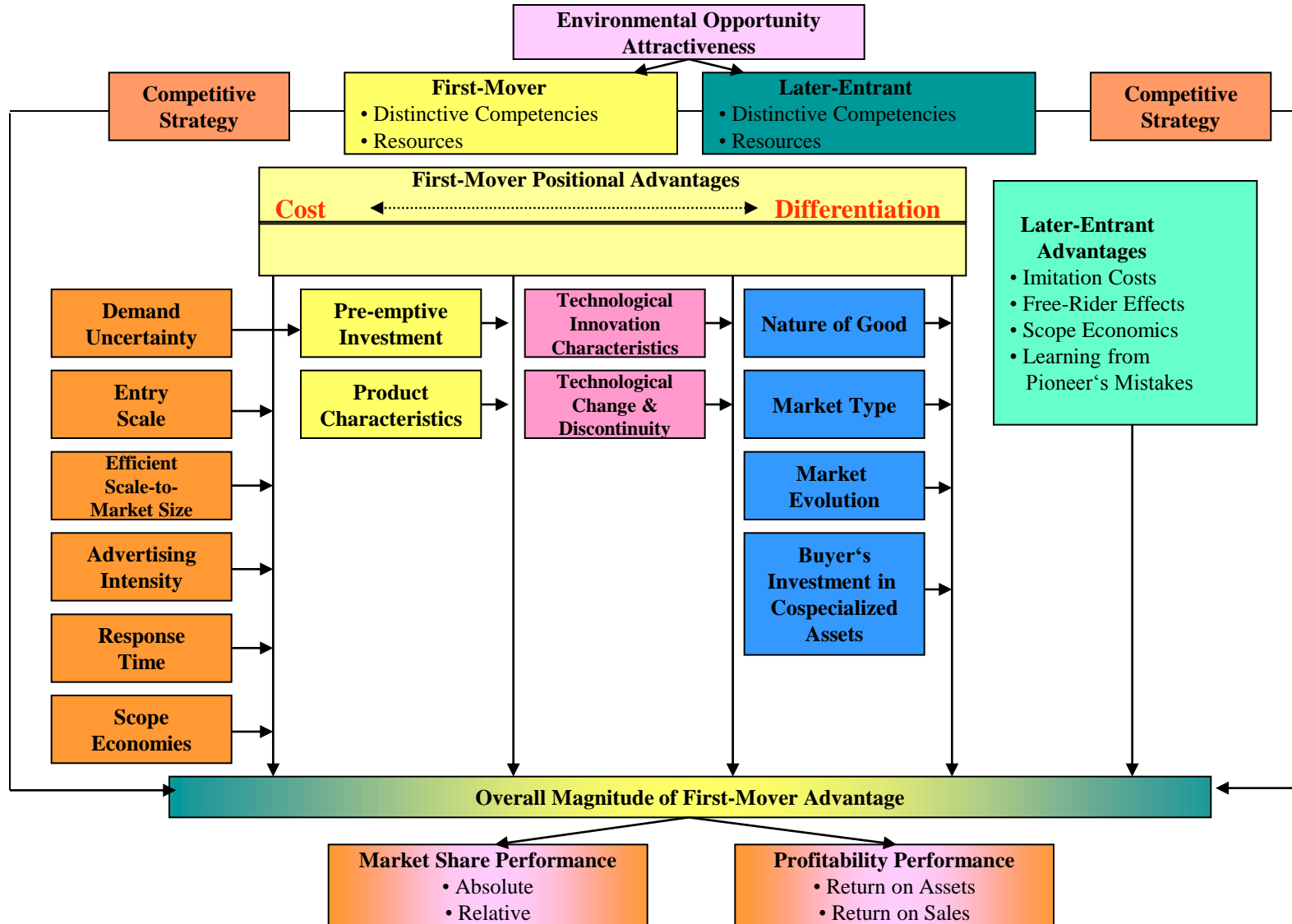
Components of a Competitive Analysis



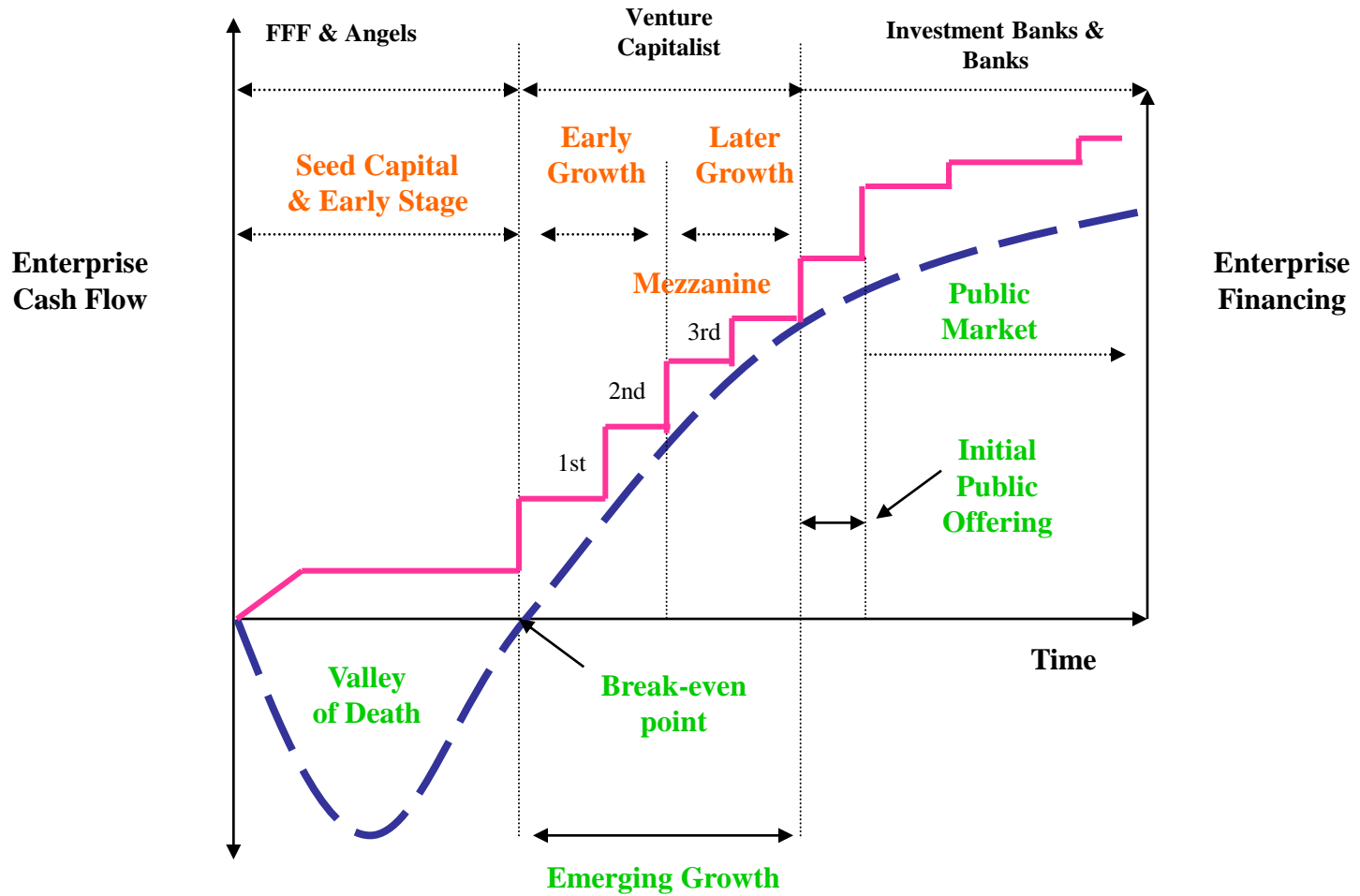
Impact of Competitive Advantage



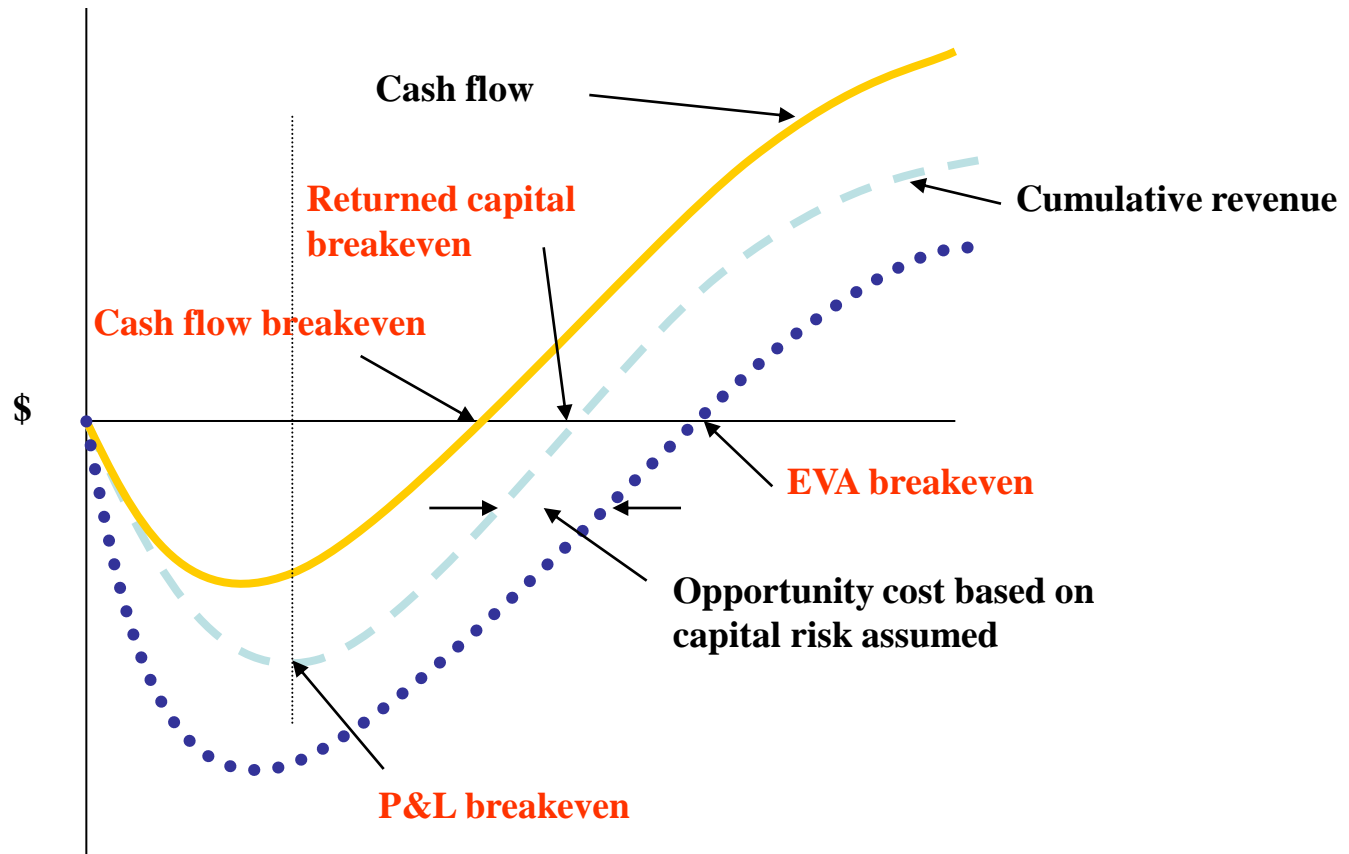
First Mover Advantage Model



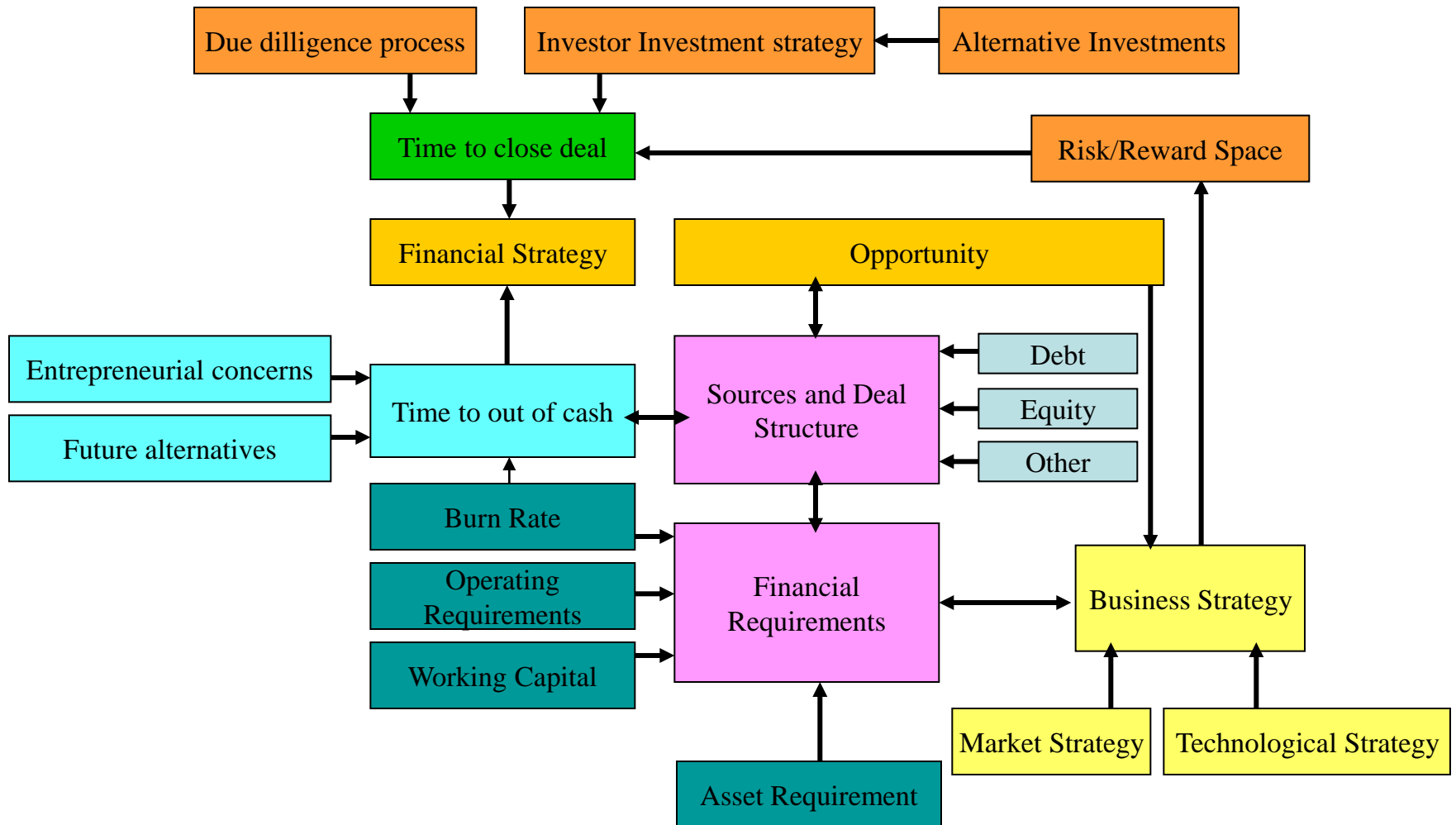
Financing Life Cycle



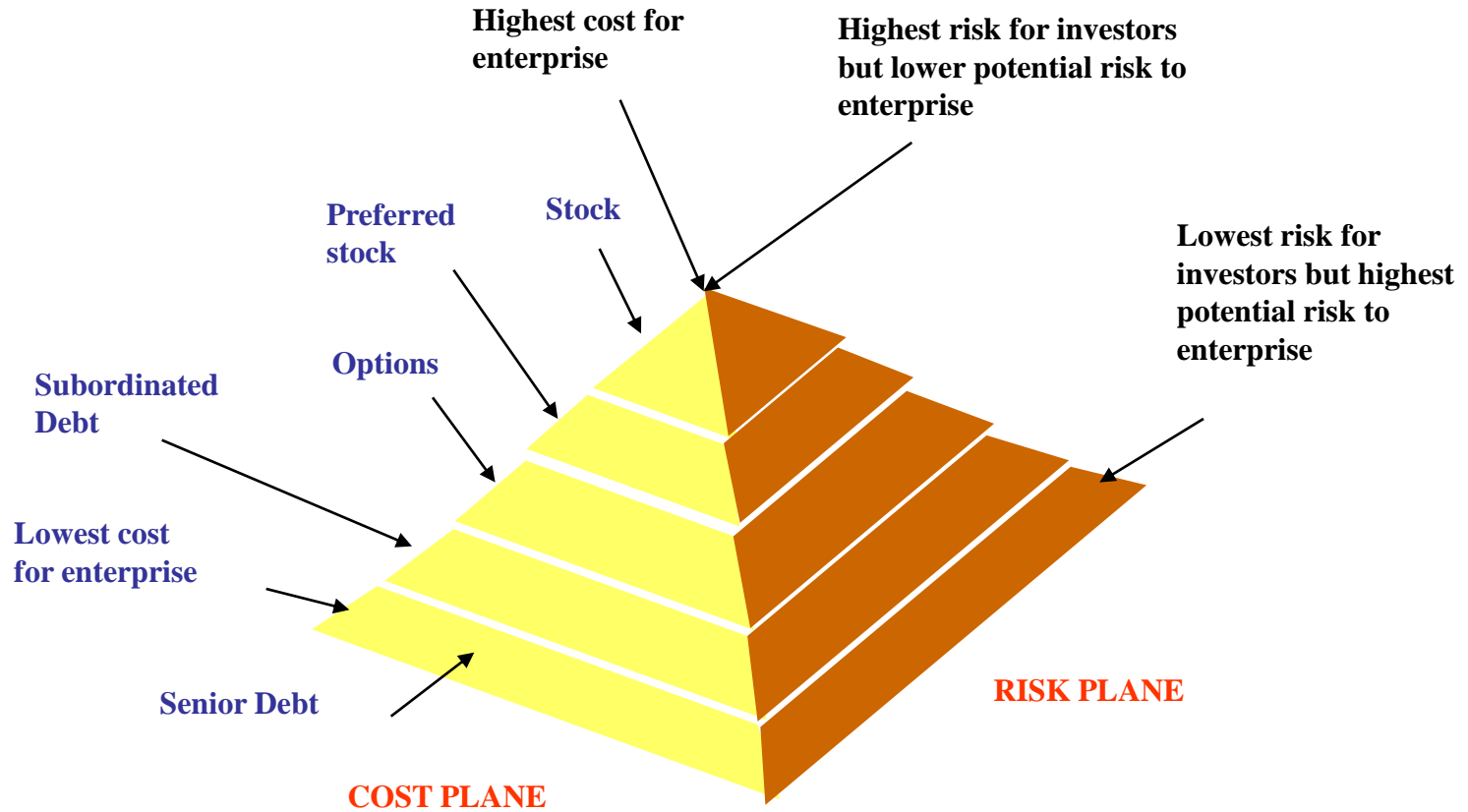
Break-Even Regions



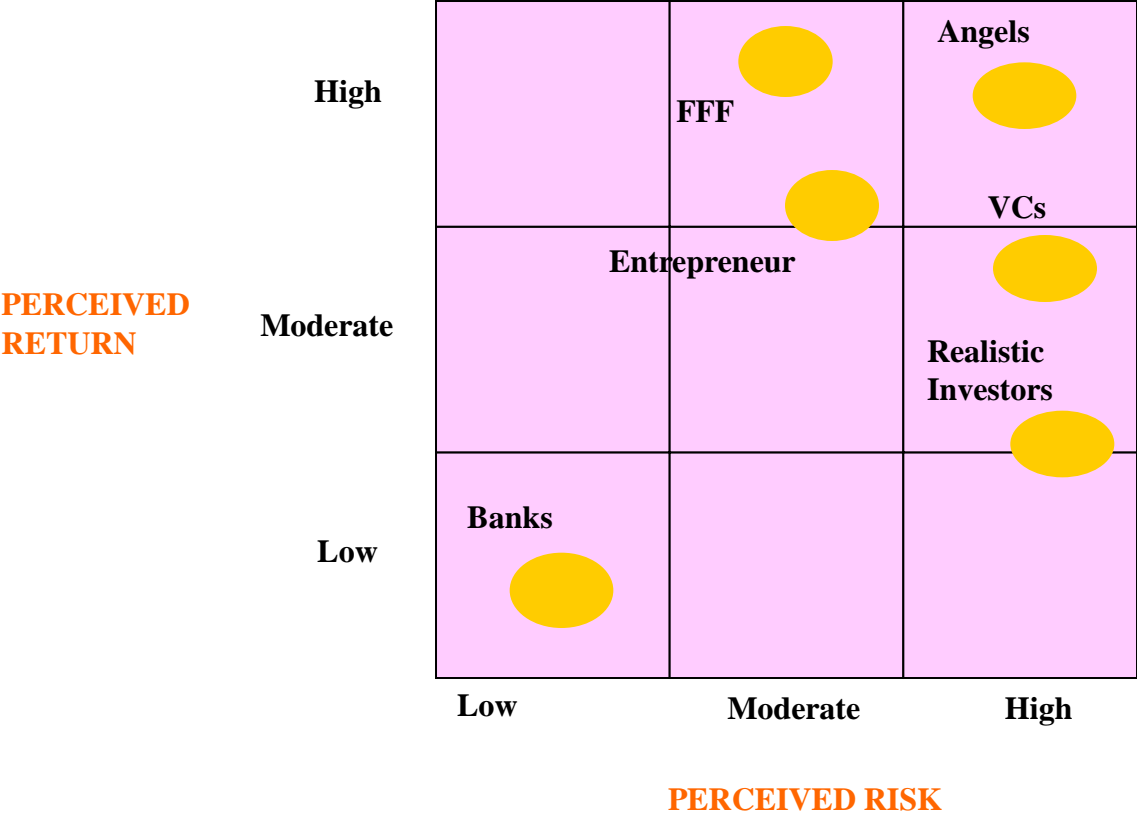
Financial Strategy Framework



