Contents

In Gratitude vii
Preface ix
Introduction xiii

PART ONE: WHY GREAT COMPANIES CAN FAIL T

- 1 How Can Great Firms Fail? Insights from the Hard Disk Drive Industry 3
- 2 Value Networks and the Impetus to Innovate 29
- 3 Disruptive Technological Change in the Mechanical Excavator Industry 61
- 4 What Goes Up, Can't Go Down 77

PART TWO: MANAGING DISRUPTIVE TECHNOLOGICAL CHANGE 97

- 5 Give Responsibility for Disruptive Technologies to Organizations Whose Customers Need Them 101
- 6 Match the Size of the Organization to the Size of the Market 121
- 7 Discovering New and Emerging Markets 143

- 8 How to Appraise Your Organization's Capabilities and Disabilities 161
- 9 Performance Provided, Market Demand, and the Product Life Cycle 183
- 10 Managing Disruptive Technological Change: A Case Study 205
- 11 The Dilemmas of Innovation: A Summary 225

The Innovator's Dilemma Book Group Guide 231

Index 239

About the Author 255