

1 hour ago

Airbnb Rolls Out An Apple Watch App

by [Matthew Lynley](#)

Apps

Airbnb has found its way onto the Apple Watch. The company is releasing a new Apple Watch app today that's centered around lightweight communication between hosts and guests. Hosts and guests can use it to get notifications for messages — as well as read those messages and respond to them. Hosts can also accept booking requests straight from the watch. [Read More](#)



1 hour ago

Clashem Is An Epic Video Battle App

by [Jordan Crook](#)

Apps

Advances in technology over the past few years has made access to video (both creation and consumption) as simple as pulling your smartphone out of your pocket. And with those advances come a whole crop of video sharing apps, not least of which is a new video battle app called Clashem. Launching out of the Red Bull Media House, Clashem pairs two videos (which may have absolutely nothing to... [Read More](#)



6 hours ago

Pre-Owned Luxury Clothes Marketplace Vestiaire Collective Scores \$37M Series D

by [Steve O'Hear](#)

Europe

Vestiaire Collective, the French pre-owned luxury clothes marketplace, has picked up a \$37 million Series D round as it aims to bed down on recent expansion to the U.S. and continue to expand to further European markets. [Read More](#)



Technology Strategy (MGMT 731)

Karl T. Ulrich

Definition of technology

Roles relative to technology

What is a technology strategy?

Incremental vs. radical innovations / H1, H2, H3 innovation

S-curves

Technology push and market pull

Drivers of diffusion rates

Rogers' categories of adoption / "crossing the chasm"

Industry patterns of entry/exit and the "dominant design"

Competence-enhancing vs. competence-destroying technologies

Disruption of incumbents - disruption from below and the "innovator's dilemma"

Drivers of value capture - appropriability and complementary assets

Patents as mechanism for appropriation

Standards as mechanism for appropriation

Timing of entry, first mover "advantage"

Open innovation, open tournaments

Make-buy decisions in innovation, establishing an innovation frontier

Technology ecosystems

Technology and society

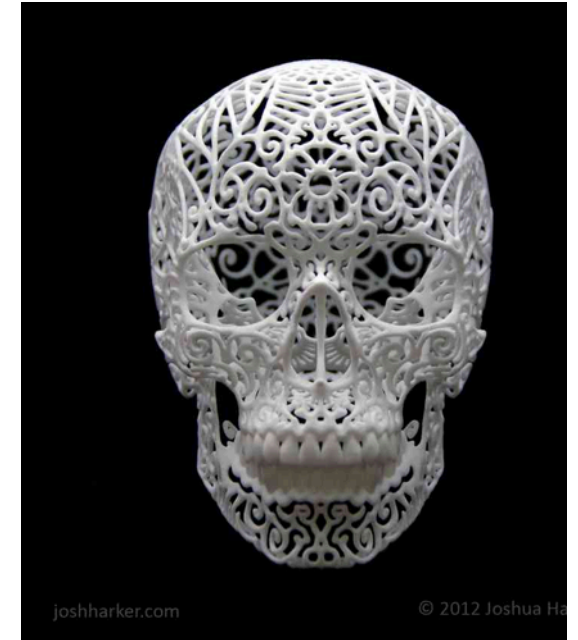
Session 1: Introduction




terrapass
restore the balance



Cases



coursera



Jutebox by Temperpack



<https://www.kickstarter.com/projects/597538543/the-worlds-best-travel-jacket-with-15-features-bau?ref=fundedtoday>



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The Free Encyclopedia

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360-degree feedback

From Wikipedia, the free encyclopedia

In [human resources](#) or [industrial psychology](#), **360-degree feedback**, also known as **multi-rater feedback**, **multi source feedback**, or **multi source assessment**, is feedback that comes from members of an employee's immediate work circle. Most often, 360-degree feedback will include direct feedback from an employee's subordinates, peers (colleagues), and supervisor(s), as well as a self-evaluation. It can also include, in some cases, feedback from external sources, such as customers and suppliers or other interested stakeholders. It may be contrasted with "upward feedback," where managers are given feedback only by their direct reports, or a "traditional [performance appraisal](#)," where the employees are most often reviewed only by their managers.

The results from a 360-degree evaluation are often used by the person receiving the feedback to plan and map specific paths in their development. Results are also used by some organizations in making administrative decisions related to pay and promotions. When this is the case, the 360 assessment is for evaluation purposes, and is sometimes called a "360-degree review." However, there is a great deal of debate as to whether 360-degree feedback should be

A Consensus Definition of *Technology* Based on Student Submissions

Technology is the usage and accumulated knowledge of tools, machines, materials, techniques, systems, and methods of organization, in order to achieve some objective.

Frequent mention of:

Solves Problem, Addresses Need, Performs Function, Achieves Goal.

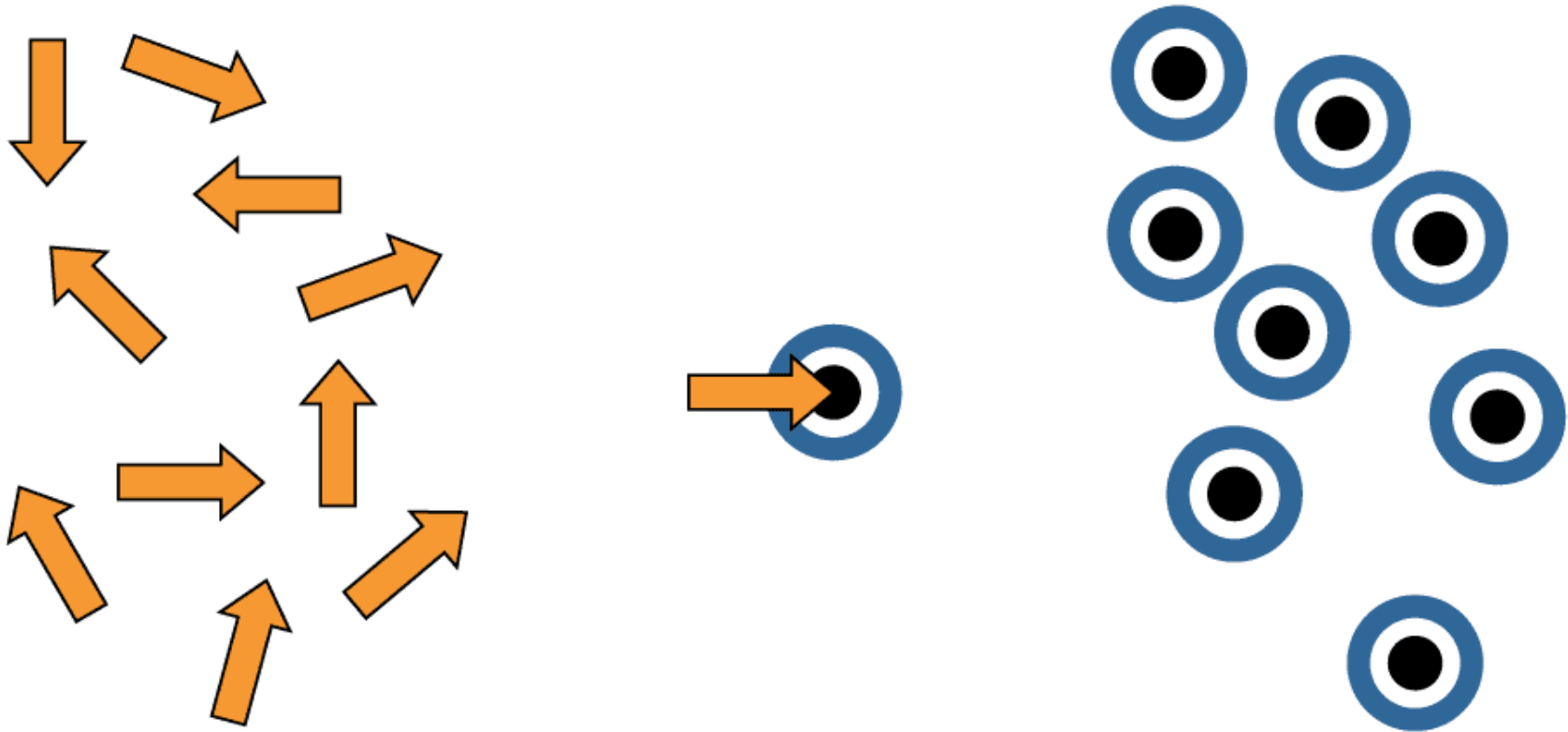
Includes tangible and intangible, so includes organizational processes.

Technology is often a consequence of science and engineering — although technology as a human activity precedes the two fields.

Technology as “embodiment” of knowledge vs. technology as the knowledge itself. (Is it the “know how” or the thing the know how lets us build?)

innovation

A new match between a solution and a need.



In our context, *technology* is the *solution*.

“Need” is broadly defined

“We wanted flying cars,
instead we got 140
characters.”

