

TABLE A-5

**Case study: iTunes Ping**

(Innovation failure summary)

Variable	Description
Innovation	Music-oriented social networking system, launched 1 September 2010
Radical or incremental	Incremental
Category	Service
Sector	Media
Failure timing	Launch stage, failure on 30 September 2012
Failure root cause	Poor performance • Product launched without agreement in place to access critical component (Facebook)
Failure root cause timing	Product launch—Apple launched and accessed Facebook without data-sharing agreement in place
Outcomes	• Usage remained very low • Unsuccessful as both social network and driver for music sales through iTunes
Business insight into the innovation process	• Do not launch without critical component
Pivot	na (Some elements ended up in Apple Music, launched in 2015)
Pivot enabler	na (Some elements ended up in Apple Music, launched in 2015)

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*.