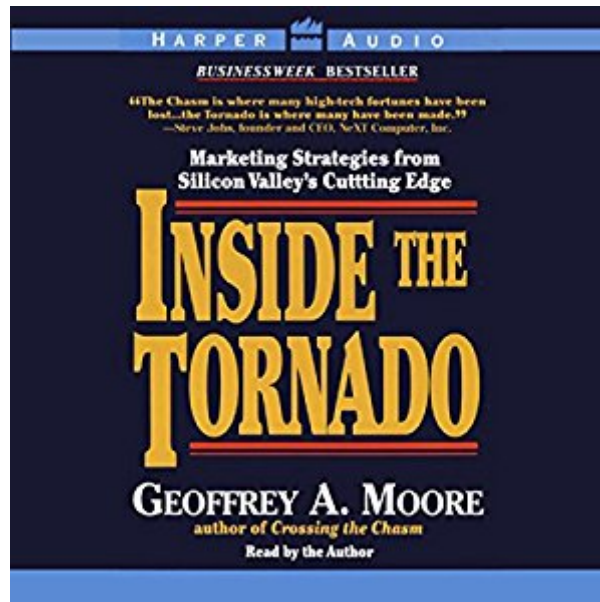


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# Inside The Tornado



## Synopsis

"The chasm is where high-tech fortunes are lost... the tornado is where they are made."-- Steve Jobs, Founder & CEO, Next Computer, Inc. Now, in this fascinating sequel, Moore shows how to capitalize on the profit-rich niches and hyper-growth markets beyond the chasm. Continuing to chart the impact of the Technology Adoption Life Cycle, he explores its effects not just on marketing but on overall business planning, especially strategic partnerships, competitive advantage, positioning and organizational leadership. Moore's most startling lesson is: "As markets move from stage to stage in the Life Cycle, the winning strategy does not just change -- it actually reverses the prior strategy. The very skills that you've just perfected become your biggest liabilities; and if you can't put them aside to acquire new ones, then you're in for tough times." As challenging as this lesson is to apply, Moore leads the way. Using actual examples of cutting-edge firms, he applies the Life Cycle model to all aspects of managing a market-focused business strategy, including how to manage people effectively through each phase of the cycle. There are significant management implications: Chasm-crossers who love the customer intimacy of niches may rebel against the depersonalizing power of the tornado; tornado managers who relish the gales of hyper-growth may resist the inevitable return to the niche, in the guise of mass customization, once the rush to the new paradigm subsides. All industries relying on technology -- not just computer hardware, software and telecommunications, but entertainment, publishing, broadcasting, banking, insurance, health care, aerospace, defense, utilities, pharmaceuticals and retail -- must master Moore's lessons to see the year 2000. If you are marketing technology-based products or managing the people who do, then you will find yourself Inside the Tornado. --This text refers to an out of print or unavailable edition of this title.

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## Customer Reviews

Inside the Tornado is the 1995 sequel to the 1991 book, Crossing the Chasm. Inside the Tornado repeats the arguments of Crossing the Chasm, and adds three new stages of how to manage a business during the lifecycle of a technology. While Crossing the Chasm was primarily about marketing with some strategy emphasis, this book reverses the emphasis. I recommend the 1999 paperback version because it contains a new introduction that serves better as a helpful afterword to the book, as Mr. Moore suggests, in updating it for the Internet. In Crossing the Chasm, Mr. Moore successfully argues that new technologies first attract customers who love technology, and will try anything. If you succeed with that group, you will next attract visionary customers who will want to use the technology to steal a march on their competitors. After that comes the chasm, getting into broad acceptance. Many technologies never make it. The method to cross is described in Inside the Tornado as the bowling alley. You pick a few key segments that may reflect the needs of other segments. By providing custom solutions for these segments, you create a ricochet effect into striking good solutions for other niches. The analogy is to the way that after the bowling ball first hits the one and three pins (for right handers) and then continues on to take out the five pin, those three pins hit the pins behind them, which in turn go backward to take out the pins in the final row, until you have a strike. The tornado is the period of mass market acceptance. This is when there is a lot of demand as everyone who decides about infrastructure adopts the new standard simultaneously. You have to standardize, get your costs down, and ship at low prices. Your strategy is just the opposite of the bowling alley period.

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