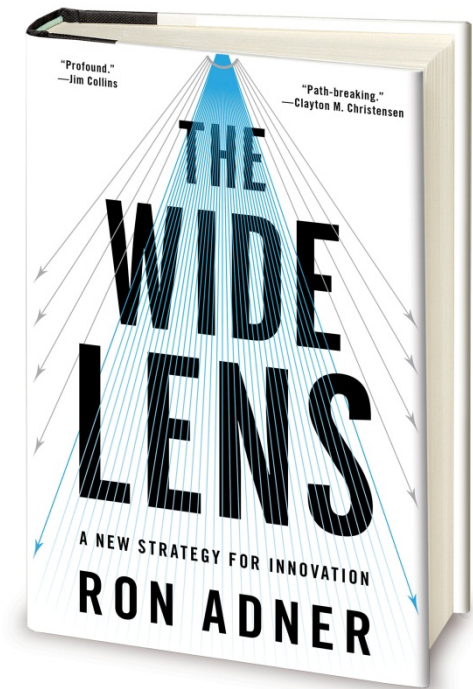
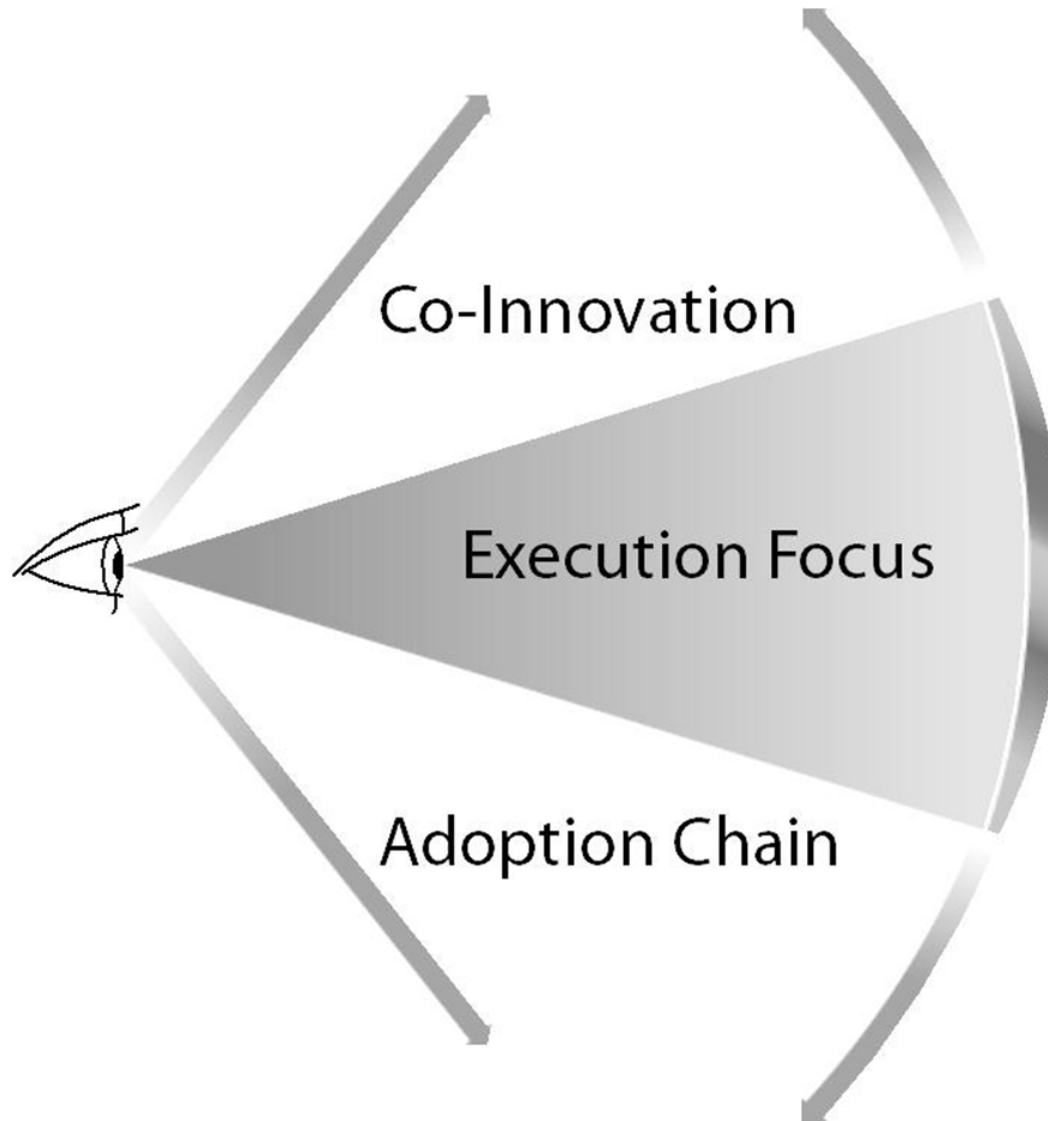

Beyond Innovation

Prof. Ron Adner

**Tuck School
Dartmouth College**



The Wide Lens



Execution Risk

The challenges you face in bringing about your new product or service, to the required specifications, within the required time frame.

Co-Innovation Risk

The extent to which the successful commercialization of your innovation depends on the successful commercialization of other innovations.

Adoption Chain Risk

The extent to which value chain partners will need to adopt your innovation before end consumers have a chance to adopt full value proposition.

Looking Beyond Your Own Innovation

- **Michelin: Seeing With a Wide Lens**

IF YOU SUCCEEDED
BUT YOUR PARTNERS FAILED TO CHANGE
YOU DID NOT SUCCEED.

- **Electric Car: Acting on the Bigger Picture**

THE IMMOVABLE
PUZZLE PIECES GIVE ORDER TO
THE MOVING PIECES.

- **Apple: Building Success on Your Own Terms**

THE LEADER MUST GIVE
THE FOLLOWER THE REASON
TO DECLINE THE LEAD.

.... What else?

Where to stand?
When to move?
Who should lead?
What is the risk?
How to win?

