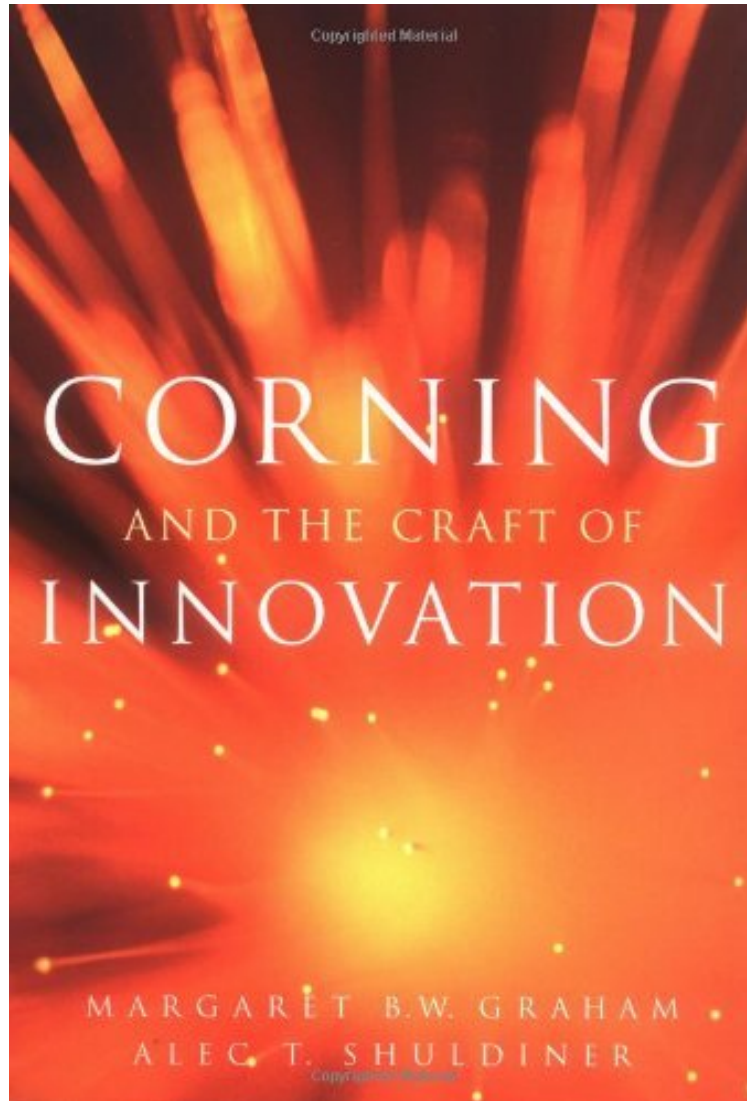


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Corning and the Craft of Innovation

Margaret B. W. Graham, Alec T. Shuldiner
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Margaret B. W. Graham, Alec T. Shuldiner : Corning and the Craft of Innovation before purchasing it in order to gage whether or not it would be worth my time, and all praised Corning and the Craft of Innovation:

0 of 0 people found the following review helpful. MUST READ.By PatrickA MUST READ if you have any relation with Corning Glass or the Glass industry at all. My small town is a glass factory town, one of which is the Pittsburgh Corning factory where they make glass blocks. (Or at least they used to) Pittsburgh Plate Glass is the operational part of things, Corning is the R/D and licensing end of things. These books are indispensable if you want to know about the glass industry over the last century. We won WWII because of Corning Glass Works. Amazing book(s).0 of 0 people found the following review helpful. History of glass making and glass typesBy OBXRONGood book on history of

glass making and the Corning corporation. A bit tedious in parts if you are not into different types of glass but I read this on a Celebrity cruise where the Corning Glass Museum team was doing demonstrations of glassblowing. Nice to get their perspective on the history of the company. 0 of 0 people found the following review helpful. Why Corning is a winner
By Karen L. Barrett
How a company has made it over 100 years by always looking forward. Meaty reading

