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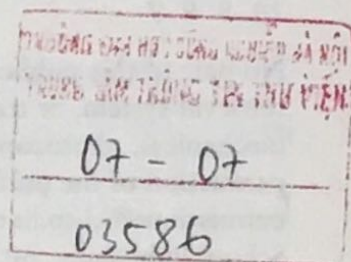
# THE INNOVATOR'S SOLUTION

CREATING AND SUSTAINING  
SUCCESSFUL GROWTH //

The  
Bestselling  
Handbook for  
Disruptive  
Innovators  
Everywhere

HARVARD BUSINESS REVIEW PRESS

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SUCCESSFUL GROWTH

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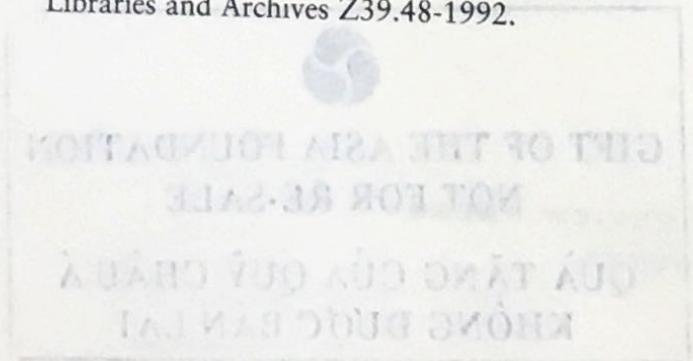
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## IN GRATITUDE

I have spent much of the past decade puzzling over two questions. The first: It is easy to explain why poorly run companies fail; but many of history's most successful and best-run firms have lost their positions of leadership, too. Why is it so hard to sustain success? *The Innovator's Dilemma* summarized what I learned about this puzzle. It's not just management mistakes that cause failure. Certain practices that are essential to a company's success—like catering to the needs of your best customers and focusing investments where profitability is most attractive—can cause failure too.

The second centered on the opportunity in the dilemma: If I wanted to start a company that could become significant and successful and ultimately topple the firms that now lead an industry, how could I do it? If indeed there are predictable reasons why businesses stumble, we might then help managers avoid those causes of failure and help them make decisions that predictably lead to successful growth. This is *The Innovator's Solution*.

The challenge of this research quickly outstripped my abilities; and I have relied upon some extraordinary people to help me complete it. Michael Raynor, who has tutored me from the day he arrived as a doctoral student at Harvard, has been an exceptional colleague. To describe Michael's integrated grasp of arts, letters, philosophical discourse, and history as "incisive" would understate his intellect.



Confident that I could expose and rectify the gaps in my evidence and logic by examining my rough ideas through the lenses of the varied academic disciplines that Michael's mind has mastered, I asked him to join me as coauthor. Michael has balanced this work with his duties as a husband, father, and director of research at Deloitte Consulting, all the while shuttling between Toronto and Boston. I deeply appreciate his selfless, humble, and persistent hammering to get these ideas shaped right. He has become a great friend.

Scott Anthony, Mark Johnson, and Matt Eyring each have forsaken or postponed far more lucrative careers to join me in this effort. As my primary research associate, Scott has managed our staff of researchers, written crucial case studies, helped me teach and explain complicated concepts, and reviewed and refined every draft of this book. Mark and Matt, through our firm *Innosight*, have translated these concepts into practical tools and processes to help managers build businesses that will be significant and successful—and in so doing have taught me how our findings can interface with managerial reality. My office manager, Christine Gaze, and research partners Sally Aaron, Mick Bass, Will Clark, Jeremy Dann, Tara Donovan, Taddy Hall, John Kenagy, Michael and Amy Overdorf, Nate Redmond, Erik Roth, and David Sundahl each have helped me stay atop the huge volume of interesting ideas, opportunities for inquiry and authorship, and requests for assistance that flow into and out of my office. They have painstakingly helped us get the data, logic, and language right for every purpose.

I have a profound debt to Harvard Business School and my colleagues here. The insightful research of Professors Clark Gilbert and Steve Spear has been exceptionally valuable. Other faculty, including Kent Bowen, Joseph Bower, Hank Chesbrough, Kim Clark, Tom Eisenmann, Lee Fleming, Frances Frei, Alan MacCormack, Gary Pisano, Richard Rosenbloom, Bill Sahlman, Don Sull, Richard Tedlow, Stefan Thomke, Michael Tushman, and Steve Wheelwright have also shaped what we have come to understand—as have Professors Rebecca Henderson, Paul Carlile, James Utterback, and Eric von Hippel of MIT, Robert Burgelman of Stanford, and Stuart Hart of UNC. The extraordinary benefit of Harvard's case method of teaching is that the teachers can carry issues they don't understand into the classroom,