

1. Record Nr.	UNINA9910779305103321
Autore	Tellis Gerard J
Titolo	Unrelenting innovation : how to build a culture for market dominance / / Gerard J. Tellis ; foreword by Vijay Govindarajan
Pubbl/distr/stampa	San Francisco, Calif., : Jossey-Bass, 2013 San Francisco, CA : , : Jossey-Bass, , 2013
ISBN	1-118-41690-2 1-283-89333-9 1-118-42039-X
Edizione	[1st ed.]
Descrizione fisica	1 online resource (xv, 332 pages) : illustrations
Collana	Warren Bennis signature series Gale eBooks
Disciplina	658.4 658.4/063 658.4063
Soggetti	New products Diffusion of innovations Creative ability in business Technological innovations Strategic planning Market share
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Unrelenting Innovation; Copyright; Contents; Figures and Tables; Foreword; Chapter 1 Why Incumbents Fail; Why Incumbents Fail to Innovate Unrelentingly; Paradox of the Incumbent's Curse; Telling Examples; The Preeminence of Culture; Traits for Innovation; Practices for Innovation; Culture as a Primary Explanation; Basis for the Book; Conclusion; Chapter 2 Willingness to Cannibalize Successful Products; Why Incumbents Are Reluctant to Cannibalize Products; Organizational Factors; Why Willingness to Cannibalize Is Important; Finite Growth of Current Products; Increasing Rate of Innovation Limitations of AcquisitionsChallenge of Technological Change; Understanding Technological Evolution; On Which Level to Innovate?;

What Is the Pattern of Evolution?; On Which Dimension of Performance to Focus?; Blinded to an Opportunity: Microsoft Keywords?; Crippled by Fear of Piracy: Sony MP3 Player; Decline of an Innovator: Eastman Kodak; A Cycle of Cannibalization: Gillette's Innovations in Wet Shaving; Late Move: HP Tablet; Conclusion; Chapter 3 Embracing Risk; Sources of Risk: Innovation's High Failure Rate; The Reflection Effect: Asymmetry in Perceived Risk

The Hot-Stove Effect: Learning from FailureThe Expectations Effect: Hope Versus Reality; Innovation's Gain-Loss Function: Type 1 and 2 Errors; Case Histories; Gambling on an Embryonic Market: Toyota's Prius; Initial Stage: Striving for Kakushin ("Rapid Innovation")-Aim High; Experimentation-Undaunted by Failure; Slow Takeoff-A Testament of Toyota's Faith and Patience; Eventual Success; Gambling on Growth: Amazon.com; Gambling on Vision: Facebook; Hatch of an Idea in a Dorm Room; Bet on Silicon Valley; Risk-Loving Hacker Culture; News Feed Crisis; To Sell or Not to Sell

Opening the Site to Third-Party ApplicationsRisk Rewards; Gambling on Scale: Federal Express; Conclusion; Chapter 4 Focusing on the Future; Why Future Focus Is Tough; Hot-Hand Bias; Availability Bias; Paradigmatic Bias; Commitment Bias; Planning for the Future; Predicting and Managing Takeoff; Targeting Future Mass Markets; Predicting Technological Evolution; Analyzing Emergent Consumers; Conclusion; Chapter 5 Incentives for Enterprise; Traditional Incentives: Winning Loyalty; Asymmetric Incentives: Turning Failure into Success; Making Incentives Work: Economics and Psychology of Incentives Moral IncentivesSocial Incentives; Fairness of Incentives; Framing Incentives; Power of Incentives: IBM's Transformation; Incentives for Enterprise: Google; Perks, Options, and Awards; Time Off to Explore: Structure and Fruits of 20% Off; Challenge of Talent Retention; Incentives for Loyalty: General Motors; Technology Troubles; Labor and Union Priorities; Incentives for Innovation: 3M; Structuring Team Incentives: IBM's Learning from Online Gamers; Conclusion; Chapter 6 Fostering Internal Markets; Characteristics of Markets; Markets as Idea Generators; Markets as Talent Pools Markets as Efficient Resource Allocators

Sommario/riassunto

The hands-on guide for fostering relentless innovation within your company Gerard Tellis, a noted expert on innovation, advertising, and global markets, makes the compelling case that the culture of a firm is the crucial driver of an organization's innovativeness. In this groundbreaking book he describes the three traits and three practices necessary to create a culture of relentless innovation. Organizations must be willing to cannibalize successful products, embrace risk, and focus on the future. Organizations build these traits by providing incentives for enterprise, empowering pro