



Stanford University - Continuing Studies Program

BUS47 - Strategic Marketing of High Tech and Cleantech

Stanford Lecturer: Tony Seba

Course Overview – Spring 2013

Course Objectives:

- Provide you with tools and frameworks to help you develop go-to-market strategy and strategic marketing plans for high-tech and cleantech-based products, services and innovations.
- Provide you with opportunity to apply the conceptual tools to projects, cases as well as senior executives' experience.

Class Date/time:

- Mondays **April 1st through May 20th** from 7:00pm to 9:15pm.

Textbook & Resources

- Textbook: "[Winners Take All – 9 Fundamental Rules of High Tech Strategy](#)".
- The book is available at the Stanford Bookstore as well as lulu.com.
- Cases: We will use one 'business school-type' case. I will point you to the website where you can purchase and download the case document.
- LinkedIn: We will have a class LinkedIn group for you to communicate and connect with your classmates.

Course Grade

- A final Class Project will account for **100% of the letter grade**. If you're taking the course on a Credit/No Credit basis, you need to attend 6 sessions to get CR.
- The course project is a Strategic Marketing Plan that you will develop for a new product, service, technology, or innovation.
- It's an individual (not group) project. I will provide a template. **You can also use this template as the basis to develop your Go-To-Market strategy, Investor Presentation and your company's Business Plan.**
- You have several options in choosing a product, service, or technology:
 1. Use your own idea or technology and develop your business plan during the course.
 2. Choose from new / disruptive / exponential technologies discussed in this course (robotics, online education, drones, solar, electric vehicles, electricity storage, e-money, smart / efficient homes, etc.)
 3. Find a startup and develop a go-to-market strategy for their product or service, or
 4. Choose a product in the market and develop 'what their strategy should be.'
- Please don't disclose any confidential information – yours or someone else's.
- **Due date: Saturday, May 18th at 11:59 PM** No late submissions please.
- In-class Project Presentations: May 20th

Legal Stuff - Video / Audio Consent / Copyright

- I will videotape and publish some class sessions. By staying in this class you give your **consent to be audio and videotaped, authorize the release of voice and likeness and release and hold harmless** Mr. Tony Seba and Stanford University.
- Please *note that the lectures are my copyrighted material – please don't do your own recording (audio, video or otherwise) of the lectures or any aspect of this class.*

Miscellaneous

- Please include 'BUS47' in the subject line whenever you email me.

BUS47 – Tentative Course Schedule

Session 1 – April 1 – Positioning / The Whole Product

Lecture Topics

- Course overview/frameworks/definitions
- The Whole Product
- Positioning

News/Media -

- Online Education - The End of Education As We Know It: “*How Rapidly Are K-12 Schools Adopting E-Learning Technologies?*”, eLearningIndustry.com, Feb 2013, <http://elearningindustry.com/how-rapidly-k-12-schools-are-adopting-educational-technology-infographic>

Optional - After Class Reading

- “*AlphaSmart – an Education Case Study*”, James Sloan, Innosight Institute, April 2012
<http://www.innosightinstitute.org/media-room/publications/education-publications/alphasmart/>

Session 2 – April 8 – Segmentation / Targeting

Lecture Topics

- The Value Proposition
- Segmentation
- Targeting
- Sizing the Market - Total Available Market

Reading

- “*Winners Take All*” Rule 1 – Feel the Pain, Then Develop Your Product
- “*Winners Take All*” Rule 3 – Add Value Not Features

News / Media

- Target market focus: Electricity Storage: “*Ambri’s Better Grid Battery*”, MIT Technology Review, Feb 18, 2013, <http://www.technologyreview.com/featuredstory/511081/ambris-better-grid-battery/>

Video

- Industrial Robots: “*Meet Baxter*”
<http://www.youtube.com/watch?v=rjPFqkFyrOY>
- Robots & Drones: “*Robots that Fold, Robot that Drink, Robots that Drink*”, IEEE Spectrum
<http://spectrum.ieee.org/autoton/robotics/artificial-intelligence/video-friday-robots-that-fold-drive-drink>