Peter Thiel
Founders' Fund



Value Creation in Innovation

1. Is the need real?



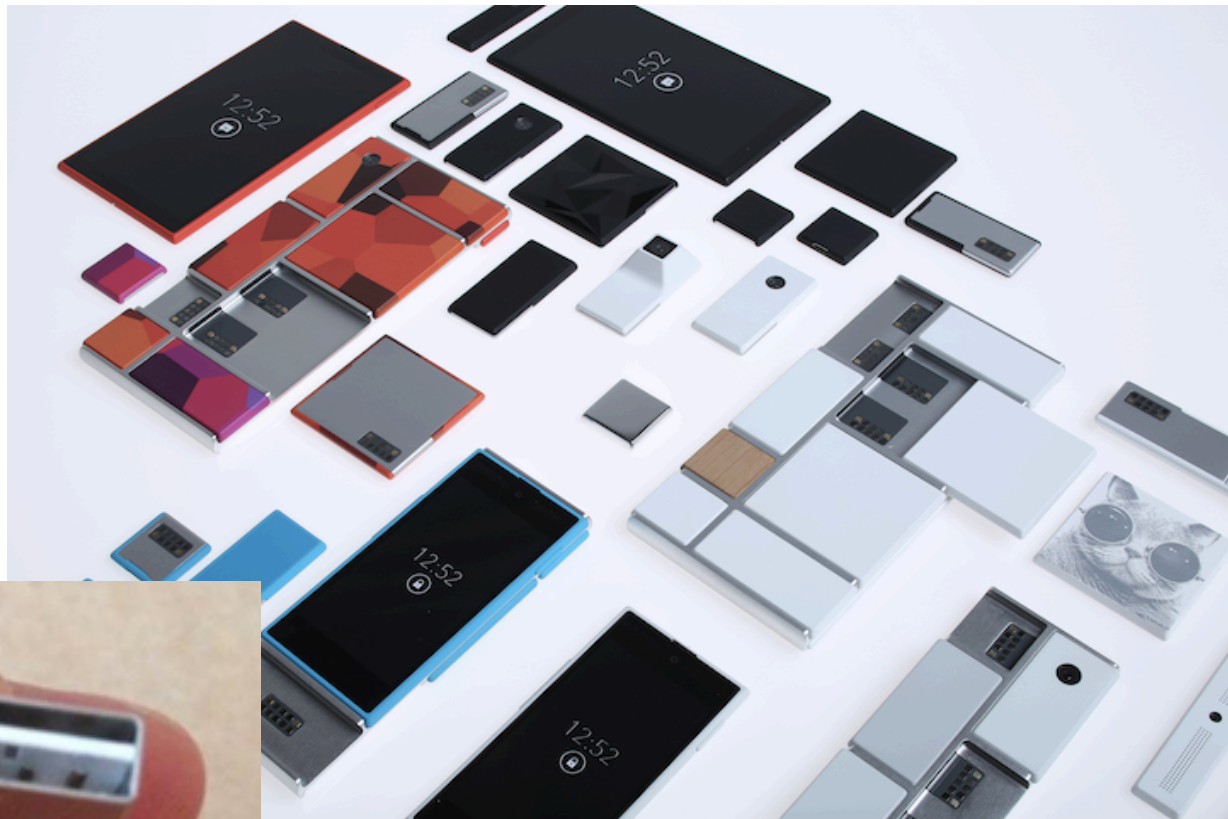
2. Does the solution meet the need?



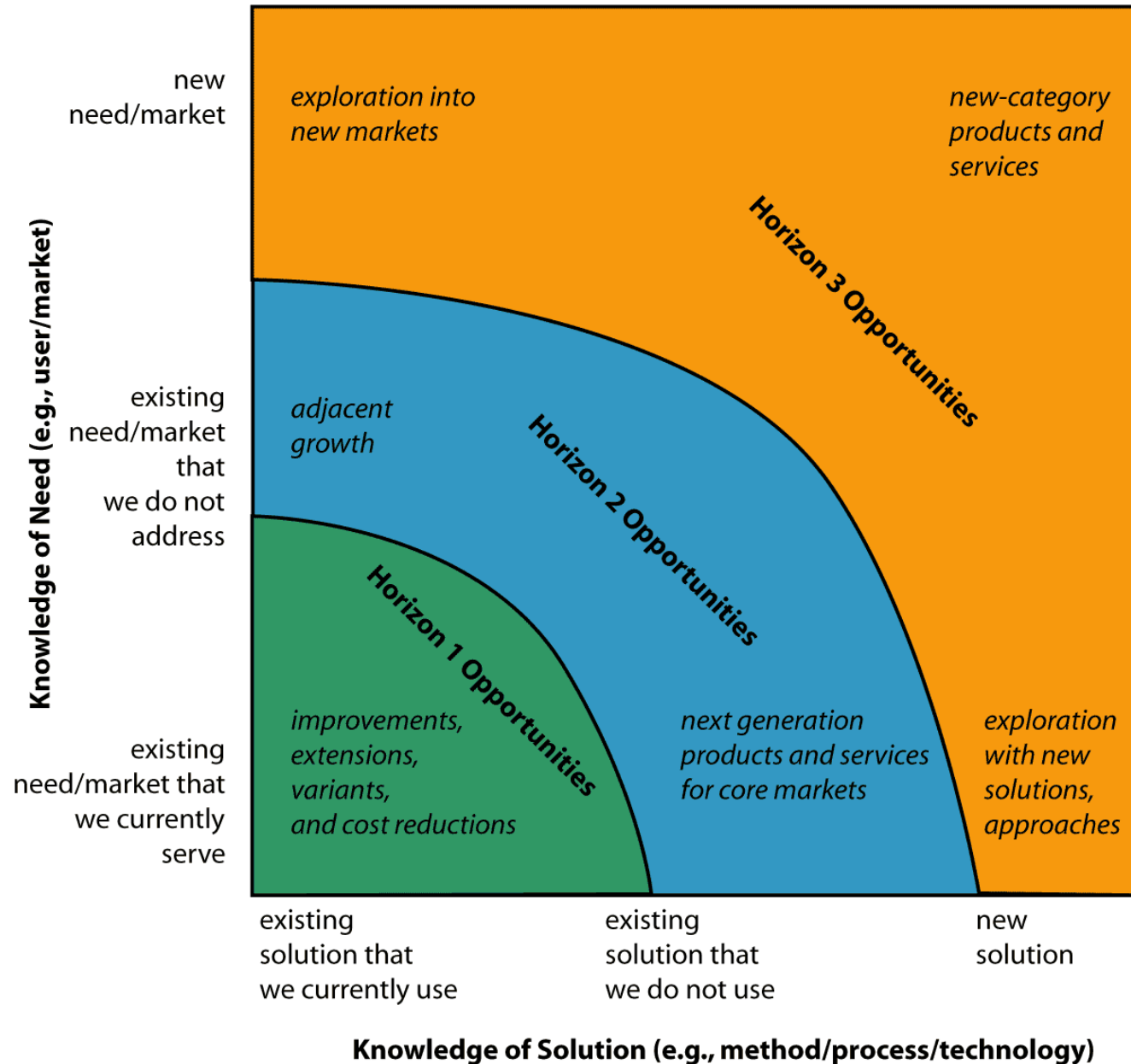
3. Is the “customer” willing to pay more for the solution than it costs to deliver it?



