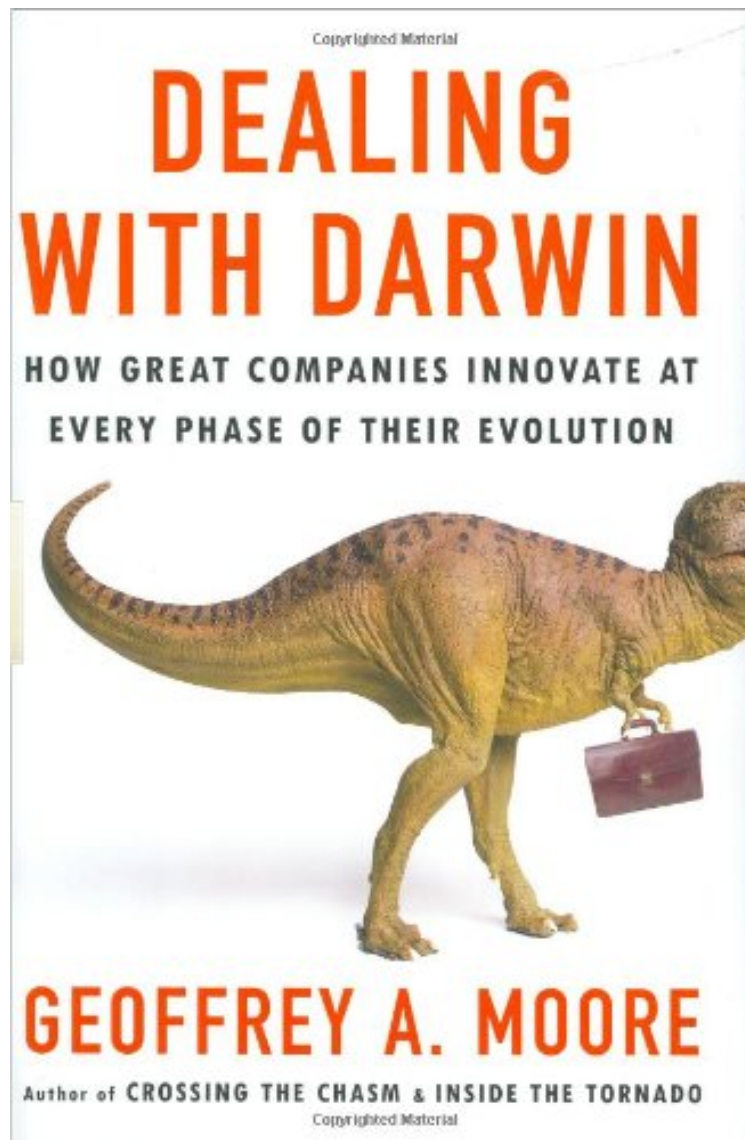


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## Dealing with Darwin: How Great Companies Innovate at Every Phase of Their Evolution

*Geoffrey A. Moore*

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**Geoffrey A. Moore : Dealing with Darwin: How Great Companies Innovate at Every Phase of Their Evolution** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Dealing with Darwin: How Great Companies Innovate at Every Phase of Their Evolution:

1 of 1 people found the following review helpful. Good, novel approach to innovational organization design By Kevin Goldsmith This book was recommended by a peer of mine. I found it to be an interesting approach towards sustained

product development and budgeting around innovation. I didn't agree with all the author's suggestions, but I did like to have my own ideas challenged. I like how it prompted me to look at how I've structured my own organizations. It has certainly provided me with new insights that I continue to leverage in my work. One nit is that the examples and anecdotes in the book, while true to the author's experience, seem a bit dated and narrow now. It would be good to get an update to this book in light of some of the recent thinking around innovative organizational design. Also, like many a business book, this book's central theme could be grasped in a 45 minute presentation. The central argument feels a bit drawn out, and the messages are a bit repetitious. 1 of 1 people found the following review helpful. A MUST READ for top Executives and Innovation Experts

By Brian Glassman

Dealing with Darwin by Geoffrey Moore

This book is the third in a series of Crossing the Chasm, and Inside the Tornado. To start this author down right fascinates me with this ability to pick tremendous management concepts and explain them to great effect; I also very much envy his simple and persuasive writing style, I guess that is a result of his Ph.D in English. In this book he presents four models and presents them with strong arguments and illustrative examples of real companies. Being a Ph.D in business I very much believe that these models should be taught in every Corporate strategy course to MBA, and be the base of every Product Development class. In all this is a gem of a book and a recommend reading for any top executive and top innovation strategist!

The first concept presented is the Complex-System vs. Volume Operations Models. Here he basically says that best practices for say Wal-Mart are not compatible with say Cisco, because they both fundamentally do business in different ways. Wal-Mart, Dell, British-Petroleum, and others are considered volume operation because they make money of the small margin over a large volume of sales and are organized to do such; where as, complex-system companies, IBM, Cisco, McKinsey, and the countless other consulting, and integration companies, make high margins on a low number of sales and are organized to do so. The two are mutually exclusive and getting stuck in the middle is a horrible position.

The second concept is that of the Category-Maturity model and takes the crossing the chasm model, and Tornado model and adds on to the life-cycle for mature and declining markets. This understanding is very valuable for investors and business men, because the position in the maturity has more to do with the company strategy than the board of executives often chooses to admit. All managers should understand this fundamental model!

