

**Innovation Marketing**  
**(혁신 제품 마케팅)**  
**Part I. Basics & Cases**

**Jaihak Chung (정재학)**  
**Sogang University**  
**([jaihak@sogang.ac.kr](mailto:jaihak@sogang.ac.kr))**



# Quiz (OX)

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- **Who made this?**
  - **Air Conditioner**
  - **Digital Watch**
  - **Milk Pack**
- **Lessons**

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# Chapter 1. Basics Innovation?

# Quiz (OX)

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- **Who made this?**
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  - **Digital Watch**
  - **Milk Pack**
- **Lessons**

시장의 경쟁 역사를 통해 시장의 진화를 이해하자.

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- **시장 진화 4대 패턴**

1. How do markets evolve over time?
2. What triggers market evolution?
3. Why the Curse of Innovation?
4. Why do market leaders collapse?

# New Paradigms in Marketing

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- Why New Markets & Innovative Markets?

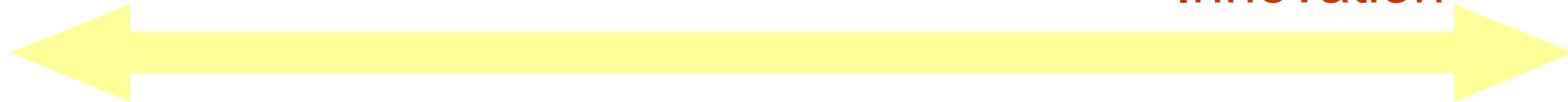
# Really New Product (RNP)?

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**Any products  
with some novel benefits or attributes**

Continuous  
Innovation

Discontinuous  
Innovation



Variation  
(Product Line  
Extension)

Yogurts

Upgrade  
(New Model)

Intell P4

RNP

HSDPA  
DMB  
IPTV  
WIBRO

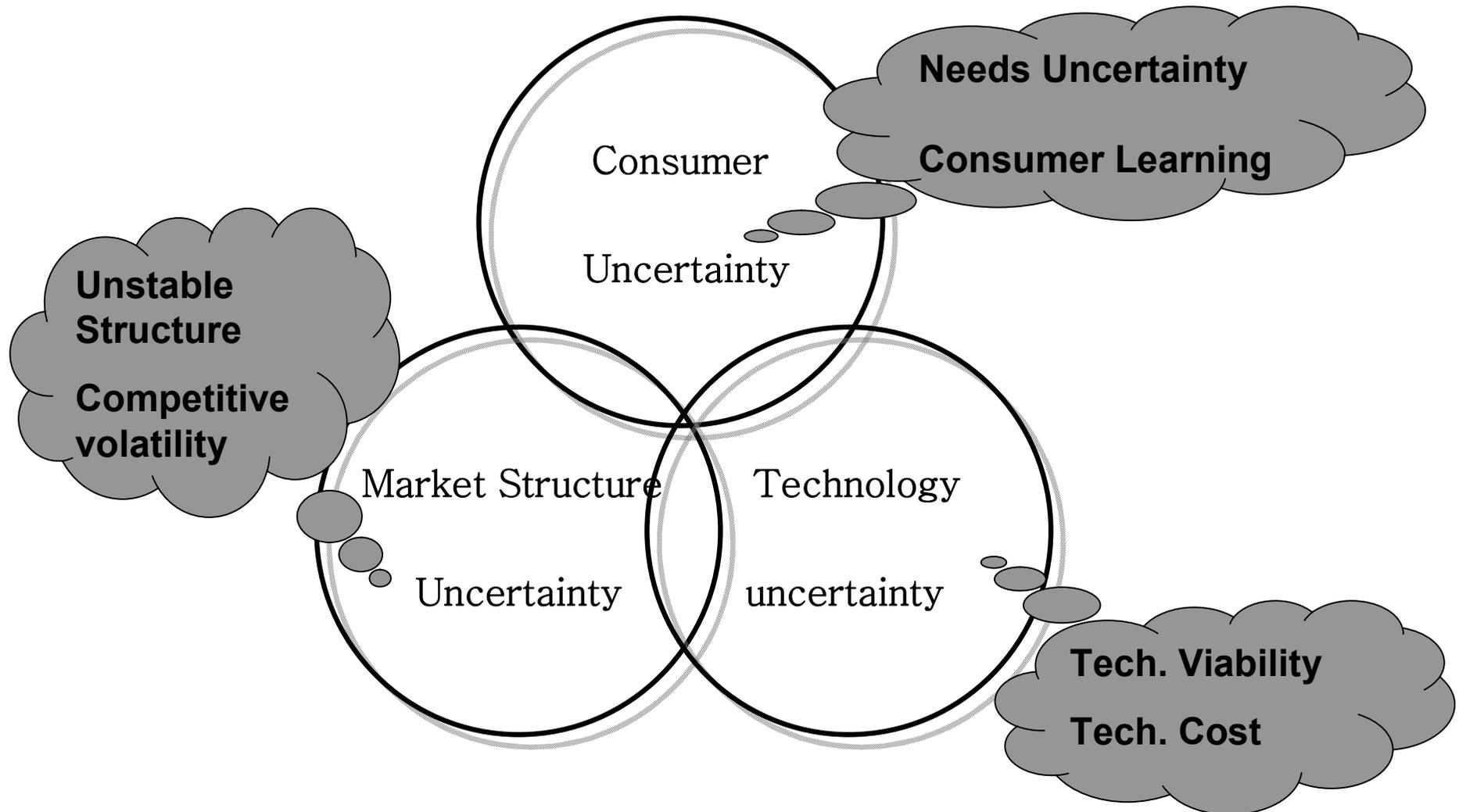
# Innovation or High-tech Market?