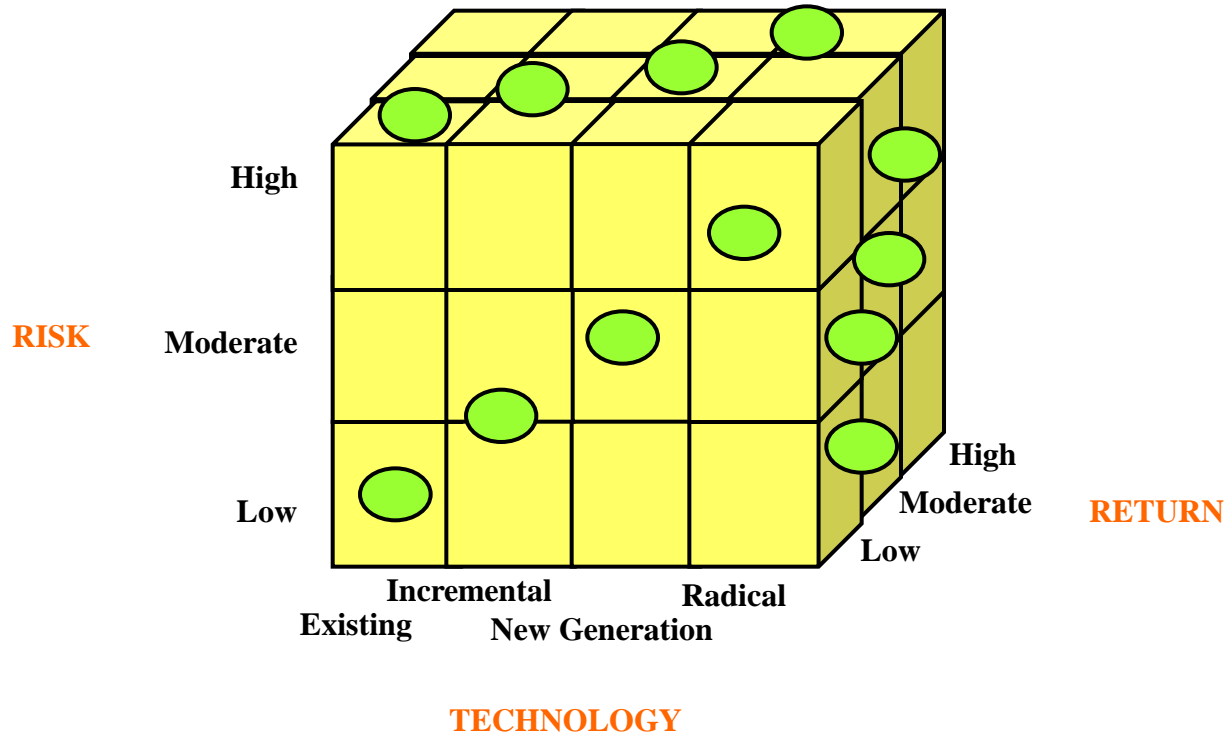
Financing Space



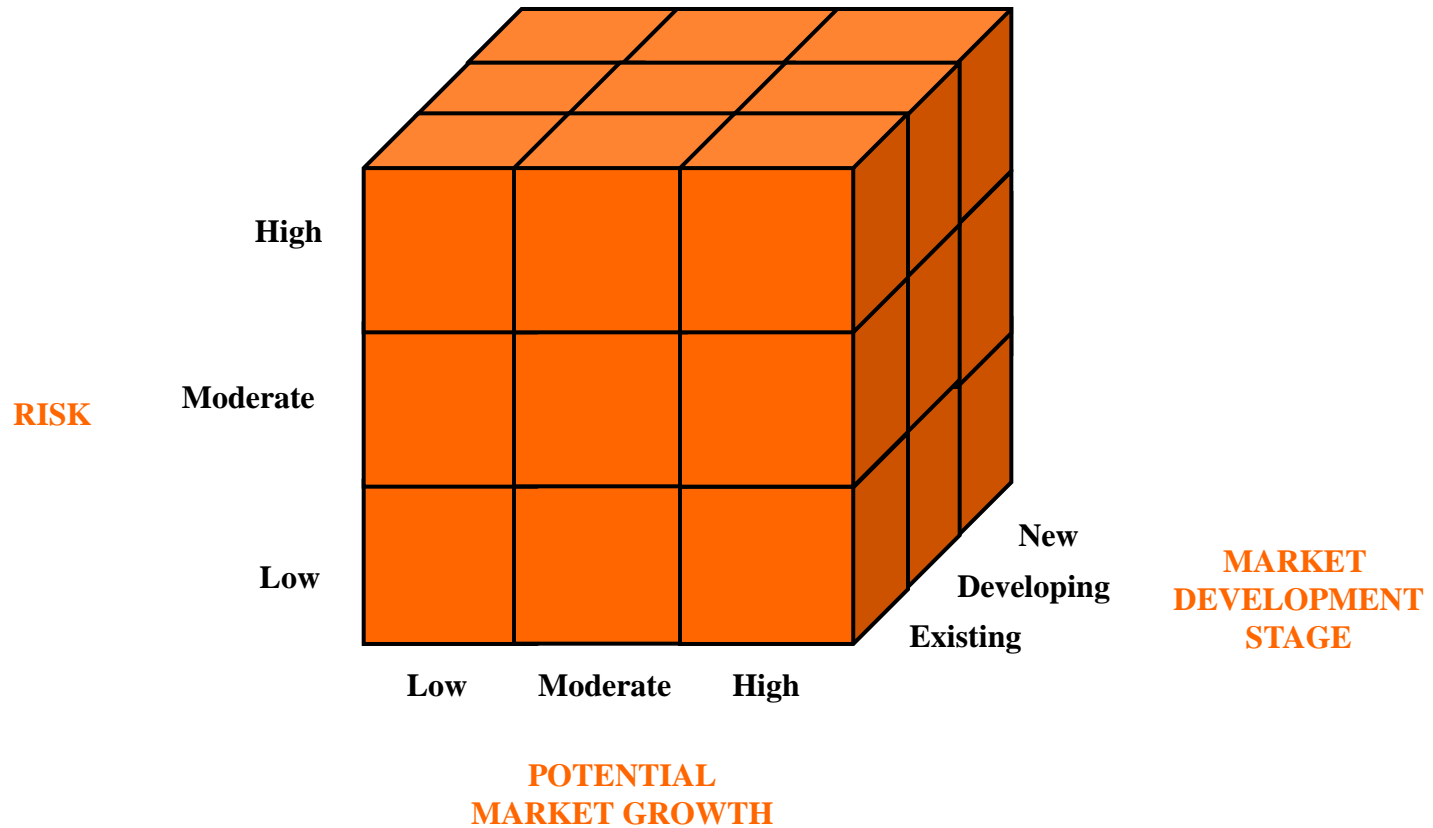
Investor Perceived Risk-Return Space



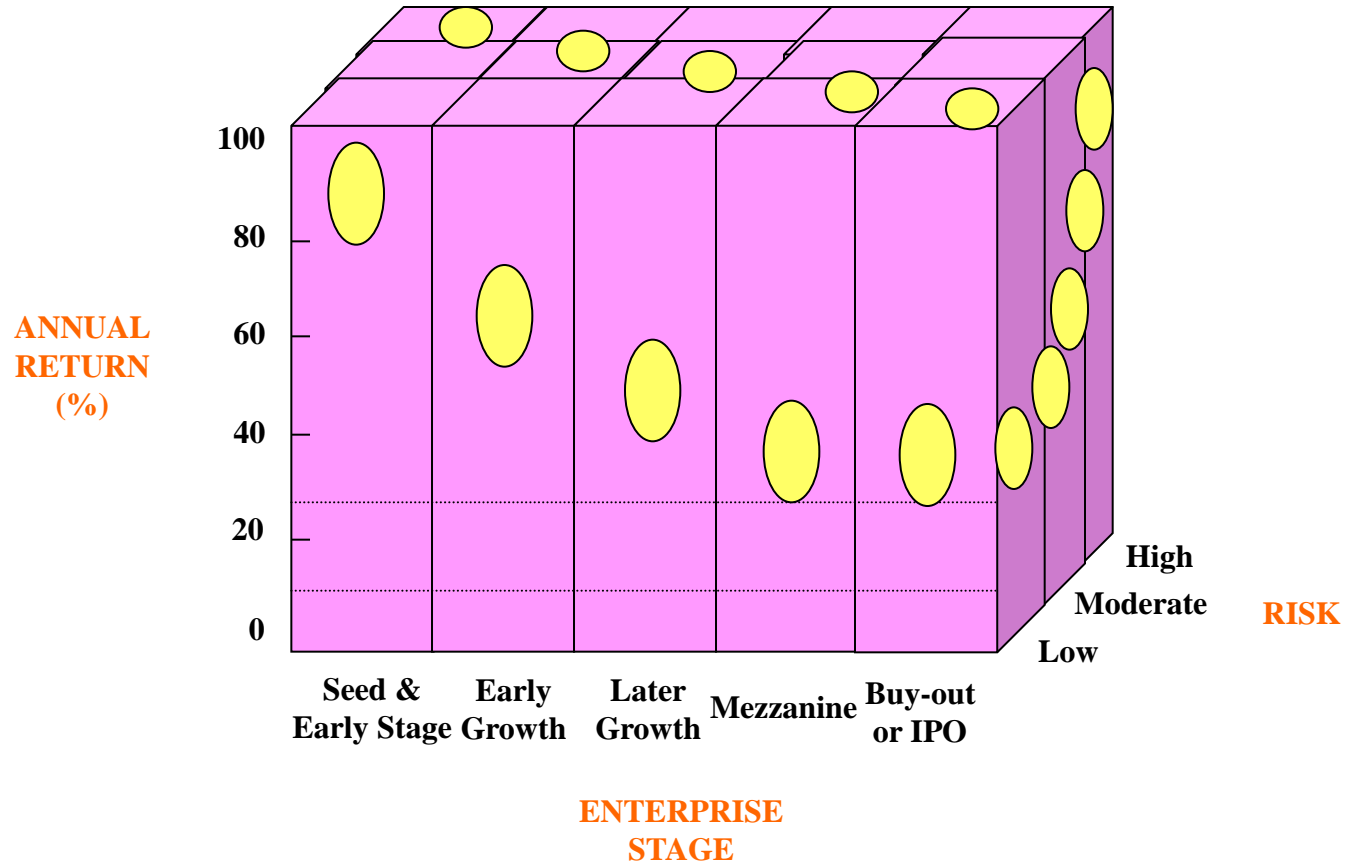
Technological Risk-Return Space



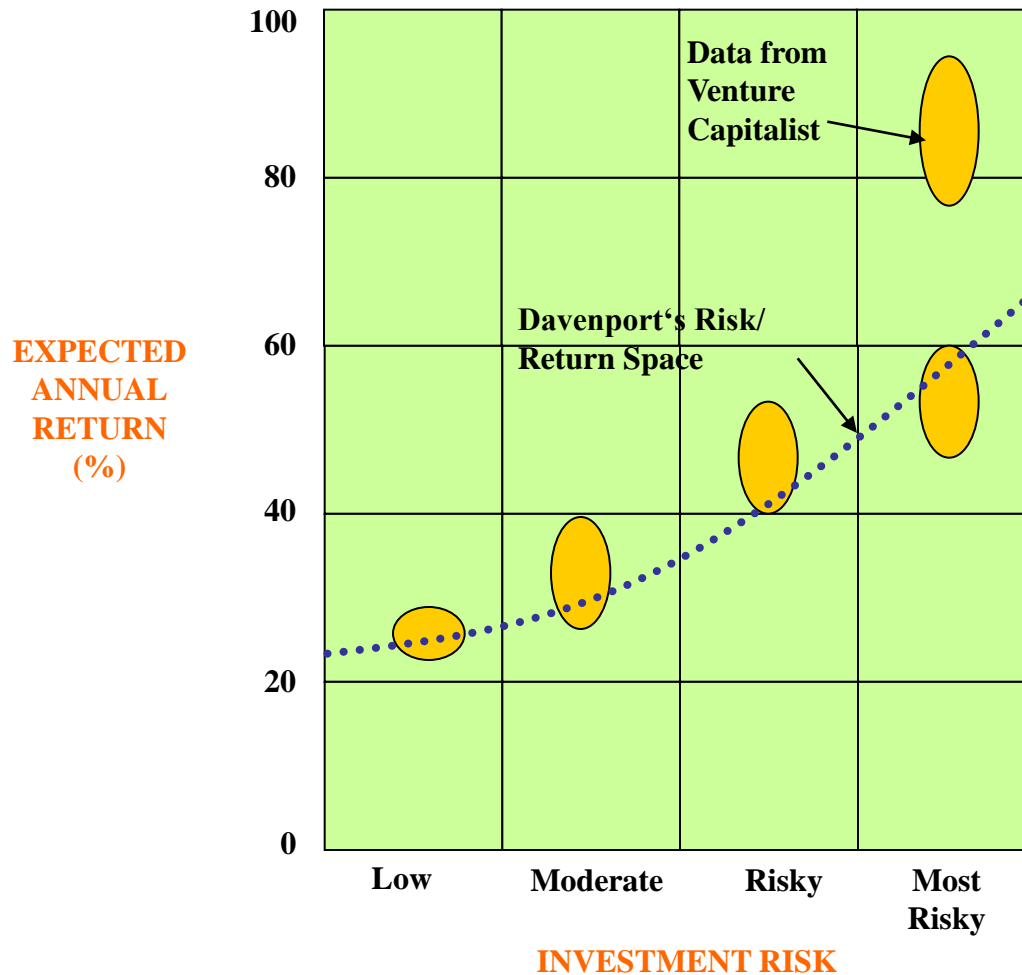
Technological Market Risk Space



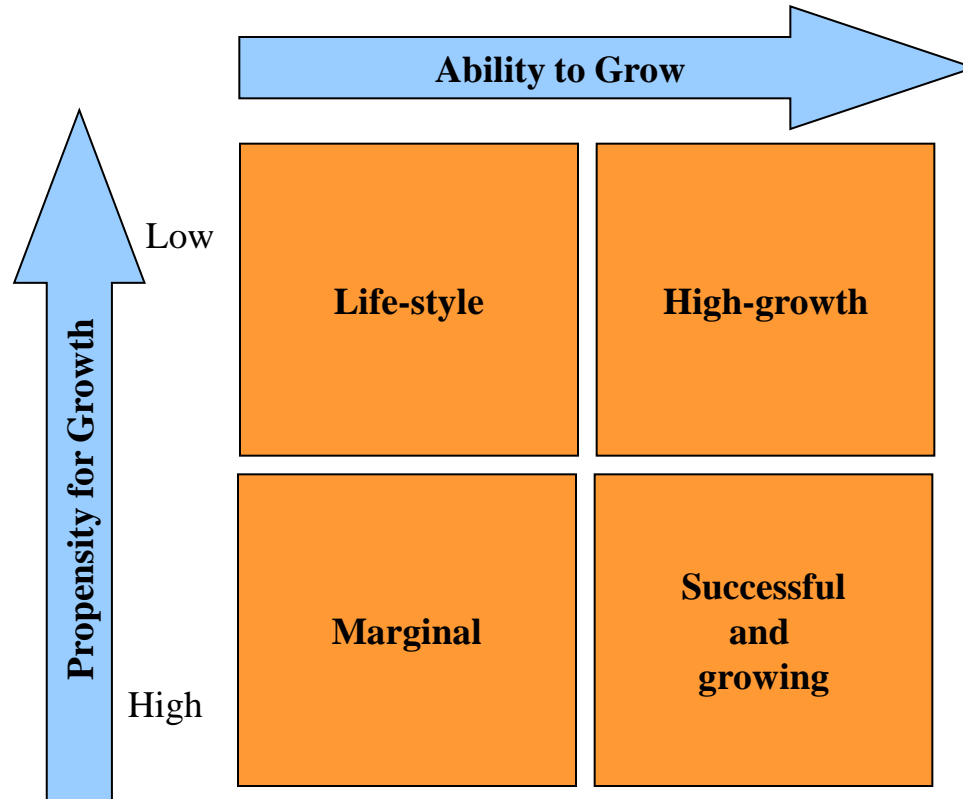
Enterprise Risk-Return Space



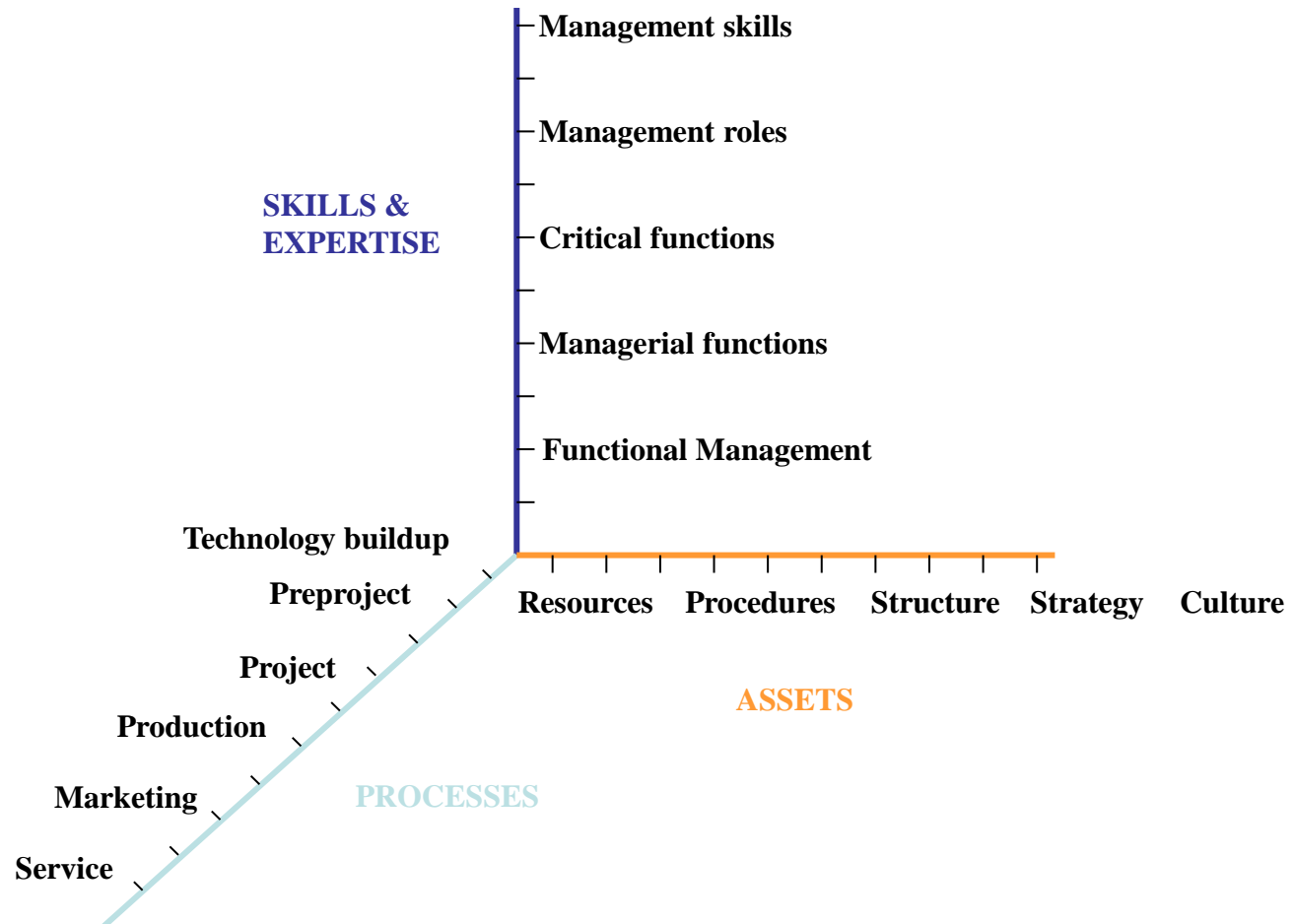
Davenport's Investment Risk-Return Space



