



# Activity: Discontinuous innovation

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# Activity: Discontinuous innovation

Discontinuous innovation happens. And whether it is triggered by technological, market or political change the result is the same – a challenge to established players and an opportunity for entrepreneurs. Sometimes organizations can take advantage of the shift – for example, George Eastman was a successful entrepreneur who brought the newly emerging technology of photography to the homes of everyone. But sometimes they get into trouble rethinking their activities to ride out the waves of discontinuity. Eastman’s company Kodak spent much of the 20<sup>th</sup> century as one of the global innovation leaders in the imaging world but ended up in Chapter 11 bankruptcy, unable to make a success out of the digital photography world.

Find an example of a discontinuous shift - for example a major change in technology, markets or regulatory environment. Look at the players within that sector and explore what they did (or did not do) to ride with the waves of change. What else could they have done? Who were the newcomers trying to enter the space and how did they play their game? (If you are looking for examples you can find some case studies in the Case Studies section:

- Music industry
- Imaging industry
- Lighting industry

And a framework to help think about these patterns of change.

<http://www.innovation-portal.info/resources/patterns-of-discontinuous-innovation-2/>

Prepare a short presentation based on your research and try to bring out some key questions to explore around dealing with discontinuous innovation.