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**“Any market based on  
RNPs with a significant  
level of market  
uncertainty”**

# Uncertainty in Innovation Market?



# What is Innovation Marketing?

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# Then, is Innovation Marketing different from standard marketing?

- Market Characteristics

Major Customers: Innovator, Early Adopter vs. Majority  
Major Firms: Gorilla Market Vs. King

- Marketing Goal:

– Sales/Diffusion > Market Share > Profit

- Strategy: Premarketing,  
Turbulence Marketing

- New Market Research

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How can you create a new market?

혁신 제품의 탄생:  
아담과 이브

# Innovative Products?

“Any product which “can” create or change consumption cultures by providing novel benefits or by reducing consumption costs”

“소비자/사용자에게 기존에 제공하지 못하던 새로운 benefit을 제공하거나 (Really New Product) 기존 효용의 소비/획득에 필요한 핵심 획득 비용을 획기적으로 감소 또는 제거함으로써 궁극적으로는 소비/사용 패턴의 변화를 실질적으로 야기할 “수” 있는 모든 제품”(정재학 2004)

(e.g.) D.C./ Robot vacuum cleaner/beatbox music phone

# How were they born? 혁신 제품 어떻게 만들어졌나?

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A. Consumer needs:

B. By chance:

C. NPD Failure:

D. Technology:

# Who creates new markets?

## 시장의 탄생

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*“In the beginning, God created the heavens and the earth.*