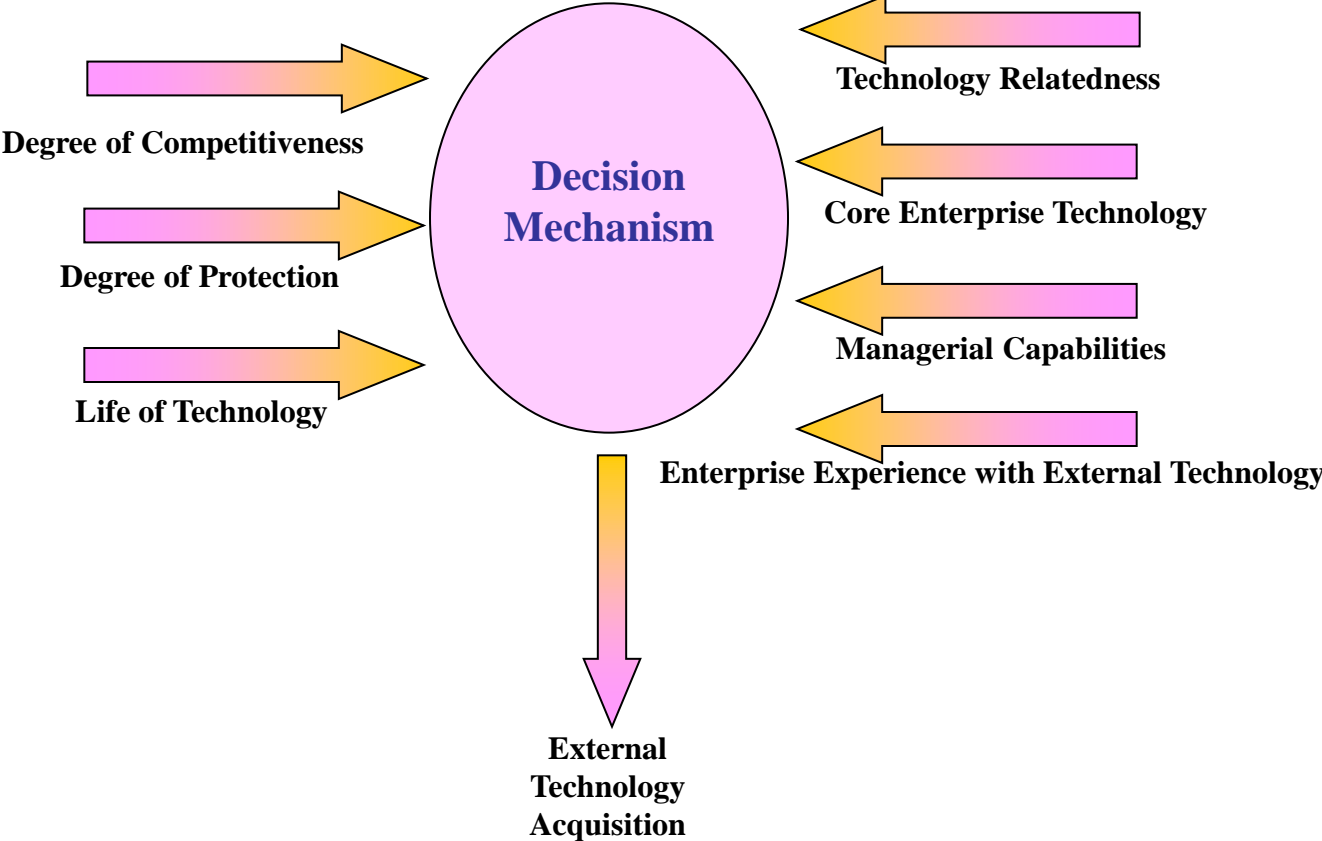
New Enterprise Growth Space



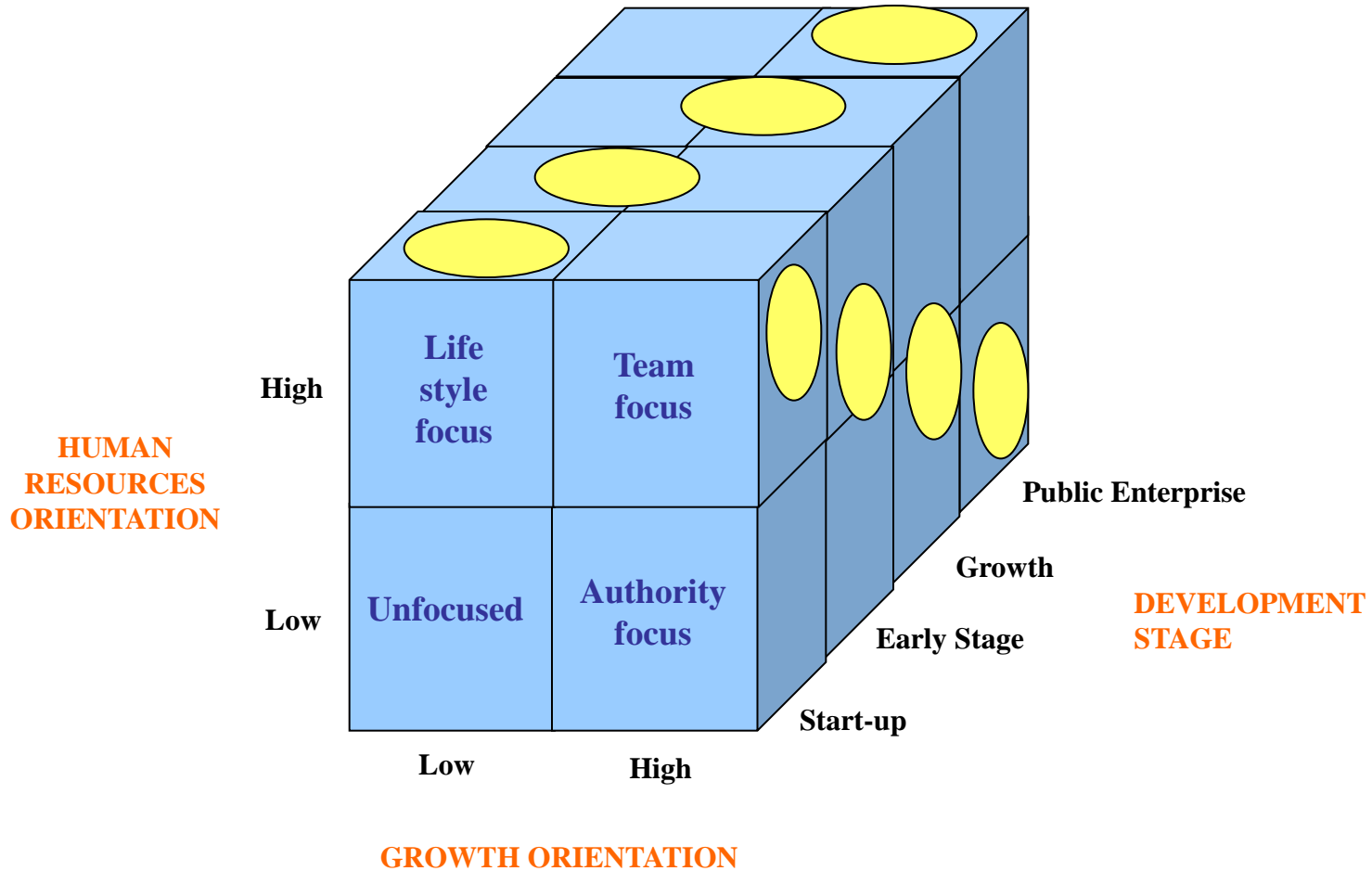
Three-Dimensional Technological Management Model



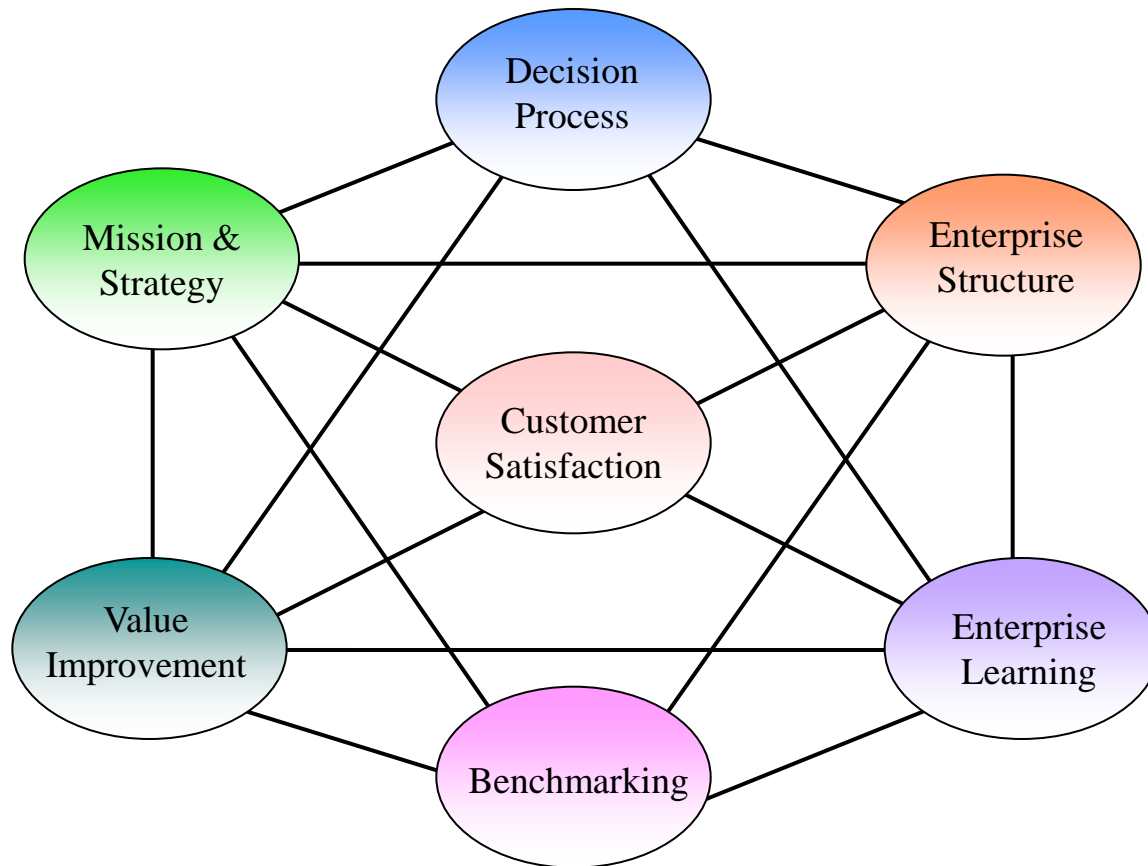
Internal-External Technology Acquisition Model



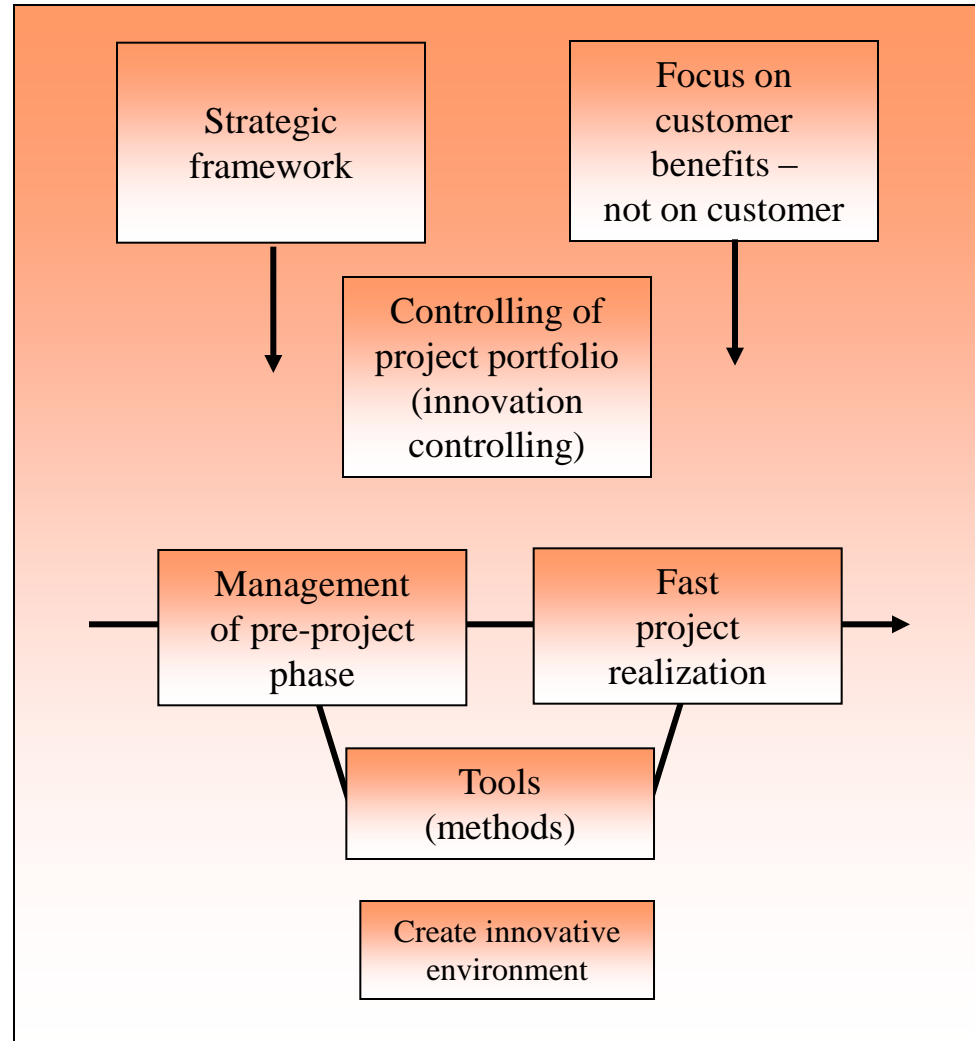
Technology Leadership Space



Enterprise Management Process



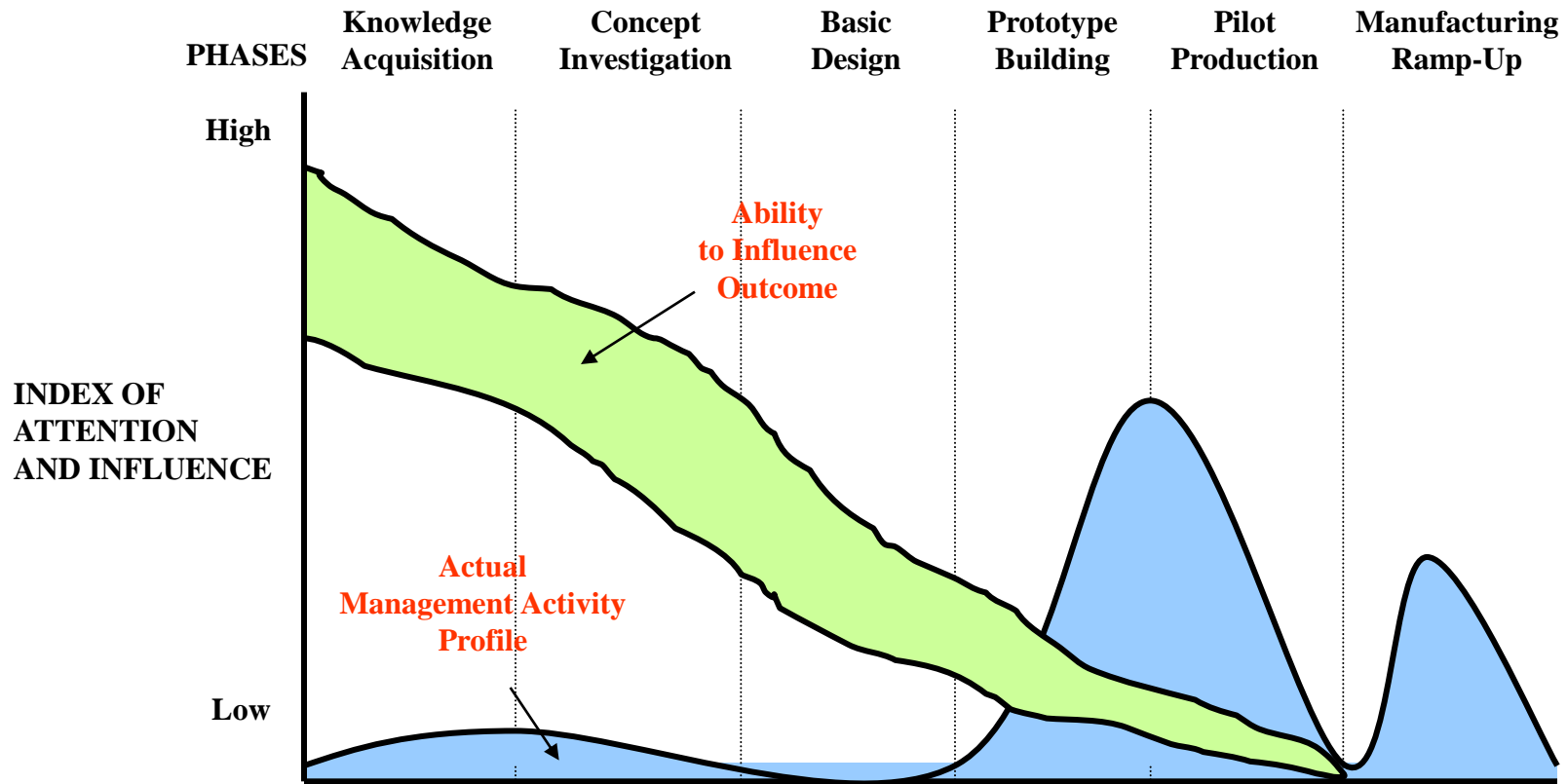
The 7 Elements Overview



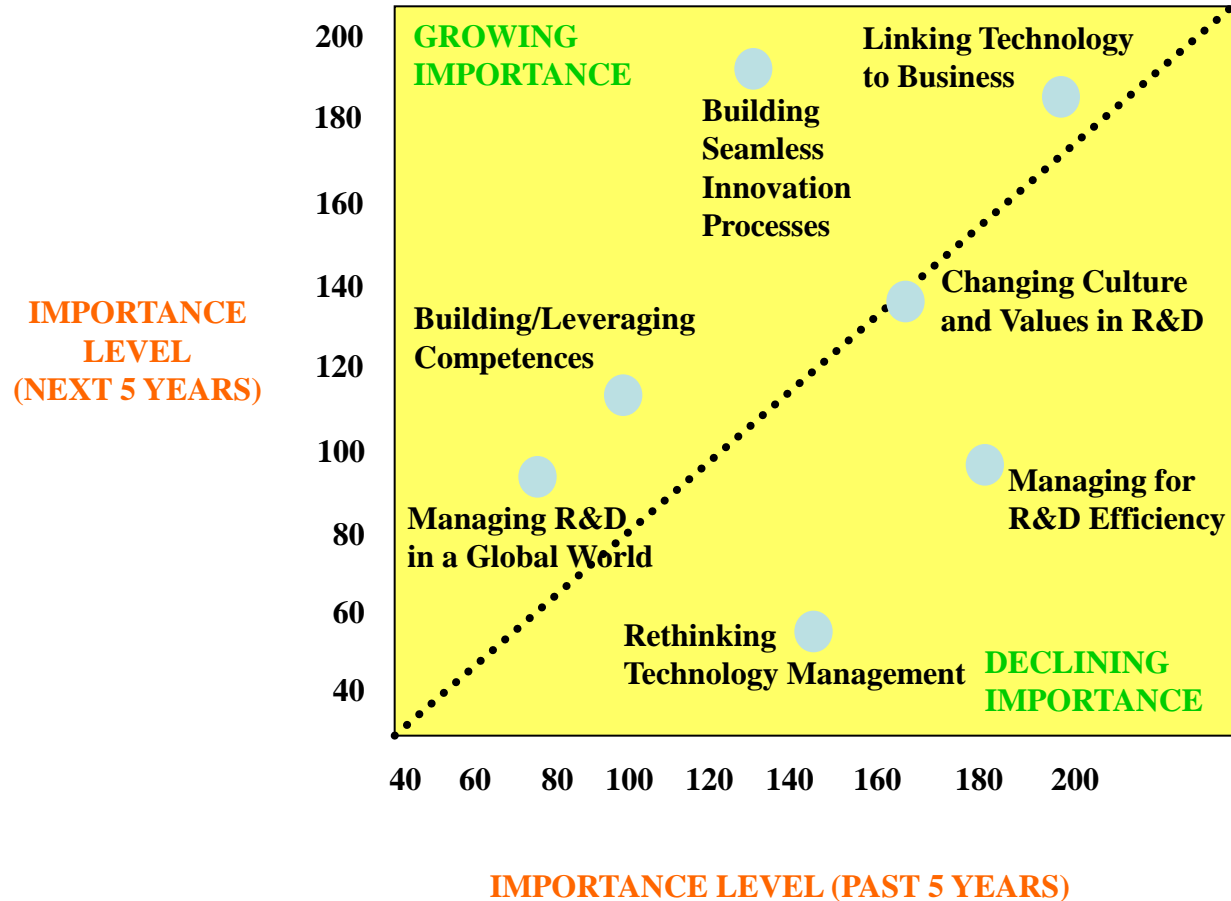
Technological Challenges

	Managing the USE of Technology	Managing the CREATION of Technology
Rapidly Changing Technologies	<p>Managing organizational response to the introduction of rapidly changing technologies e.g.:</p> <ul style="list-style-type: none">• Identifying and using IT• Using technology for new services	<p>Managing highly skilled technologists to create new technologies e.g.:</p> <ul style="list-style-type: none">• Managing R&D labs• Marketing high-tech products
Slowly Changing Technologies	<p>Developing organizations that can make the most efficient and cost-effective use of established technologies e.g.:</p> <ul style="list-style-type: none">• Labor-intensive retailing and service organizations	<p>Managing the most efficient and cost-effective creation of new products e.g.:</p> <ul style="list-style-type: none">• World-class, low-tech manufacturing• Consumer-oriented prod. design & marketing

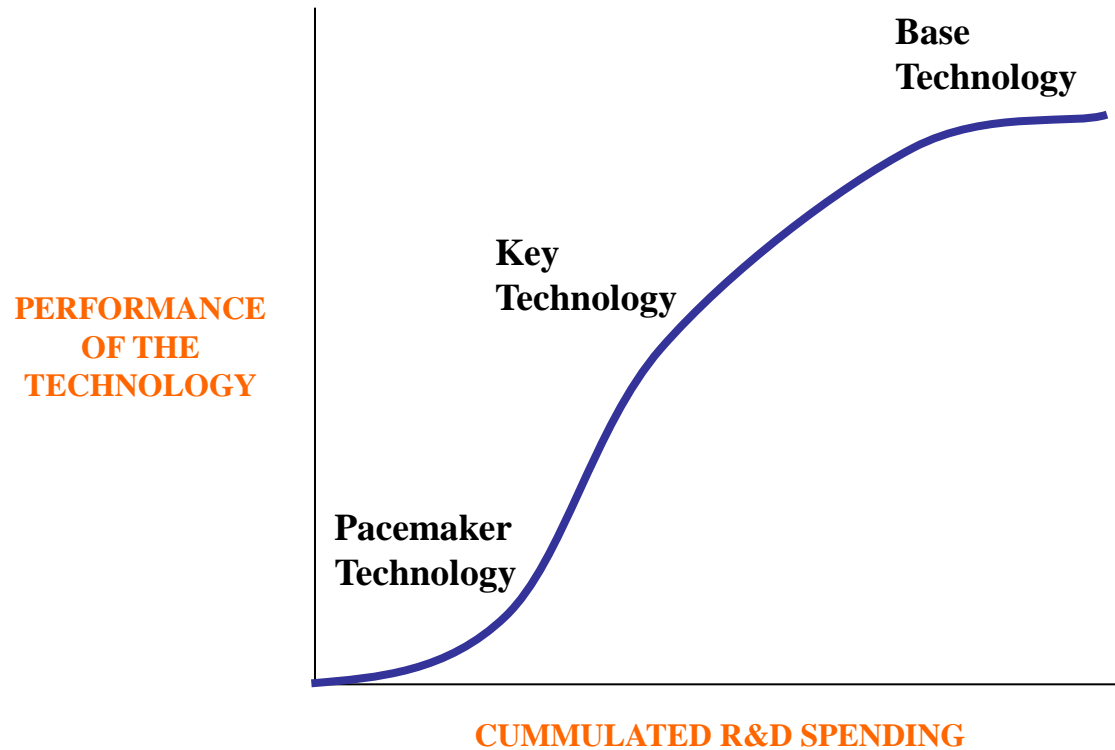
Timing and Impact of Management Attention and Influence



