

TABLE A-2

**Case study: Google Glass**

(Innovation failure summary)

| Variable                                     | Description   |
|--|---|
| Innovation                                   | Head-mounted wearable mobile device, launched 15 April 2013   |
| Radical or incremental                       | Radical   |
| Category                                     | Product   |
| Sector                                       | Mobile electronics and services   |
| Failure timing                               | Launch stage, failure in January 2015   |
| Failure root cause                           | <ul style="list-style-type: none"> <li>No market demand</li> <li>• Produced offered relatively little significant new functionality for users</li> <li>• Developers did not adequately (or at all) consider privacy concerns, security concerns, or social awkwardness</li> </ul> |
| Failure root cause timing                    | Product development   |
| Outcomes                                     | <ul style="list-style-type: none"> <li>• Low consumer penetration</li> <li>• Widespread derision for product with (short-lived) affect on Google's reputation as innovator</li> </ul>   |
| Business insight into the innovation process | <ul style="list-style-type: none"> <li>• Insufficient customer perspective in the ideation state of innovation</li> <li>• Earlier customer perspective may have led to earlier pivot in use case</li> </ul>   |
| Pivot  | <ul style="list-style-type: none"> <li>• Yes, in commercial, health, and science applications</li> </ul>  |
| Pivot enabler                                | <ul style="list-style-type: none"> <li>• Product functionality, specifically the ability to retrieve data on and analyze an object or person while looking at the object or person</li> </ul>   |

**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*.