*.....”*

### **A. Who creates markets?**

**Outsider Theory: iphone, Air Conditioner, Bendable straw, Jeans,**  
**Insider Theory: wibro(wi-fi)**

### **B. Why?**

**Outsider:**

**Insider: Leader**

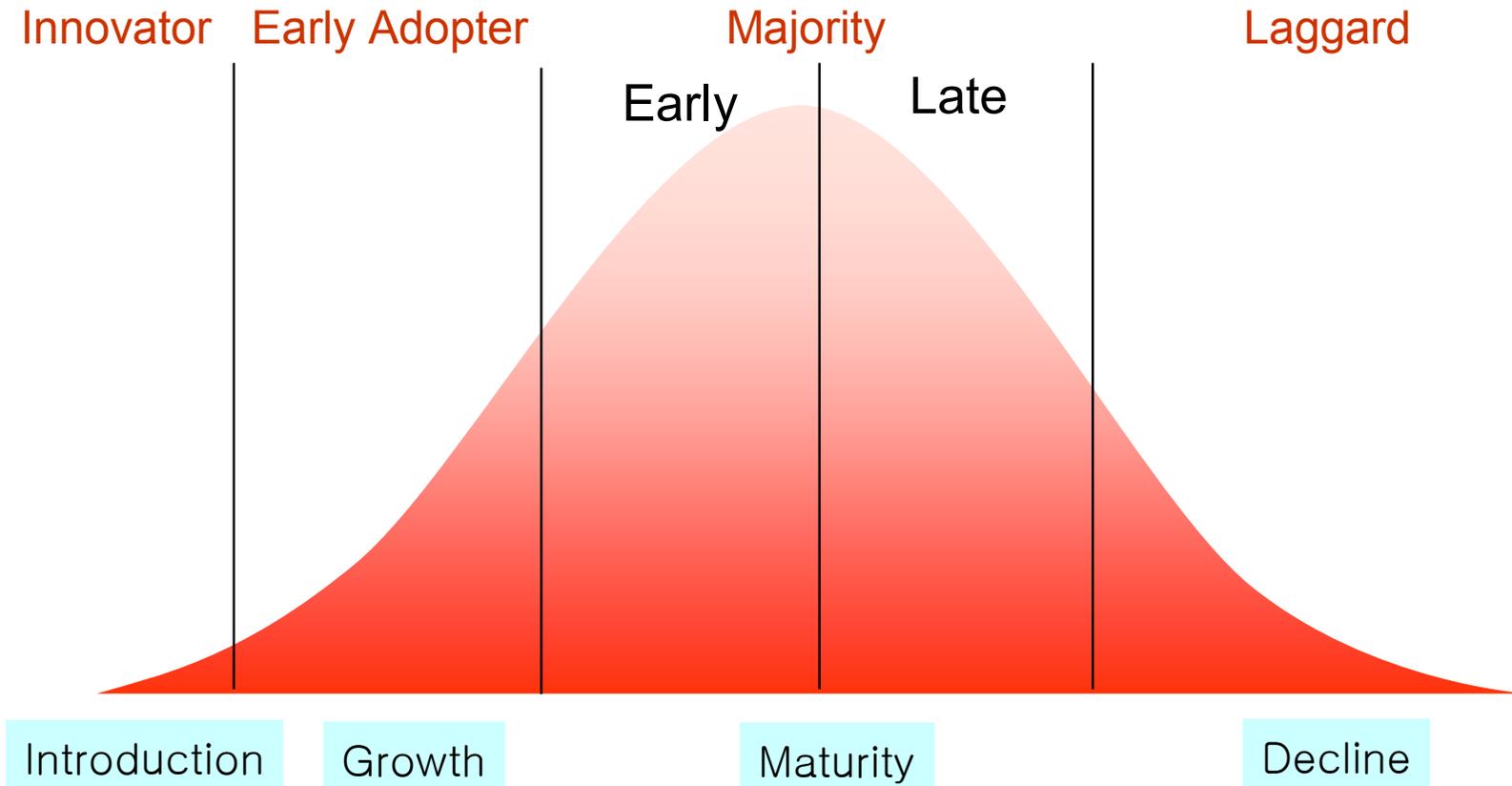
**Challenger**

# The Characteristics of Innovative Products

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- A. Disruptive tech:
- B. One-to-many relationship
- C. Slow introduction & Fast Growth
- D. New Consumption Culture
- E. Risk Sensitivity
- F. New Market Structure & Single Segmentation Approach
- G. Chasm

# 시장의 탄생, 성장 그리고 쇠퇴 (Market Life Cycle)

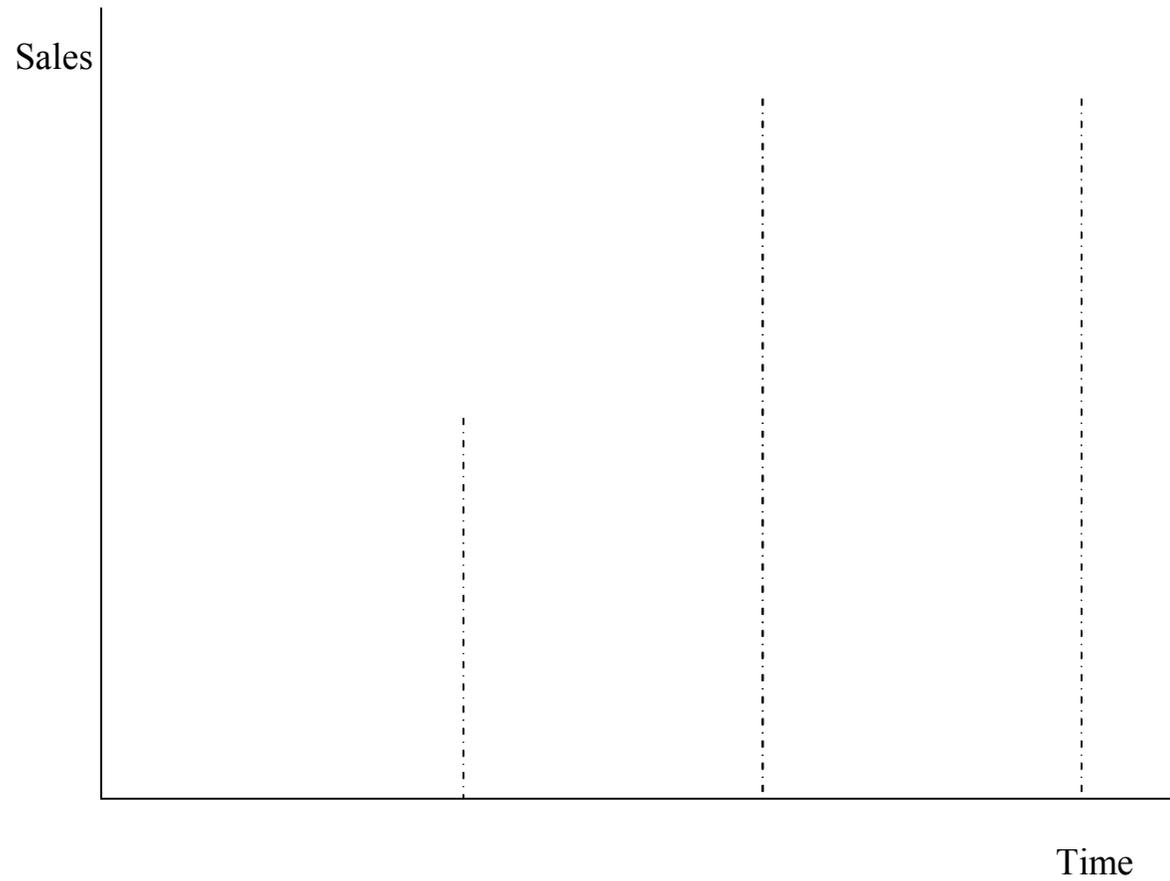


Where are the following products?