$$Price - Cost \gg 0$$

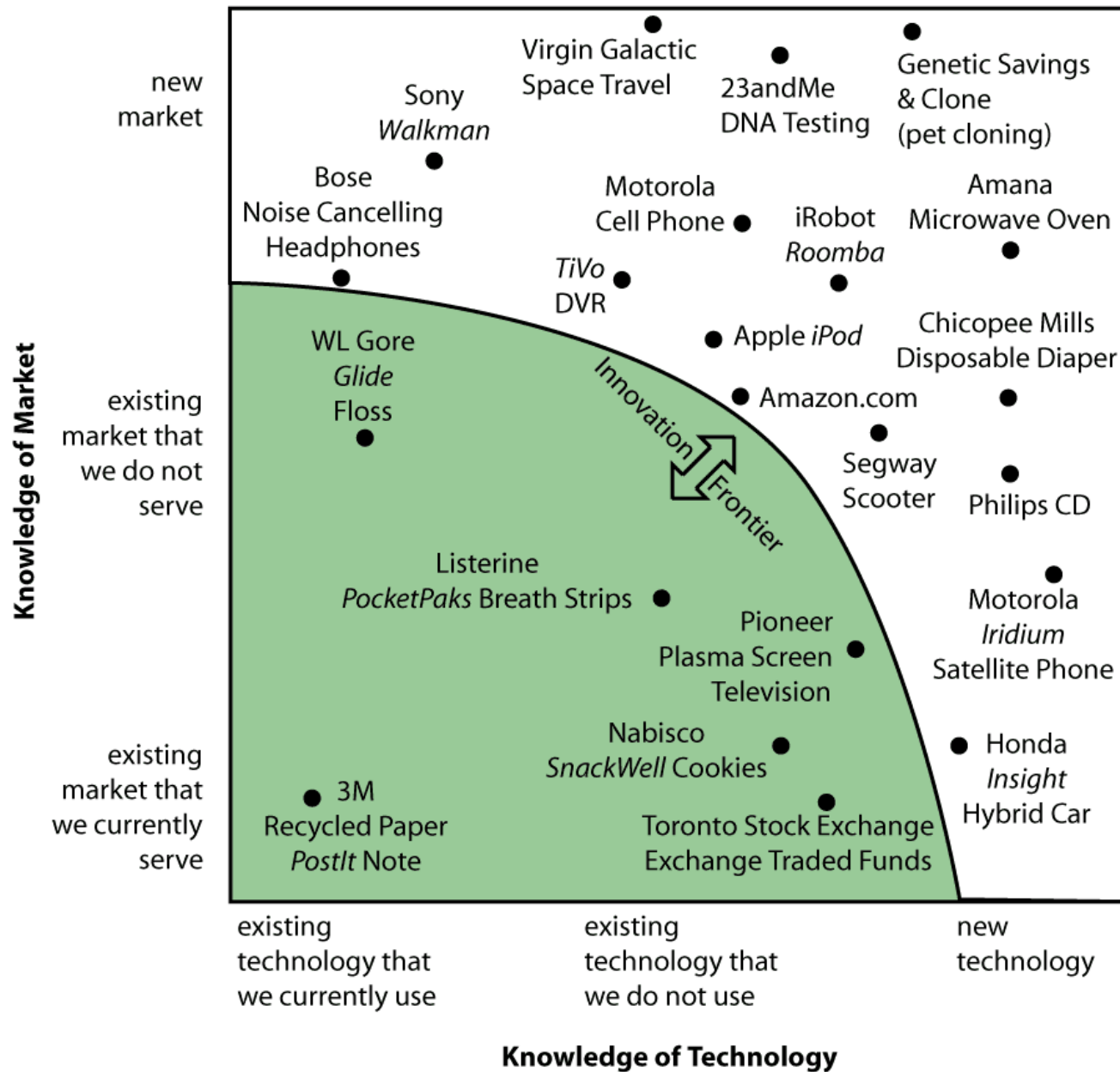


Categorizing Innovation from Perspective of a Firm

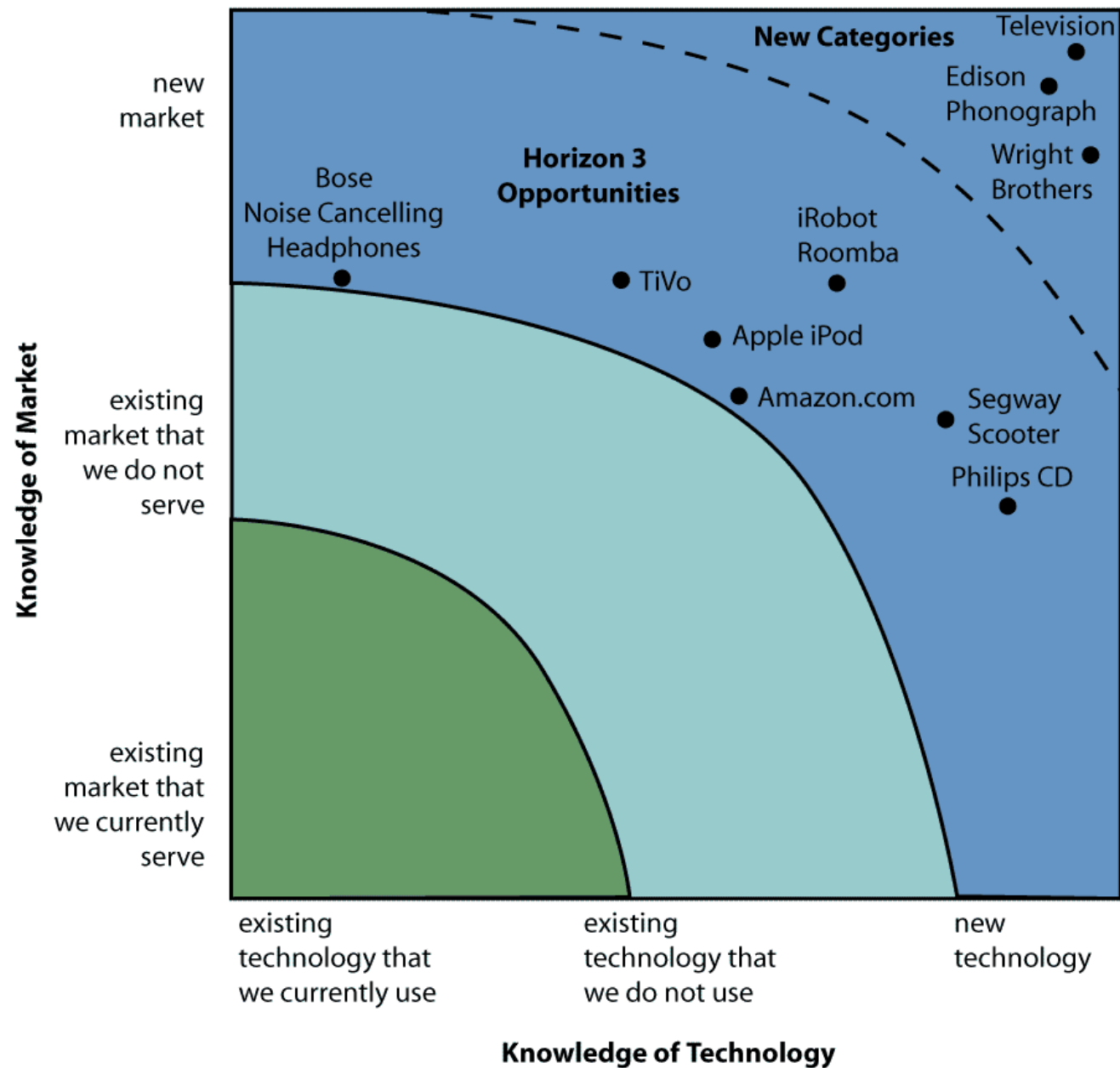


Source: Terwiesch and Ulrich, *Innovation Tournaments*.

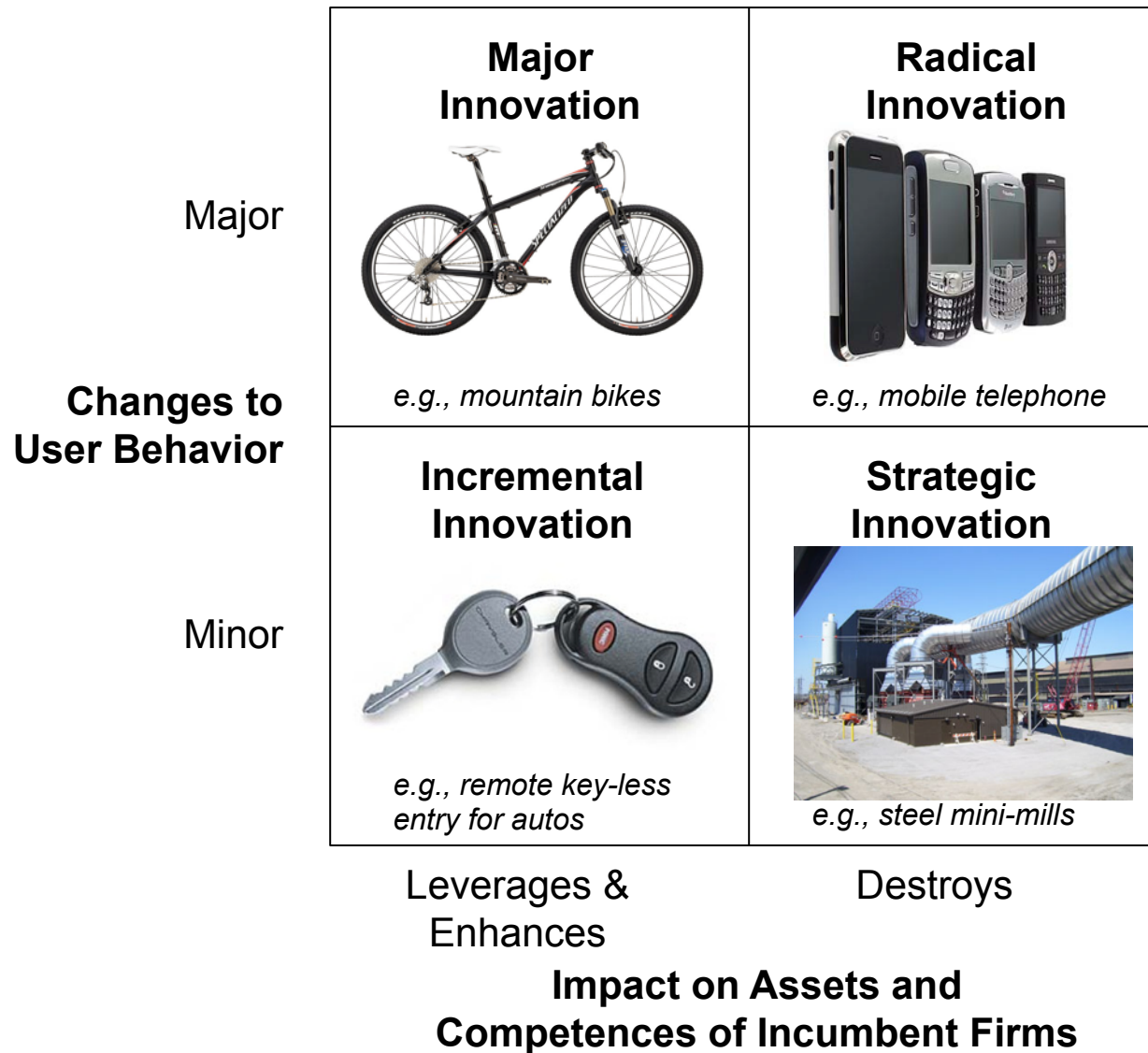
Most Established (i.e., “incumbent”) Firms Will Stay Within an Innovation Frontier



