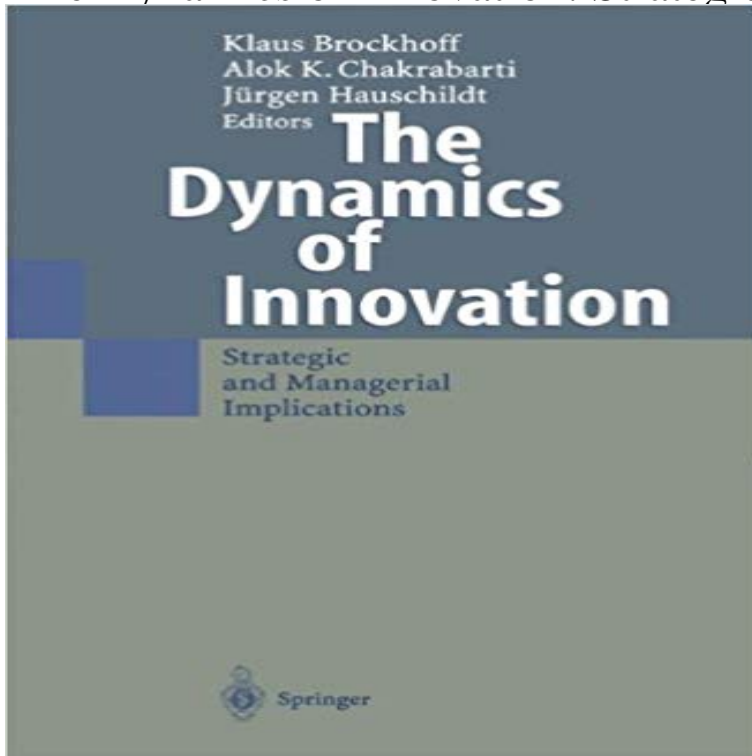


# The Dynamics of Innovation: Strategic and Managerial Implications



Jorg Bensinger, a group head of Audi corporations R&D department, had been waiting for long to find a chance to advertise his idea of a four-wheel drive for passenger cars to one of the board members. Favorable experiences had been collected in drive tests with the Itis, a jeep-like car developed for use in the German army. The experiences showed extremely good performance on icy roads and in snow. Bensingers chance came in February of 1977, when he could talk to Ferdinand Piech, then R&D vice president of Audi and a technology buff. At this time Audi wasnt quite considered as a technological leader in the public. Technology based innovations were expected from Mercedes or Porsche by many customers. Piech, Ben singer, and others sensed that introducing the four-wheel drive to passenger cars could initiate a strategic change. Under great secrecy development work and prototype construction were commissioned. One obstacle seemed to be space requirements for the gear-box. Hans Nedvidek, former race-track engineer in the Mercedes team, was assigned to the team, and he developed an ingenious solution to the problem. It took until September of 1977 until other board members were informed, and after some rallying the board found a consensus in the next month to authorize further development steps for a four-wheel drive car. However, Audi is a subsidiary of Volkswagen Corp. The accord of the much bigger mother had to be secured.

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