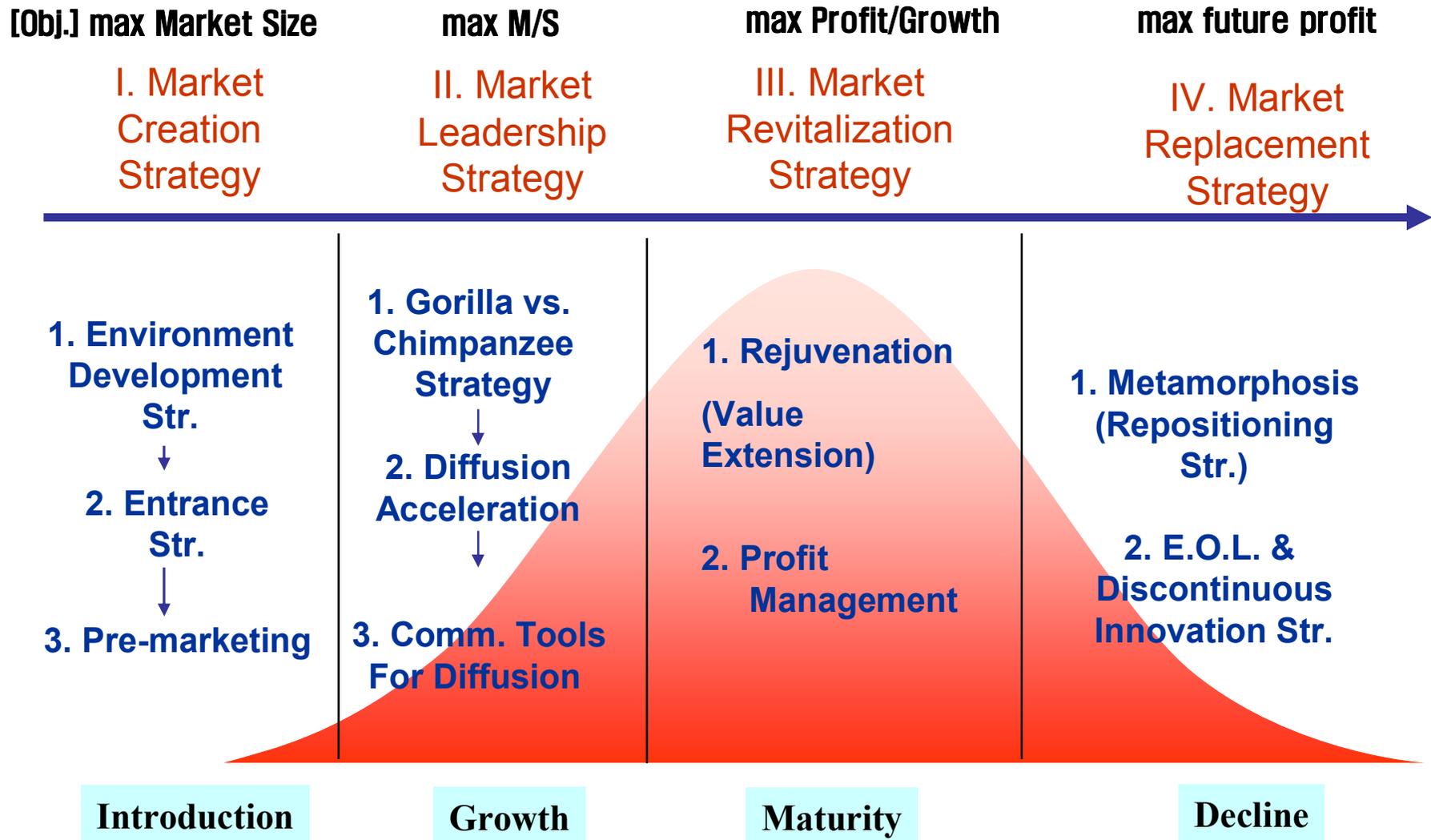
Typewriter/ MP3player/ floppy diskette/ PDA/ PC/ cellular phone ?

# The Evolution of Market Competition

## 경쟁 방식의 진화

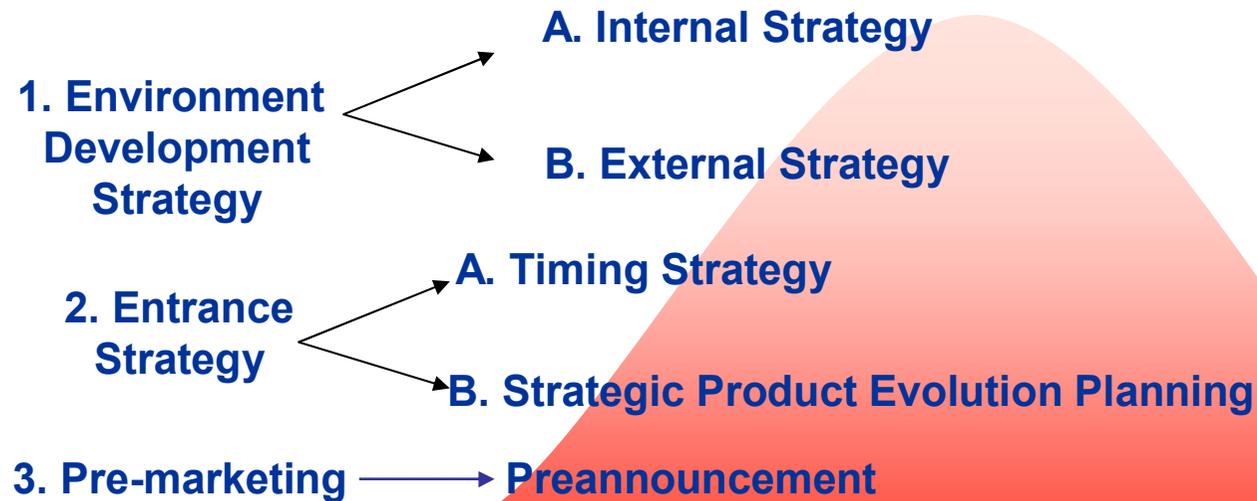


# Strategy Menu: Key Strategic Decisions (Chung 2009)



# Part I. Market Creation Strategy

- Strategic Question: How to create what kind of markets?  
어떻게 시장을 만들어 낼 것인가?