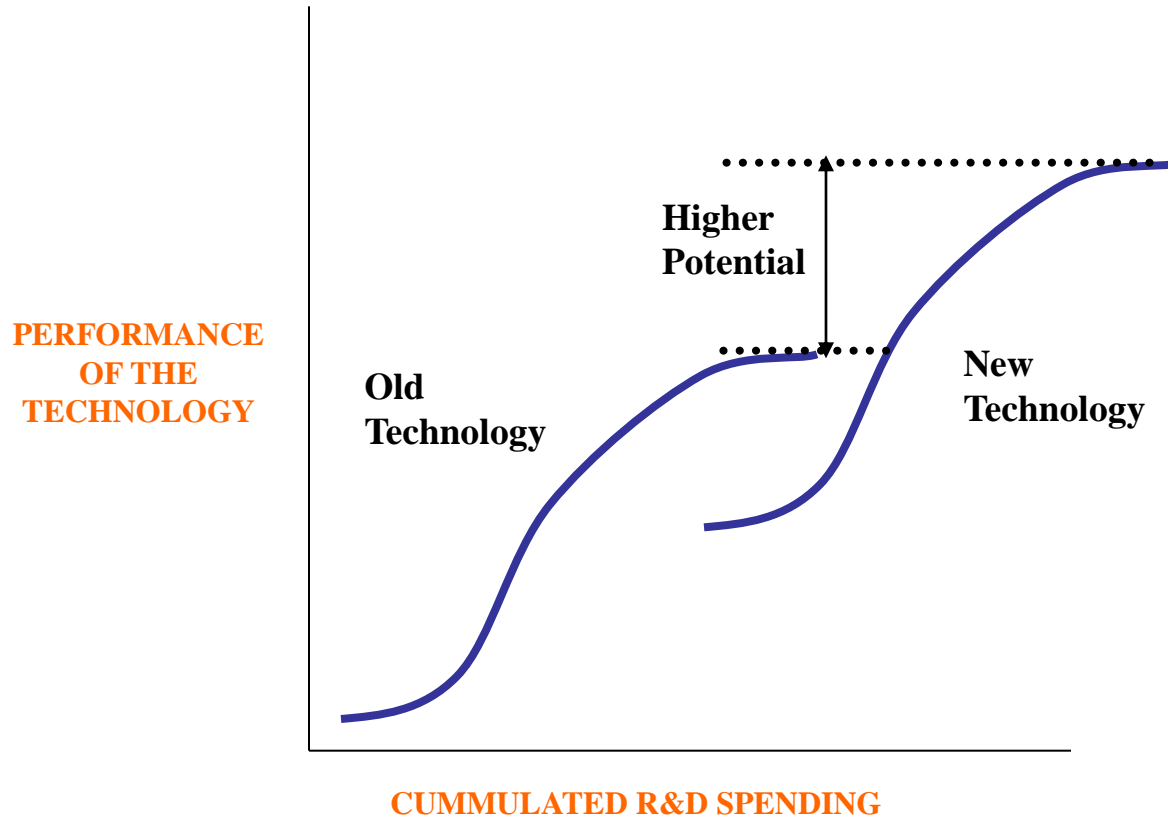
Priority Issues in Technology and Innovation Management



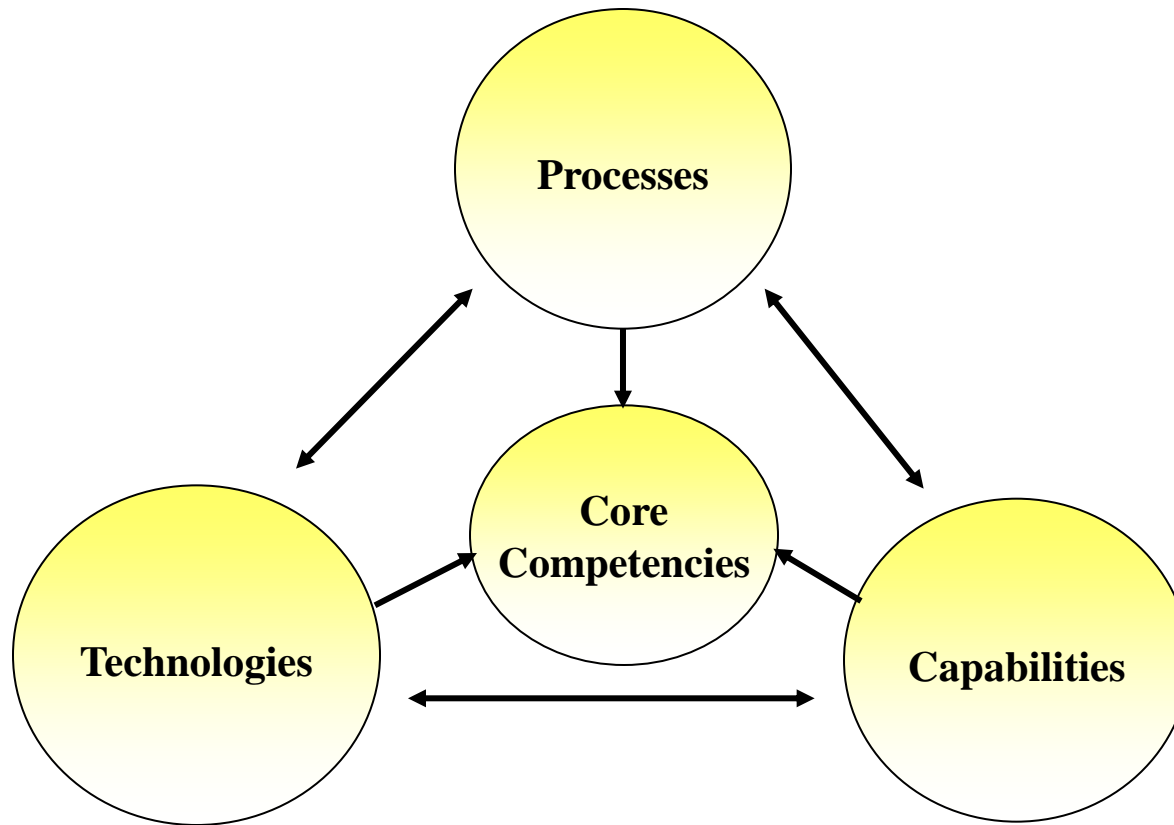
Technological Progress I



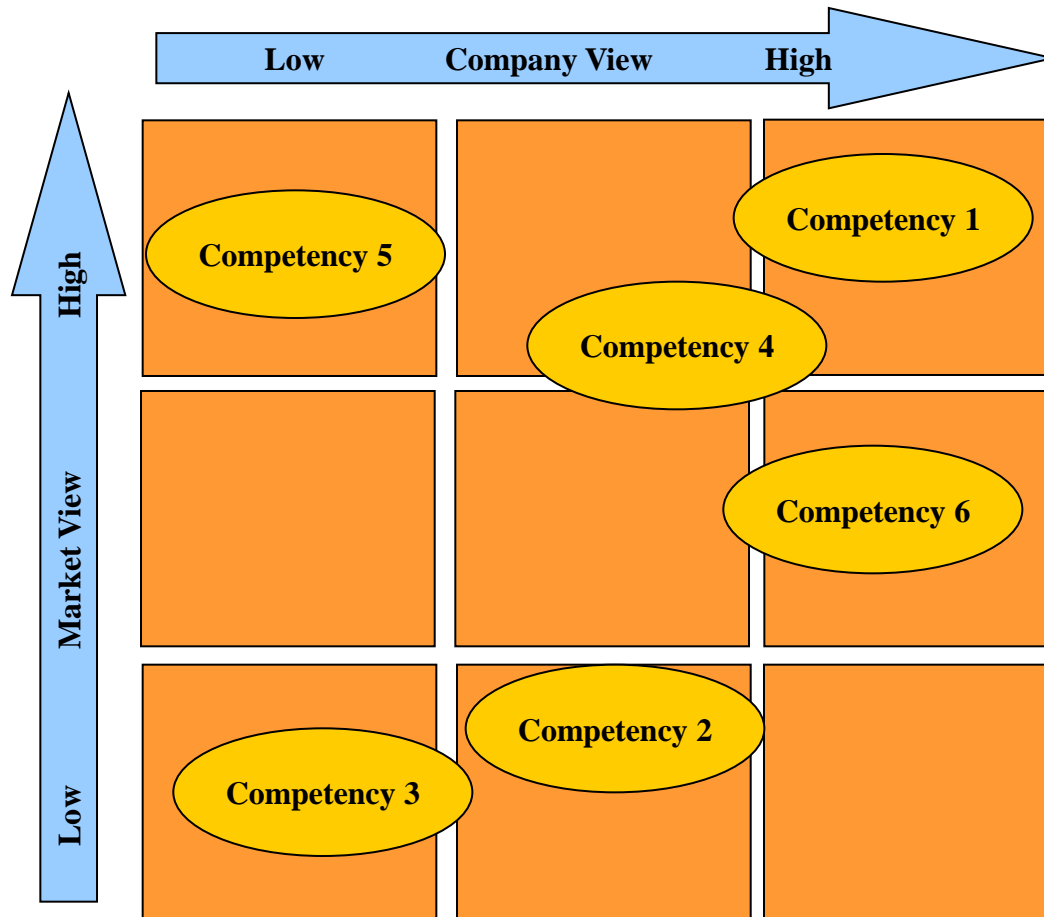
Technological Progress II



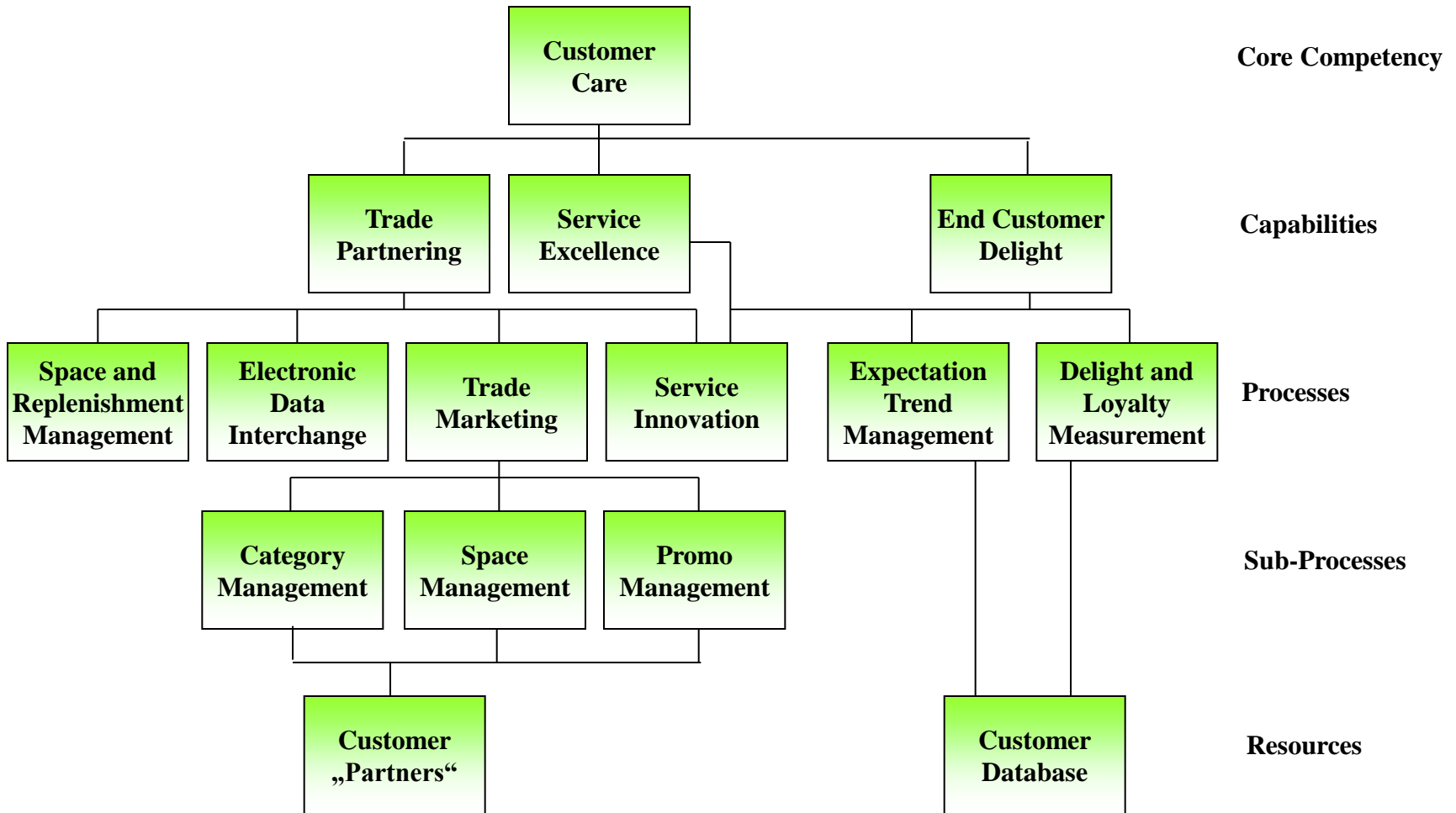
Core Competencies: Open Markets, Difficult to Imitate



