



Norwegian School of Management

GRA 6834 Business Development & Innovation Management

Introduction and overview



BI Intern Program meeting

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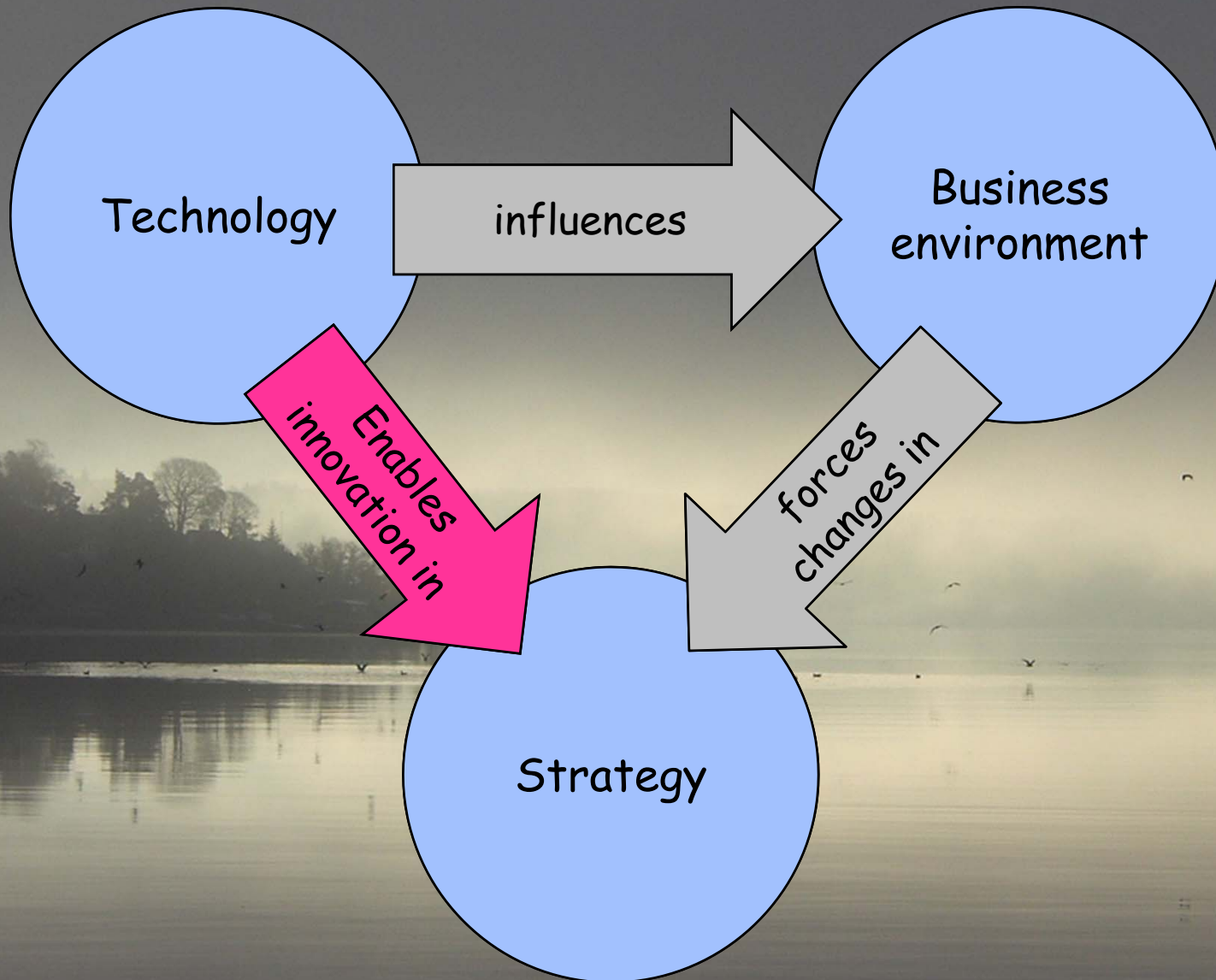
Visiting Scholar, MIT Center for Information Systems Research

