

# Disruptive Innovation

## Innovation and Green Business



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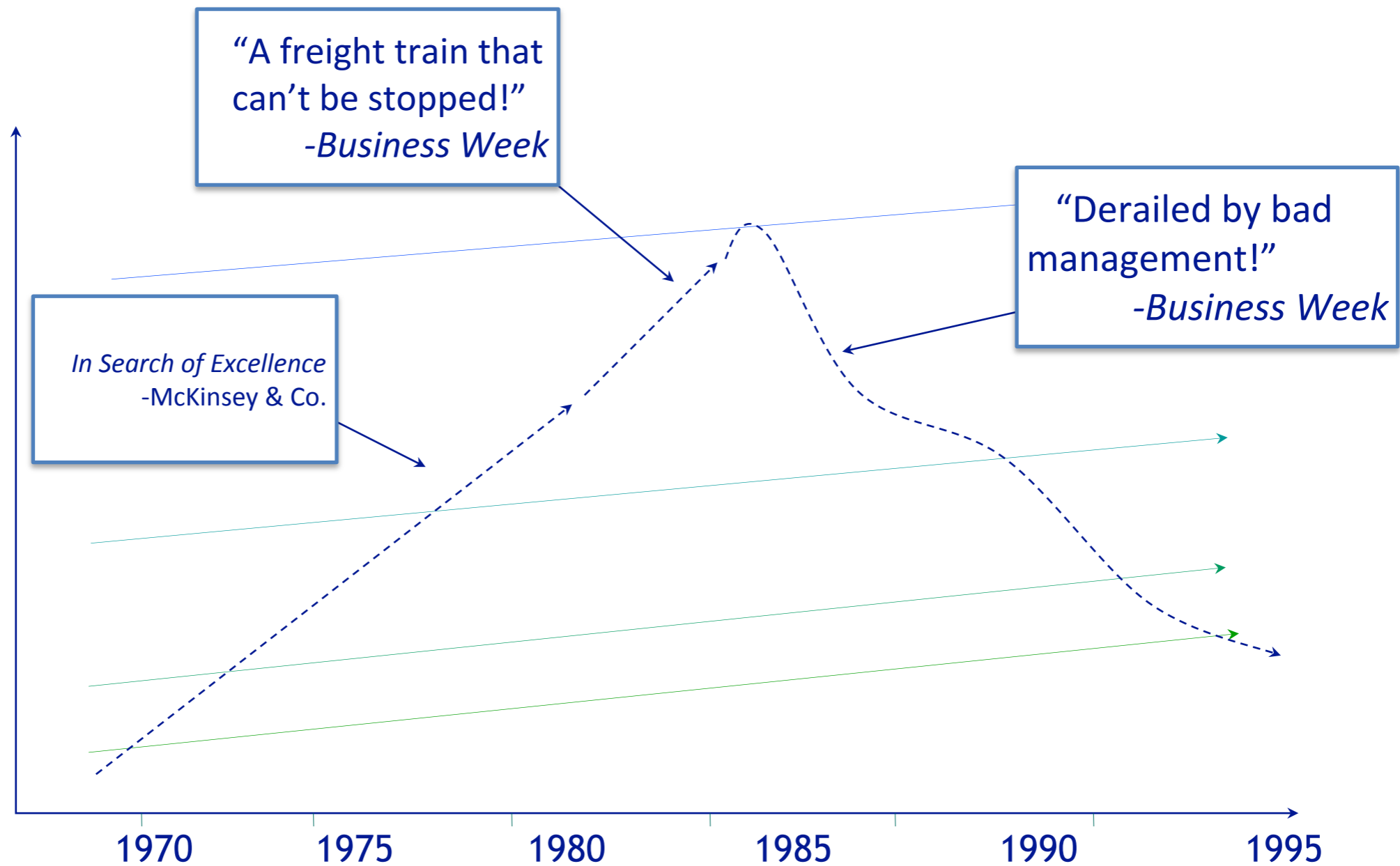


