



Inside the Tornado: Strategies for Developing, Leveraging, and Surviving Hypergrowth Markets

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In this, the second of Geoff Moore's classic three-part marketing series, Moore provides highly useful guidelines for moving products beyond early adopters and into the lucrative mainstream market. Updated for the HarperBusiness Essentials series with a new author's note.

Once a product "crosses the chasm" it is faced with the "tornado," a make or break time period where mainstream customers determine whether the product takes off or falls flat. In *Inside the Tornado*, Moore details various marketing strategies that will teach marketers how reach these customers and how to take advantage of living inside the tornado in order to reap the benefits of mainstream adoption.

Inside the Tornado: Strategies for Developing, Leveraging, and Surviving Hypergrowth Markets Details

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From Reader Review Inside the Tornado: Strategies for Developing, Leveraging, and Surviving Hypergrowth Markets for online ebook

Adam Zabell says

TL;DR - exquisite description of the market, but nothing felt earth-shattering

Best part about the book is that it gives every reader a common language for describing what they're going through and how they need to remodel their approach to grow more. What you need as a company who just finished your first pivot is not the same as what you need when you're courting late adopters.

Worst part about the book is that, ironically, it was too successful in describing the landscape at each stage of corporate growth. Which means everything feels simple and obvious while you read it, and that makes it harder to come away with a plan of action that doesn't devolve into buzzwords.

Definitely a book to read whether you're part of product creation, product launch, or product dominance. But remember that this is the Chemistry 101 of product management, giving you enough to whet your appetite but not nearly enough meat to chew.

I was going to give it 3 stars, but the fact that writing this review makes me want to read it again is worth +1.

Craig says

Interestingly, not only did I find this book a stimulating introduction to guerilla marketing tactics in Silicon Valley's tech industries. I believe that I have also benefited in other areas from the unique brand of intelligence Moore advocates by the models he advances. I read it as part of an entrepreneurial strategy class at BYU and found it pretty fascinating in its own right. It gave me a fresh insight into the dynamics of business growth in a relatively volatile competitive landscape.

Timothy Chklovski says

Geoffrey Moore's oeuvre on the Chasm, the Tornado, and the Main Street provides a useful framework for thinking about the dynamics of markets, and success and problems of specific businesses in the face of technological change. These ideas dovetail well with Christensen's writings on disruptive innovation.

The author's contribution goes beyond the specific examples and explanations he provides. Rather, he introduces a `_language_` and a `_framework_` for analysis of markets -- in terms of stage (Tornado, Main Street, etc) and role -- gorilla, monkey, chimp. This interconnected set of ideas lets one go beyond the conclusions explicitly discussed -- for instance, if the market has large fixed costs and is the product is fairly homogenous geographically and by application, you can get markets, like Intel's where it is particularly difficult to be a "chimp" (the non-dominant competitor who attempts leadership in some subcategories). Another example of where the author's framework is relatively straightforward to apply is in analysis of Apple's approach to the market -- and the trade offs it took in vertical integration and tripling down on design as a for of both keeping imitators off balance and as substitute to the more traditional, segmentation based +1

marketing and customer intimacy.

The book also pays attention to the interests of distributors, value added resellers and solution providers. This set of observations is very helpful in, for example, reasoning about modern IBM.

Five stars for, along with his other books, providing a framework and language which allows one to reason about the moats and the dynamics of businesses in the presence of product innovation and market's migration from one paradigm to the next.

Anyone interested in these ideas is best off reading all of his books -- despite some overlap, they all make for an engaging read with high insight-per-page ratio.

Jennifer says

Geoffrey A. Moore

Main Points

- High-tech marketing philosophy
- Claims that marketing technology-based products is different from marketing standard consumer products
- Explores marketing stages with "Technology Adoption Life Cycle"
- Charts power distribution within a company and the marketplace as high-tech companies engage in traditional business strategies (strategic partnerships, competitive advantage, positioning, organizational leadership)
- Provides examples from high-tech firms such as Hewlett-Packard, Apple, and Pyramid
- Discontinuous innovations or paradigm shifts begin when a new category of product appears, incorporating breakthrough technology—require end user and marketplace to dramatically change past behavior. The new thing either succeeds or fails, but if it is embraced by the marketplace, the tornado begins.
- High-tech marketplace is constantly restructuring, power moving from one place to another as new technology is created and new companies emerge as leaders.
- This book is about high-tech but can be applied to other "high-change sectors where discontinuous forces are driving an analogous kind of reengineering to their infrastructures." "Publishing: This used to mean putting words on paper. Enough said." (p.9)
- Point of book is to map out the new landscape and explore its implications for setting business strategy (what does it look like and how do we use it to our advantage?).
- 6 different stages in the Technology Adoption Life Cycle—points where market forces drive companies to change strategies dramatically. Model = bell curve with different market communities. Product may enjoy early success, but then fall into the chasm and fail.