Introduction

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# Environments for Successful New Product Development

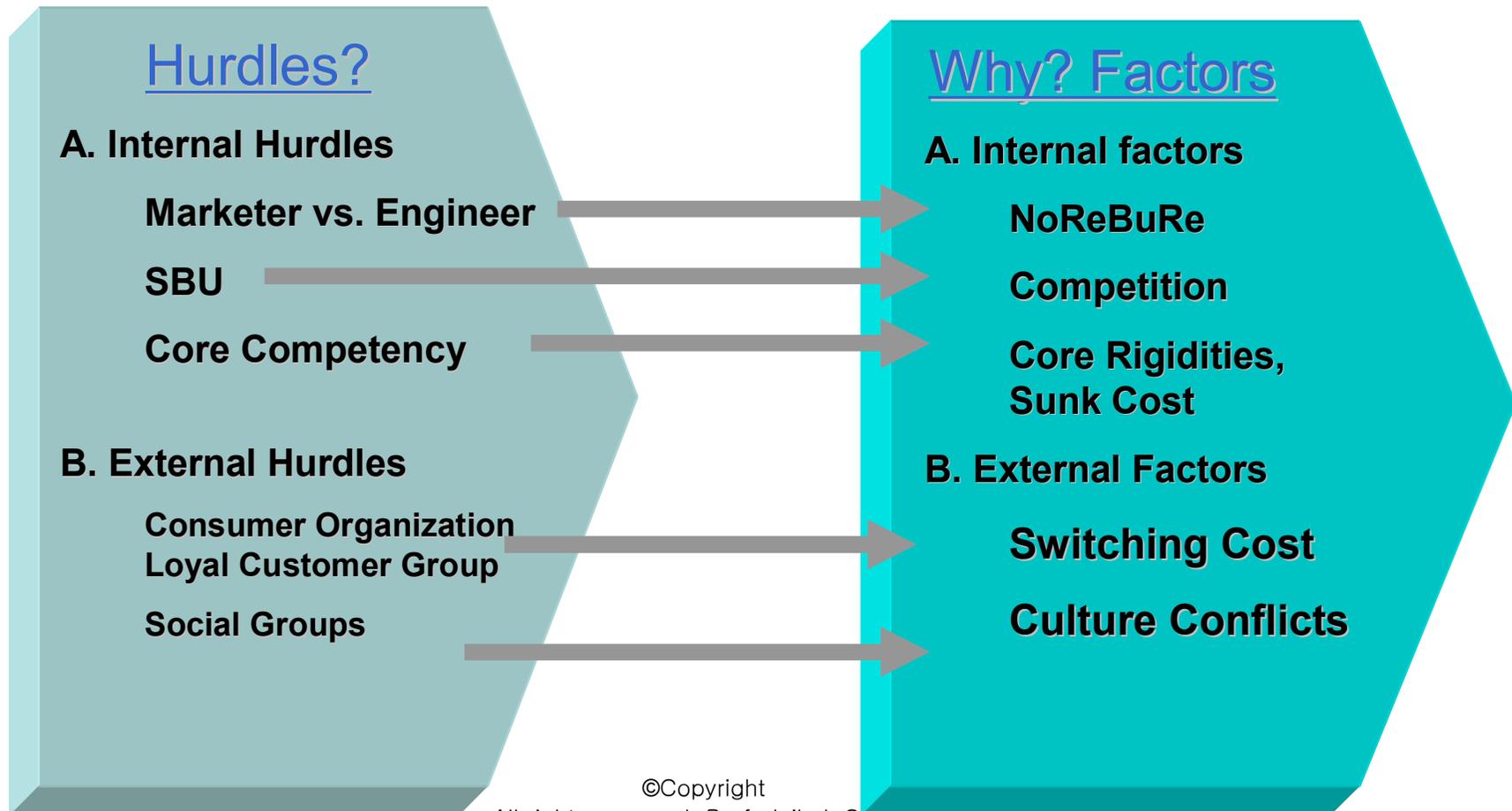
**혁신적 신제품 개발이 가능한 조직 환경을 만들자.**



# 1. Environment Development Strategy

“왜 혁신은 내부적으로도 탄압을 받는가?”

## Mega Org. Culture & Policy



# Working Solutions?

NoReBuRe,  
부서 갈등과 견제, 단기 이윤 중심 고과  
어떻게 극복할 것인가?

