

The
**Innovator's
Dilemma**

When New Technologies
Cause Great Firms
to Fail

CLAYTON M. CHRISTENSEN

Harvard Business School Press
Boston, Massachusetts

Contents

In Gratitude vii

Introduction ix

PART ONE: WHY GREAT COMPANIES CAN FAIL 1

- 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

vi | Contents

| | | |
|----|---|-----|
| 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 |
| | <i>The Innovator's Dilemma</i> Book Group Guide | 231 |
| | <i>Index</i> | 239 |
| | <i>About the Author</i> | 253 |