



Ch1. 하이테크 마케팅의 이해

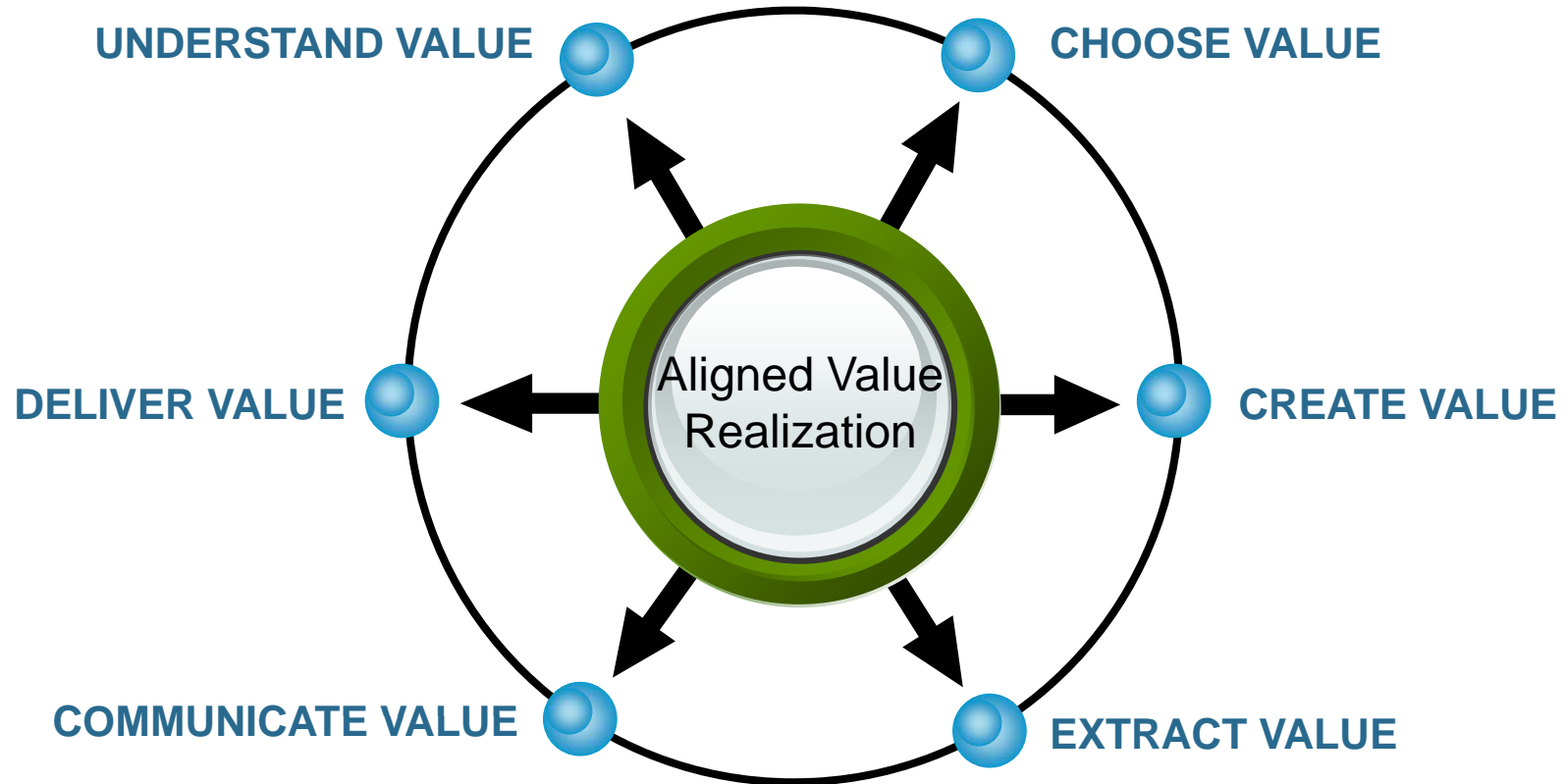




What is High-Tech Marketing?