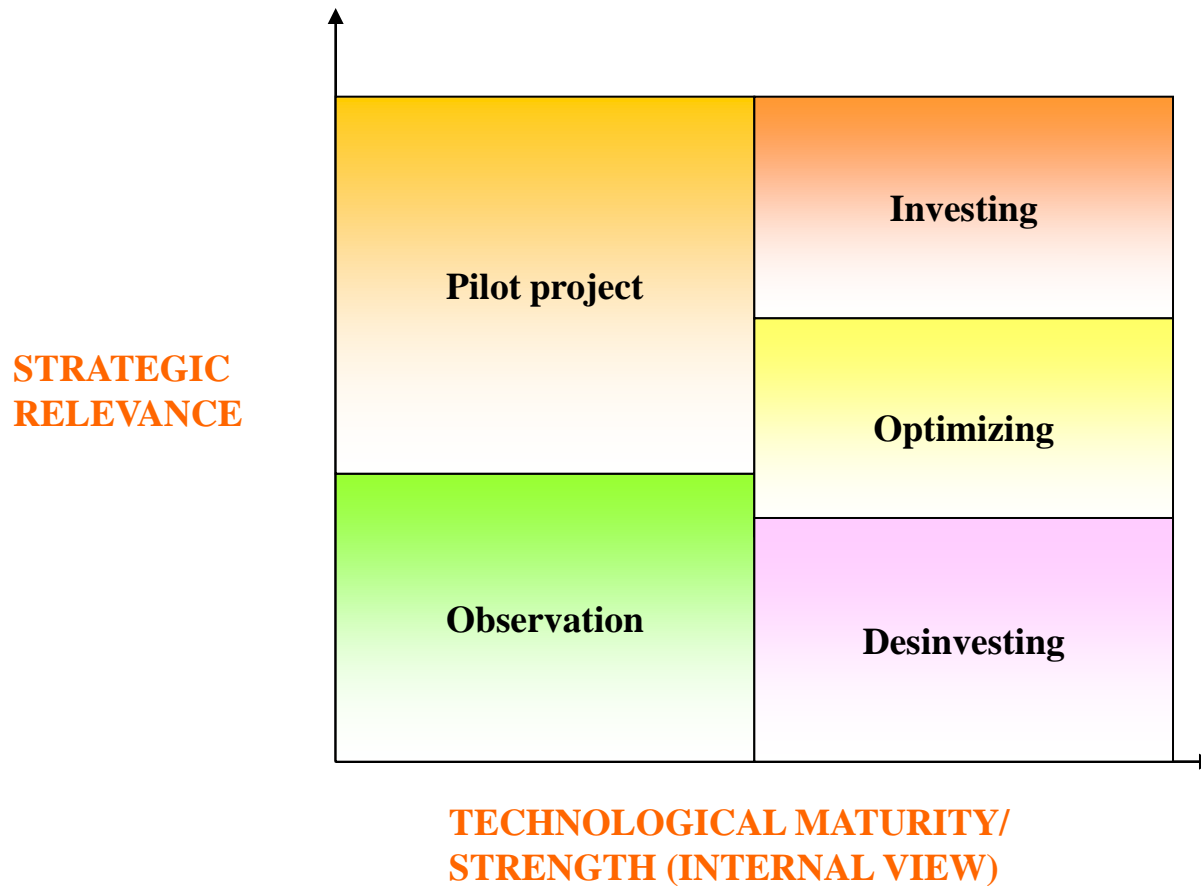
Core Competencies: Market and Resources



A Consumer Products Competency Map

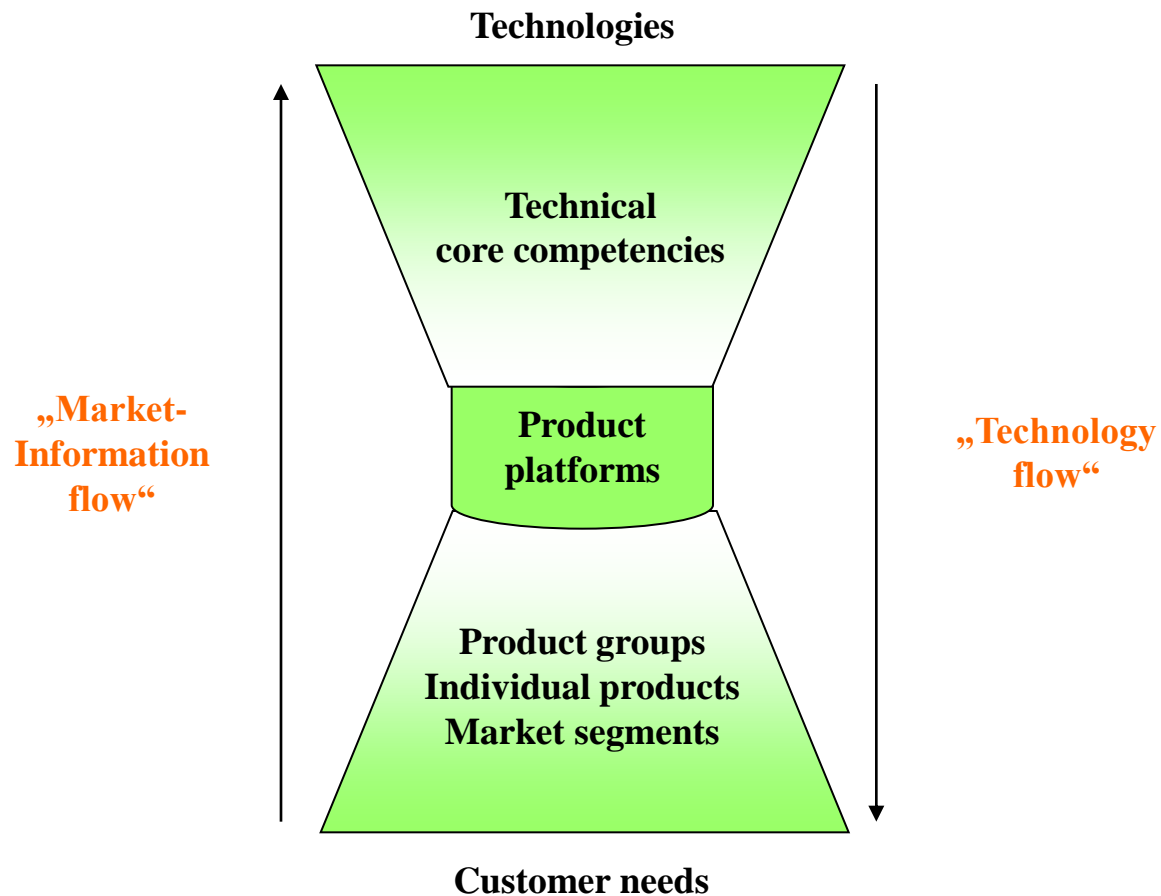


Technology Portfolio: 5 Generic Strategies

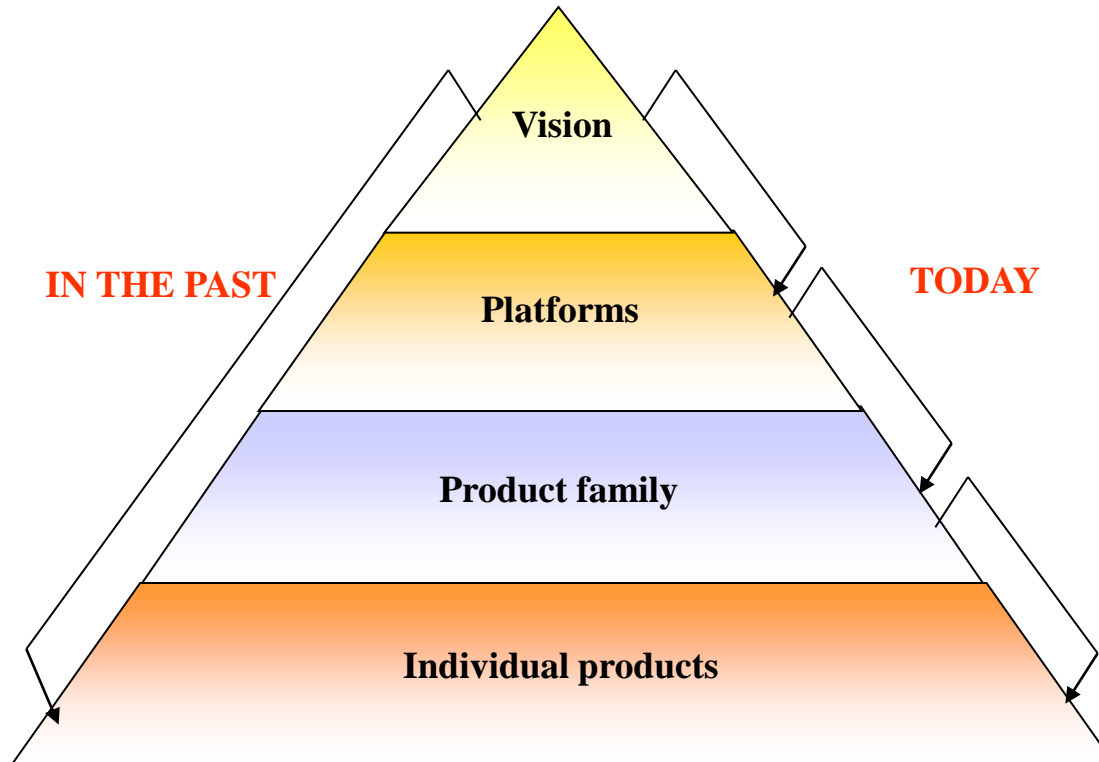


Platforms Link Technology and Market

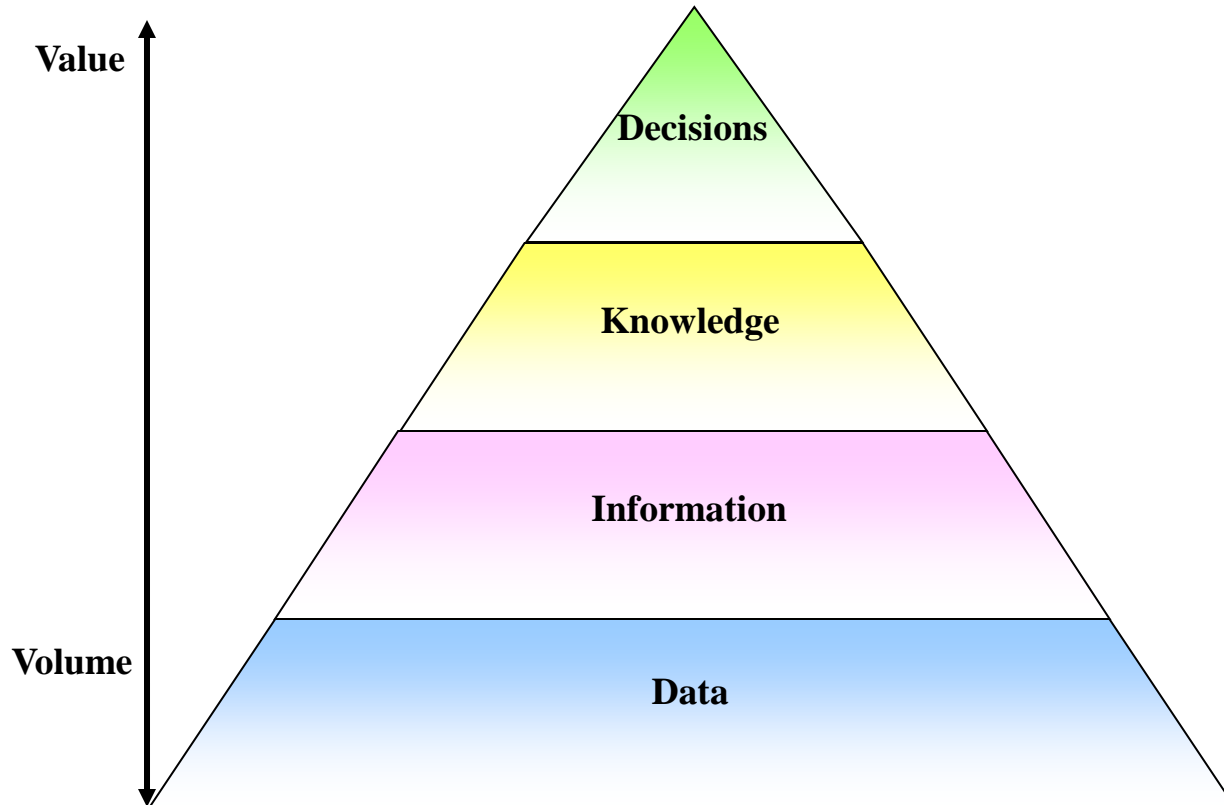
INTEGRATION OF MARKET AND TECHNOLOGIES VIA PRODUCT PLATFORM



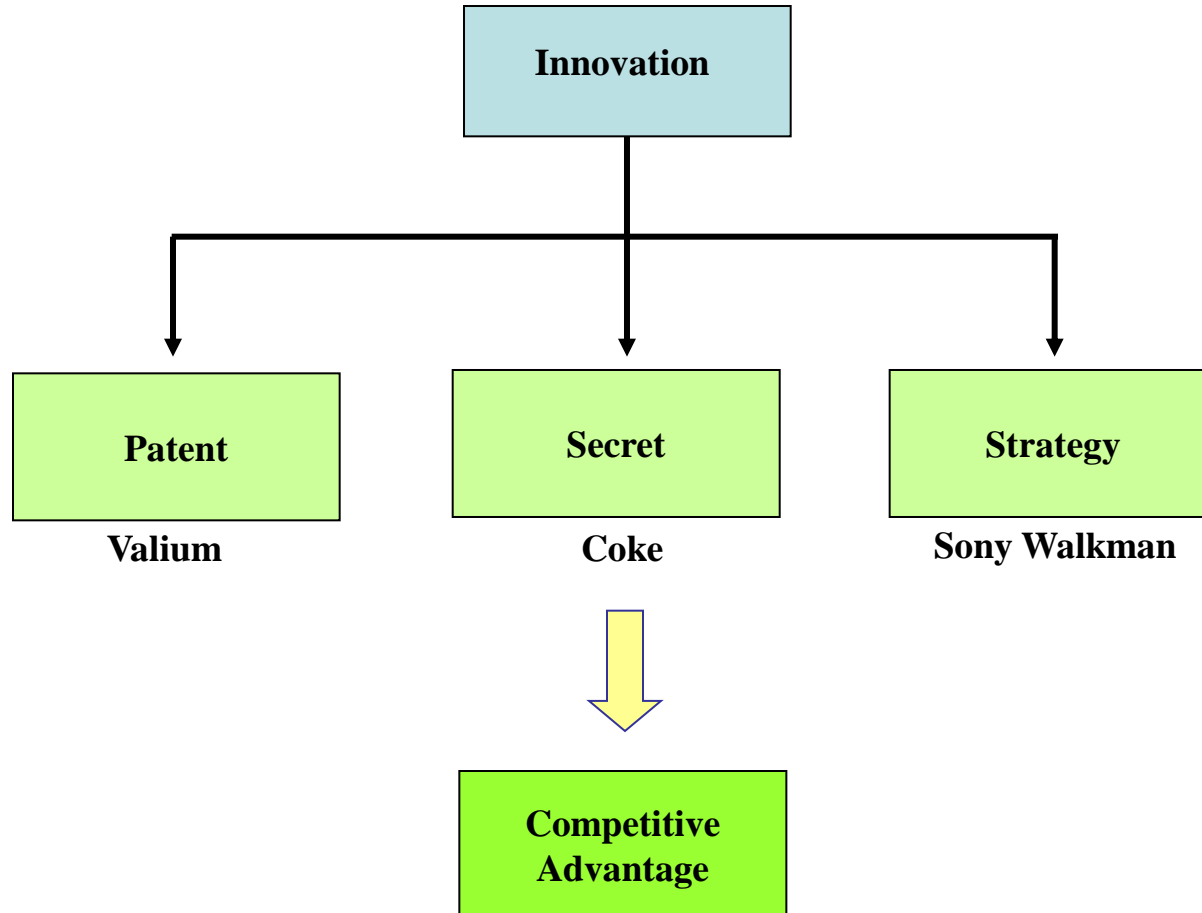
Platforms: Management Focus



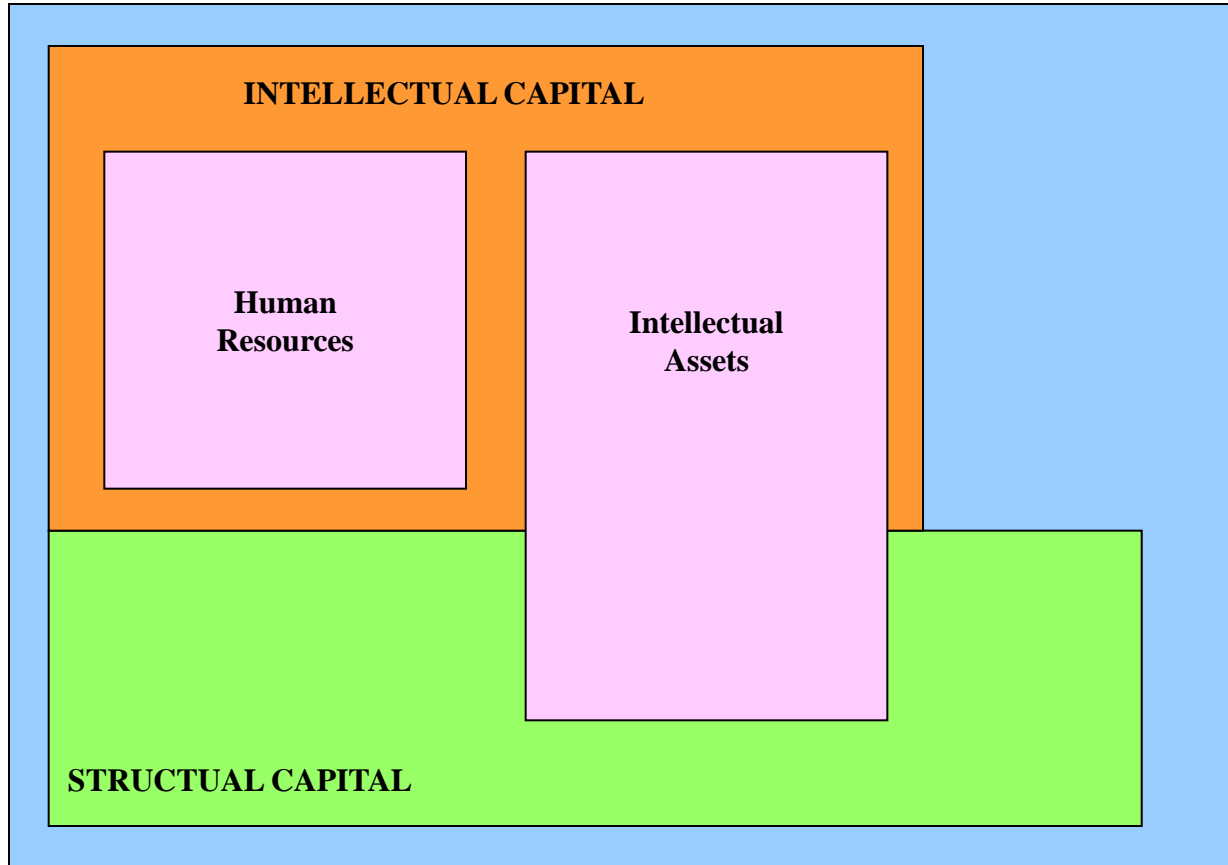
Value vs. Volume



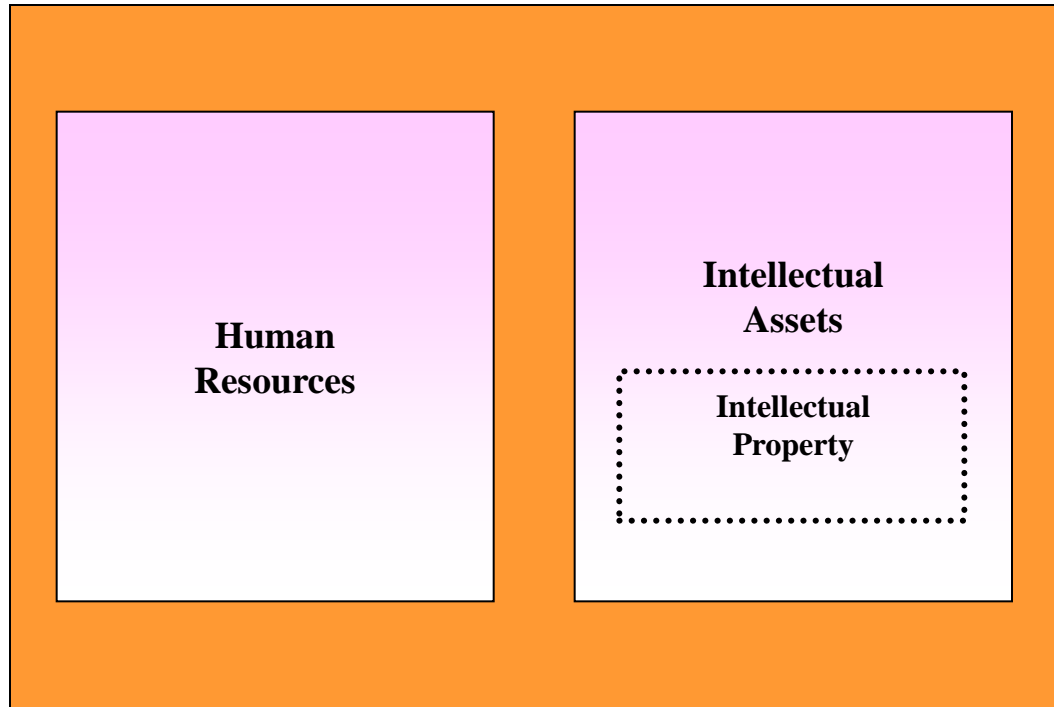
Innovation & Distinctive Capability = Competitive Advantage



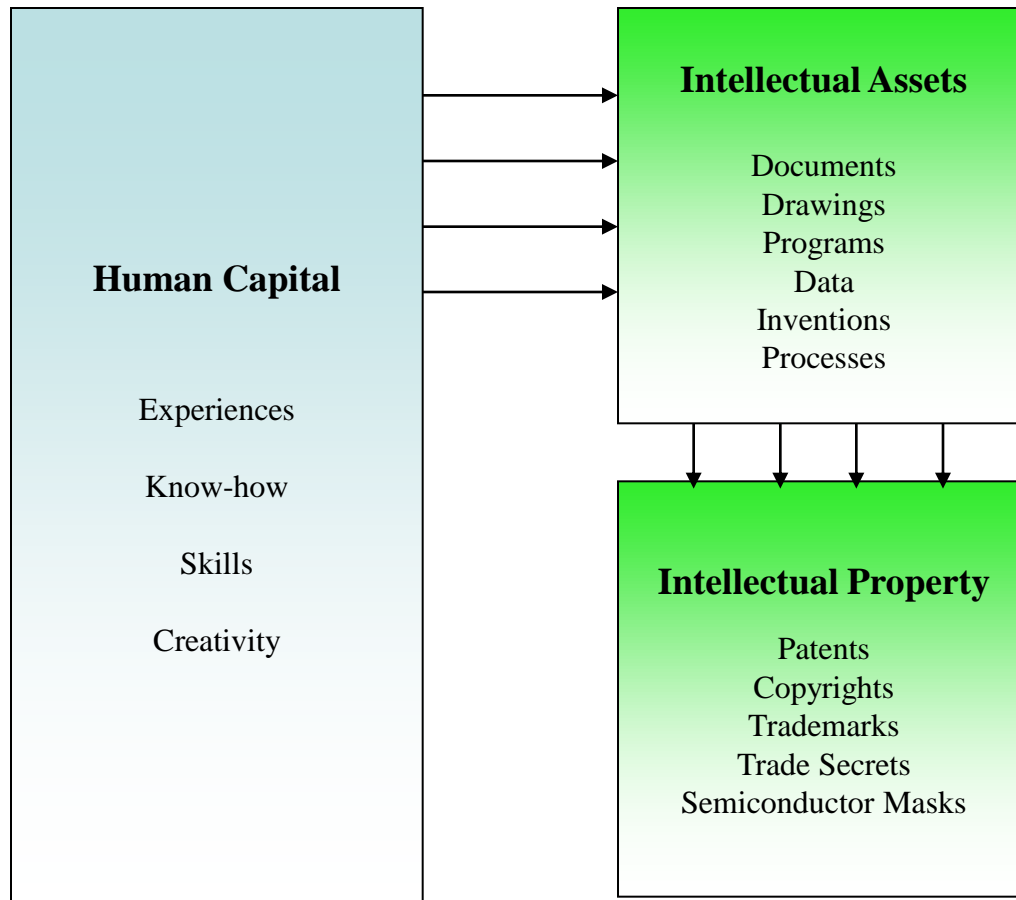
A Model of a Knowledge Company



A Model of Intellectual Capital



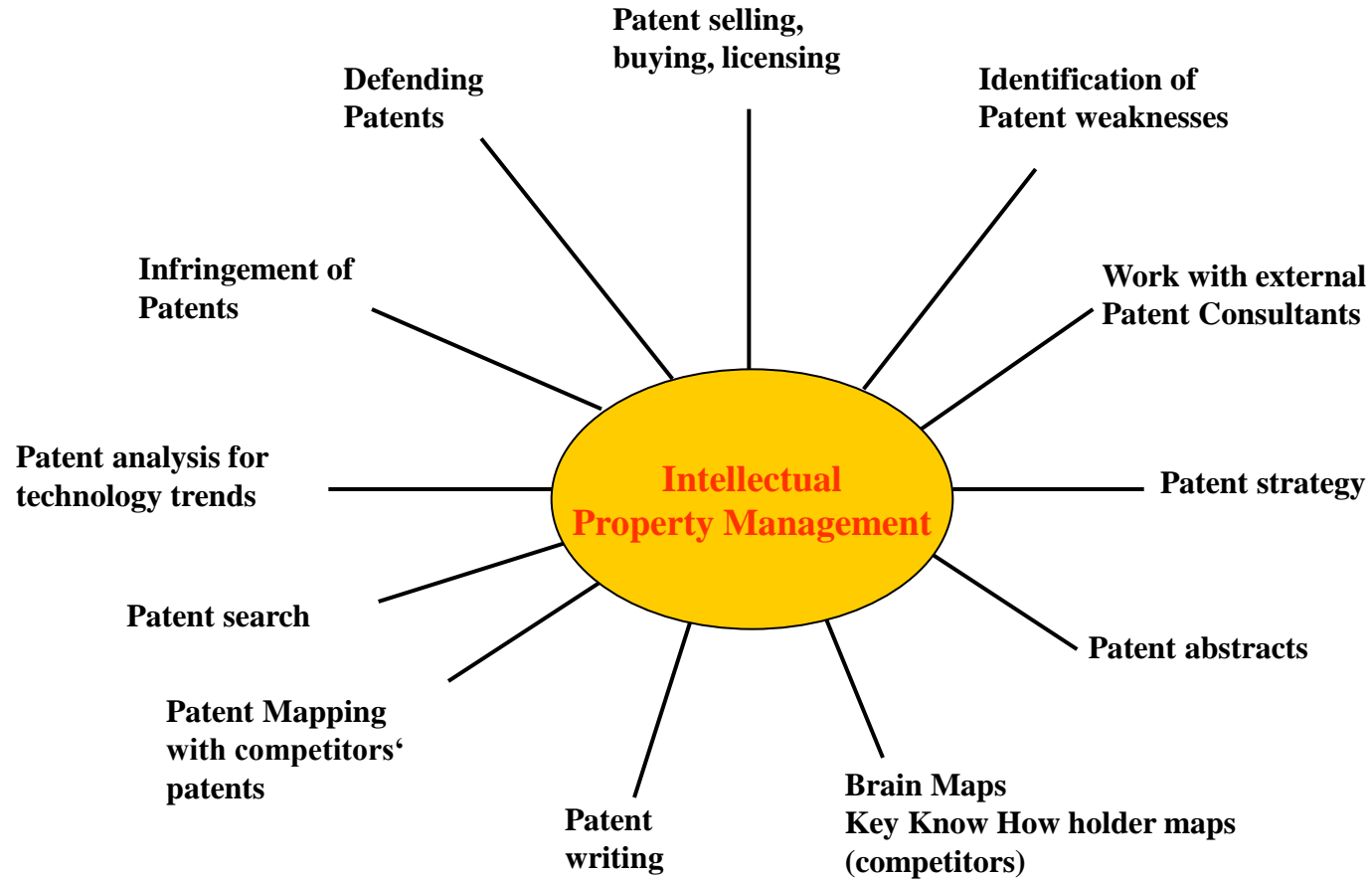
The Intellectual Capital of the Firm



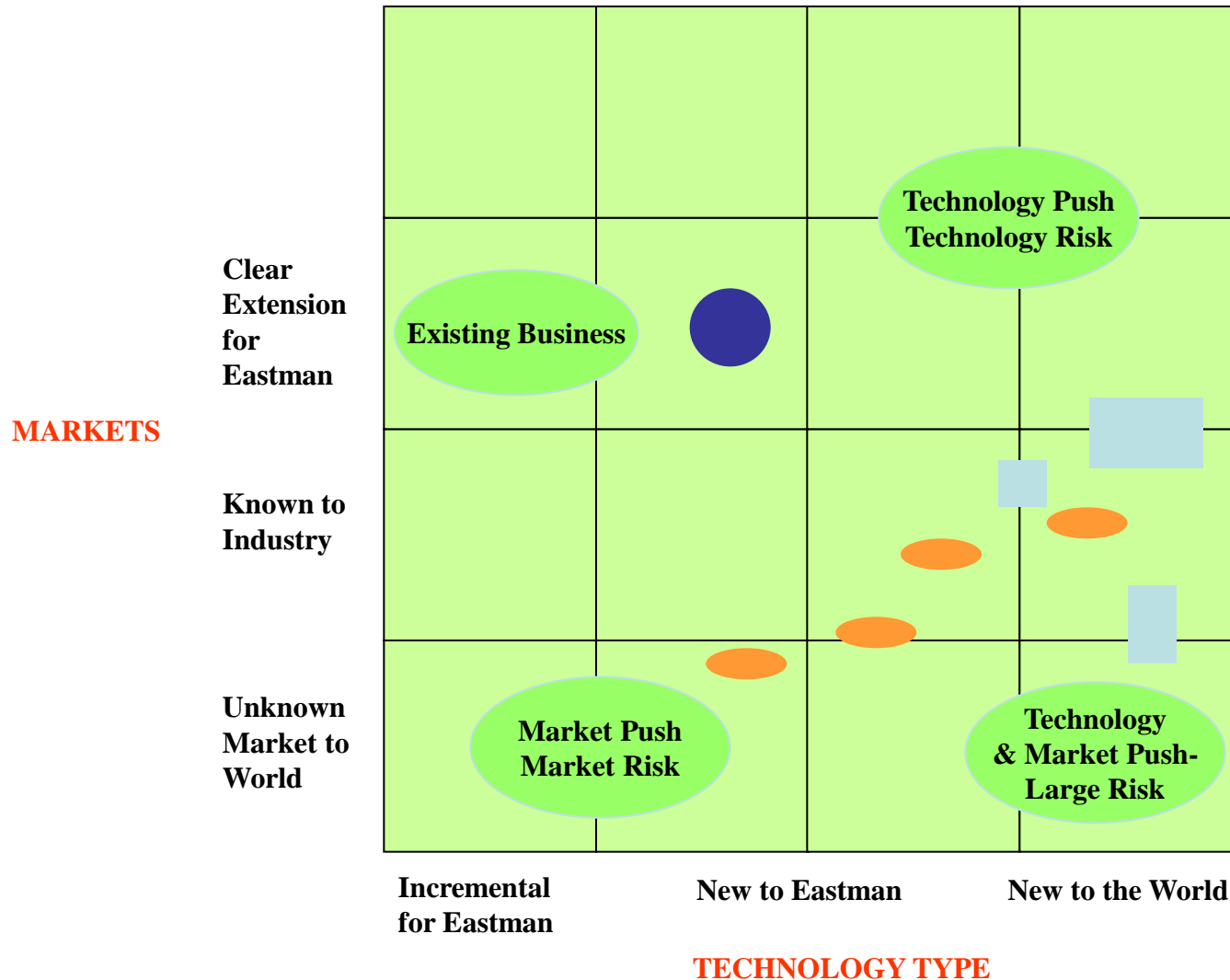
Knowledge Management Strategies

	Unfocused Strategy	Focused Strategy
Codification Strategy	Increase the absolute level of codification across all dimensions of codification and knowledge.	For each type of organizational knowledge decrease the level of codification on those dimensions of codification which transfer knowledge fastest and most accurately.
Tacitness Strategy	Decrease the absolute level of codification across all dimensions of codification and organizational knowledge.	For each type of organizational knowledge decrease the level of codification on those dimensions of codification which pose greatest risks of involuntary transfer of knowledge.