New Categories are Usually Established by New Entrants



Categorizing Technology in terms of Users and Incumbents



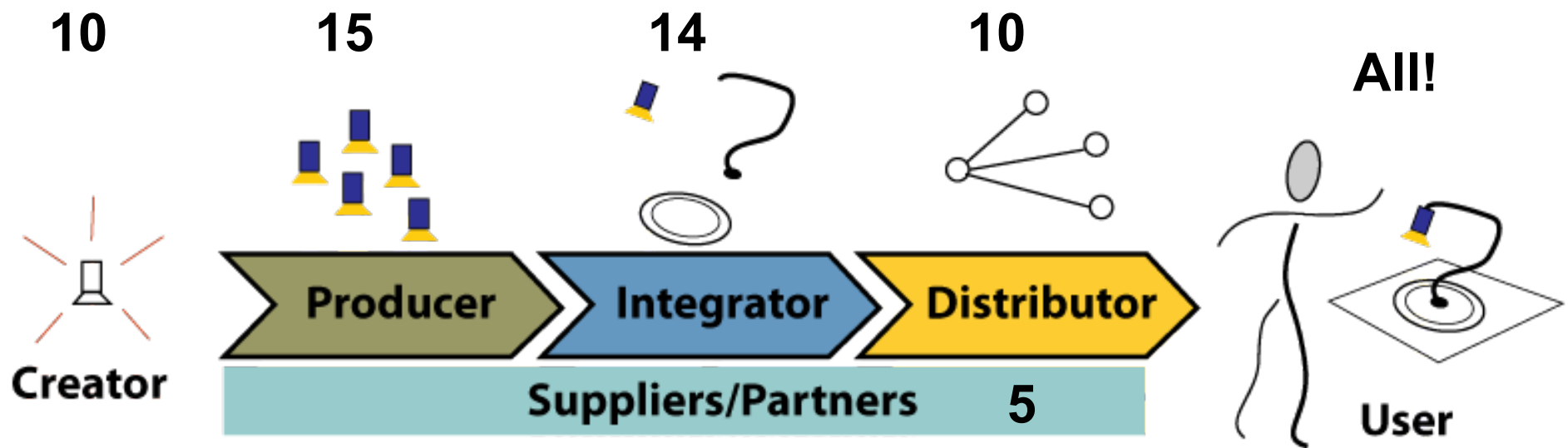
Porter's Five Forces



Is technological change a force?

Source: Wikimedia

Number of students indicating expectations of playing each role.
(Multiple responses allowed.)



Investor

14 (probably in future)

Government

0

What is a Technology Strategy?

Decisions intended to gain advantage, related to the use and development of technology.

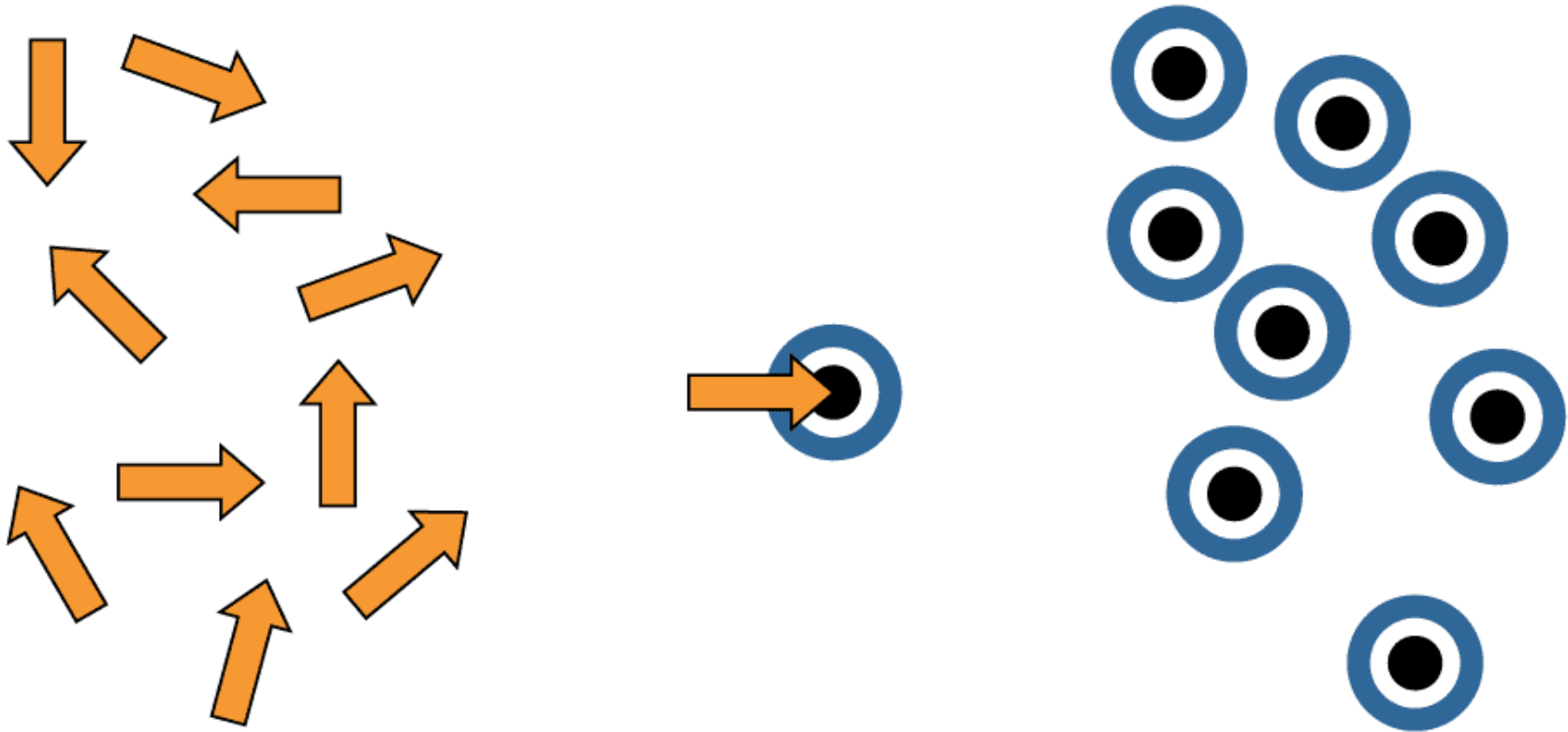
- Do we lead or follow in our adoption and development of new technologies?
 - What are the boundaries of our innovation frontier (the maximum level of risk and uncertainty we take in our innovation projects)?
 - If and when we follow, do we acquire or imitate the pioneers?
- What aggregate level of investment do we make in developing and appropriating new technologies
- What methods do we use to appropriate technologies?
 - Patents, trade secrets, standards, speed
- What comprises our technology platform(s)-- the technologies shared across our products, services, and processes?
- Do we "make" or "buy" our technologies?
 - To what extent do we open our innovation process to the outside world?
 - To what extent and in what ways do we engage partners and suppliers in technology development?
- What role do we play in our technological ecosystem?

MGMT 731 is about the “basic physics of technology,” explaining how the world of technology works in order to support better strategy decisions.

OPIM 614 is about how to DO innovation; how to create new matches between solutions and needs.

innovation

A new match between a solution and a need.



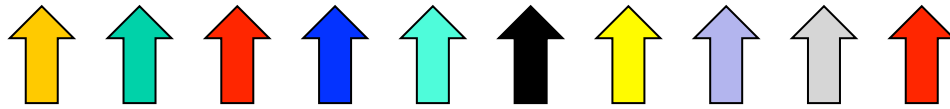
In our context, *technology* is the *solution*.

