

TABLE A-17

Case study: 3D Television

(Innovation failure summary)

Variable	Description
Innovation	Home televisions equipped with 3D technology, enabling people to engage in 3D television entertainment in their homes, launched in March 2010
Radical or incremental	Incremental
Category	Product
Sector	Consumer electronics
Failure timing	Launch stage, failure in early 2017
Failure root cause	<p>No market demand</p> <ul style="list-style-type: none"> • Special glasses (some up to \$100) had to be worn to view the 3D effect, and there were competing standards for which glasses had to be used for which TVs; glasses were not interchangeable between different TV brands • To view movies and cable/ satellite in 3D, consumers had to buy 3D-enabled Blu-ray players and cable/ satellite boxes • Limited content available for at-home 3D consumption (not many movies were sold in 3D DVD format)
Failure root cause timing	Product development
Outcomes	<ul style="list-style-type: none"> • Television makers slowly phased out the 3D option on TV models, beginning in 2013 with Vizio and ending in 2017 with LG and Sony
Business insight into the innovation process	<ul style="list-style-type: none"> • Make better use of the consumer adoption history of similar products (e.g., the limited success of 3D movies)
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*.