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Introducing the professor

- Espen Andersen
- Associate Professor of Strategy, Norwegian Business School since 1996
 - Teaching and research in technology-related strategy and management, as well as IT management
- Director, Center for Technology Strategy, Norwegian Business School
- 2011-12: Visiting Scholar, MIT Center for IS Research, Cambridge, MA
- Spring 2009: Visiting Scholar, Bentley University, Waltham, MA
- European Research Director, Concours Group, 1999-2009
 - Research, presentations and consulting with Fortune 1000 companies in Europe, USA, Australia and Asia
- Doctor of Business Administration, Harvard Business School, 1995
- Various managerial and academic positions, many independent consulting and speaking appointments.
- Research interests: Technology strategy; IT management; search technology; disruptive innovations; telecommunications, airline and transportation strategy
- Web site: www.espen.com, with articles and an English-language blog (www.appliedabstractions.com)

It really is simple...



You will learn to...

- analyze technology-rich and complicated business cases and recommend strategic initiatives
- understand the concept of business models and business model innovation
- understand how industries are influenced by technological change and business model evolution
- understand the challenges involved in formulating strategic change and adapting an organization to external technological change

From a *top management* perspective

Required:

- Arthur, W. Brian. 2009. *The nature of technology: What it is and how it evolves*
- Benkler, Yochai. 2006. *The wealth of networks: How social production transforms markets and freedom*, Yale U Press. Selected chapters (available on the web)
- Christensen, Clayton M., Michael E. Raynor. 2003. *The innovator's solution: creating and sustaining successful growth*. Harvard Business School Press
- Shapiro, Carl, Hal R. Varian. 1999. *Information rules : a strategic guide to the network economy*. Harvard Business School Press

Suggested:

- Brynjolfsson, Erik and Adam Saunders. 2010. *Wired for innovation : how information technology is reshaping the economy*. MIT Press
- Utterback, James M. 1996. *Mastering the dynamics of innovation : how companies can seize opportunities in the face of technological change*. 2nd ed. Harvard Business School Press

Participant-centered learning

- Classes are largely case-based
- Students are evaluated on
 - Small, written assignments
 - Participation in class and online
 - Group paper
- Participation is required
- Guest lecturers from industry



Interop National Radio Sales, Inc.

As he looked out over Park Avenue in New York City, in the early spring of 1999, Marc Guild, president of the marketing group at Interop, pondered the opportunities and threats of the new era. Interop, the largest independent radio advertising representation firm in the United States, had been founded by Marc Guild's father, Ralph. Now, Marc Guild had the challenge of determining how to use sales force automation and other aspects of information technology to improve Interop's position while protecting it from new threats. Different people within the firm saw the opportunities and threats differently. As in most established companies, many of the most experienced salespeople with the greatest power and influence with stations and agencies, and within Interop, were generally the least technically proficient. The strongest salespeople in Interop's several individual sales forces saw their interests most closely aligned with their own sales forces, not the emerging national contracts at Interop. Internet auctions of radio advertising were beginning to appear including one from an emerging competitor BuyMedia. Although radio advertising was currently "red hot" because of a continuing strong economy, Guild feared the possibility of "commoditization." He explained:

Agencies and advertisers want real solutions for their marketing challenges. Interop traditionally differentiated itself in this highly competitive industry by providing those solutions. While our competitors peddled time, we focused on marketing and value-added selling. While our techniques and technologies will need to change, I suspect that our fundamental values and basic approaches should not. We need to determine how to best wed our traditional strengths to the emerging technologies so we can continue to grow, prosper and lead the pack.

Buying and Selling Radio Advertising

Although radio represented one-third of the average consumer's time exposed to media of every kind, its share of advertising revenue was only 7% of all revenue and only 12% of the top four media types (see Table A)—a figure that had remained relatively unchanged for more than 20 years.

Table A

Media Type	1990		1999	
	Exposure Time	Share of Revenue	Exposure Time	Share of Revenue
Radio	36%	12.3%	33%	12%
Television	50%	40.6%	54%	41%
Newspaper	9%	38.1%	9%	36%
Magazine	5%	8.2%	5%	9%

Source: Exposure Time—Media Targeting for the 90's (FAB & RH). Brutkin, Share of Revenue—Robert Coen, McCain-Erickson.