Pull

How can we solve this particular problem?



Which solution best meets the needs at attractive cost?



The Textbook Model

(e.g., OPIM 614, 652, 654)







Stringr Video

By Stringr Inc.

Open iTunes to buy and download apps.

[View More by This Developer](#)



[View in iTunes](#)

ⓘ This app is designed for both iPhone and iPad

Free

Category: [News](#)

Released: Sep 18, 2014

Version: 1.0

Size: 14.3 MB

Language: English

Seller: Stringr Inc

© 2014 Stringr Inc

[Rated 4+](#)

Compatibility: Requires iOS 7.0 or later. Compatible with iPhone, iPad, and iPod touch. This app is optimized for ...

Description

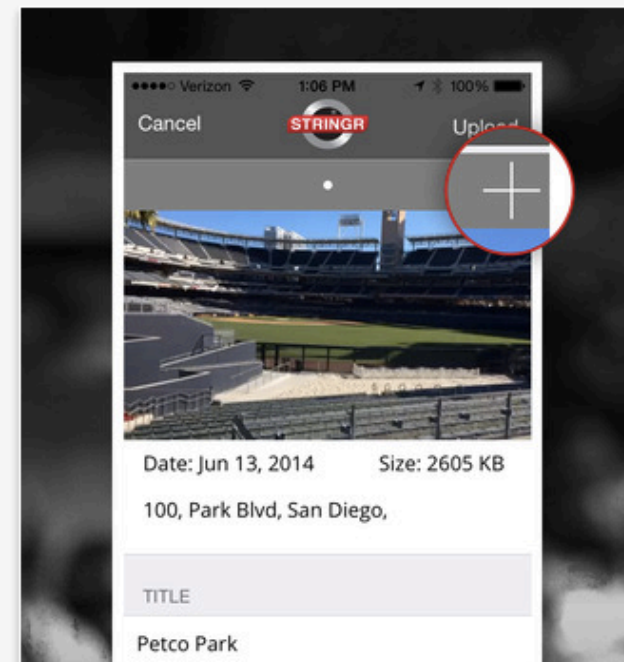
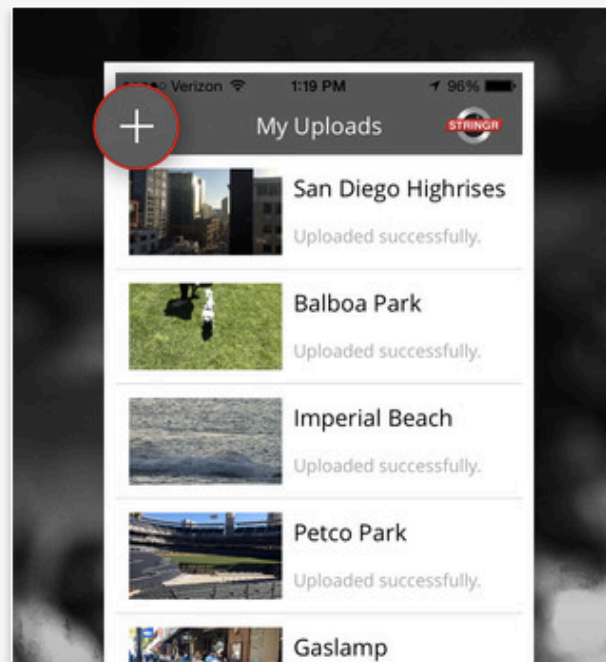
Crowd sourced video market place for news organizations seeking video from independent professionals, also known as "Stringers", hence the name of the app.

[Stringr Video Support](#)

[...More](#)

Screenshots

[iPhone](#) | [iPad](#)

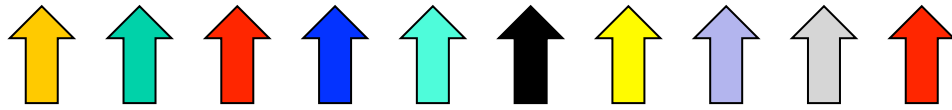


Pull

How can we solve this particular problem?

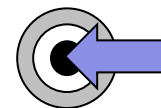
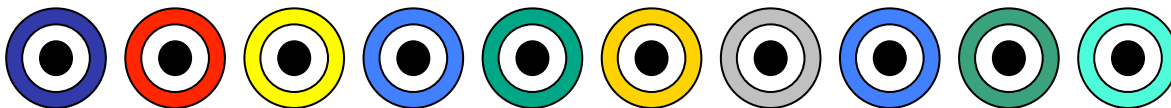
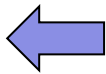


Which solution best meets the needs at attractive cost?



Push

What can we do with our solution?



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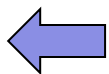
A structural support system
New. Simple. Versatile.

U.S. PAT. NO. 7,946,544



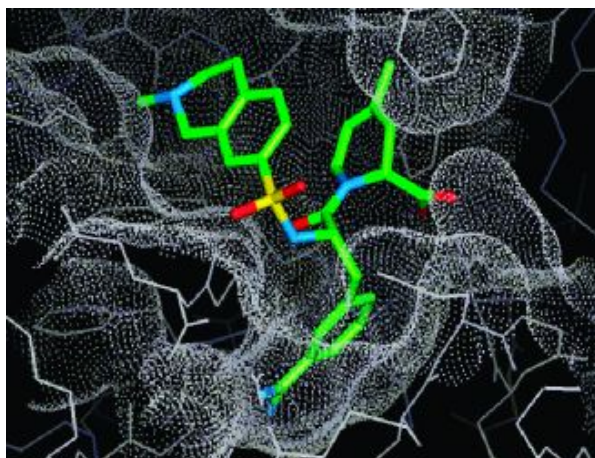
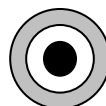
***Solution Push* May Be the Only Alternative, e.g. “Small Molecule” Pharmaceuticals**

Creation of Technology

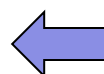
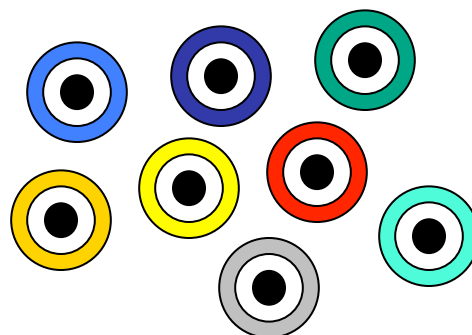


Then...