The third concept is the fifteen innovation vectors which relate directly to the position in the maturity of the market. For example, if the market is highly mature, one should concentrate on process innovation and value-engineering to help reduce costs. This understanding of innovation is invaluable; once you understand this framework you can step back and really focus your company's innovation efforts on one or two main directives to great effect!

Finally, the last concept is that of the core-context model, which really tell you that resource allocation should be done not as a function of last years operating budgets but instead be done with a deep understanding of what markets and products are 1) mission critical or non-mission critical and which are 2) core to future success or context (supporting) of success. They use this simple understanding to create a valuable four quadrant model of Invent, Deploy, Optimize, and Offload which explains in great detail how to manage your product portfolio and market strategy. Again, I highly recommend this book!

Cheers

Dr. Brian Glassman

Ph.D in Innovation Management and Management from Purdue University[...]

10 of 0 people found the following review helpful. Finally, a Framework for Innovation!

By Customer

Dealing with Darwin is one of the best tech marketing books I have read in the 21st century, because it provides a much-needed framework for one of the most important endeavors a company undertakes - Innovation. Finally, there's a blueprint for innovation that can be used to evaluate various product proposals and create an effective innovation strategy and roadmap. I especially liked the Complex Systems vs. Volume Operations model, which properly frames how to evaluate whole products required by customers, and the value chains required to create those whole products.

Geoffrey Moore is one of the most respected and bestselling names in business books. In his widely quoted Crossing the Chasm, he identified and addressed the greatest challenge facing new ventures. Now he's back with a book for established businesses that need to learn how to adapt—or suffer the slow declines into marginalized performance that have characterized so many Fortune 500 icons in recent years. Deregulation, globalization, and e-commerce are exerting unprecedented pressures on company profits. In this new economic ecosystem, companies must dramatically differentiate from their direct competitors—or risk declining performance and eventual extinction. But how do companies choose the right innovation strategy? Or overcome internal inertia that resists the kind of radical commitments needed to truly set the company's offers apart? Illustrating his arguments with more than one hundred examples and a full-length case study based on his unprecedented access to Cisco Systems, Moore shows businesses how to meet today's Darwinian challenges, whether they're producing commodity products or customized services. For companies whose competitive differentiation to the marketplace is still effective, he demonstrates how innovations in execution can help boost productivity, whether a company is competing in a growth market, a mature market, or even a declining market. For companies in danger of succumbing to competitive pressures, he shows how to overcome inertia by engaging the entire corporate community in an unceasing commitment to innovate and evolve. For any business competing in today's eat-or-be-eaten economic jungle, this groundbreaking guide shows not only how to survive, but also thrive.

From Publishers Weekly "Innovation" is one of the great buzzwords of management theory, but this treatise accords it a thoroughgoing analysis. Management consultant Moore, author of the bestselling *Crossing the Chasm*, argues that companies can escape the marginless hell of commodity and price competition only through innovations that differentiate their products from their competitors' in the minds of consumers. He elaborates a taxonomy of 15 "innovation types," from "disruptive" breakthrough technologies like Apple's iTunes to more mundane marketing innovations like hiring a sports superstar to endorse athletic shoes. Unlike many business futurists, Moore doesn't exalt innovation for its own sake, insisting it must be tied to concrete business goals. To help companies determine the right- and wrong-strategies for innovation, he develops an analytical framework that distinguishes emerging from mature market categories and "complex systems" companies that sell pricey customized projects to a few customers from "volume operations" companies that sell standardized products to the masses. Moore illustrates these ideas with real-world examples, biased toward tech-sector companies; an extended case study of innovation-management at networking leviathan Cisco Systems forms the backbone of the book. Moore's approach is somewhat theoretical and replete with diagrams that feature sine waves and fractals. Fortunately, his treatment remains lucid and commonsensical, and offers a wealth of insights for thoughtful managers. Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved.

Less a cookbook than a detailed menu of meals that can be prepared to turn your competitors into dinosaurs. Brontosaurus burger, anyone? a "BusinessWeek" a "Dealing with Darwin" provides a lucid and engaging perspective on managing innovation. a Ed Zander, CEO, Motorola a Moore has delivered an innovative and instructive treatise on innovation. a "The Boston Globe" a "Dealing with Darwin" is teeming with ideas and practical advice.... Moore's new book is a very significant and valuable addition to the strategist's bookshelf. a "Strategy and Leadership" ? Less a cookbook than a detailed menu of meals that can be prepared to turn your competitors into dinosaurs. Brontosaurus burger, anyone? "BusinessWeek" ? "Dealing with Darwin" provides a lucid and engaging perspective on managing innovation.? Ed Zander, CEO, Motorola ? Moore has delivered an innovative and instructive treatise on innovation.? ? "The Boston Globe" ? "Dealing with Darwin" is teeming with ideas and practical advice.... Moore's new book is a very significant and valuable addition to the strategist's bookshelf.? ? "Strategy and Leadership" About the Author Geoffrey A. Moore is the author of four bestselling business books: *Crossing the Chasm*, *Inside the Tornado*, *The Gorilla Game*, and *Living on the Fault Line*. He is a managing director with TCG Advisors, a consulting firm specializing in strategy and business transformation services, and a venture partner with Mohr Davidow Ventures.