Wale Myers, CEO, Interop, prepared this case under the supervision Professor Benson P. Shapiro and Dr. Stephen X. Doyle, a New York City sales management consultant, as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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More details:

- <http://hbsp.harvard.edu/product/participant-centered-learning>
- <http://youtu.be/wudRj1TQoI>

W. Brian Artur on technology evolution



1. Technology is a combination of components.
2. Each component is itself a technology.
3. Each technology exploits an effect or phenomenon (and usually several)

Innovation in four processes:

- *standard engineering* (problem solving)
- *invention* (requires deep knowledge)
- *structural deepening* (bells, whistles and reliability)
- *bodies of technology emerging* (changing the economy)

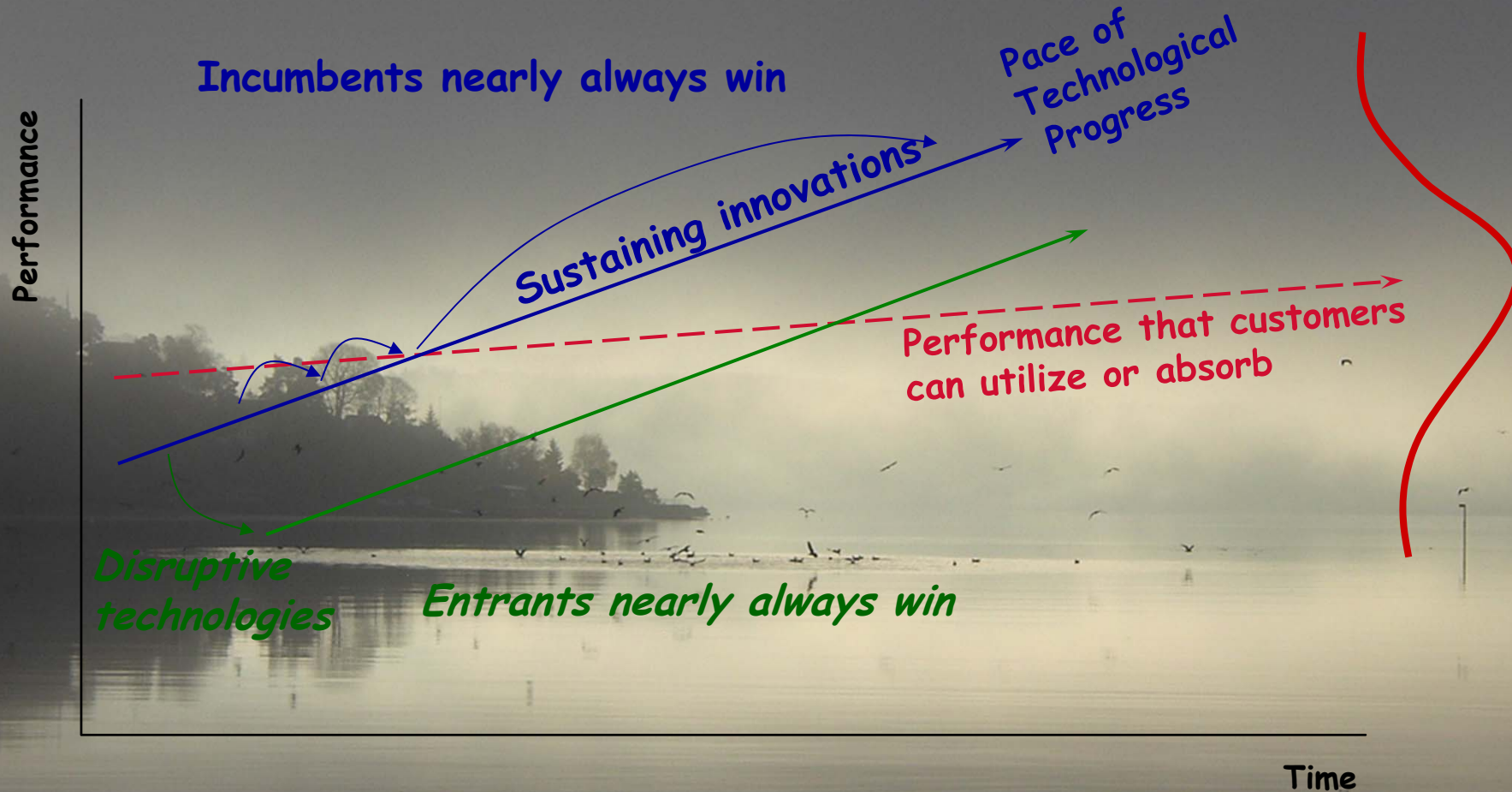
Innovation is not mysterious, does not involve "creativity"

