

# PRODUCT STRATEGY FOR HIGH TECHNOLOGY COMPANIES BY MICHAEL MCGRATH



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Product Strategy for High Technology Companies 2nd Edition Michael E. McGrath

[CATEGORY] Management

[HEAD] How Today's High-Tech Leaders?Microsoft, Intel, Motorola, and Others?Continue their Dominance in an Increasingly Competitive Marketplace.

Companies looking to make a mark in today's crowded high-tech battlefield need two primary elements: a distinctive product and a powerful product strategy. Without both, they simply won't survive. Product Strategy for High Technology Companies, 2nd Edition, is today's only book on product strategy written specifically for high-tech companies. Updated and revised to encompass everything from changing product strategies to Web-based technologies, this forward-thinking book provides page after page of market-tested strategies and techniques that include:

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And far from offering a one-sided viewpoint of the marketplace, author Michael McGrath draws on his nearly quarter-century of experience to relate how product strategy works in the real world. McGrath discusses the strategies that allowed Amazon to create and launch numerous products in record time?and their plans for continuing this cycle of innovation and growth. He examines how companies such as Motorola were able to successfully leverage existing product lines, while others such as Wang quickly failed and disappeared.

Product Strategy for High Technology Companies is nothing less than a template for growth in the brutally competitive arena of high technology. Candid, comprehensive, and generous in its use of real-life examples to illustrate strategic realities, it shows today's emerging technology challengers how to build a solid strategic foundation, leverage the strengths of that foundation, then build from it to assume and maintain a position of leadership?today and well into the 21st century.

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One of the key determinants of success for today's high-technology companies is product strategy, and this guide continues to be the only book on product strategy written specifically for the 21st century high-tech industry. More than 250 examples from technological leaders including IBM, Compaq, and Apple, plus a new focus on growth strategies and on Internet businesses, define how high-tech companies can use product strategy and product platform strategy for competitiveness, profitability, and growth in the Internet age.

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51 of 53 people found the following review helpful.

Don't Just Read It, Do it!

By A Customer

After founding a leading market research firm and teaching New Product Development at Harvard, I found this book so compelling that our firm has completed a review of our entire new web research product strategy, and come to some startling and highly productive insights on how to proceed and succeed. It is by far the most practical, in-depth guide to achieving competitive new product development strategies I have ever read.

The book shows clearly how to answer the critical questions: 1) Where do we want to go, 2) How will we get there, and 3) Why will we be successful. It shows how to create a Core Strategic Vision that is the foundation for new product success. And it shows how to use that vision to create highly competitive and profitable product lines, particularly in high technology.

Having tested new product ideas for hundreds of companies over the last 25 years, it is difficult to think of more than a handful who couldn't have benefited from not only reading this book, but doing what it recommends.

55 of 58 people found the following review helpful.

Best Strategic Toolkit Ever Written

By Jon McKay

There are countless strategy books out there. Each one has an overriding framework that the entire book is based on, that often warrants only a 15-page article. This book is loaded with practical frameworks that together provide a thinking and creativity-channeling approach. Better yet, every framework has been proven in practice at dozens of companies by the author's implementation-based consulting firm. Each chapter is filled with examples from a broad range of technology-based companies. When applying these frameworks outside of technology-based industries and large companies just use common sense to strip them down to their essence and don't worry about the fancy techno-speak. You can also use most chapters as stand-alone strategy tools. I personally like "vectors of differentiation" and wonder how so many companies blow it when it seems like common sense. But then again if common sense were common, books like this wouldn't be needed. And then there's the issue of actually implementing what you come up with...

53 of 57 people found the following review helpful.

targeted for core products at large companies

By adam sah

I love this book: the concept of a "vector" for product development is a terrific way to think about competition.

IMHO, this book is a must-read for all product managers, product marketers and people involved in strategic decisions, i.e. all senior executives.

That said, speaking as a five-time startup engineer, the advice and examples in this book seem geared towards the core product lines in larger companies, where you can credibly talk about "two years from now" as opposed to wondering if you'll even be in business, which is also the problem for new product lines at large companies. The experience for the book comes from the PRTM consulting firm, which was made famous for their work with parallel product development at Intel. We hired them in the early days at Inktomi, and found mixed success with their process because we were terrified of immediate failure, and they wanted to talk about version 3. Obviously, there's a successful middle ground because Inktomi was a huge success in



the short term, but ultimately lost its strategic direction.

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