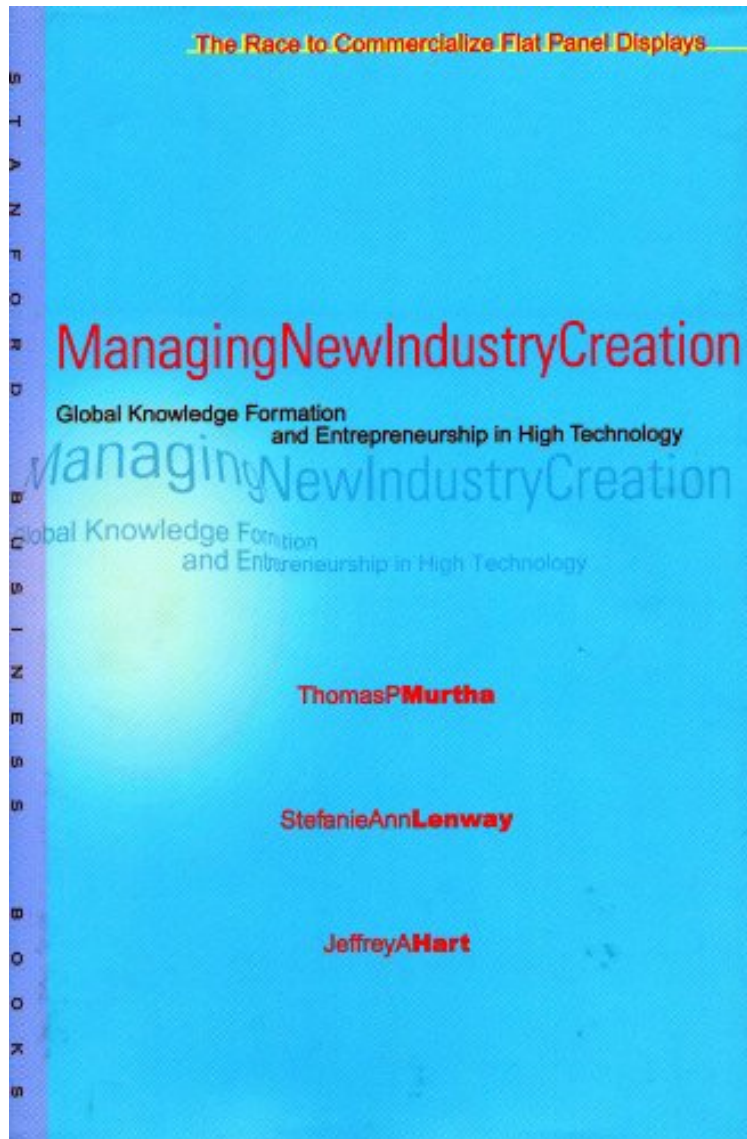


(Mobile pdf) Managing New Industry Creation: Global Knowledge Formation and Entrepreneurship in High Technology (Stanford Business Books (Hardcover))

Managing New Industry Creation: Global Knowledge Formation and Entrepreneurship in High Technology (Stanford Business Books (Hardcover))

Thomas P. Murtha, Stefanie Ann Lenway, Jeffrey A. Hart

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Thomas P. Murtha, Stefanie Ann Lenway, Jeffrey A. Hart : Managing New Industry Creation: Global Knowledge Formation and Entrepreneurship in High Technology (Stanford Business Books (Hardcover)) before purchasing it in order to gage whether or not it would be worth my time, and all praised Managing New Industry Creation: Global Knowledge Formation and Entrepreneurship in High Technology (Stanford Business Books

(Hardcover)):

9 of 10 people found the following review helpful. An important study for anyone involved in a new industry
By Freude
"Managing New Industry Creation" by Murtha, Lenway and Hart is a narrative not unlike the Search for the Holy Grail or the Golden Fleece, but with an important twist: Flat Panel Displays were found. It is a very well-researched academic work written in a strange language, readable English. The typeface is clear and nicely-leaded for easy reading. The authors' analysis of the history of the flat panel industry becomes a metaphor and an outline for profitable development of emerging industries. Opportunities, problems, disappointments and successes are well-documented. The importance of cooperation with suppliers, competitors and even other cultures is completely noted. Historically taboo management techniques are shown to be necessary when working with industry development. This book is a must-read for all levels of corporate managers involved in industry creation.
2 of 3 people found the following review helpful. Strategic technology alliance: no borders to technology
By Samantine
This book takes a detailed look at the development of Flat Panel Displays and the enormously complex and expensive developments (in science, technology, manufacturing and manufacturing equipment) needed for them. Based on extensive field interviews in the US and Japan, the authors show that no company could have developed the technologies required alone. Instead, a collaborative community of practice of suppliers, manufacturers, scientists, and users had to coalesce, and did, in Japan. Nevertheless, some US firms were critical players: those that collaborated and participated in Japan. This book forces us to rethink simple-minded notions of how and where technology can develop, with profound implications for managing strategy, making trade policy, and understanding increasingly complex high tech strategy.
3 of 3 people found the following review helpful. Best Understanding of the Flat Panel Industry
By Steven Depp
This book is the only work I know of which accurately recounts the rise of the flat panel industry and captures the key factors which separated the eventual winners from the rest of the participants. The authors clearly spent a great deal of time interviewing and reinterviewing the key players all around the world, and were able to develop an understanding of this industry which far surpasses the somewhat parochial and simplistic viewpoint we often hear in the U.S. There are many lessons to be learned from the emergence of the flat panel industry (particularly in the U.S.) and this book does a very good job of extracting them from a wealth of insightful observations.

