

TABLE A-4

**Case study: Samsung Galaxy Note 7**

(Innovation failure summary)

Variable	Description
Innovation	"Phablet"-style mobile phone, launched 19 August 2016
Radical or incremental	Incremental
Category	Product
Sector	Mobile electronics and services
Failure timing	Launch stage, failure in October 2016
Failure root cause	Poor performance <ul style="list-style-type: none"> <li>• Rushed too many new features</li> <li>• Flawed design</li> <li>• Poor testing and quality control</li> </ul>
Failure root cause timing	Product development
Outcomes	<ul style="list-style-type: none"> <li>• Fires and explosions</li> <li>• U.S. wireless carriers stopped selling device; devices banned on aircraft</li> <li>• Public lost confidence in Samsung quality control</li> <li>• Product-specific financial losses</li> </ul>
Business insight into the innovation process	• Improve testing—Samsung instituted eight-point battery testing
Pivot	na (2017 released Fan Edition)
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*.