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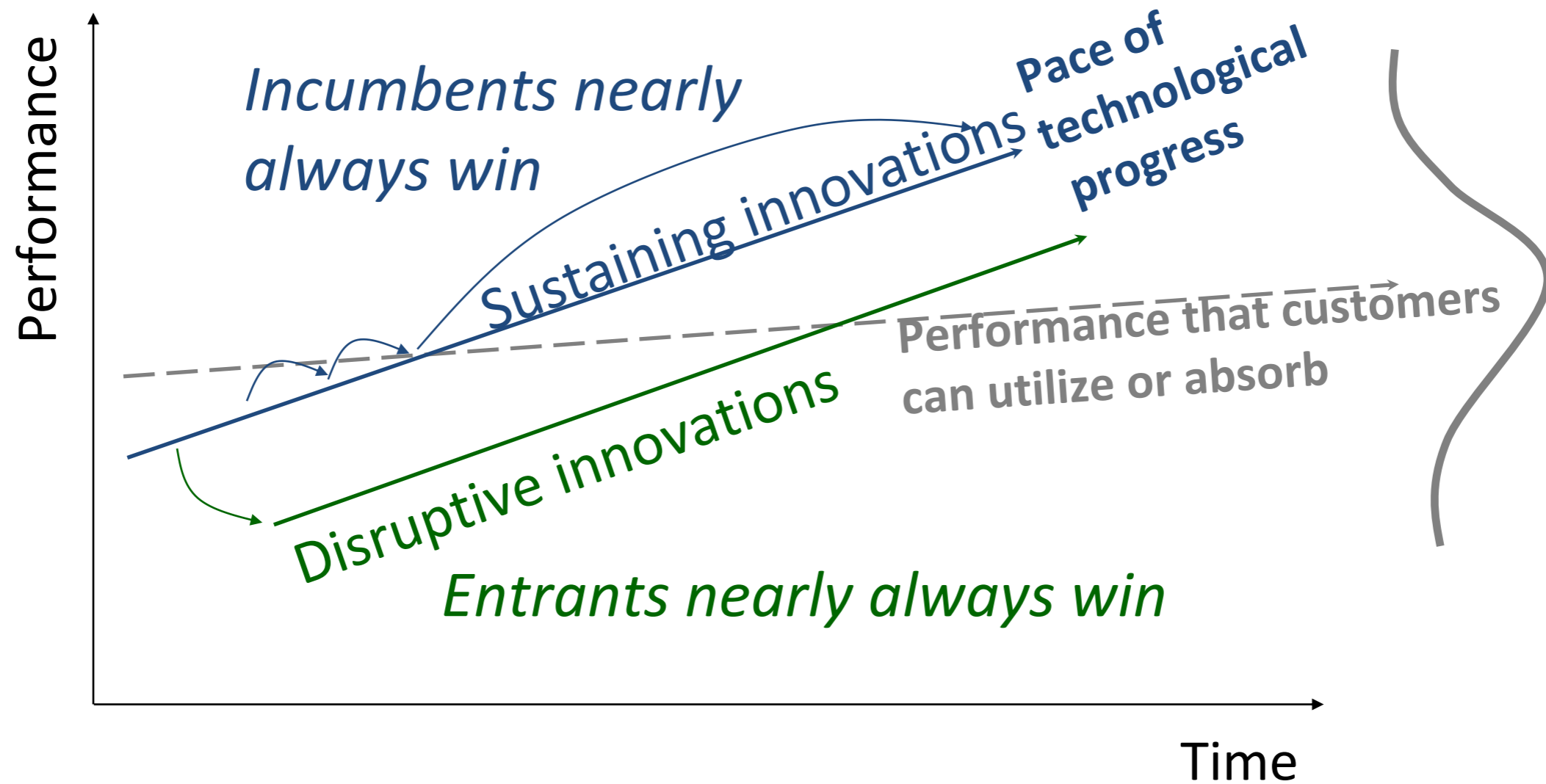
A theory is worth 80 points of IQ.

