Intellution: A Study In Innovation
Paul H. Wheeler
Discussion Points

- The Case
- Contributing to Innovation
- The Risks to Innovation
- What Happened
Intellution

- Fifteen year old Software Company (in 1995)
- Privately owned but recently sold to large company

Product
- Fix™- First PC based SCADA system
- Disruptive to Industry
Intellution

- **Personnel**
  - Most Engineers have tenure < 5 years
  - Senior engineers are leaving the company
  - Yet Engineering staff is growing!

- **Organization**
Contributing to Innovation

- Young Staff
- Single Geographic Location
- Large Open Office Space
- New engineers assigned to bug-fix
  - Forces them to reverse-engineer product
  - Forces them to seek out those with more experience
- Innovation is incremental
  - Applying new Technology to existing architecture
  - Why Can Intellution get away with this?
Risks to Innovation

- All engineers are dedicated
  - To projects
  - To Bug-fixing
- New technology depends on new hires
- Existing product knowledge depends on old-timers
- Value of Innovation dependent on external technology changes
What Happened

- **Internet Boom**
  - Couldn’t hire new engineers
    - (No stock options)
  - Effort to implement technology yielded less value
    - Time to implement product increased from 1 year to 3 years
- Could not expand into other markets
- Intellution got sold again!