

TABLE A-3

**Case study: Microsoft Windows Vista**

(Innovation failure summary)

Variable	Description
Innovation	Windows operating system, launched 30 January 2007
Radical or incremental	Incremental
Category	Product
Sector	Software
Failure timing	Launch stage, failure in 2007
Failure root cause	Poor performance <ul style="list-style-type: none"> <li>• Drift in top-level product objective led to long delay in launch, resulting in a product ill-suited to the evolving technology environment into which it was launched</li> <li>• Project management failure led to poorly coordinated feature plan, leading to features that worked poorly or were not well received</li> </ul>
Failure root cause timing	Product development
Outcomes	<ul style="list-style-type: none"> <li>• Despite some professional praise for new features, Windows Vista was a commercial flop</li> <li>• Public relations debacle</li> <li>• Many consumers demanded new machines "downgraded" to Windows XP</li> <li>• Did not dent and may have increased Apple market share</li> </ul>
Business insight into the innovation process	<ul style="list-style-type: none"> <li>• Need to use strategic planning to focus on what problems are to be solved</li> <li>• Project management must ensure product feature development matched to market conditions</li> </ul>
Pivot	na
Pivot enabler	na

na = not applicable.

**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*.