- “도대체” 마케팅이란 무엇인가?
 - Key words
 - Definition
 - Marketing Process: 3C – STP – 4P
 - 마케팅을 잘 한다는 것

Marketing = Value Realization Process*



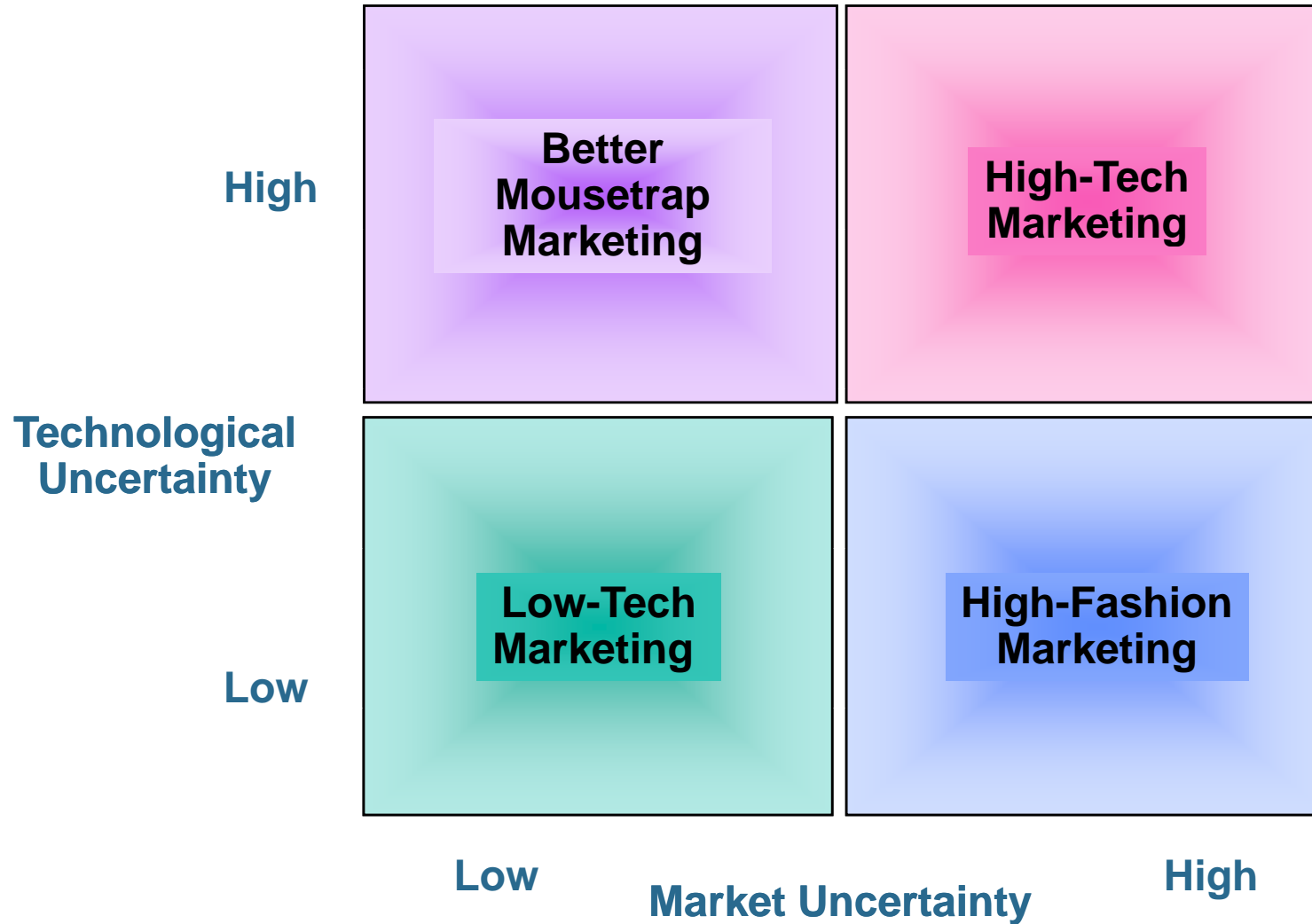
*IBM Value Realization Model

What is High-Tech Marketing?

- 하이테크 상품이란 무엇인가?
 - any product manufactured with some type of advanced (cutting edge) technology
 - high-tech industry sectors
 - characteristics of high-tech products



How Different is HTM?