- Internal Enemies: Conflicts with other SBU
  - \* Marketer vs. Engineer Conflicts: NoReBu  
Product Championship
  - \* SBU: Core Competency→Core Rigidities  
Skunk works (IBM)
- Motivation Policy: Only profit-based evaluation?
  - \* 3M: 30%/4 Rules & 15%/ Rules
  - \* Failure Experience Party(실패 위로 파티)
- Systematic Innovation Process Management
  - 3M Acceleration
  - GE NPI Process
  - Crowd Sourcing (IBM Innovation Jam)



# New Trends: Crowd sourcing

## Crowd sourcing



- Jeff howe 가 2006년 wired 에서 첫 소개
- 프로페셔널이 제공하는 지식을 공유하여 아마추어와 함께 파괴적인 혁신을 이루는 경영 방법.



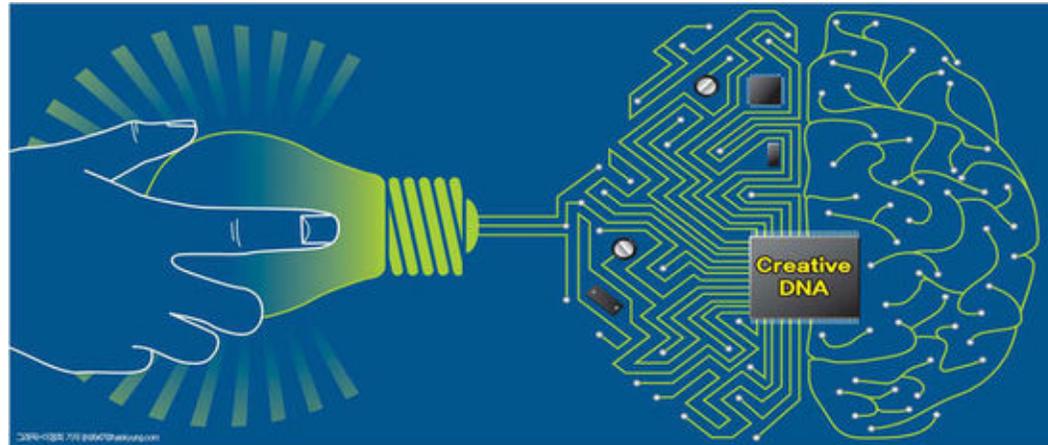
### The Crowdsourcing Process *In Eight Steps*



Image by Darin C. Brabham | [www.darincbrabham.com](http://www.darincbrabham.com)

## (2) Open System

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- Nexon: Hurdle system
- Pixar: Story Committee
- NHN: Online marketplace, 'IDO'
- P&G: (C&D:Connect+Development)