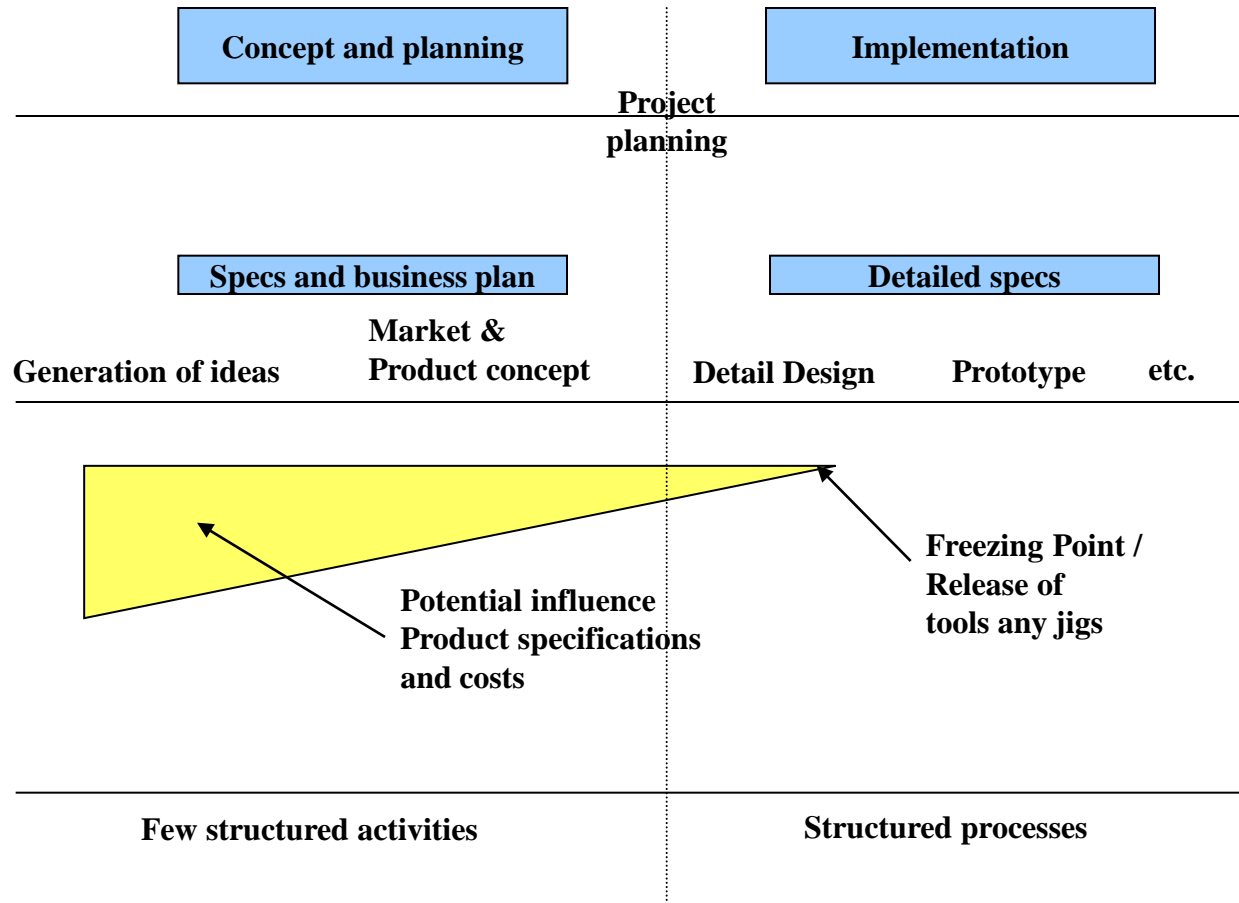
Intellectual Property Management



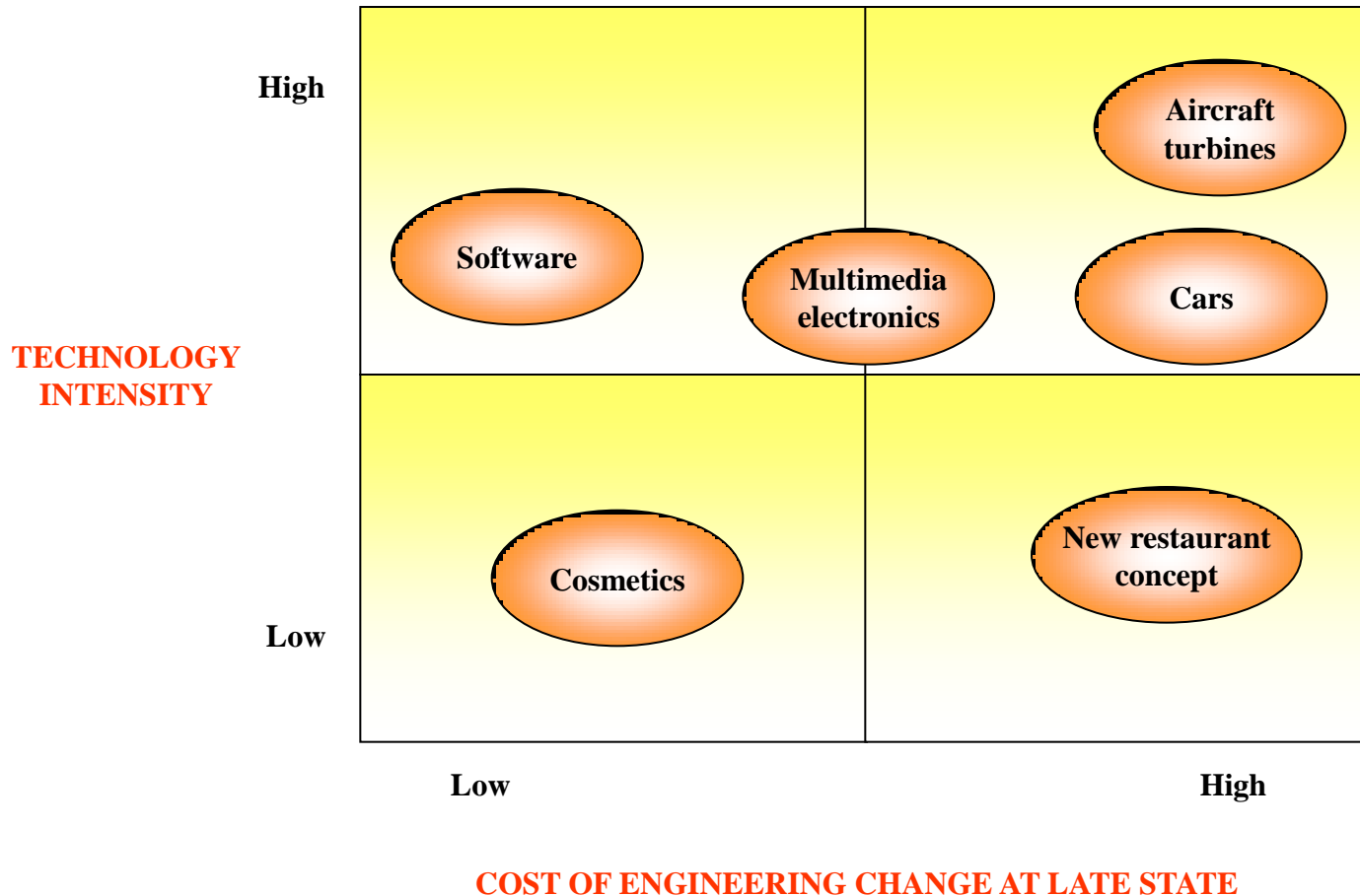
Positioning and Evaluating Assets



Separate Pre-project and Implementation: Open vs. Tight

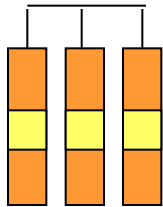


Types of Innovation: Cost of Change is Important

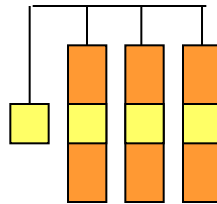


Selection of the Right Project Organization

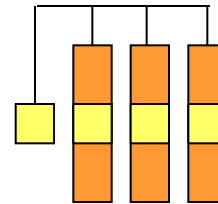
Functional



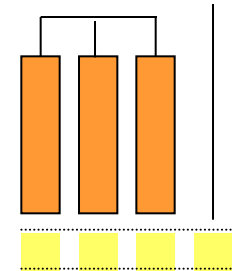
**Coordination
(Lightweight team)**



**Team
(Heavyweight team)**



Task-Force



- **Specialists**

- **Specialists**
- **Coordination**

- **Management**
- **Rapid**

- **Clear priority**
- **Rapid**



- **Slow**
- **Big control circ**

- **Slow**
- **Project leader difficult position**

- **Line / Project**

- **Subculture**
- **Spec know-how**

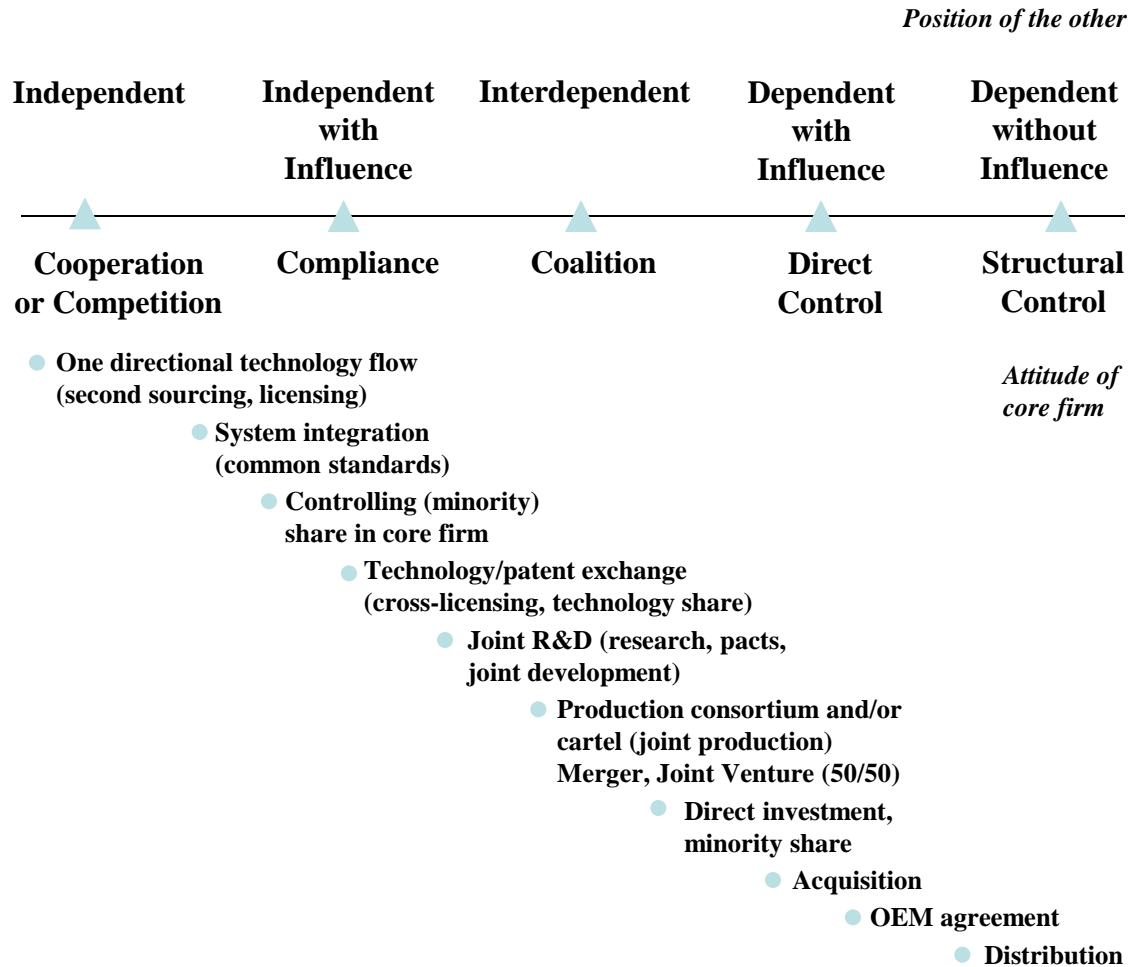
Stable environment

Integration

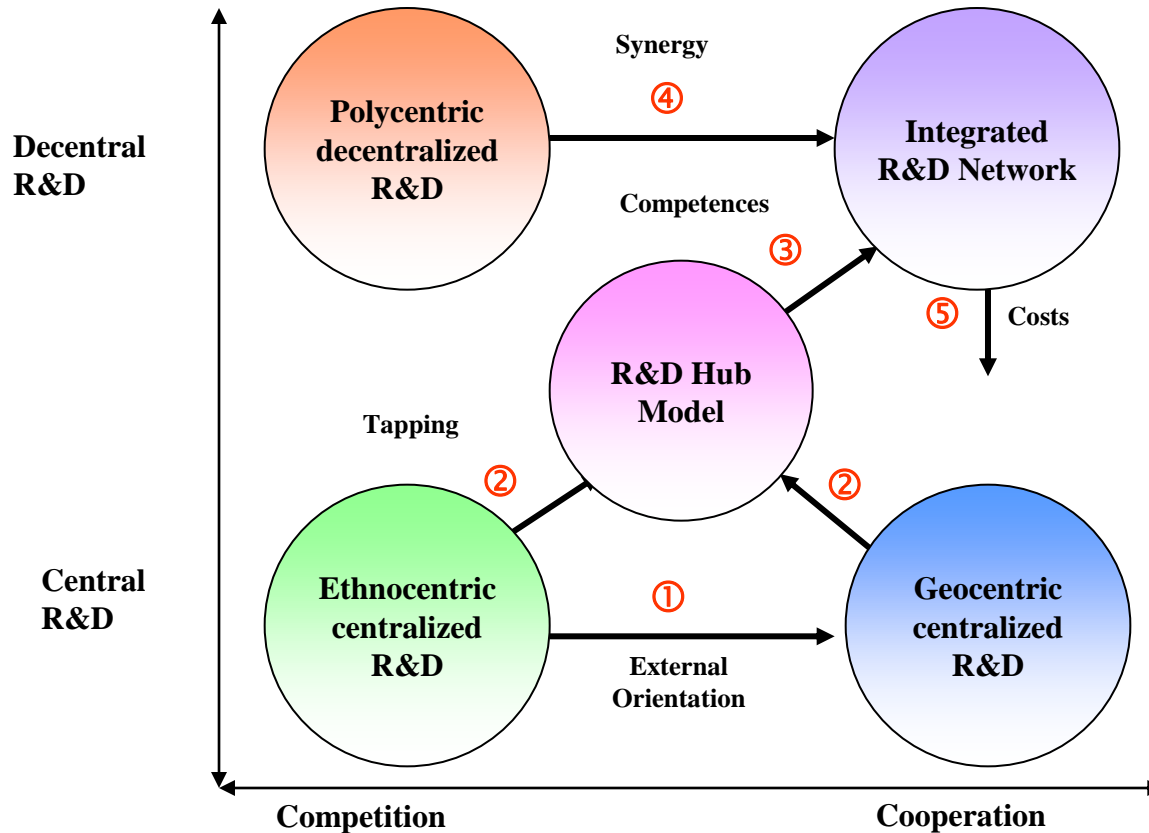
Pressure of time

**Fire brigade
New business**

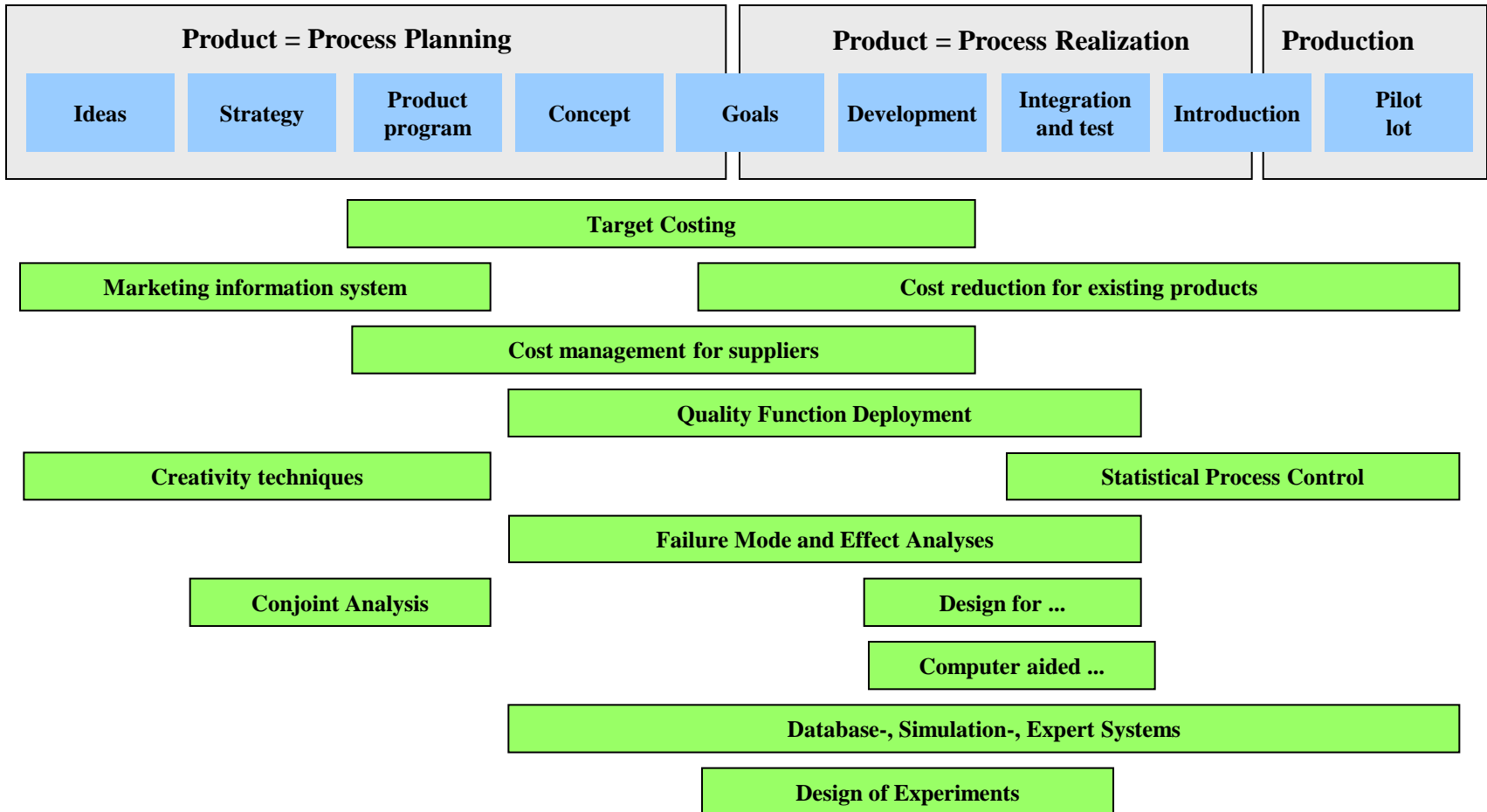
Indicators of Horizontal Relations Between Core Firms



