

15.905 Technology Strategy (Spring 2007)

Professor Michael Davies

Case # 1: E Ink

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

E Ink has successfully come up with a novel technology that seems to have several worthwhile potential applications. Its challenges now lie in commercializing the technology, evolving the business and scaling it up.

Please give some thought to the following questions:

1. What are the key characteristics of electrophoretic displays?
2. What implications do the novel characteristics of electrophoretic displays have for the systems of which they are a component?
3. What are your views on E Ink's approach to commercializing the technology?
4. Which of the possible applications for electrophoretic displays do YOU think E Ink should be targeting?
5. How do you think E Ink should prioritize and sequence the demand opportunities that it decides to pursue?
6. In particular, it is targeting a small niche initially - is this the right thing to do, and is this the right niche?
7. What do you believe are the key challenges that E Ink faces in growing the business?
8. In particular, what do you think E Ink could be doing or should be doing to build up its capabilities?
9. What other things should E Ink be doing in parallel with this, to make sure that it is well positioned for the medium and long term?
10. As part of this, what should be the scope of activities for E Ink's business, how should this evolve over time, and how fast should E Ink be trying to grow?