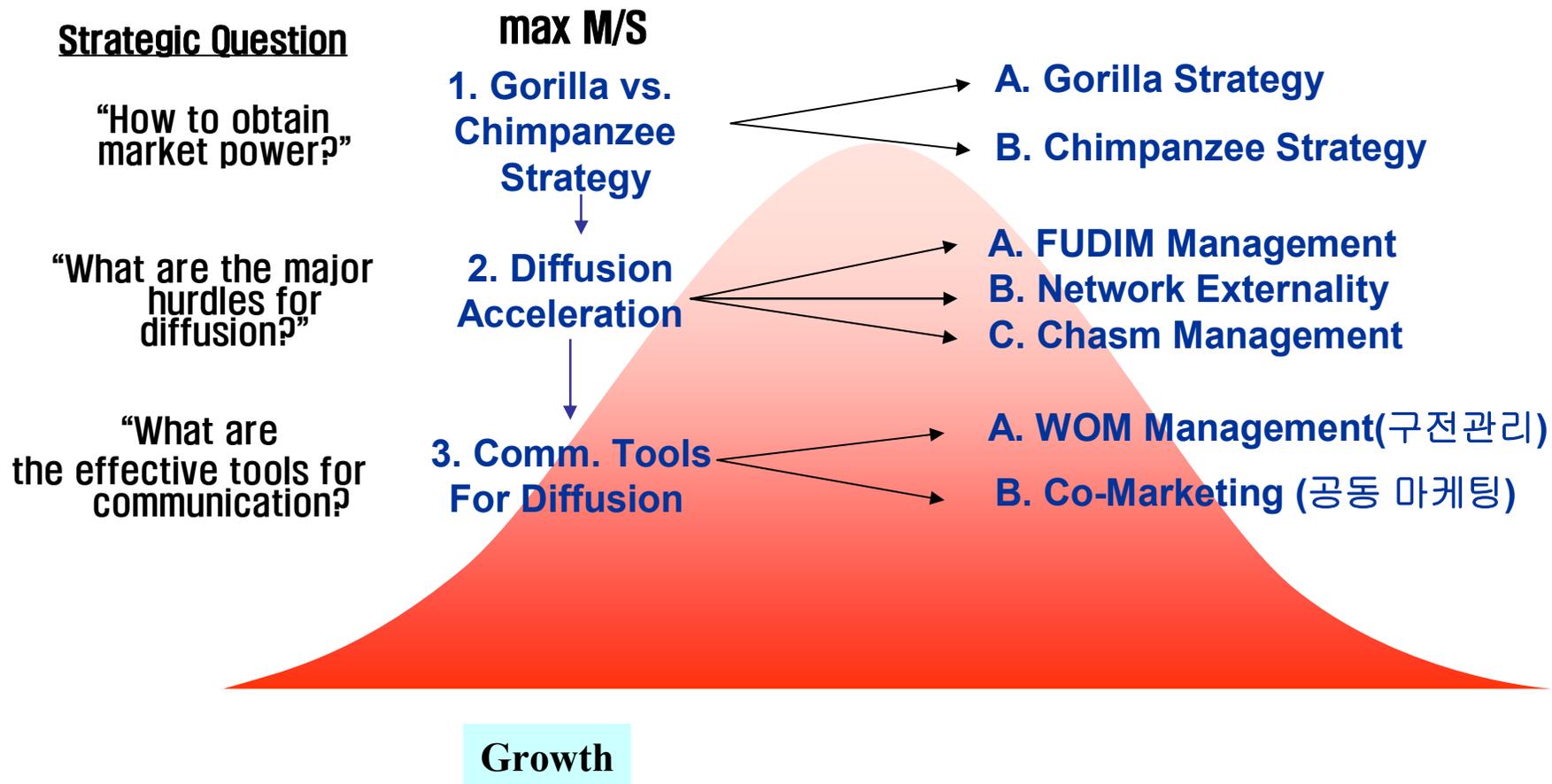
# Lego Mindstorm

- LEGO Mindstorms is a line of [Lego](#) sets combining programmable bricks with [electric motors](#), [sensors](#), [Lego](#) bricks, and [Lego Technic](#) pieces (such as [gears](#), [axles](#), and [beams](#)).
- Mindstorms originated from the programmable sensor blocks used in the line of educational toys.
- The first retail version of Lego Mindstorms was released in 1998 and marketed commercially as the Robotics Invention System (RIS). The current version was released in 2006 as [Lego Mindstorms NXT](#).
- [http://en.wikipedia.org/wiki/Lego\\_Mindstorms](http://en.wikipedia.org/wiki/Lego_Mindstorms)
- The FIRST Lego League (also known by the acronym FLL) is an international competition [\[1\]](#) for elementary and middle school students (ages 9–14 in the [USA](#) and [Canada](#), 9–16 elsewhere). [\[1\]](#) It is arranged by the [FIRST](#) organization.



# Part II. Market Leadership Strategy

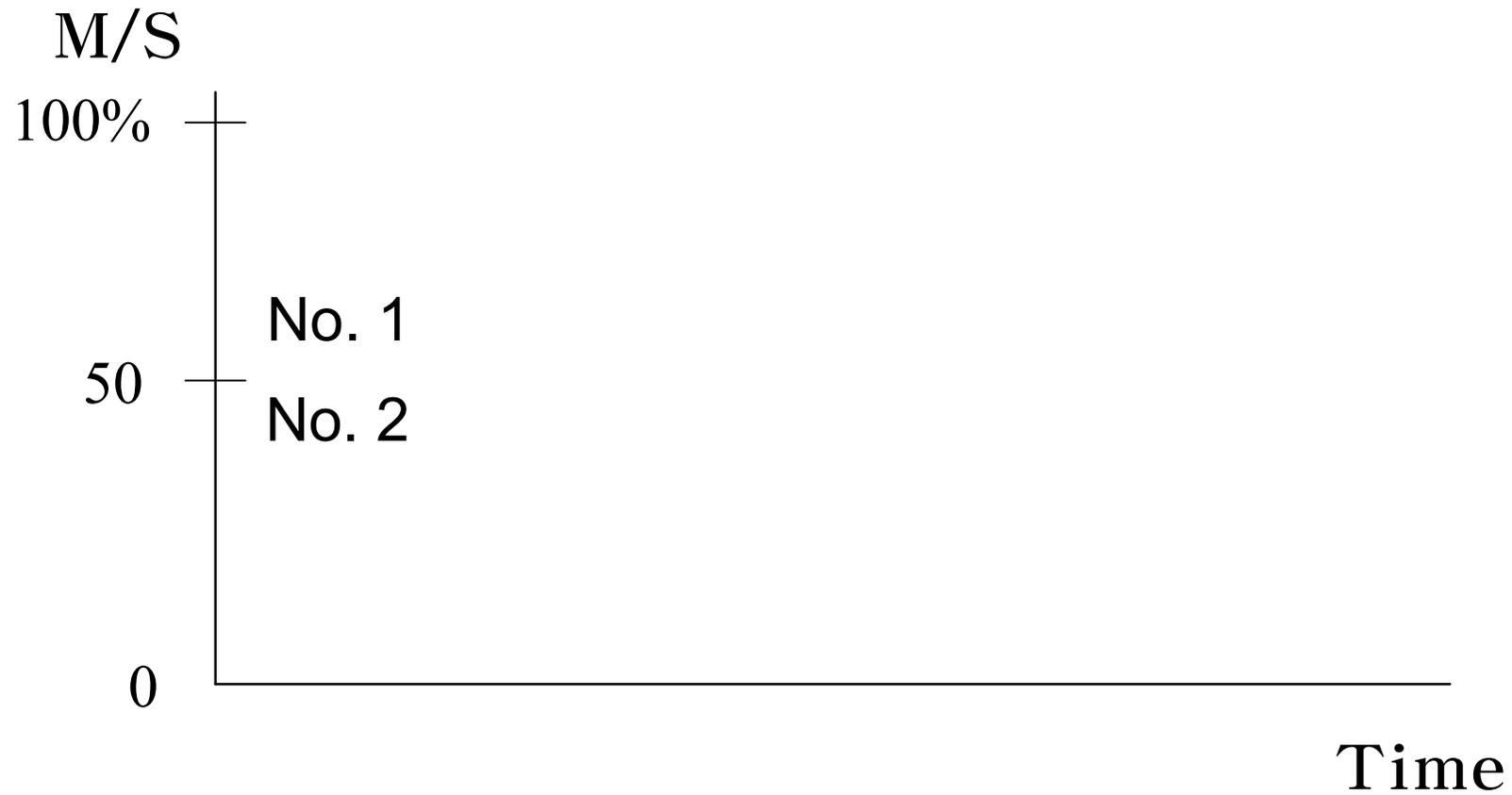
- Strategic Question:  
“How to dominate the market and  
How to accelerate product diffusion ?  
어떻게 시장 확산을 가속화시키고, 시장을 주도할 것인가?



