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 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 -

Optional - After Class Reading

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

Video
- Industrial Robots: “Meet Baxter” http://www.youtube.com/watch?v=rjPFqkFyrOY

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

Video:

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:

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:

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

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

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!