For 150 years, Corning Incorporated has repeatedly succeeded in their quest to create new products for an ever-changing marketplace. *Corning and the Craft of Innovation* is the story of the extraordinary research and development strategy that propelled this company to its leadership position in leading-edge technologies for the new world economy. Since its founding in the mid-nineteenth century, Corning has placed a premium on research and development in tandem with an unending spirit of innovation. Corning's innovations made possible such essential items as light bulbs, television, Pyrex, catalytic converters for cars, and high-speed telecommunications through fiber optics. Most impressive is Corning's evolution into a highly innovative producer of specialty materials. In its early days, Corning developed specialty glass for use in railroad signal lenses that had to withstand the rigors of high and low temperatures; and developed its high speed Ribbon Machine--still used today--to produce glass envelopes for light bulbs more quickly and efficiently than anyone else. Today Corning leads the world in fiber optics and is a premier provider of cable and photonic products. In 1999 *Wired* magazine nominated Corning for its coveted *Wired Index*, confirming Corning's astonishing staying power as a leading-edge company. *Corning and the Craft of Innovation* examines how Corning fostered a culture of innovation while showing extraordinary patience in backing long-term projects. The book illustrates how a pattern of deliberate, regular, and profitable innovation begun 150 years ago, has put Corning at the vanguard of leading-edge technologies for the fastest-growing markets of the global marketplace. It will be essential reading for anyone interested in strategic management, innovation, science and technology or knowledge management.

From *Publishers Weekly*
Recognizing knowledge as a strategic asset, Corning transformed itself from a maker of kitchen products for more than a century into the inventor of the optical fiber that now supports the Internet. In , authors Margaret B.W. Graham and Alec T. Shuldiner argue that the company has not only improved its products over the years, it has also improved the processes by which it does business a distinction that makes Corning an ideal model of a traditional manufacturing company that has kept pace with an ever-changing marketplace. Copyright 2001 Cahners Business Information, Inc.
From *Library Journal*
These two books, along with a third volume (the forthcoming *Corning Through the Ages*), were commissioned by Corning to mark 150 years in business. While such an endeavor is inevitably self-serving, the authors have been allowed to present both the accomplishments (and they are numerous) and the sticking points and warts. In *The Generations of Corning*, Dyer and Gross detail the history of the organization from its inception to the current day. From a business perspective, it is intriguing to learn how a company was able to take a fundamental material glass and both develop its particular formulation and engineer the industrial process to expedite manufacturing. This was true for the electric light bulb, fiber optics, and a host of other industrial and consumer products. The history also shows how Corning leveraged its competencies through large-scale partnerships. In *Corning and the Craft of Innovation*, history is subjugated to more specific topics. Hence, Gross and Shuldiner deal with glassmaking as both an art and a science, the realm of processes, and military applications. Perhaps the greatest value of the book is in showing how Corning came to embody what in today's jargon is a "learning organization." As a result, an organization that made its living off the mundane (e.g., the light bulb) was able to create the spectacular (e.g., the 200" telescope mirror). While each work covers much the same material, the scientist may prefer *Craft* and the social economist, *Generations*; both books are recommended. Steven Silkunas, Southeastern Pennsylvania Transportation Authority, Philadelphia Copyright 2001 Reed Business Information, Inc.
From *Booklist*
The popular image of Corning hardly puts the 150-year-old glassmaking company located in rural New York at the forefront of the information and telecommunications revolution. But the company has 40,000 employees, earned \$7 billion last year, and is a leading producer of fiber-optic cable. In conjunction with its sesquicentennial celebration this summer, the firm commissioned this corporate history. Graham and coauthor Alec T. Shuldiner examine Corning's culture of innovation and its research-and-development strategy. The company spends nearly \$2 million a day on research-and-development activities. The real story here is how the company has managed to maintain its "leading edge" position in product development. Thomas Edison turned to Corning for glass for his light bulbs. Later products such as Corning Ware, Corelle, and Pyrex became household names. Now the company has divested itself of its consumer-product division and produces instead catalytic converters, flat-panel displays for computers, nondistorting glass slides used in genetic research, and increasingly flawless optical cable that can handle 1.5 trillion bits per second. David Rouse
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