Structural deepening



Disruptive technologies disrupt companies, not technologies

Christensen, Clayton M. (1997). *The Innovator's Dilemma: Why New Technologies Cause Great Firms to Fail*. Boston: Harvard Business School Press





- Proprietary
- Modularized
- Commoditized
- Ubiquitous/platform
- Unnoticed

When and how do you jump in?

Smart technology use is a weapon in many industries



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[Reisetips](#) | [Lavpriskalenderen](#) | [Velg flyning](#) | [Grupperreiser](#) | [Rulekart](#)

Fly til Stavanger fra Oslo-Alle flyplasser

Velg utreise- og returdato og klikk på "Vis flyvanger".

Fly fra: Oslo-Alle flyplasser (OSLALL) | Fly til: Stavanger (SVG) | Tur/Retur | Vis kun direkte | Utreise: februar 2011 | Retur: februar 2011 | Voksne: 1 | Barn (2-11): 0 | Spedebarn: 0 | Valuta: NOK

UTREISE : Oslo-Alle flyplasser - Stavanger februar 2011							
	ma	ti	on	to	fr	lø	sø
5			1	2	3	4	5
6							
7			14	15	589	809	17
8			21	22	429	519	23
9			28		349		

RETUR : Stavanger - Oslo-Alle flyplasser februar 2011							
	ma	ti	on	to	fr	lø	sø
5							
6							
7			14	15	699	949	17
8			21	22	429	519	23
9			28		349		

<< Vis forrige måned | Vis neste måned >> << Vis forrige måned | Vis neste måned >>

Føt skrift markerer månedens laveste pris per person.
Alle priser er i NOK
 = Direkte = Flybytte

[Vis flyvanger](#)

altinn | [Aktuelt og presse](#) | [Kontakt og hjelp](#) | [Driftsmeldinger](#) | [Altinn A-Å](#) | [Om Altinn](#)

enklere dialog med det offentlige

Ikke logget inn

Forsiden | **Min meldingsboks** | **Skjema og tjenester** | **Hjelp til regelverk** | **Min profil** | **Tilgangsstyring**

Aktuelle skjema og tjenester

- Merverdiavgift – alminnelig omsetningsoppgave
- Merverdiavgift – søknad om kompensasjon
- Selvangivelse for aksjeselskap mv. 2010
- Selskapsoppgave for deltakerliknet selskap 2010
- Terminoppgave for arbeidsgiveravgift og forskuddstrekk
- Flyttmelding for flytting innenlands
- Aa-melding (Melding til Arbeidsgiver- og arbeidstakerregisteret)
- Samordnet registermelding - registrering av nye og endring av eksisterende foretak og enheter
- Oppgjørsrapport K27

Alle tjenester og skjema

Problem med postnummer
 (28.01.2011)
 Enkelte brukere som nylig har fått nytt postnummer opplever problemer med å levere inn skjema der postnummer er forhåndsutfyllt. Vi beklager de ulempene dette medfører, og jobber med å rette feilen.

Snarveier

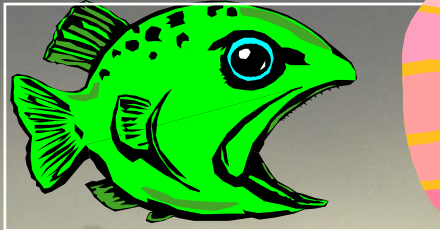
- Altinn brukerservice
- Selvangivelse og skatteoppgjør
- Momskonto for bedrifter
- Innsending fra datasystem
- Driftsmeldinger
- Velg snarvei

Starte og drive bedrift

- Før du starter
- Registrering
- Dokumentasjonsplikter
- Skatt og avgift
- Arbeidsforhold
- Se alle veiledninger



Questions?



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