Five Major Trends Drive the Evolution of R&D Organization

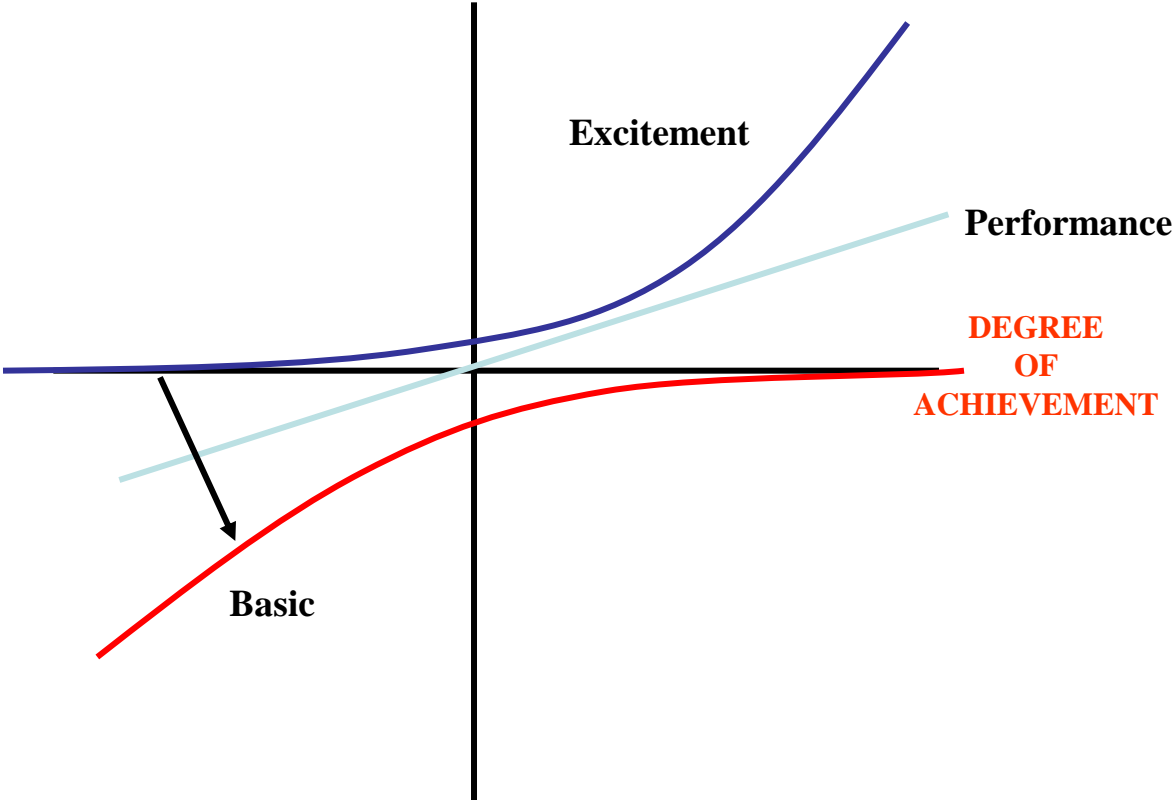


Survey of R&D Tools

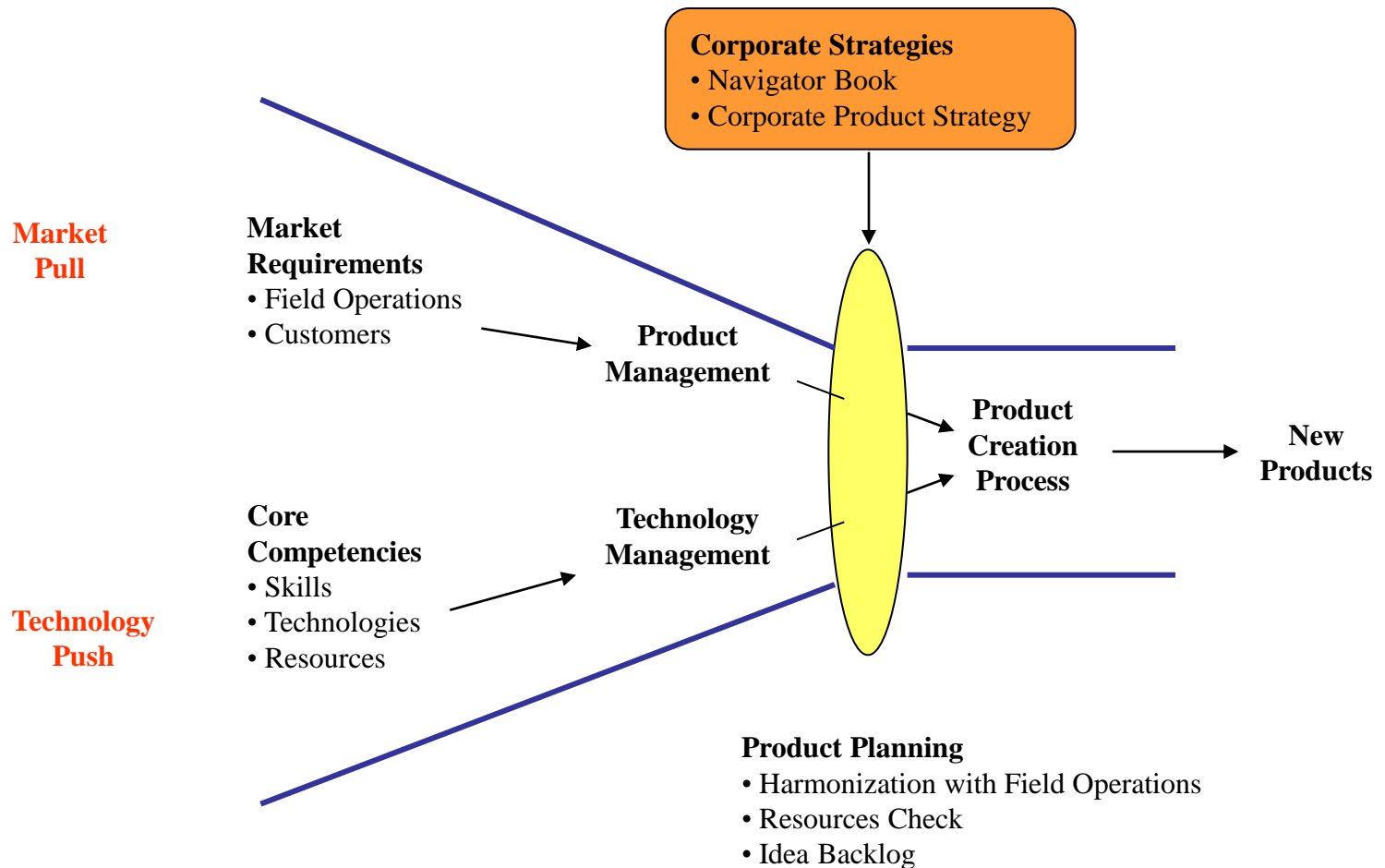


The Kano Model

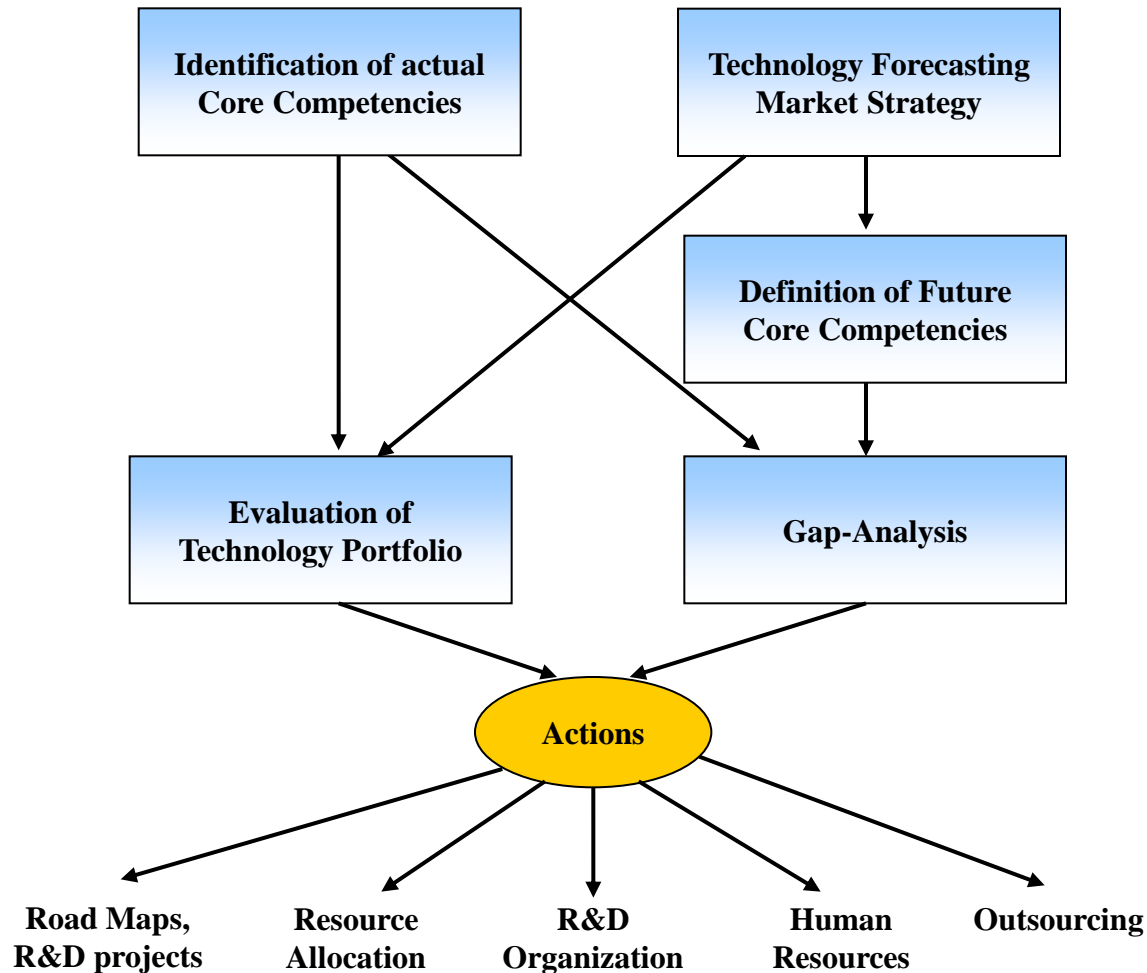
CUSTOMER SATISFACTION



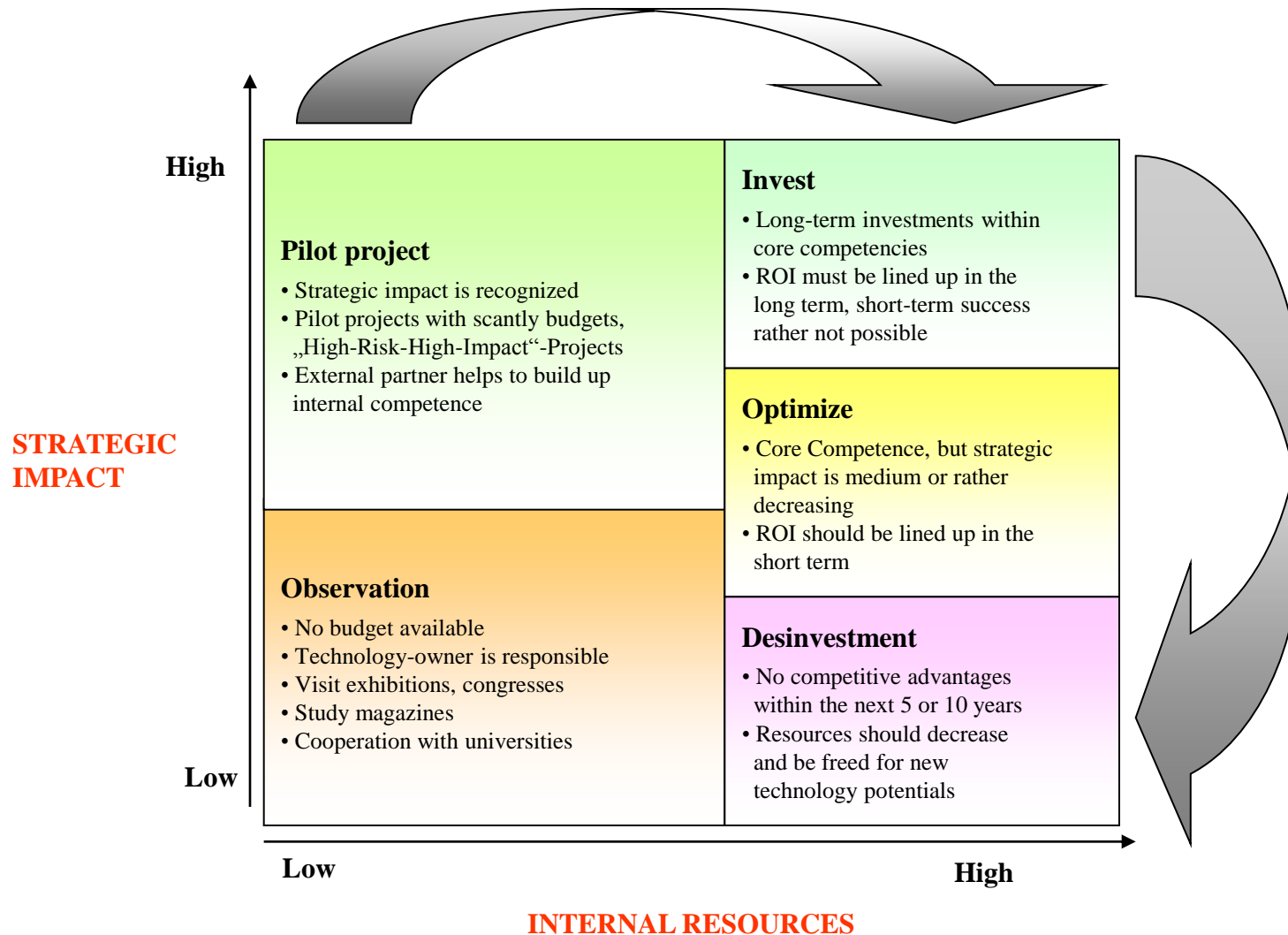
New Product from the Pipeline - Market and Competence Driven



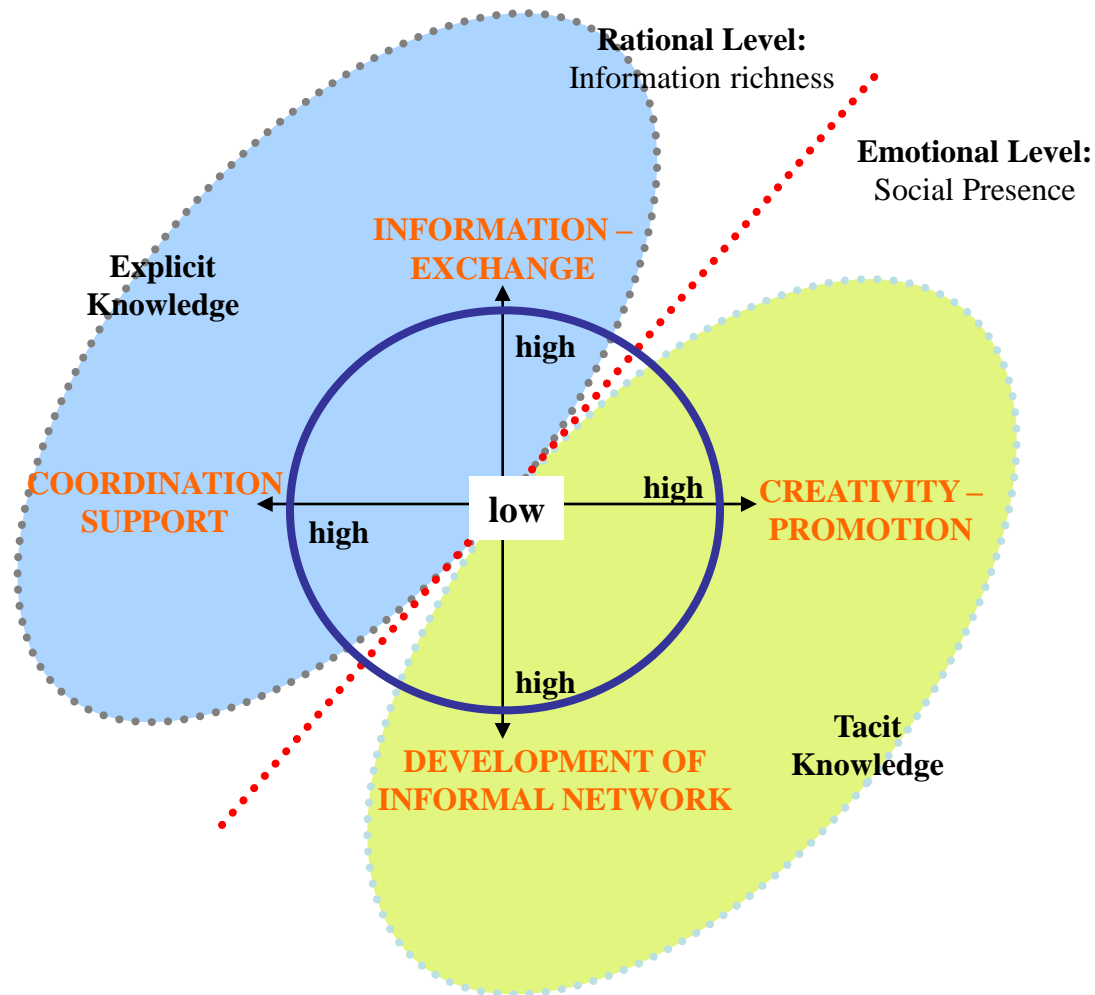
The Core Competence Process: Actions are Important!



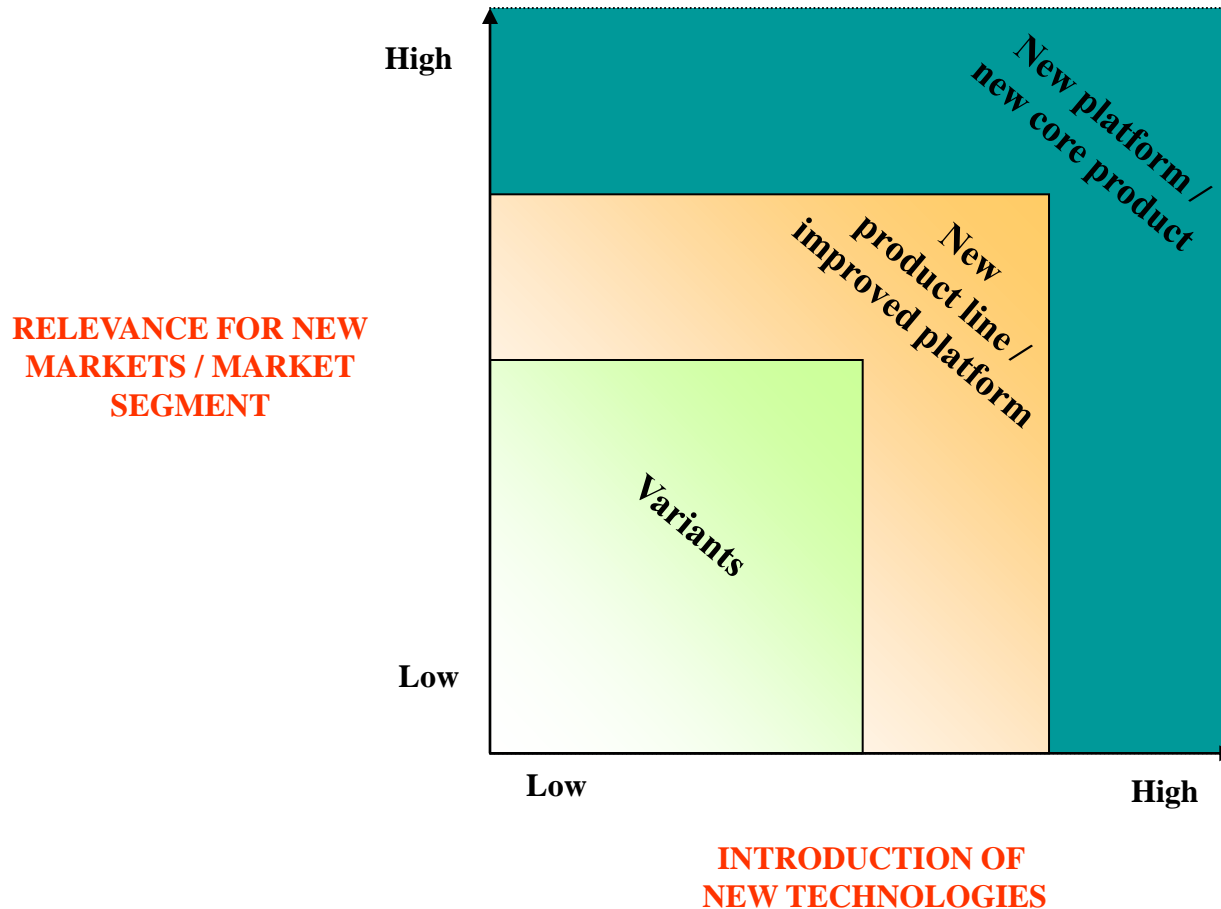
Portfolio of Technical Competencies



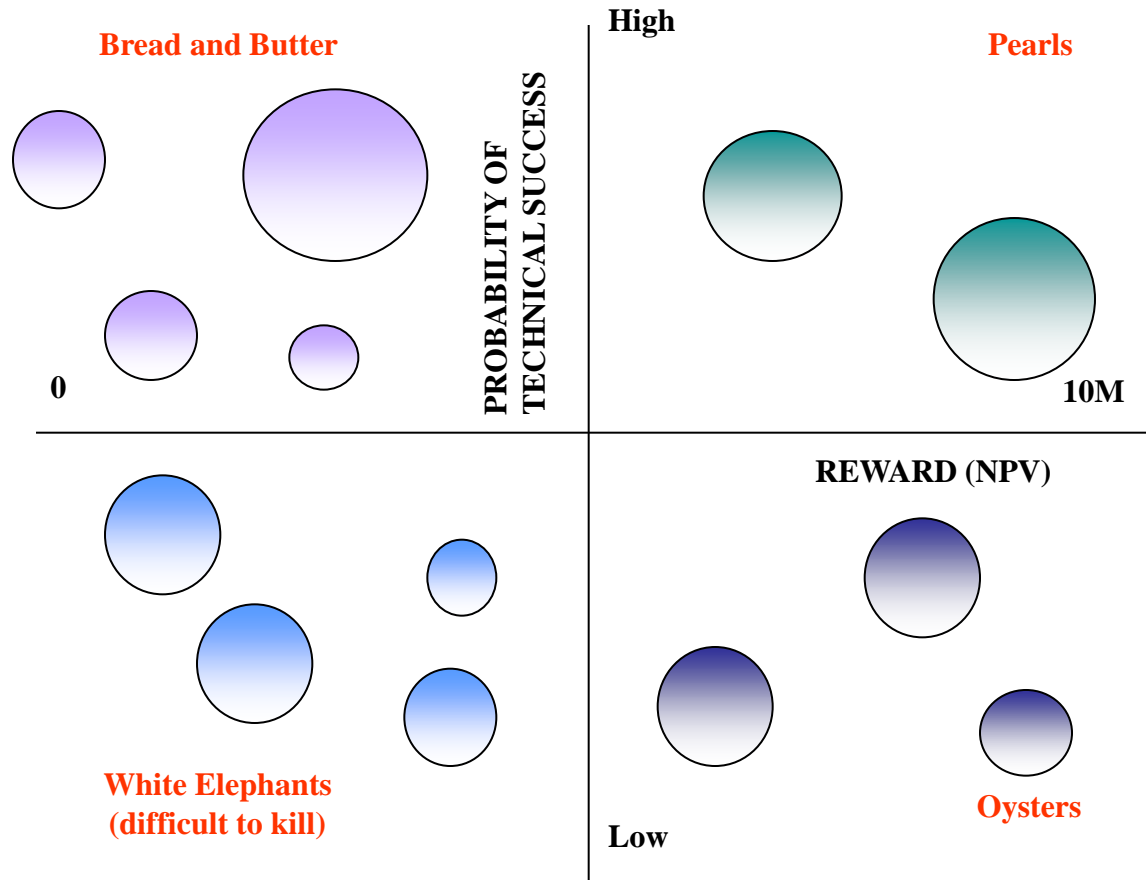
Tasks of IT in Dispersed R&D Teams



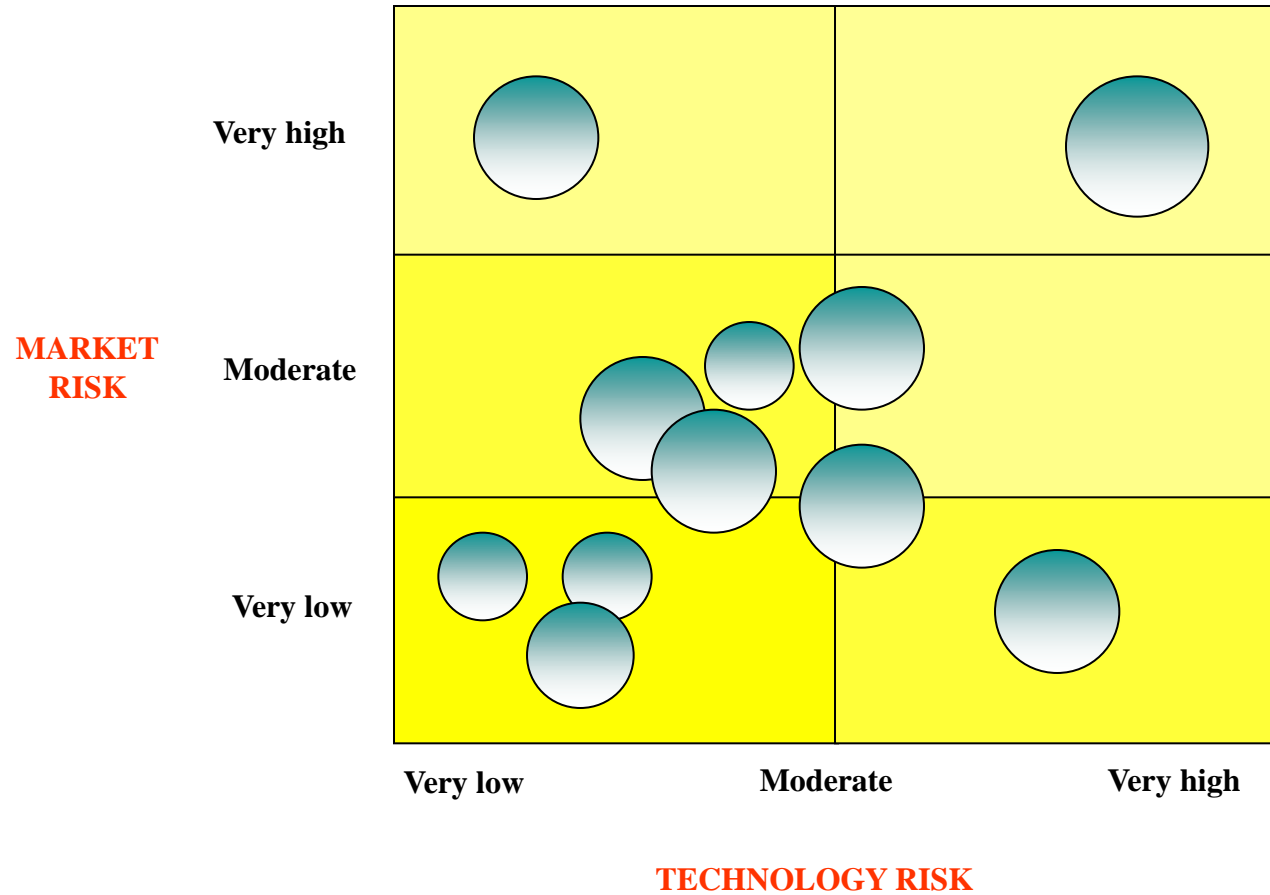
Project Categories: Market / Technologies



