

CONTENTS

Chapter 1

A Different Game 1

George S. Day and Paul J.H. Schoemaker

Chapter 2

Avoiding the Pitfalls of Emerging Technologies 24

George S. Day and Paul J.H. Schoemaker

Part I

ASSESSING TECHNOLOGIES 53

Chapter 3

Technology Speciation and the Path of Emerging Technologies 57

Ron Adner and Daniel A. Levinthal

Chapter 4

Identification and Assessment of Emerging Technologies 75

Don S. Doering and Roch Parayre

Chapter 5

Emerging Technologies and Public Policy: Lessons from
the Internet 99

Gerald R. Faulhaber

Part II

MANAGING MARKETS 125

Chapter 6

Assessing Future Markets for New Technologies 127

George S. Day

Chapter 7

- Technology Strategy in Lumpy Market Landscapes 150
Ian C. MacMillan and Rita Gunther McGrath

Chapter 8

- Commercializing Emerging Technology through
Complementary Assets 172
Mary Tripsas

Part III**MAKING STRATEGY 187****Chapter 9**

- Disciplined Imagination: Strategy Making in
Uncertain Environments 189
Gabriel Szulanski with Kruti Amin

Chapter 10

- Scenario Planning for Disruptive Technologies 206
Paul J.H. Schoemaker and V. Michael Mavaddat

Chapter 11

- Appropriating the Gains from Innovation 242
Sidney G. Winter

Part IV**INVESTING FOR THE FUTURE 267****Chapter 12**

- Managing Real Options 271
William F. Hamilton

Chapter 13

- Financing Strategies and Venture Capital 289
Franklin Allen and John Percival

Chapter 14

- Innovative Financial Strategies for Biotechnology Ventures 307
Paul J.H. Schoemaker and Alan C. Shapiro

Part V		
RETHINKING THE ORGANIZATION		333
Chapter 15		
Managing Dynamic Knowledge Networks		337
<i>Lori Rosenkopf</i>		
Chapter 16		
Using Alliances to Build Competitive Advantage in		
Emerging Technologies		358
<i>Jeffrey H. Dyer and Harbir Singh</i>		
Chapter 17		
The Design of New Organizational Forms		376
<i>Jennifer Herber, Jitendra V. Singh, and Michael Useem</i>		
Chapter 18		
Designing the Customized Workplace		393
<i>John R. Kimberly and Hamid Bouchikhi</i>		
Notes	413	
Index	447	