



Paper to be presented at the
35th DRUID Celebration Conference 2013, Barcelona, Spain, June 17-19

Innovation Portfolio Strategy and Technology Entry Timing in the Mobile

Handset Industry

Ronald Klingebiel
University of Warwick
Warwick Business School
ronald.klingebiel@wbs.ac.uk

John Joseph
Duke University
Fuqua School of Business
john.e.joseph@duke.edu

Abstract

This inductive study examines entry-timing decision making in the mobile handset industry. Combining qualitative and quantitative data, we reveal systematic differences in innovation portfolio strategy between firms moving early and those moving late. Early movers are more likely to compensate higher market uncertainty with broader portfolios, whereas late movers are more likely to emphasize adaptive learning and portfolio selectiveness. There appears to be no direct relationship between entry timing and performance, but we do find preliminary indication of a performance effect of aligning entry timing and innovation portfolio strategy. By uncovering the opposing constraints faced by early and late movers and linking these to managers' strategic choices, our paper contributes to the literature on entry timing in particular, and strategic management of innovation more generally. Future research on the two strategic configurations - early-broad and late-selective - may help resolve the ongoing debate about the relationship between entry timing and performance.



Paper to be presented at the
35th DRUID Celebration Conference 2013, Barcelona, Spain, June 17-19

Innovation Portfolio Strategy and Technology Entry Timing in the Mobile

Handset Industry

Ronald Klingebiel
University of Warwick
Warwick Business School
ronald.klingebiel@wbs.ac.uk

John Joseph
Duke University
Fuqua School of Business
john.e.joseph@duke.edu

Abstract

This inductive study examines entry-timing decision making in the mobile handset industry. Combining qualitative and quantitative data, we reveal systematic differences in innovation portfolio strategy between firms moving early and those moving late. Early movers are more likely to compensate higher market uncertainty with broader portfolios, whereas late movers are more likely to emphasize adaptive learning and portfolio selectiveness. There appears to be no direct relationship between entry timing and performance, but we do find preliminary indication of a performance effect of aligning entry timing and innovation portfolio strategy. By uncovering the opposing constraints faced by early and late movers and linking these to managers' strategic choices, our paper contributes to the literature on entry timing in particular, and strategic management of innovation more generally. Future research on the two strategic configurations - early-broad and late-selective - may help resolve the ongoing debate about the relationship between entry timing and performance.