# 1. Gorilla vs. Chimpanzee Strategy

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To Reduce Market Chaos/Uncertainty  
To Reduce Market Risk (Current & Future)



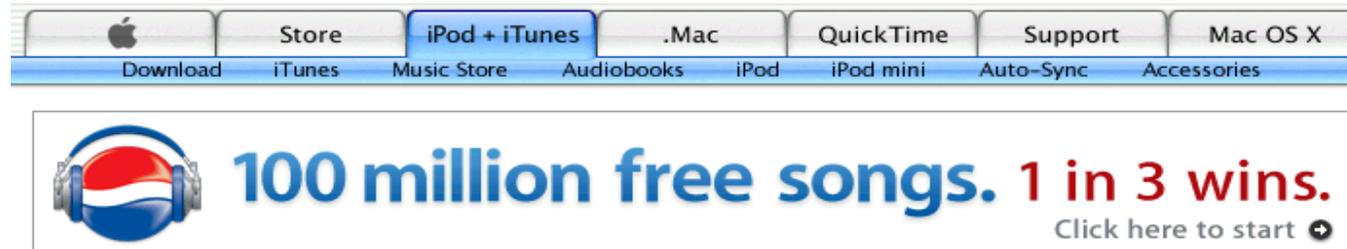
# Consumers want Gorilla!

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- Gorilla?
  - The leading company  
(Jeff Tarter)
- Why do consumers want Gorilla?
  - To Reduce Market Chaos/Uncertainty
  - To Reduce Market Risk (Current & Future)
- (예) Microsoft, IBM

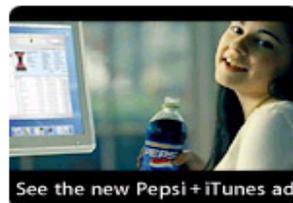
# Co-Marketing Case: iTunes + Pepsi Cola

'I Fought the law'

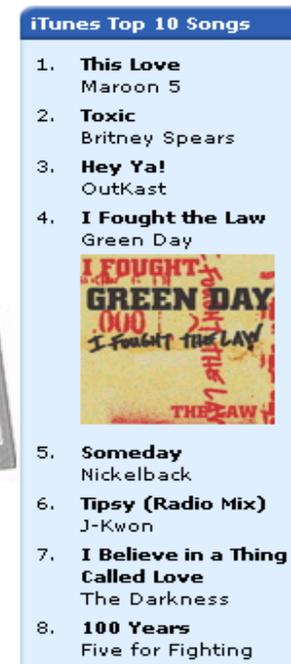


The image shows the top navigation bar of the iTunes website with tabs for Apple, Store, iPod + iTunes, .Mac, QuickTime, Support, and Mac OS X. Below the navigation bar is a promotional banner featuring the Pepsi logo with headphones and the text "100 million free songs. 1 in 3 wins." with a "Click here to start" button.

Welcome to the digital music revolution.



iTunes  
Download now  
For Mac and Windows  
The world's best digital jukebox is now for Windows, too.



iTunes Top 10 Songs

1. **This Love**  
Maroon 5
2. **Toxic**  
Britney Spears
3. **Hey Ya!**  
OutKast
4. **I Fought the Law**  
Green Day
5. **Someday**  
Nickelback
6. **Tipsy (Radio Mix)**  
J-Kwon
7. **I Believe in a Thing Called Love**  
The Darkness
8. **100 Years**  
Five for Fighting

## B. Chimpanzee Strategy?

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- Two Options: Wait ? Or Kill the Gorilla?
- Key Marketing Tools: Co-marketing
  - A. Bundling: Piggyback Strategy
  - B. Product Standardization



# Summary

끊임없이 변화하는 시장 속에서  
우리가 필요로 하는 마케팅 신 경쟁력은 무엇인가?

**1. Consumer Insight? No, Consumer Instinct!**

**2. Innovation-friendly Company**

**3. Market driven strategy? No Market-driving Strategy!**



**마지막 한 마디...**

“좋은 아이디어가 아무리 많아도  
이를 촉진하고 관리해주는 제도적 장치와 조직  
문화가 없다면 아무 의미가 없다.”