This book concerns industry creation as knowledge creation. The authors argue that a new class of global, knowledge-driven manufacturing industries has emerged in which learning, continuity, and speed define competition. In these new industries, access to knowledge creation processes matters more than ownership of physical assets. Location matters only insofar as it confers learning advantages and market access. Companies need strategies that can mobilize their organizations' country-specific strengths and freely leverage them in open, global learning partnerships with allies, suppliers, and customers. *Managing New Industry Creation* distills principles that managers can use to seize leadership for their companies as these new industries emerge. The authors draw their insights from firsthand discussions with over 160 managers and scientists who helped found the high-information-content flat panel display (FPD) industry. In the early 1990s, large-format FPDs exploded into public knowledge as a critical enabling technology for notebook computers. In the future, FPDs will increasingly function as the face by which users interact with technology products. The book recounts the business decisions that propelled the industry from humble beginnings to empower a globally mobile workforce and eventually build wall-hanging, high definition televisions that every household can afford. The FPD industry was the first new manufacturing industry to fully emerge in a global economy defined more by trade in knowledge than in physical products. Although FPDs were commercialized in Japan, the joint efforts of an international community of companies made high-volume production of large displays viable. Companies from outside of Japan—including IBM, Applied Materials, and Corning—achieved key positions by challenging U.S.-centered preconceptions of innovation, new business creation, and management process, giving unprecedented global authority and responsibility to their Japanese affiliates. Their success established new rules for competing in the knowledge-driven, global manufacturing industries of the future, first described here for managers, RD scientists, academics, and students of corporate strategy.

"Finally, a study that offers critical new insights into the complex issue of the evolution of global high-tech industries. This scholarly and painstakingly researched study of the flat panel display industry breaks new ground and represents a clear departure from traditional economic analysis. The authors have developed a fundamentally new and managerially relevant perspective by combining analysis of knowledge creation and industry evolution—people, cross-national teams, investments, and public policy—and by demystifying the glue that binds the apparently distinct roles played by firms and countries; a required reading for those who are concerned about innovation and competition in global industries." (C.K. Prahalad chairman, PRAJA, Inc., Harvey C. Fruehauf Professor of Business Administration, University of Michigan Business School, and coauthor, *Competing for the Future*) "This book is a rich and valuable contribution. It explodes many old myths and stereotypes about technology development in an increasingly internationalized business environment. This is must reading for academics, policymakers, and thoughtful business

executives in the United States and around the world interested in technology development and management, organizational behavior, international learning, and knowledge creation." (Martin Kenney professor, Human and Community Development, University of California, Davis, editor, *Understanding Silicon Valley*, and coauthor, *The Breakthrough Illusion*) "This book is the definitive work on the emergence of the flat panel display industry. During the critical growth years, the authors conducted numerous in-depth interviews with the major players around the world. The result is a comprehensive picture of the real factors that determined the eventual winners, as well as valuable insights that apply to today's fast-moving, knowledge-based industries." (Steven W. Depp, director, Subsystem Technologies and Applications Laboratory IBM (retired)) "This book is a fascinating analysis of the emergence of the first "born global" industry, flat panel displays. It highlights the limits of both conventional business strategy thinking and traditional public policy making in helping us understand the emergence and development of global industries, and points to the dynamics of new global knowledge alliances that underpin the creation of new industries." (Yves L. Doz Timken Professor of Global Technology and Innovation, dean, Executive Education, INSEAD, and coauthor of *Alliance Advantage*) "In *New Industry Creation*, Murtha, Lenway, and Hart closely examine the birth process of a single high-tech industry. In this fascinating account, they draw valuable lessons about knowledge transfer across geographical boundaries, successful and unsuccessful interplay between research, product development, and manufacturing, and the role of management and governments. There is much here that applies to other industries, and we are reminded again that while sound strategies are important, in the end, details of execution matter." (Frank Mayadas, program director the Alfred P. Sloan Foundation) "Five years of intensive research and conscientious interaction with the display community have produced the only detailed, readable history of the flat panel display industry from early research in the 1960s to the turbulent, high-volume present. Some of the authors' conclusions will be controversial, but noncontroversial conclusions are a waste of time. This book is certainly not a waste of time it is essential reading for everyone in the display industry and for anyone with a stake in global business management." (Ken Werner president, Nutmeg Consultants and editor, *Information Display*)

From the Inside Flap This book concerns industry creation as knowledge creation. The authors argue that a new class of global, knowledge-driven manufacturing industries has emerged in which learning, continuity, and speed define competition. In these new industries, access to knowledge creation processes matters more than ownership of physical assets. Location matters only insofar as it confers learning advantages and market access. Companies need strategies that can mobilize their organizations' country-specific strengths and freely leverage them in open, global learning partnerships with allies, suppliers, and customers. *Managing New Industry Creation* distills principles that managers can use to seize leadership for their companies as these new industries emerge. The authors draw their insights from firsthand discussions with over 160 managers and scientists who helped found the high-information-content flat panel display (FPD) industry. In the early 1990s, large-format FPDs exploded into public knowledge as a critical enabling technology for notebook computers. In the future, FPDs will increasingly function as the face by which users interact with technology products. The book recounts the business decisions that propelled the industry from humble beginnings to empower a globally mobile workforce and eventually build wall-hanging, high definition televisions that every household can afford. The FPD industry was the first new manufacturing industry to fully emerge in a global economy defined more by trade in knowledge than in physical products. Although FPDs were commercialized in Japan, the joint efforts of an international community of companies made high-volume production of large displays viable. Companies from outside of Japan—including IBM, Applied Materials, and Corning—achieved key positions by challenging U.S.-centered preconceptions of innovation, new business creation, and management process, giving unprecedented global authority and responsibility to their Japanese affiliates. Their success established new rules for competing in the knowledge-driven, global manufacturing industries of the future, first described here for managers, RD scientists, academics, and students of corporate strategy.