Source: Moriarty and Kosnik (1989)



Market Uncertainty

- **시장불확실성**
 - Ambiguity about the type and extent of customer needs that can be satisfied by the technology
- **시장불확실성의 원천**
 - What needs might be met by new technology?
 - How will needs change in the future?
 - Will the market adopt industry standards?
 - How fast will the innovation spread?
 - How large is the potential market?



Technological Uncertainty

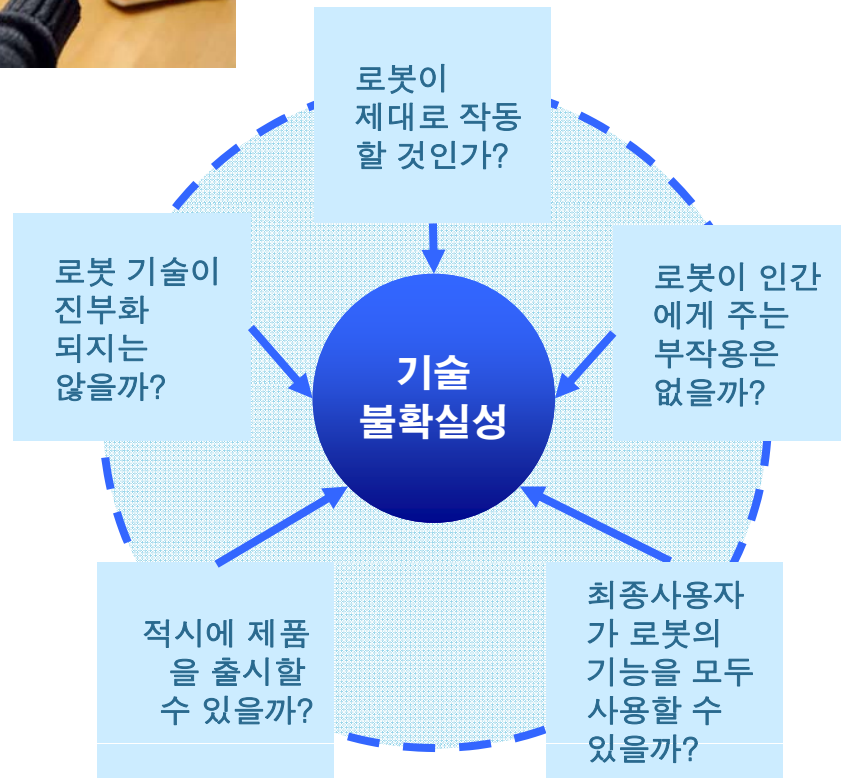
- **기술불확실성**
 - Ambiguity about the extent of technological performance to keep the promise to customers
- **기술불확실성의 원천**
 - Will the new product function as promised?
 - Will there be any side-effects?
 - Will the vendor give high-quality service?
 - Will the delivery time be met?
 - Will new technology make ours obsolete?



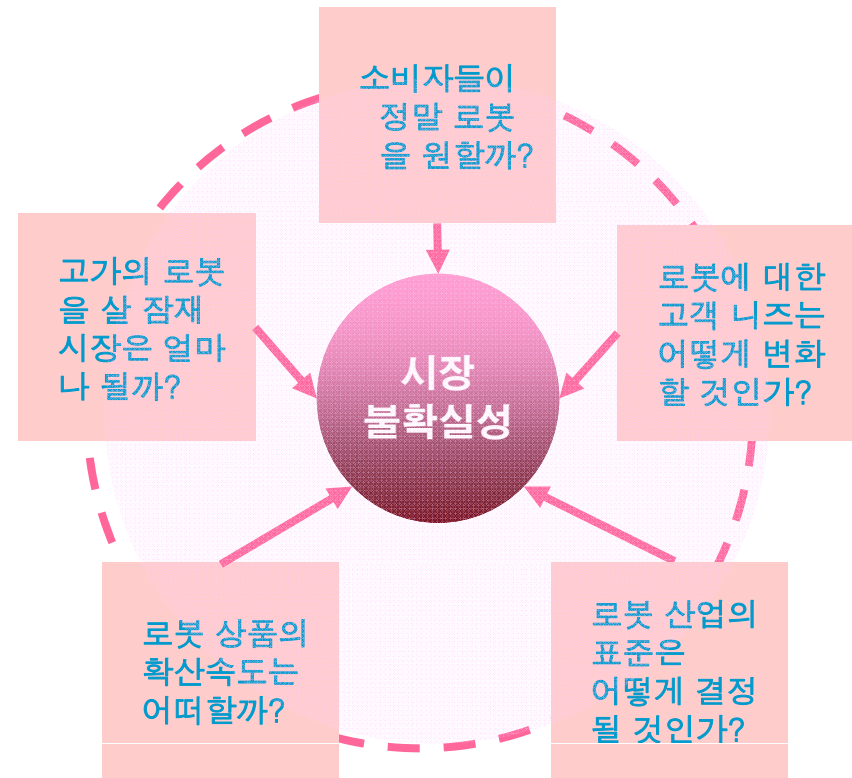
Waiting for PlayStation The worst-kept secret in the video game galaxy is out: **Sony** confirmed on Mar. 15 that the **PlayStation 3** won't hit stores until November, instead of spring. The new system, critical to Sony's attempt to win the battle for the living room, will do just about everything but tie your shoes, and game czar **Ken Kutaragi** concedes that packing tons of new technology into one box has proven daunting—and costly. Delaying the launch to prevent glitches may be smart, but it means that **Microsoft's Xbox 360** will have almost a year's lead, and **Nintendo's Revolution** could blast off earlier than PS3, too.

