

TABLE A-1

Case study definitions

(Definitions)

Innovation	Brief description of the innovation
Radical or incremental	Radical innovations shape big changes in the world. Incremental innovations fill in the process of change continuously.
Category	Product or business process
Sector	Industry
Failure timing	Product life cycle period during which the innovation failed: launch, growth, or maturity
Failure root cause	Reasons for the failure: no market demand, poor performance, insufficient complementary assets, poorly defensible position, or regulatory restriction
Failure root cause timing	This can occur before or after product launch. It is the phase at which the root cause of innovation failure took place.
Outcomes	Results of the innovation
Business insight into the innovation process	Lessons learned and impact on the company
Pivot	Steps taken by the company following the innovation's initial failure
Pivot enabler	Reasons company was able to pivot the innovation

Source(s):

National Center for Science and Engineering Statistics and SRI International, special research (2020) of 2010–20 open-access articles, including *MIT Technology Review*, *New York Times*, *Fast Company*, U.S. General Accountability Office, and *Defense News*.