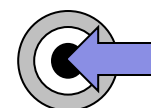
Identification of Need

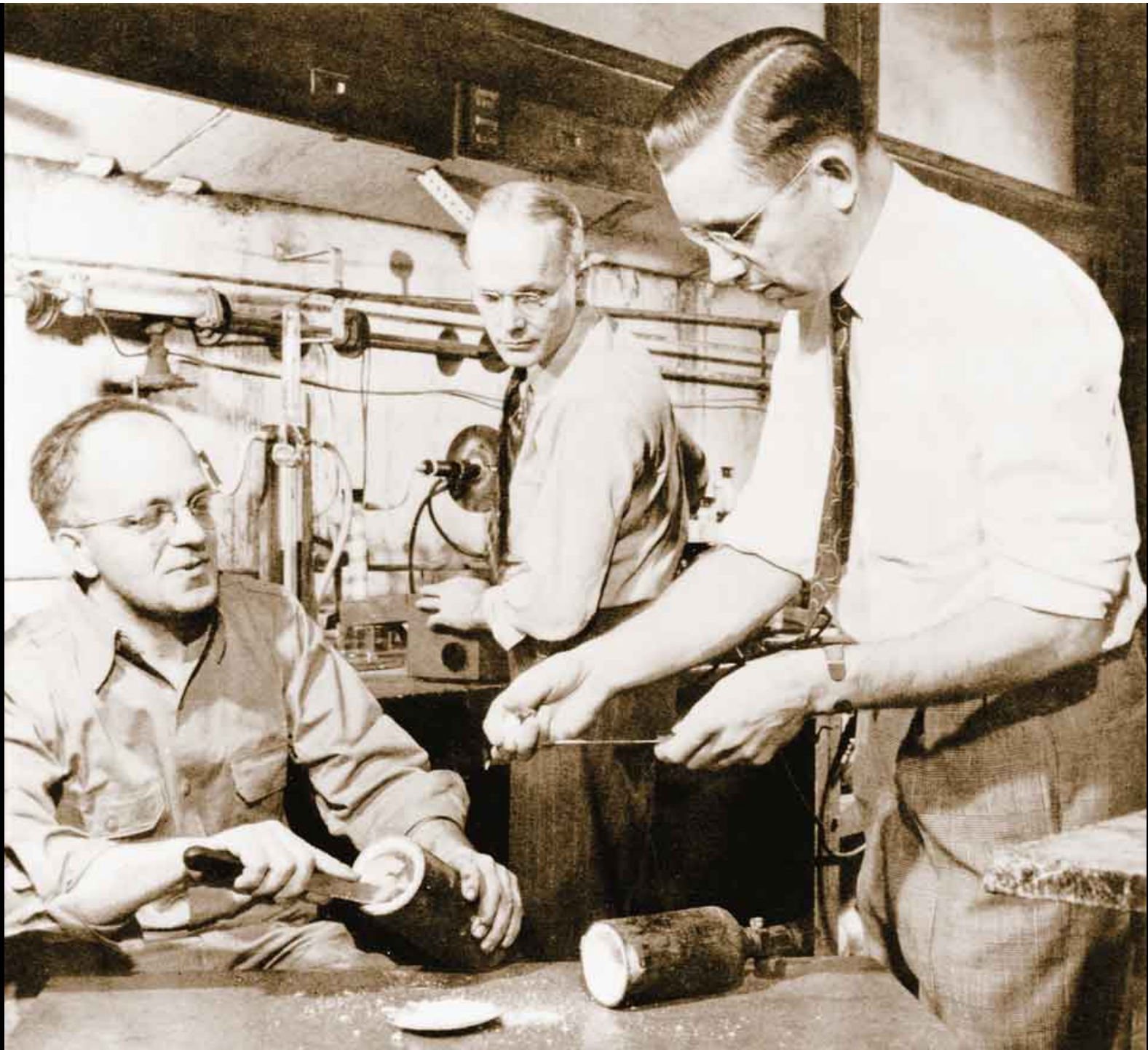


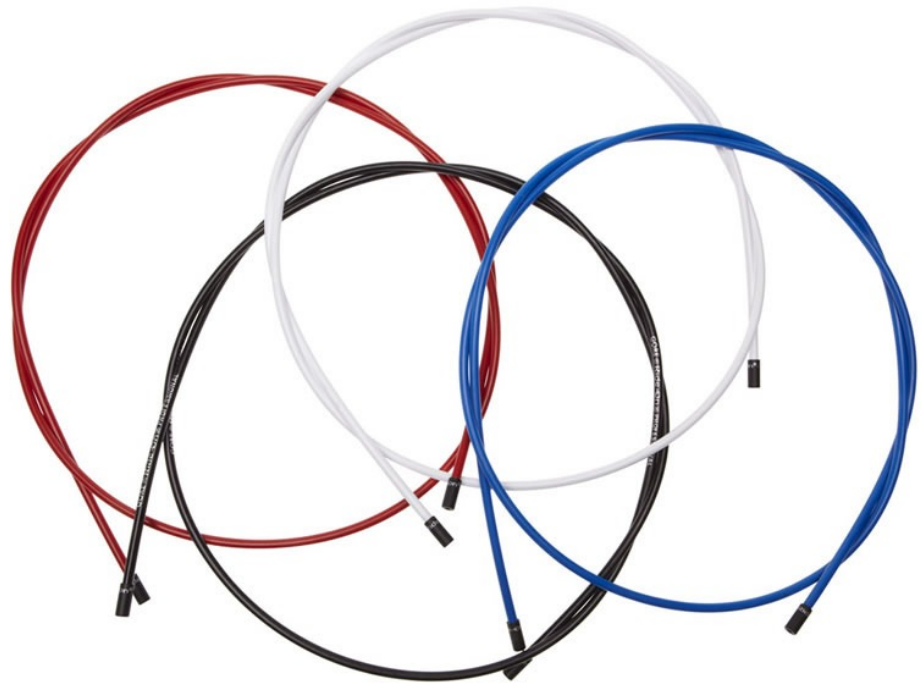
No truly effective methods of synthesizing a new compound based on a desired therapeutic effect.



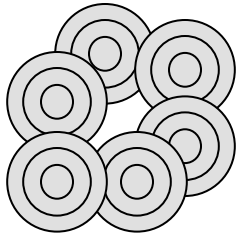
compounds are screened against known targets.





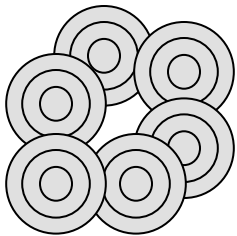


Another flavor of *Push*



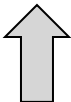
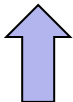
Consensus in scientific/technical community about major opportunities
e.g., driverless cars, longevity, space travel, nano-robots

The *Need* is “obvious” but the specific use cases are vague,
because there is no user experience.



A solution is *Pushed* into the world by an enthusiast, possibly for
his/her own use.

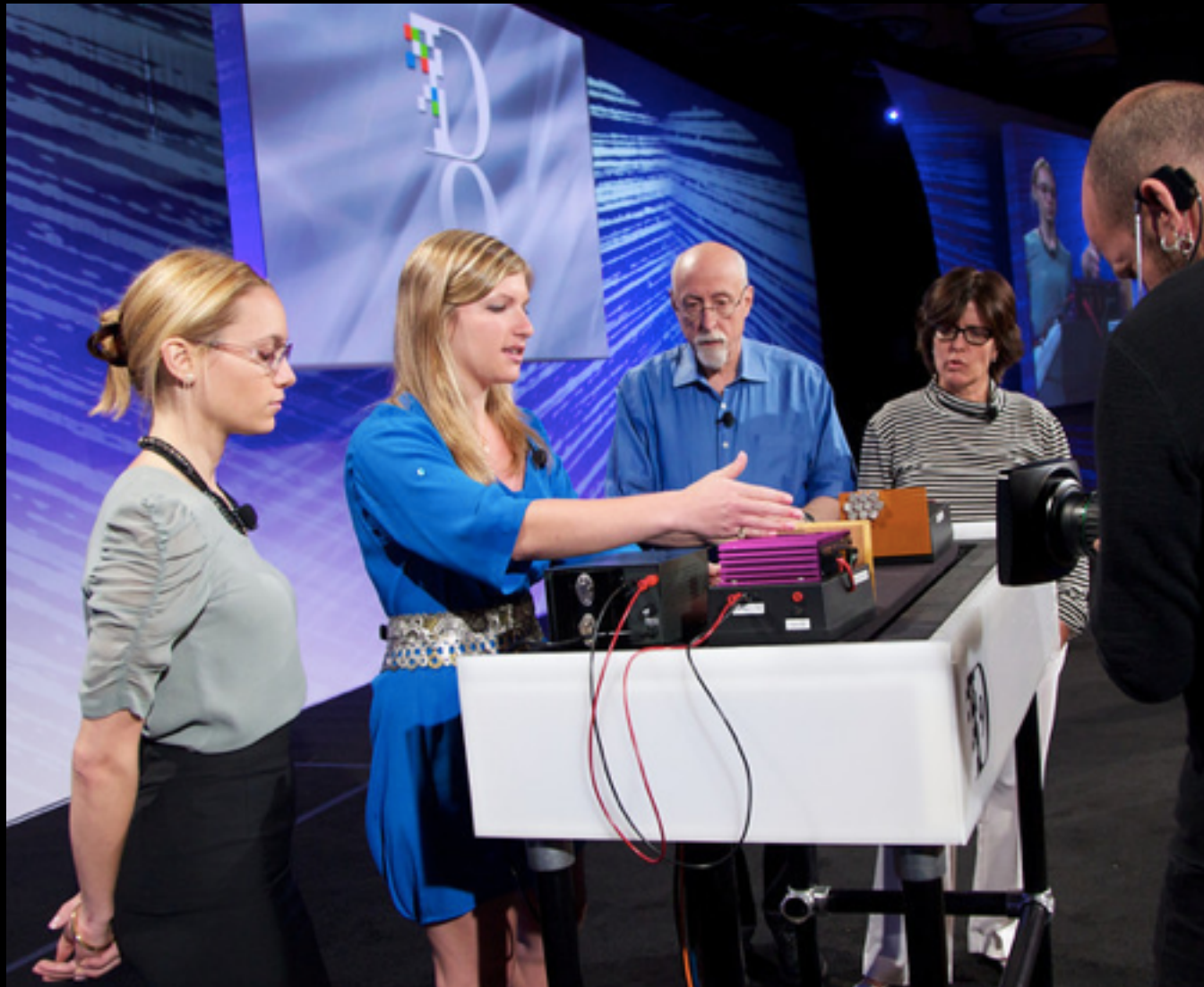
- Market develops slowly.
- Niche applications.
- May be too expensive, unreliable, hard to use.
- Doesn't really hit target.



Others try.