See "Sony's Delay of Game," www.businessweek.com/go/tbw

예: 로봇산업의 불확실성



기술 불확실성의 원천



시장 불확실성의 원천

Critical Issues under High Uncertainty

High uncertainty warrants a new paradigm.

- **경영관리Skill set의 확대: Tech & Business**
 - Dream Team
- **지식과 경험의 진부화:**
 - 예견(foresight)과 예측(forecasting)의 중요성
 - 과감한 결단과 실행
- **기업간 파트너십, 인수는 필수전략**
- **“변화의 연속성”을 위한 Fundamental에 집중**



“새로운” 마케팅이 필요하다

■ 하이테크 마켓은 다르다

- 하이테크 상품은 새로운 시장을 만든다
 - Create and Own! (vs. Divide and Own)
- 높은 시장불확실성과 기술불확실성
- 상품기획 및 개발의 어려움
 - 시장지향성의 재정의 (시장조사의 한계)
 - 기능간 연계 중요: 마케팅-생산-연구개발
- 하이테크 소비자의 행동
 - Greater Heterogeneity in Value, Attitude, Behavior
 - Adoption delay and the “Chasm”
- 경쟁전략 수립의 어려움: competitive volatility
 - 누가 (어느 제품이) 경쟁자가 될 것인가?





하이테크 기업의 시장지향성

- 하이테크 기업들은 시장지향적인가?
- 시장지향성이 바람직한가?
 - Technology push vs market pull
- 시장지향성의 숨겨진 함정과 고도의 시장지향성 추구
 - Judiciously ignore what customers *say*, and rather, watch what they *do*.
- 고객 중심적 사고는 여전히 중요!
 - High-Tech has to Stay Humble (BW 2004/2/9)
 - Find out what customers want
 - Make customers co-creators
 - Deliver technology as a service
 - Revamp the sales force

- “Marketing is Everything”
(McKenna '91)
- “The End of Marketing”
(McKenna '00)



“Companies that continue to see marketing as a bag of tricks will lose out in short order to companies that stress substance and real performance.”

Regis McKenna

“Marketing Is Everything”

Harvard Business Review

January–February 1991

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FEATURES

The End of Marketing

Regis McKenna, the patriarch of modern marketing, predicts the demise of marketing, the end of branding, and other things to keep you awake at night.

By [Susan Kuchinskas](#), October 30, 2000

It's hard to overstate the impact of marketing maven Regis McKenna on modern corporate image making. McKenna is chairman of [The McKenna Group](#), a busy consulting group in Palo Alto, Calif., that works with New Economy companies. But he's not just another money-mad shyster consultant preying on the fears of companies going online. Unlike most marketing consultants involved with Net clients, McKenna has been around since the beginning. The very beginning, when Silicon Valley consisted of fruit orchards and a handful of computer startups, and the Internet was only used by a few government computer geeks.

To say that Regis McKenna is the father of high-tech marketing is to say too little. During his 30-year career, McKenna has assisted in the birth of many of today's computer giants, including America Online, Apple Computer, Compaq Computer, Microsoft, National Semiconductor, and



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마케팅은 정말 돌아가셨을까?