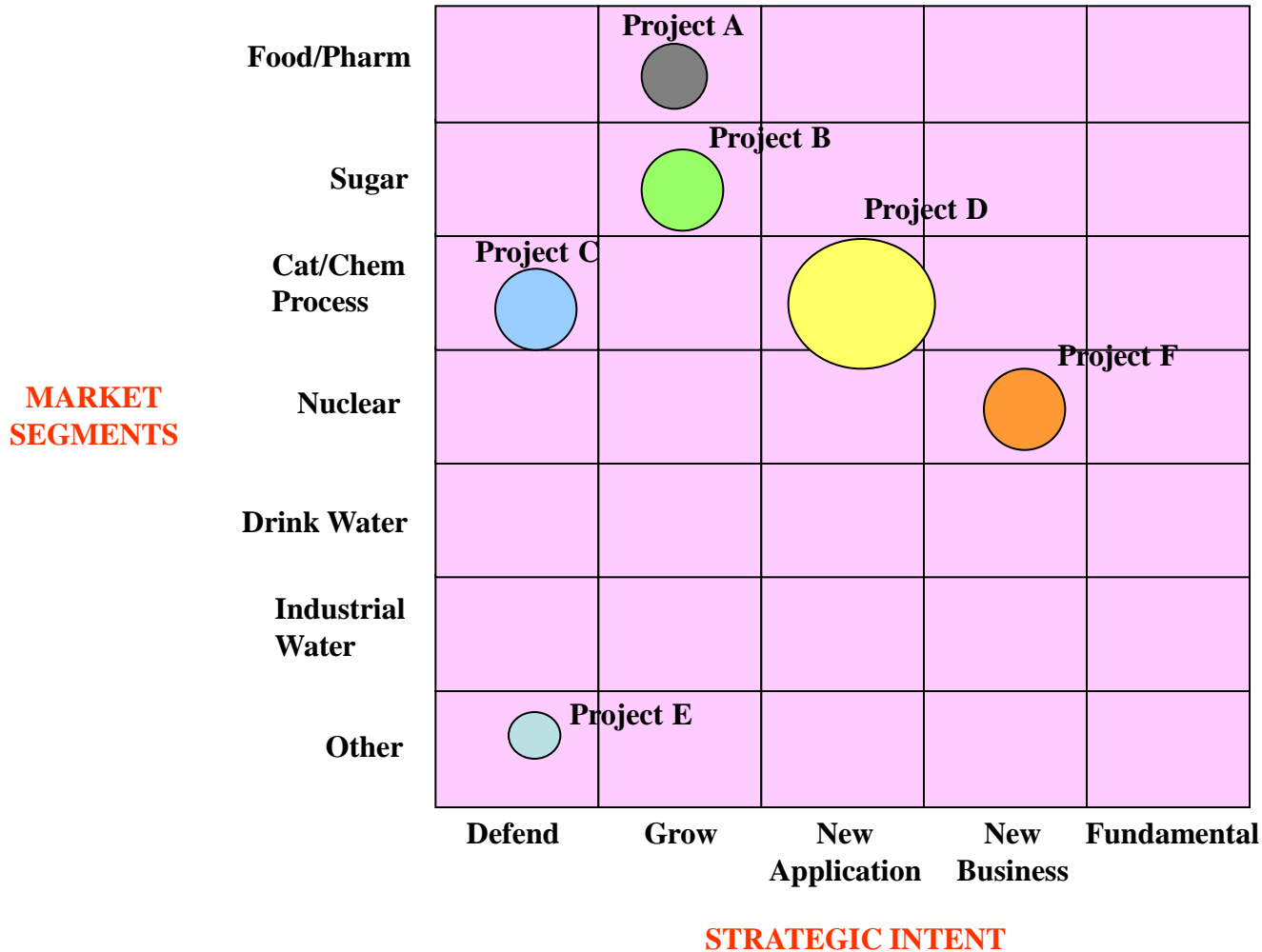
A Balanced Portfolio - The Risk-Reward Diagrams



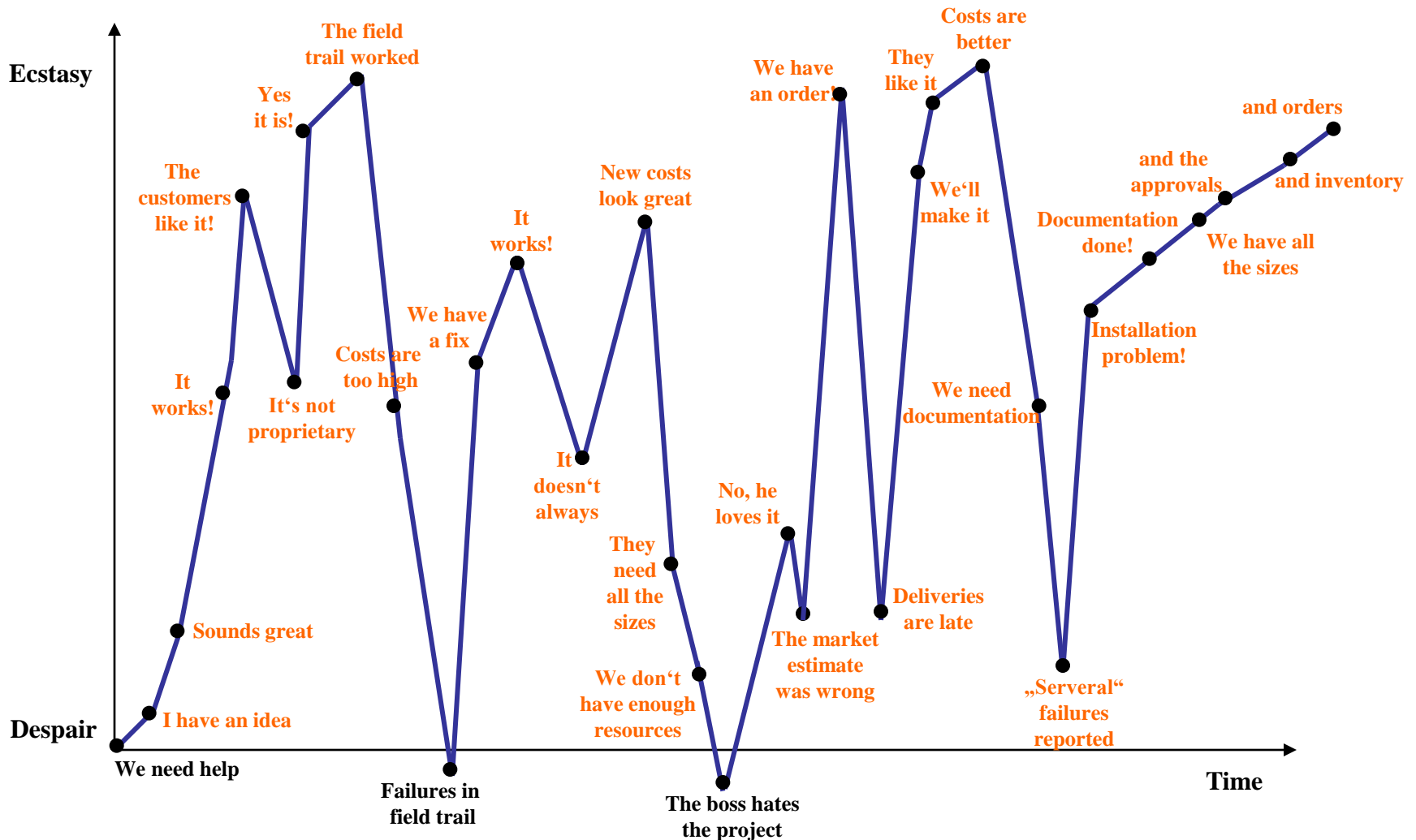
Market and Technology Risk Bubble Diagram



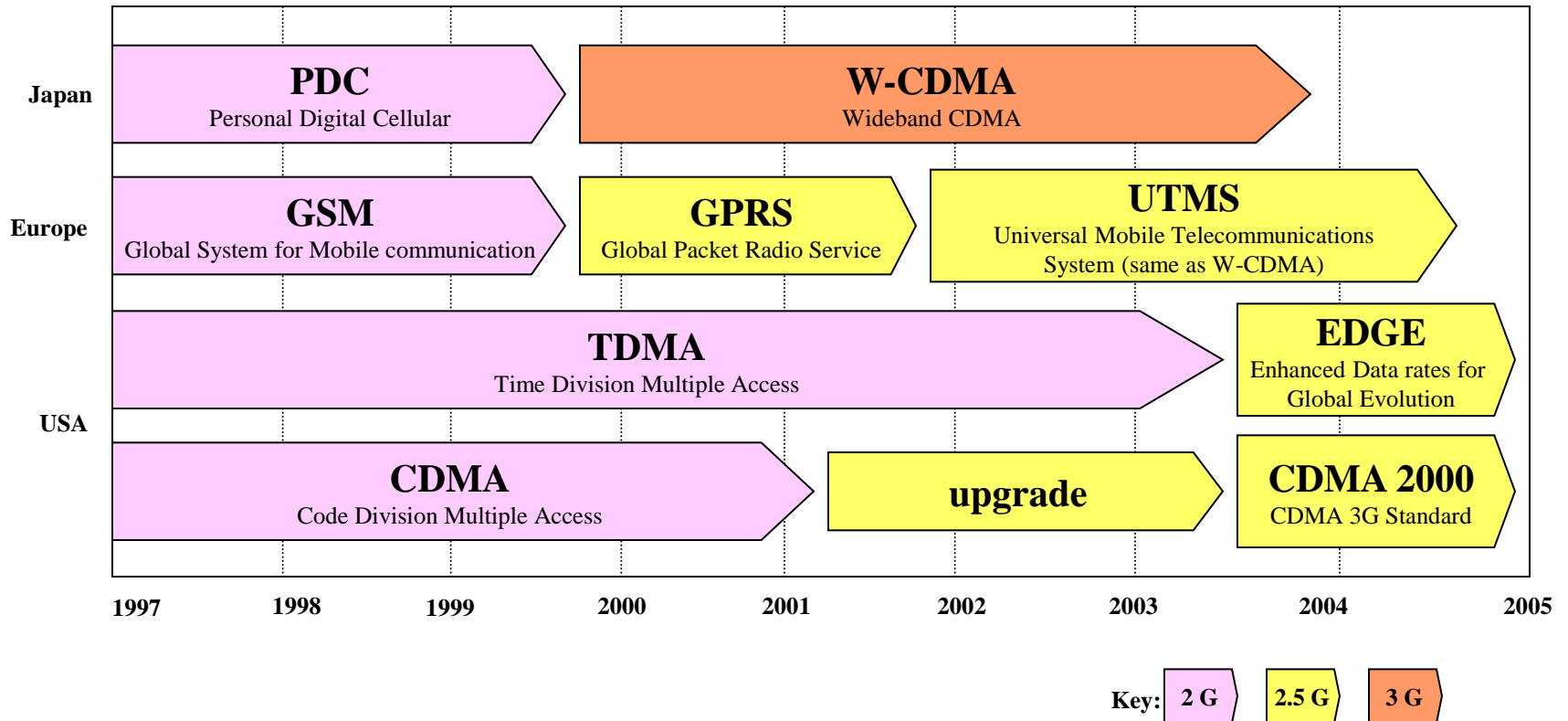
Rohm and Haas - Strategic Intent Bubble Diagram



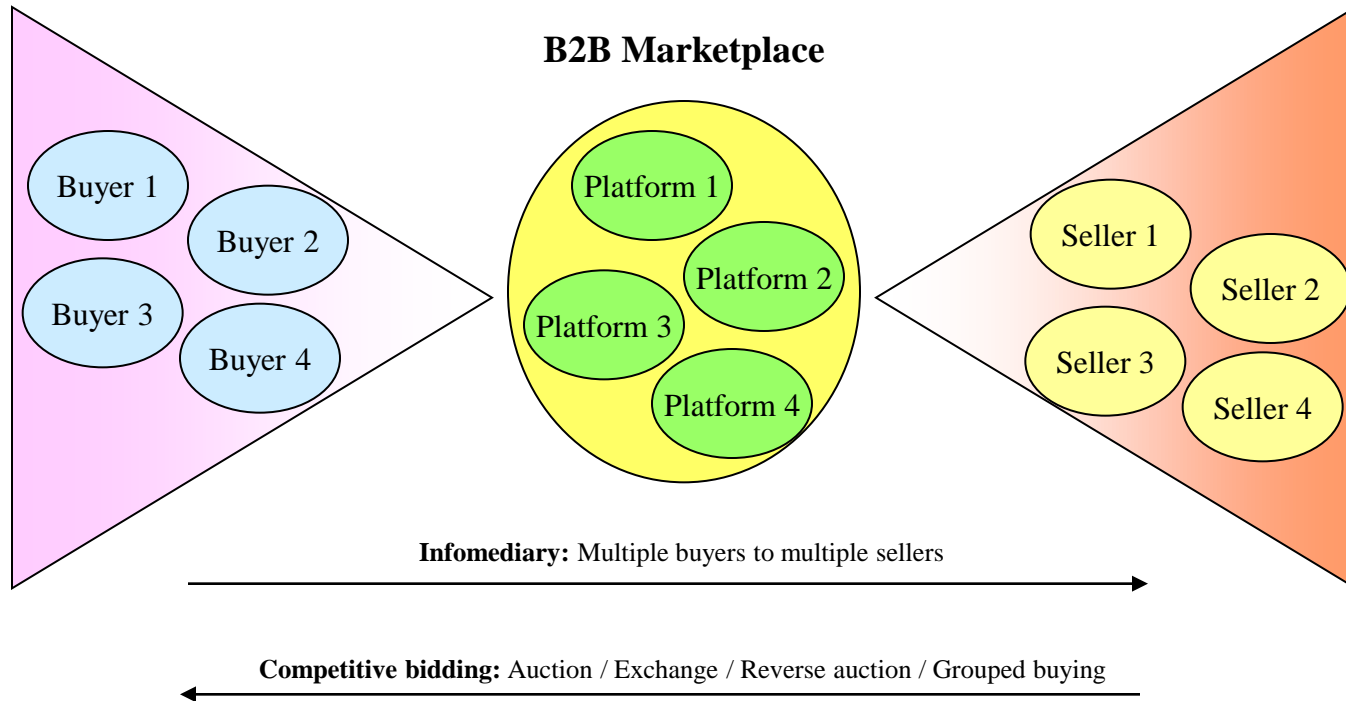
The New Business Enthusiasm Curve



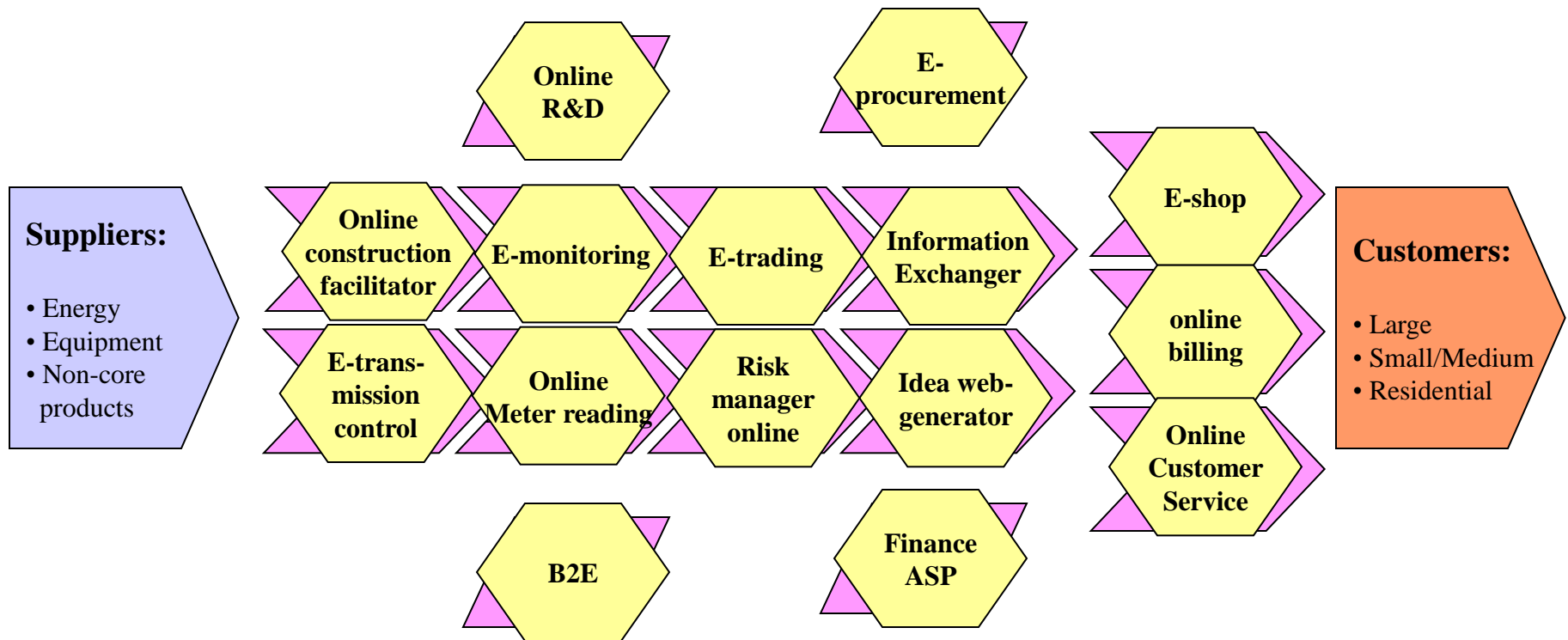
Possible Timeline for Transmission Technology Evolution



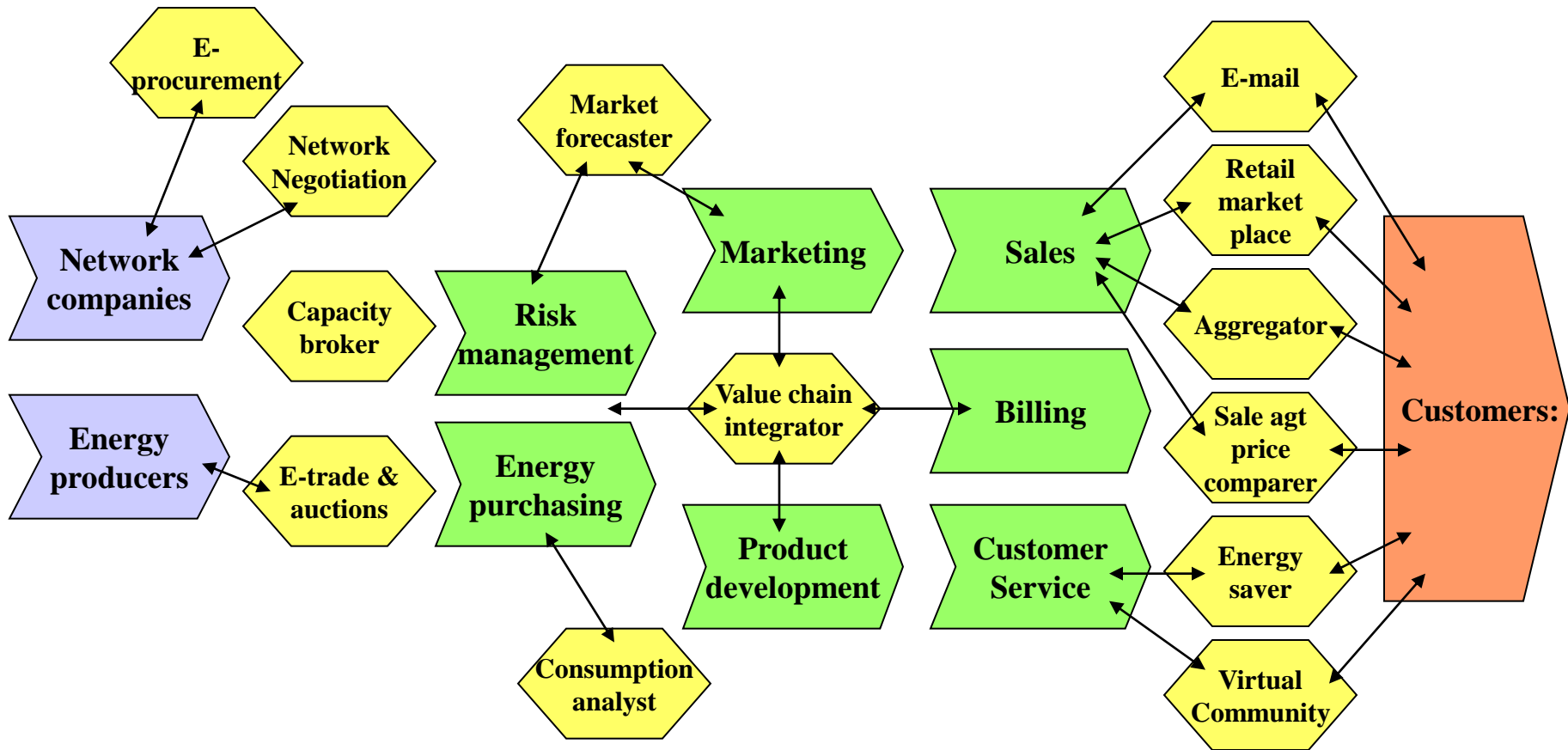
The Virtual Marketplace Model



Illustrative Map of E-Enabled Business Processes



Illustrative Map of E-Business Models in Part of Traditional Value Chain



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