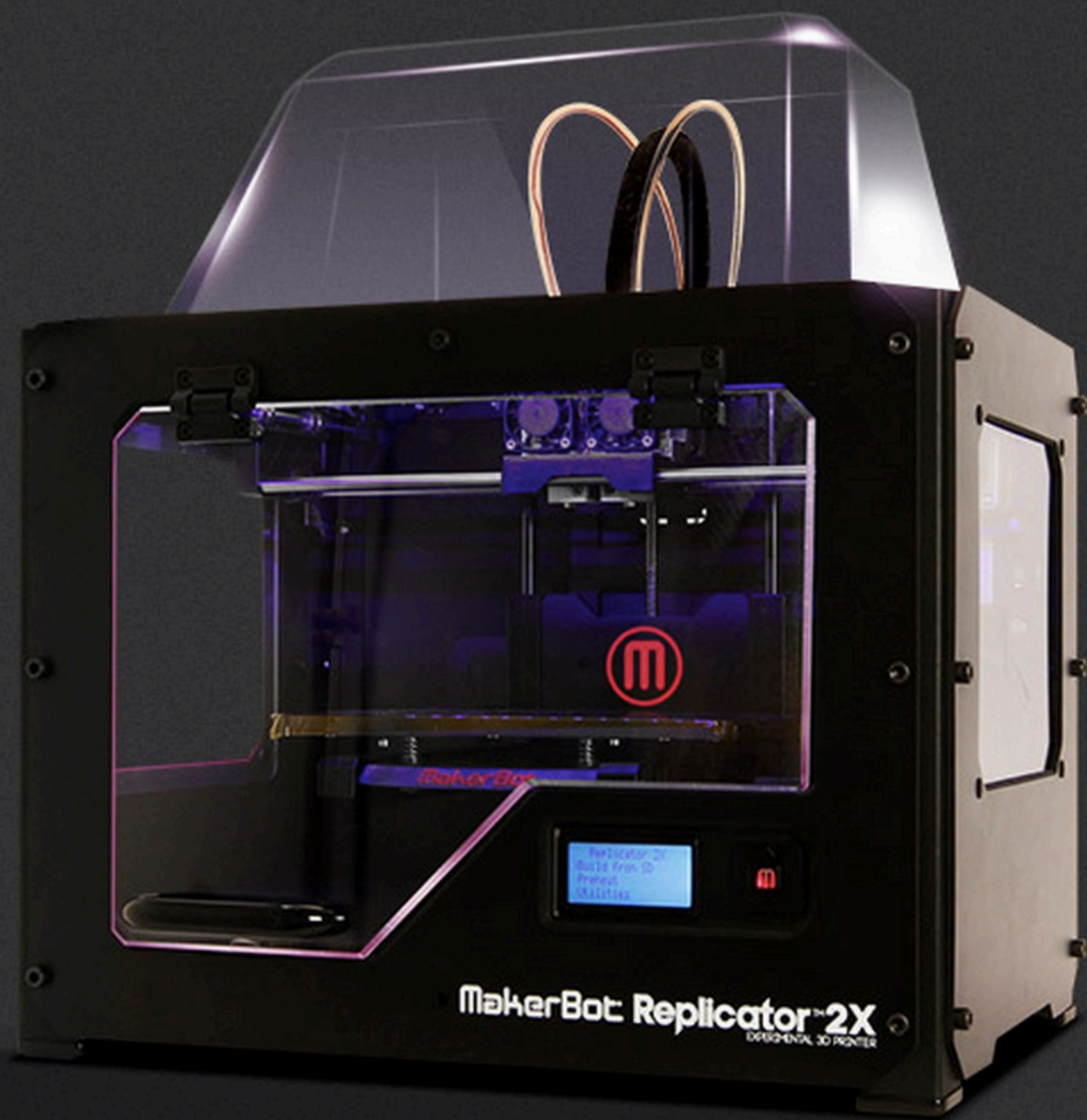
Sometimes a big market emerges in combination with the right
version of the solution.





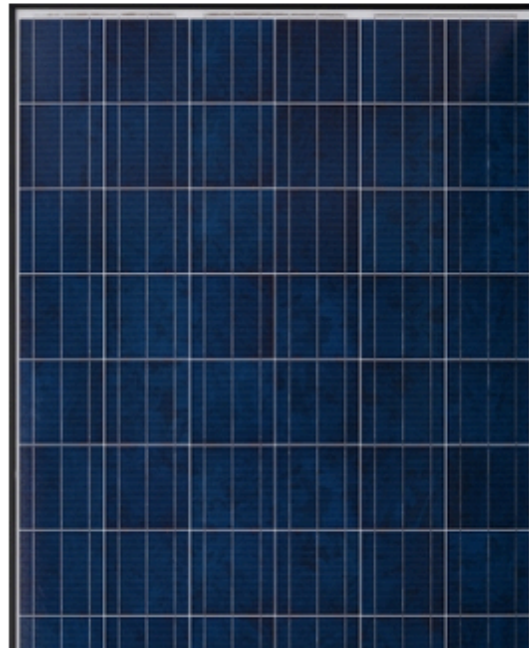
RepRap founded c2009 – becomes Makerbot

Watch *Print the Legend* (2014 Netflix Original)
Fascinating documentary of 3D printing industry and Makerbot, among others.



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YGE 60 Cell Series

[Overview](#)[Multicrystalline](#)[YGE 60 Cell Series](#)[YGE-Z 60 Cell Series](#)[YGE-U 1500 Series](#)[YGE-U 72 Cell Series](#)[Monocrystalline](#)[Manufacturing](#)[Projects](#)

Dimensions

64.57in (1640mm) / 38.98in (990mm) /
1.38in (35mm)

Module Type

YL260P-29b, with peak power of 260 W

YL255P-29b, with peak power of 255 W

YL250P-29b, with peak power of 250 W

YL245P-29b, with peak power of 245 W

YL240P-29b, with peak power of 240 W

Our signature product, the YGE 60 Cell, is our most versatile module. While compact enough to fit on residential and commercial roofs, it is still economical enough to meet the needs of larger, utility-scale projects.

Levels of Analysis

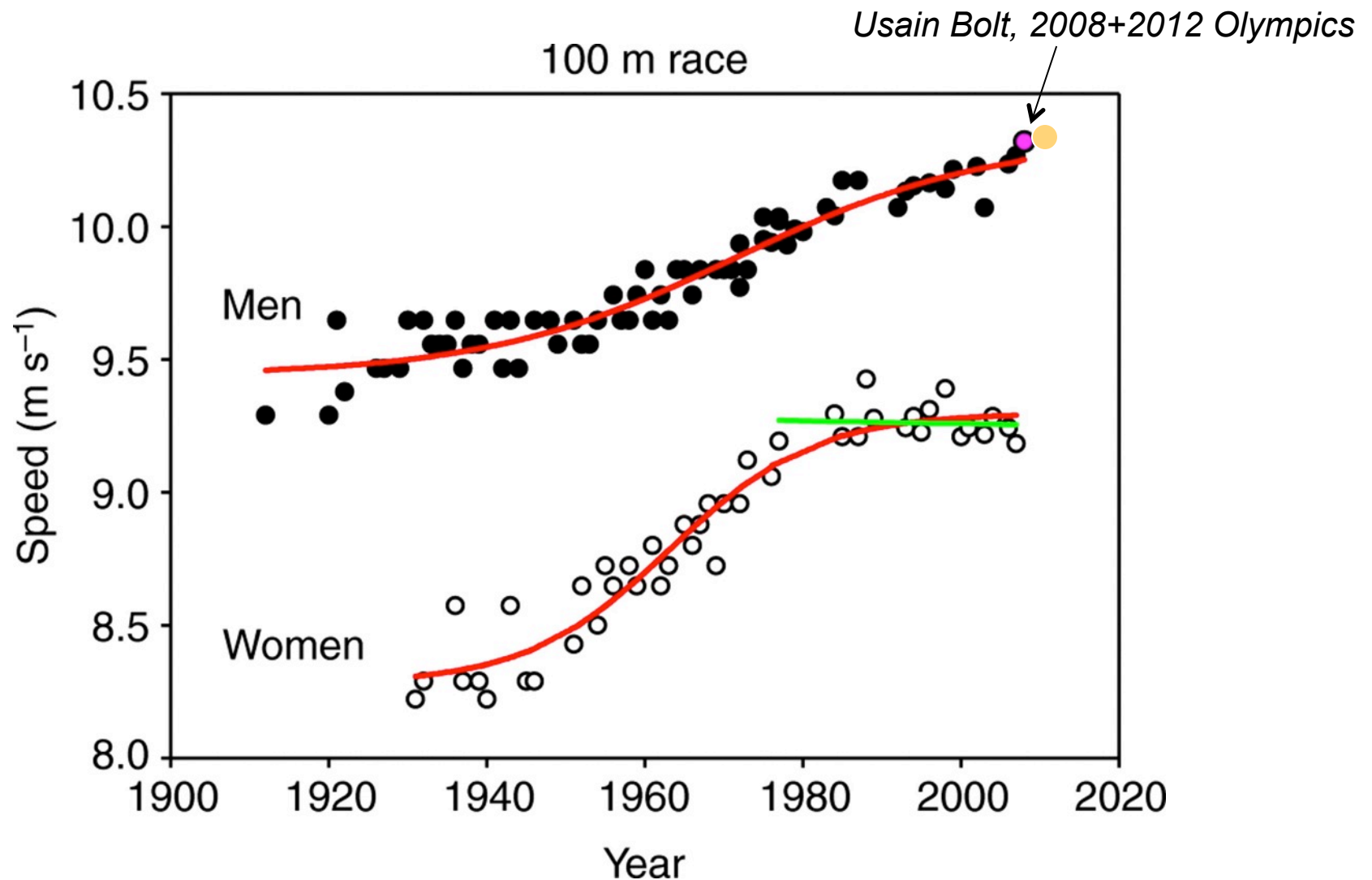
- Sector – Energy
- Industry – Solar Energy
- Category -- Photovoltaics
- Firm – Yingli Solar
- Technology – Crystalline Silicon
- Product – Yingli YGE60

The first major assignment in this course is a historical analysis of a technology. You will need to pick a technology.

