15.965 Technology & Strategy (Spring 2009)

Professor Michael A M Davies

Class 9: Polaroid: Entering Digital Imaging

Please note that you are *not* required to submit a write-up. However, writing down your thoughts may help you during class discussion.

In the last class we looked at how Kodak responded to the transition from analog to digital. In this class we're going to look at another example, focusing in particular on the perspective of top management. I will also set aside a little time at the end of the class for feedback and guidance in preparation for the (shortened) summary session on Wednesday 11 March.

Please give some thought to the following questions about the Polaroid case:

- what do you think of Polaroid's response to digital imaging?

- why do you think Polaroid's top management responded this way?

- what were their key beliefs?

- what do you think that they should have done?

Please also take the time to consider the following questions:

- are there any elements of what we've covered so far we should rehearse?

- are there specific topics for which you would like additional information or further clarification?

- what could or should be we do differently to increase the effectiveness of this program and your learning from it?

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