

Кэтлин Эйзенхардт

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Кэтлин Эйзенхардт - одна из самых талантливых школяров в области стратегического менеджмента в мире. Semisttructures и Links in time - два её концепта, из которых родилась "антихрупкость" Талеба.



В индуктивном исследовании шести мультипродуктовых компаний в компьютерной отрасли США Шона Браун и Кэтлин Эйзенхардт обнаружили, что победители и лузеры принципиально различались своими «отношениями» с будущим.

Более успешные – три из шести – обладали хорошим «чутьём будущего», ясно видели себя в нём и не слишком полагались на стратегическое планирование. При этом все они постоянно и регулярно применяли четыре одинаковых «зонда» для контакта с будущим: 1) экспериментальные продукты, 2) альянсы с клиентами для выяснения перспектив спроса, 3) обсуждения будущего во внутреннем кругу, 4) мнения штатных «футуристов» (в каждой компании были сотрудники, исполняющие такую роль).

Менее успешные инвестировали в «единый взгляд на будущее» и под него формировали свои продуктовые портфели. Ещё одной общей их чертой была неспособность подвергнуть ревизии этот взгляд при изменении конкурентной ситуации.

Фрагмент исследования [1], описывающий три успешных компании:

Probing the Future				
Case	Experimental products	Strategic alliances	Futurists	Meetings
Titan	Yes. Explore new growth markets by stripping down existing products. "Within the next 7 or 8 months we will have a low end product. We will strip back (an existing product) and sell it in a PC shop. It is a new market. We can play this game very easily and at nearly no cost."	Yes. Partner complementary technologies and key customers. "We have established a partnership with (leading PC SW company). They help us in developing user interfaces."	Yes. Each development group is represented by a board member who is focused on the long term and is an expert on both the technology and the markets of that group.	Yes. Monthly strategy meetings. "The real strategic decisions within the company are not made by one person. They are made for development in these monthly meetings."
Midas	Yes. Explore new growth markets with options on existing products. "We deliver a (experimental) product and we drive it into what we think are our key markets. Then we try to get feedback as quickly as possible."	Yes. Partner current and potential customers in existing and new markets. "The way Midas works is that we will go after a market area and we find out if there are people (current and potential customers) who want to use the product in that area. We justify how big that market is and see if we want to tailor our system . . . in order to grab more of that market."	Yes. Senior technical and marketing gurus. "There is a lot of creativity in determining, given the hardware that we have, what new set of features can we do. Brian and George are the sort of people who make those kind of decisions."	Yes. Informal regular discussions between GM and VPs, and between GM and technical gurus.
Cruising	Yes. Explore new growth markets with new consumer products and with experimental options on current products. "For (these new products) we are not focusing on the corporate market. We are focusing on consumers (new market). Our approach to the technology is different. We are not just looking at traditional technology. We are looking at other types."	Yes. Partner key component vendors in new complementary technologies. "We were one of the earlier adopters of this technology which gives a very brilliant color . . . (a partner) said 'We've got this technology, why don't you guys find a product to take it into?' "	Yes. Long-range planner. "Our long-range planner said 'Gee, we are missing the whole low end of the marketplace' . . . We hadn't realized that before. We were sitting there running on 50/60% real profit margin, just fat, dumb, and happy, while our market share was going away."	Yes. Weekly strategy meetings, plus occasional brainstorming sessions. "We have Wednesday morning strategy meetings. Right now we are trying to look at 1997 and figure out where we are going to be then."

[1] Shona L. Brown, Kathleen M. Eisenhardt, "The Art of Continuous Change: Linking Complexity Theory and Time-Paced Evolution in Relentlessly Shifting Organizations", Administrative Science

Quarterly, Vol. 42, No. 1 (Mar., 1997), pp. 1-34. <https://www.jstor.org/stable/i341376>

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