Session 3 – April 15 – Understanding Customers through the Lifecycle / Strategy

Lecture Topics

- Diffusion of Innovations
- Understanding customers through the Adoption Lifecycle
- Technologies vs Product Categories
- Disruptive Technologies: Fact vs Buzzword
- The Category Adoption Lifecycle
- Information Economics
- Strategy throughout the Lifecycle

Reading

- “Winners Take All” Rule 2 – Focus, Win, Grow, Repeat
- “Winners Take All” Rule 8 – Design Products and Services that are Easy to Adopt

News / Media

- Mobiles & Electronic Money: “There’s No Stopping the Rise of E-Money”, *IEEE Spectrum*, June 2012, <http://spectrum.ieee.org/computing/networks/theres-no-stopping-the-rise-of-emonney/1>

Video:

- “Is The Electric Vehicle Disruptive?”, (watch from 18:32 to 32:40), *League of California Cities Public Works Officers Institute* Keynote Address, March 20, 2012, <http://www.youtube.com/watch?v=vgY1Z8RQ9vM>

Session 4 – April 22 – Partnership / Distribution

Lecture Topics

- Partnership strategy
- Distribution Strategy
- Brief: Competition

Reading

- “Winners Take All” Rule 5 – It’s a Risky World. Sell Confidence!
- “Winners Take All” Rule 6 – Convert Champions Not Deals

Media / News:

- Expansion Strategy: “Sonic.net Builds Super-Fast Net For Future”, *The Press Democrat*, May 6, 2012, <http://www.pressdemocrat.com/article/20120506/BUSINESS/120509761>

Session 5 – April 29 – Pricing and Guest Speaker

Lecture Topics

- Switching Costs
- Economic Value to the Customer
- Pricing Strategy

Guest speaker**Reading**

- “*Winners Take All*” Rule 7 – Choose the Right Partners. Manage them with Clarity.

Media / News:

- Switching Costs: “21% of Apple IOS 21% of iOS users say they wouldn't leave Apple at any price”, AppleInsider.com, June 29, 2012,
http://appleinsider.com/articles/12/06/29/21_of_ios_users_say_they_wouldnt_leave_apple_at_any_price

Session 6 – May 6 – Case and Guest Speaker**Pricing Case Study****Guest Speaker****Reading**

- Case: “Medicult, Pricing a Radical Innovation”, IMD 5-0537, 1999
- Read and prepare to discuss the “Medicult” case. I will provide sample questions.

News / Media

- Pricing & Drugs: “The Costly War on Cancer: Drugs are Technically Impressive but Must They Cost So Much?”, The Economist, May 26, 2011, <http://www.economist.com/node/18743951>

Session 7 – May 13 – Branding and Promotion Strategy, Go-to-market Strategy**Lecture Topics**

- Branding Strategy
- Stories
- Brand Names
- Promotion Strategy
- Social Media

- Go-to-market strategy - putting it all together

Reading

- “*Winners Take All*” Rule 4 – Have a Good Story, Communicate it Clearly

News / Media

- “Nest’s Smarter Home”, MIT Technology Review, Feb 15, 2013,
<http://www.technologyreview.com/featuredstory/511086/how-nests-control-freaks-reinvented-the-thermostat/>

Video

- “Dolphin Babies”, SunRun <http://www.youtube.com/watch?v=-HtC03VztyQ>

- “Get a Mac” - The Complete Campaign, AdWeek

<http://www.adweek.com/adfreak/apples-get-mac-complete-campaign-130552>

Course Project Due – May 18

Session 8 – May 20 – Course Project Presentations

Course Project Presentations

Reading

- “*Winners Take All*” Rule 9 – You’re Doing Great. Congratulations. Now Change or Die!