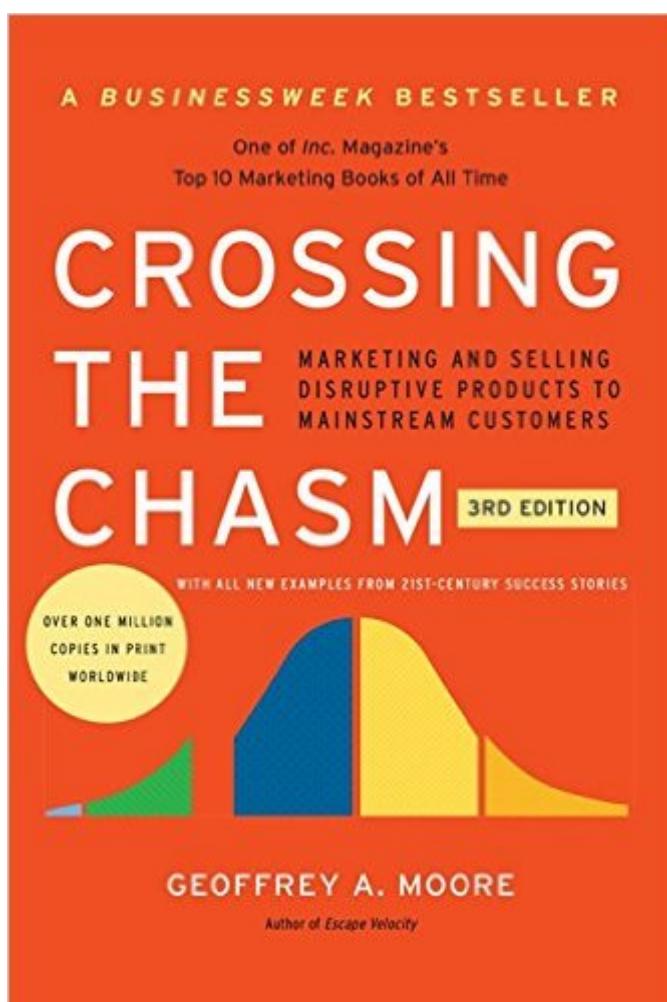


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# Crossing The Chasm, 3rd Edition: Marketing And Selling Disruptive Products To Mainstream Customers (Collins Business Essentials)



## **Synopsis**

The bible for bringing cutting-edge products to larger marketsâ "now revised and updated with new insights into the realities of high-tech marketingIn Crossing the Chasm, Geoffrey A. Moore shows that in the Technology Adoption Life Cycleâ "which begins with innovators and moves to early adopters, early majority, late majority, and laggardsâ "there is a vast chasm between the early adopters and the early majority. While early adopters are willing to sacrifice for the advantage of being first, the early majority waits until they know that the technology actually offers improvements in productivity. The challenge for innovators and marketers is to narrow this chasm and ultimately accelerate adoption across every segment. This third edition brings Moore's classic work up to date with dozens of new examples of successes and failures, new strategies for marketing in the digital world, and Moore's most current insights and findings. He also includes two new appendices, the first connecting the ideas in Crossing the Chasm to work subsequently published in his Inside the Tornado, and the second presenting his recent groundbreaking work for technology adoption models for high-tech consumer markets.

## **Book Information**

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## **Customer Reviews**

As Geoffrey Moore explains, in the first two editions of this business "classic" and once again in this new one, his purpose is to answer "in considerable detail" two questions: Why can't the same skills applied so effectively in other areas also be applied when marketing high technology? And what is it

going to take to get it right? The "chasm" to which Moore refers is a metaphor for this phenomenon: "the rapid acceleration in market development followed by a dramatic lull, occurring whenever a discontinuous innovation is introduced - [one that] drives all emerging high-tech enterprises to a point of crisis where they must leave the relative safety of their established early market and go out in search of a new home in the mainstream. These forces are inexorable - they will [begin italics] drive [end italics] the company. The key question is whether management can become aware of the changes in time to leverage the opportunities such awareness confers." In other words, "The chasm is a drastic lull in market development that occurs after the visionary market is saturated and pragmatists will not buy into a discontinuous technology unless they can reference other pragmatists, thus the catch-22. Pragmatists dependent exclusively on references from others in their own industry and are highly support-oriented." Many business plans are based on a traditional Technology Adoption Life Cycle, a smooth bell curve of high tech customers, progressing from Innovators, Early Adopters, Early Majority, Late Majority, and finally Laggards.

There are plenty of other reviews out there that will go through the great material in this book around different market segments described in different sections of the bell curve, etc. My problem with this book is the toxic underlying attitude. There is a subtle but persistent refrain throughout the book that marketing is the only truly valuable profession in high tech and needs to manage less talented/valuable colleagues that is completely toxic. Some examples of this philosophy include: (1) the patronizing attitude around how to deal with problematic sales and engineering staff while crossing the chasm (Conclusion - Organizational Decisions: From Pioneers to Settlers) and the examples of how marketing is unfairly blamed for product failures (Introduction), (2) the implication that developers are greedy, unfairly want credit for the product they helped build, but that they don't deserve value and that's okay because the company is better off without them anyway (Conclusion - Compensating Developers) (3) the suggestion that we need new marketing people as we enter mainstream so that we aren't bound by the promises made to customers earlier by the Product Manager--to be fair, there's a note that these promises will \*eventually\* be fulfilled or negotiated away (Conclusion: The Whole Product Manager). Excerpt p. 234: "To sum up, at the beginning of the chasm period, the organization is dominated by pioneers, with strong powers invested in a few top-gun salespeople and product managers. By the time we are into the mainstream market, that power should be distributed far more broadly...this gradual dissemination of authority will ultimately frustrate the pioneer contributors, hampering their ability to make quick decisions and rapid responses.

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