What is a technology that interests you? (Generate 3)

Verify that this technology is appropriately abstract – e.g., photovoltaic solar, not Solar Cities, not energy, etc.

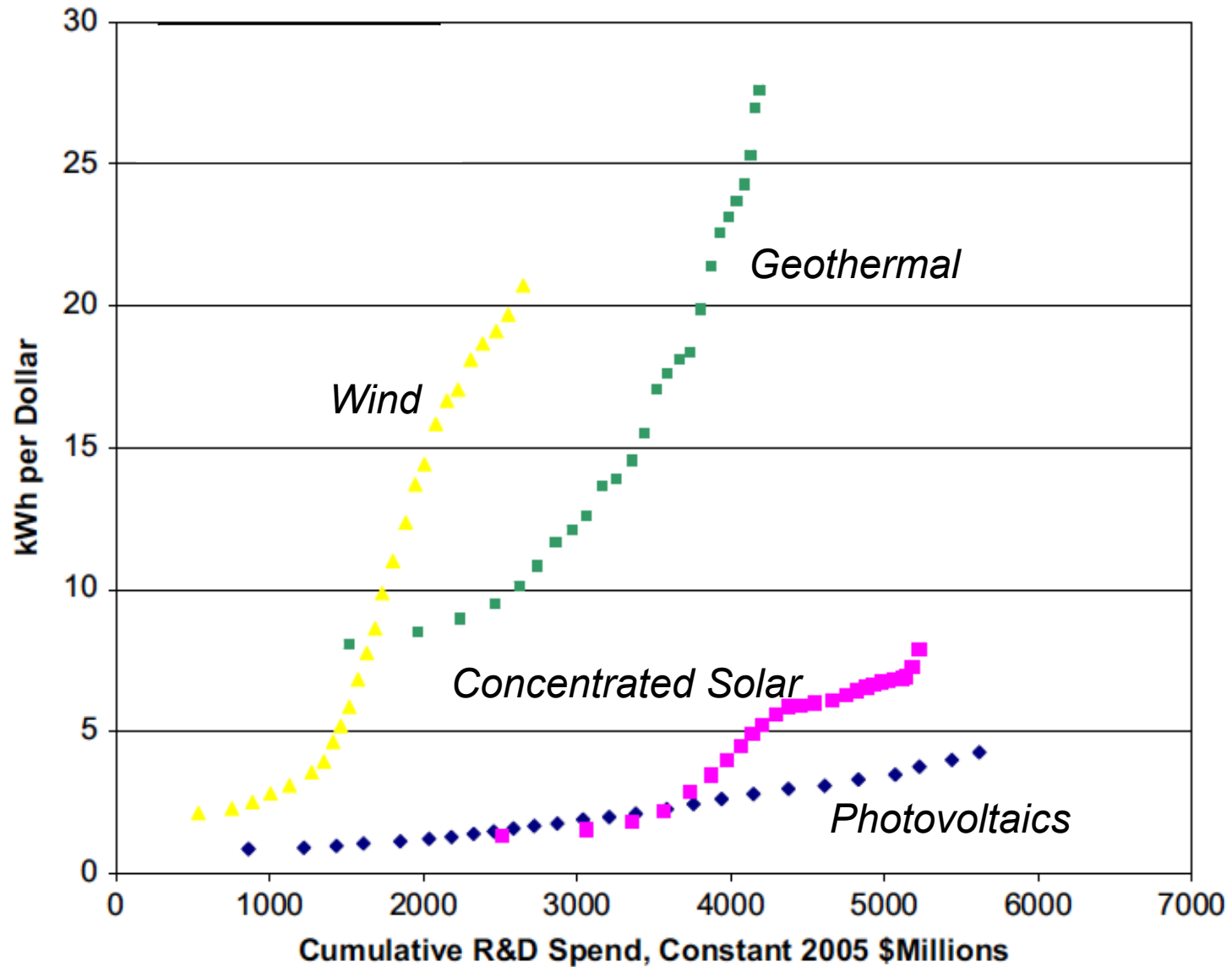
Temporal patterns of annual fastest speeds for humans running 100 m.



Denny M W J Exp Biol 2008;211:3836-3849

The Journal of
**Experimental
Biology**

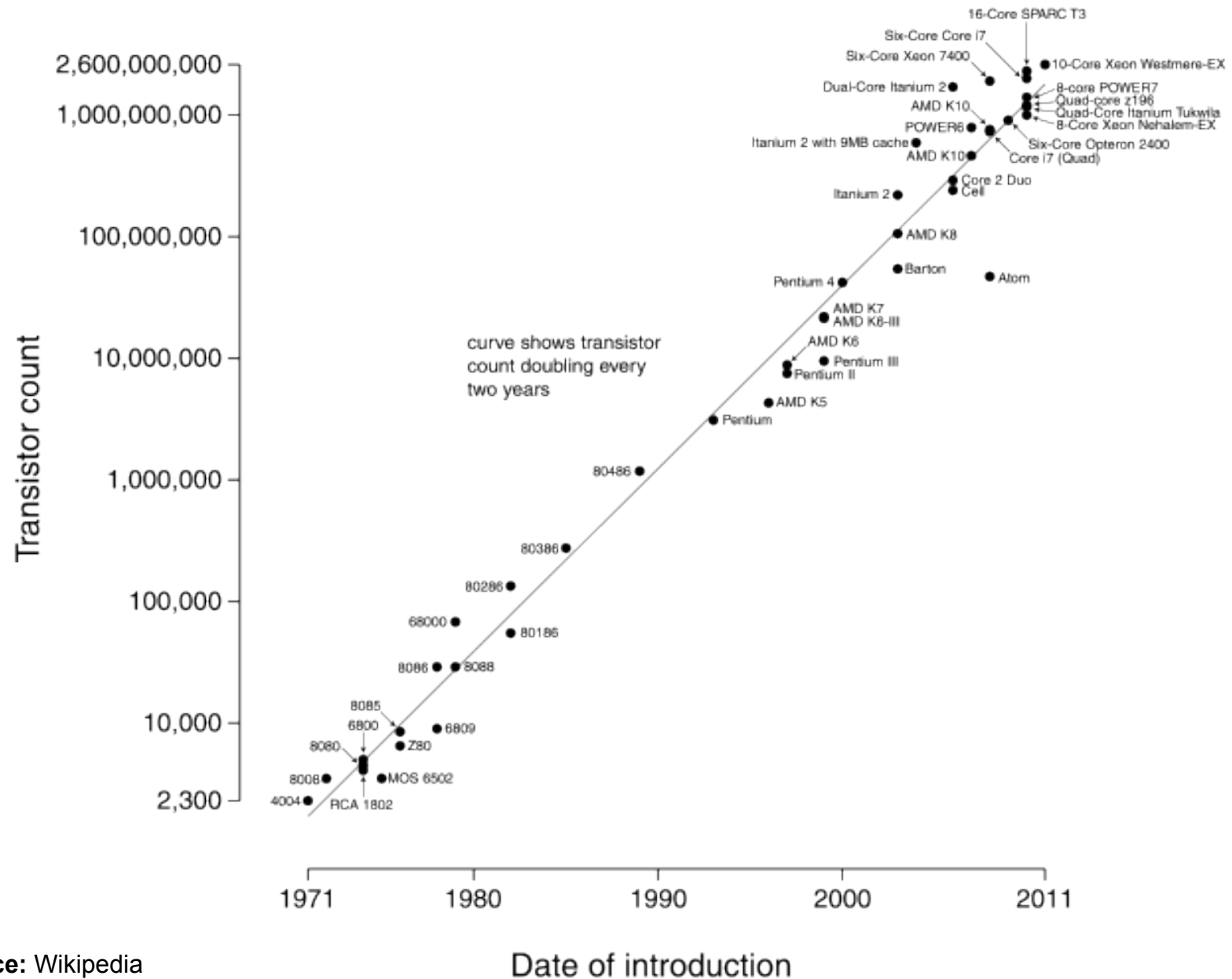
Performance Dynamics: S-Curves



Source:

Melissa A. Schilling, Melissa Esmundo, Technology S-curves in renewable energy alternatives: Analysis and implications for industry and government, *Energy Policy*, 2009.

Microprocessor Transistor Counts 1971-2011 & Moore's Law



Source: Wikipedia