# When Great Firms Fail to Innovate

Digital Equipment Corporation (DEC)



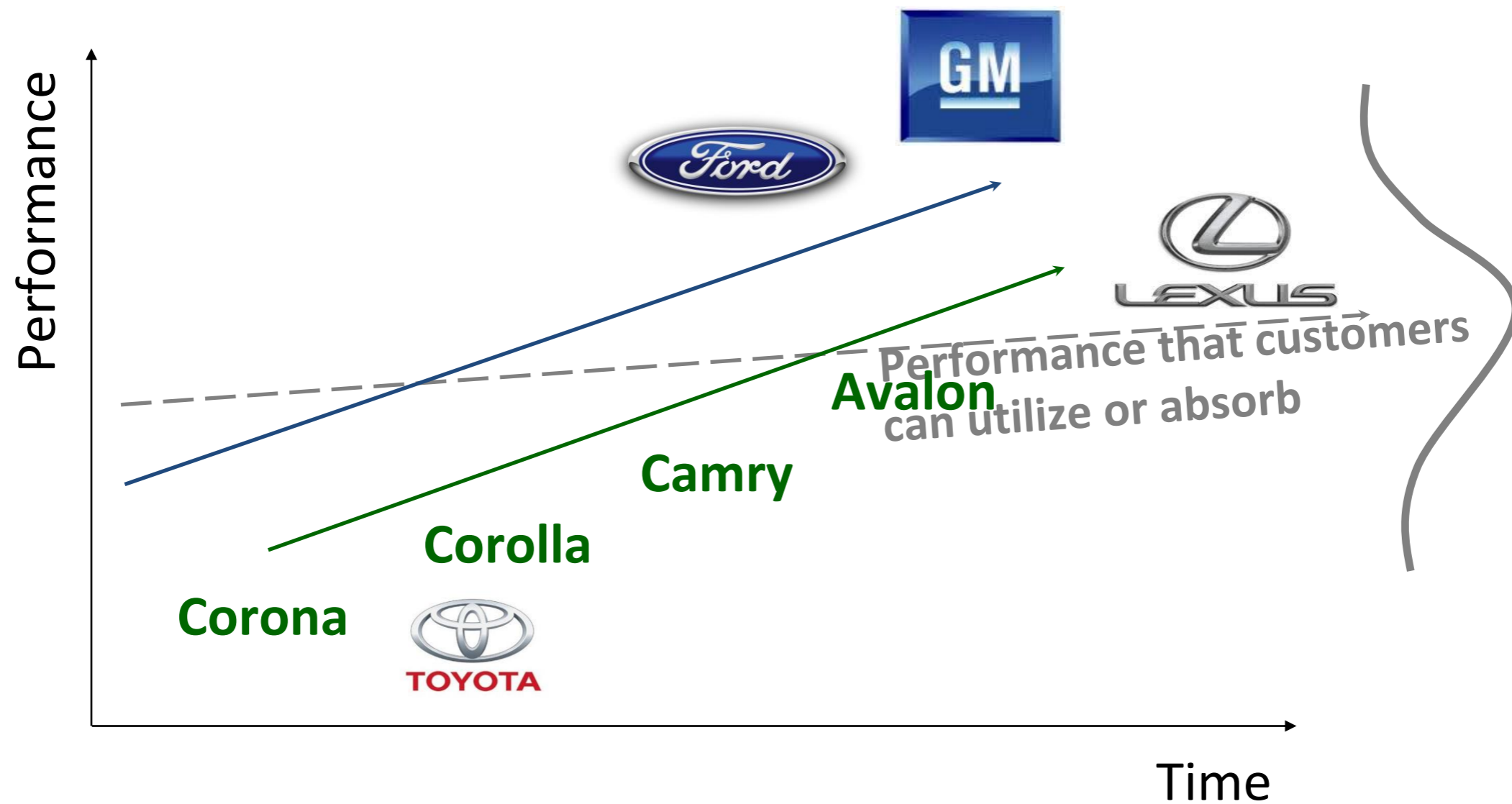
# Disruptive Innovation





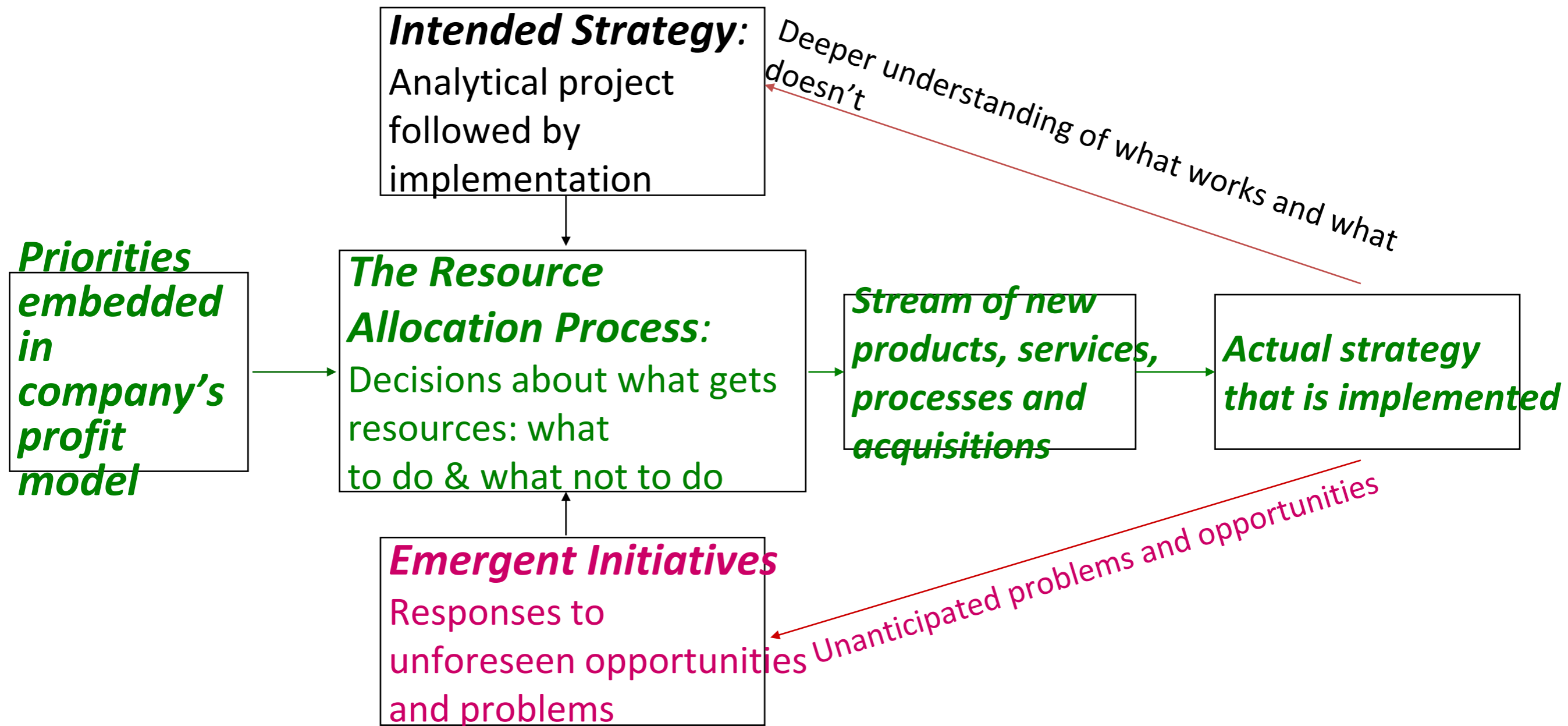


# Driving for Growth



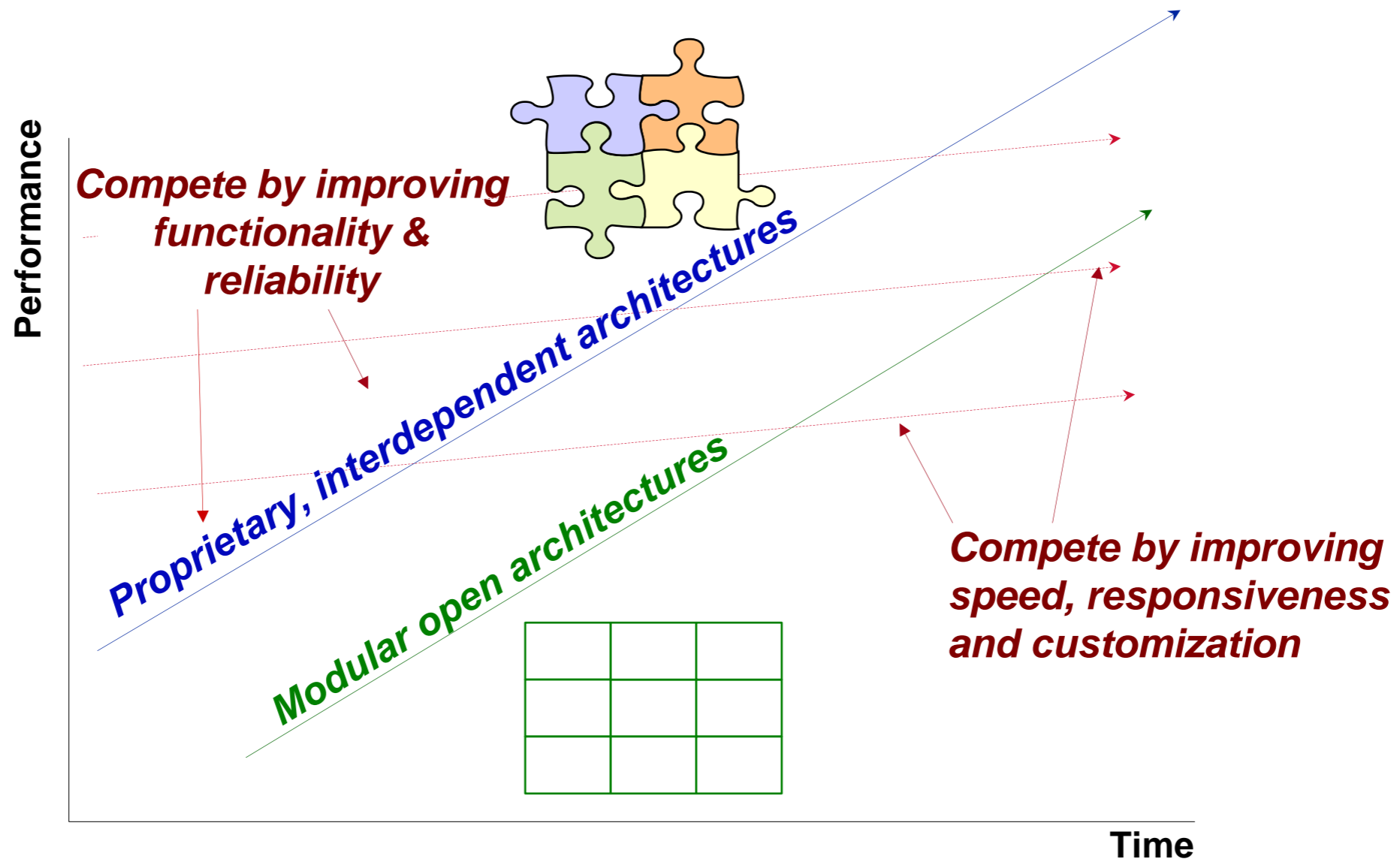


# Processes of Strategy Formulation and Implementation

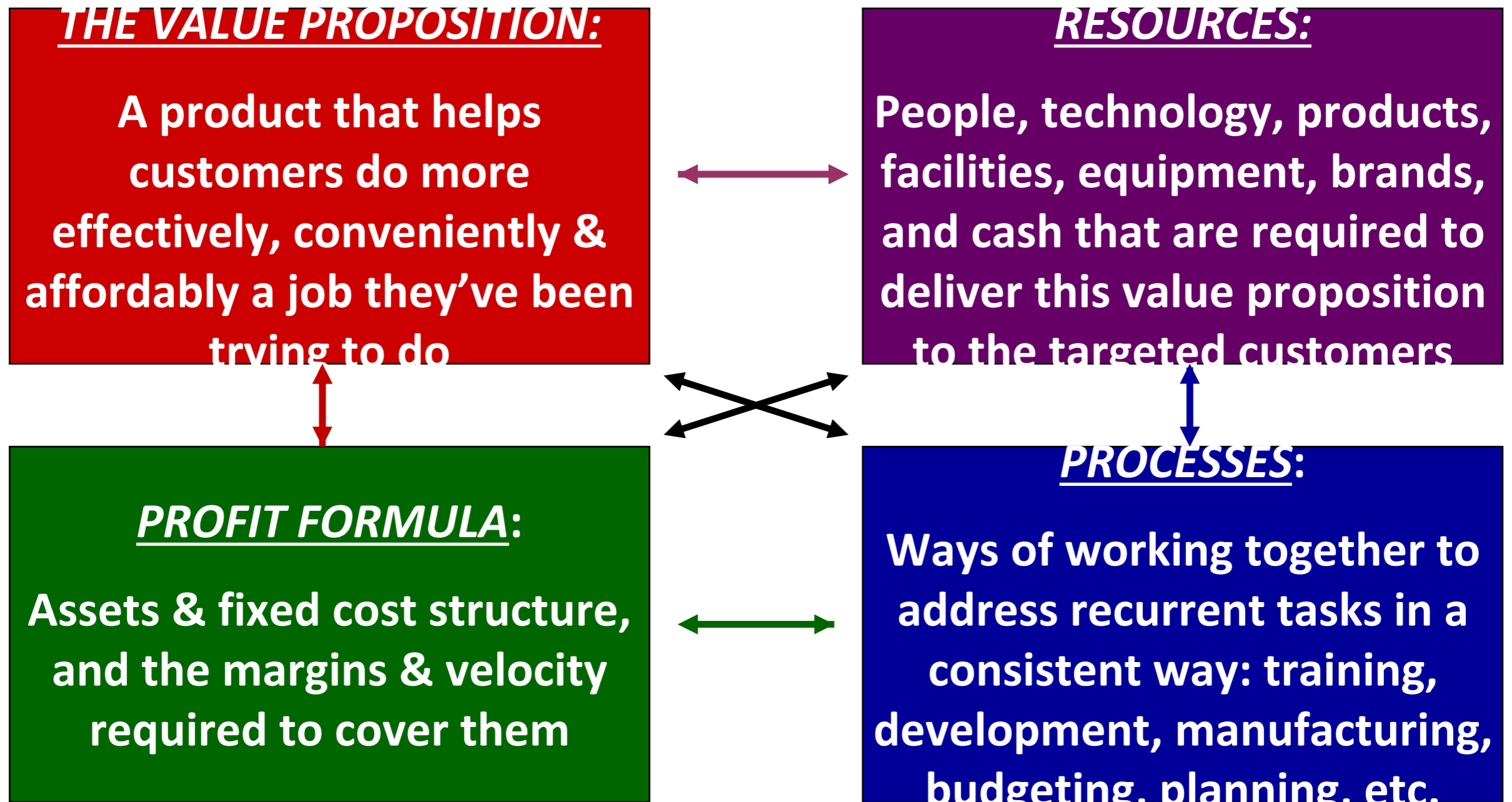




# Should we integrate or modularize?



# What is a business model, and how is it built?



Discovery-Driven Planning is a better way to manage the flow of projects through the development funnel

**Platform-based  
planning**

- 1. Make Assumptions**
- 2. Build projections based upon assumptions**
- 3. Make decisions to invest based upon projections**

**Discovery-driven  
planning**

- 1. Make Projections**
- 2. What assumptions must prove true for the projections to happen?**
- 3. Implement a plan to learn -- to test whether the critical assumptions are reasonable**

# DisruptiveInnovation.org

- Read Clay's Welcome (and mine, too)
- See a timeline of and read about additions and refinements to disruptive innovation theory
- Read and discuss latest work from researchers both inside and outside the Institute
- Read standard definitions of key concepts
- Ask a question
- Submit an anomaly