Early Market

- o Innovators (technology enthusiasts)
- o Early Adopters (visionaries)

CHASM

Mainstream Market

- o Early Majority (pragmatists)
- o Late Majority (conservatives)
- o Laggards (skeptics)
- To cross the chasm, pick one segment of pragmatist customers and give them everything they want (put all eggs in one basket) to gain a niche.
- o Get foothold, move on from there
- Need different business strategies for the different stages of post-chasm life (p.25):
- o The Early Market

- o The Chasm
- o The Bowling Alley
- o The Tornado
- o Main Street
- o End of Life
- 4 major areas of business strategy profoundly impacted by the Technology Adoption Life Cycle's forces:
 - o Strategic partnerships (trace how power moves from service providers to product suppliers and back again)
 - o Competitive advantage (look at interaction among leaders, challengers, and followers and how each enjoys a period of advantage as they move through the stages)
 - o Positioning (how do we assert our place within the hierarchy of power relationships in the market)
 - o Organizational leadership (top management must learn to entertain and support contradictory marketing principles)
- Strategy must change as marketplace moves through the stages (p.26).

How It Applies to W&N

- Major publishers are beginning to adopt technology in their products.
 - Still working out how to use it in the classroom—need to transition from giving it away to selling it.
 - What stage are we in? Need to identify stage and adjust business strategy accordingly.
-

Yevgeniy Brikman says

Pros

* The discussion on how to move from early adopters to early majority ("crossing the chasm") was insightful. In short: you need the "whole product." While early adopters will be willing to accept an unfinished, partial solution, the early majority need a 100% solution. They need the product, the ecosystem, the support contract, the integrations, and so on. The only way to build the "whole product" is to attack one specific niche at a time and to completely, totally fulfill their needs, and do nothing else. That is, counter-intuitively, early stage companies need to put all their eggs in one basket to succeed.

Cons

* This book feels dated. It's more than 20 years old and comes from an era of boxed software. The Internet has changed many of the rules of software businesses and hypergrowth markets.

* The writing is poor. The number of buzzwords and amount business speak makes it painful to read.

* This book isn't predictive or actionable. It observes how some business have worked in the past and points to a few trends, but that's about it. Some markets can become a tornado; others can't. Some business succeed this way and others succeed that way. The big gorilla in the room is unbeatable and everyone else must grovel at their feet; except in all these exceptions. And so on.

coolwind says

The book is equally good as “crossing the chasm”. It bring a clear picture on what needs to be done after crossing the chasm. It gives in-depth advice on strategies.

Bryce Pinder says

(B school) Very specific guidance for navigating different levels of the adoption curve for a company. I liked that the recommendations were specific, but being so specific made the book hard to read. It would be much more beneficial if you were actually running a software company going through these cycles to provide context. The book is also outdated, making the company and product examples in the book difficult to follow because I wasn't familiar with most of the companies. I also think some of the advice doesn't apply in the current environment because the technology industry isn't as dependent on microprocessor development as we were 10 or 20 years ago, which is a major argument of Moore's.

Katie Bauer says

The title of this book is sort of misleading. It implies that it's going to be about markets that are in a massive growth phase (what the author refers to as "tornado markets"), but it's actually about market development immediately before and after hypergrowth phases as well. This is still useful information, and the actual theory and commentary about each phase of market development seems pretty sound. But the way the book is laid out seems sort of jumbled to me. The author discusses how each phase should affect your marketing strategy, but somewhat confusingly divides these discussions up by strategy rather phase. That means if you want to learn about hypergrowth markets in their entirety, you have to skip between chapters and only read the hypergrowth market section of each chapter. When you read the book straight through, the constant switching between market phases (not to mention the author's liberal use of unrelated metaphors), it seems nonlinear and you have to do a little mental work to piece together a coherent roadmap of strategy for each phase. The book is still full of useful advice and provides a good framework for understanding what is effective at different stages of market development, but do yourself a favor and read all of the pre-hypergrowth ("bowling alley"), hypergrowth ("tornado") and post-hypergrowth ("Main Street") sections as separate groups.

Omar M. Khateeb says

Great book that is a companion to "Crossing the Chasm". The tornado comes up in the chasm when the market leader is propelled into it by the sudden stampede of pragmatist buyers who choose a vendor to become the de facto standard. Then the rest quickly follow as a self-fulfilling prophecy. As more pragmatic buyers choose the same company, the decision for which vendor to choose eventually goes away and the market has a dominant leader.

Russ Whitney says

I heard Geoffrey speak about this books when I worked at Hewlett Packard in (roughly) 1996. It was great

content then and it still is now.

Charity says

Since this business book focuses on the technology market most, if not all, of its examples are rather archaic since they come from the last ten years. What is amazing is that the framework it postulates (as a way to judge technology business success) seems to be accurate. Some of the companies that they earmark for success, have disappeared from the market, but using the theory in the book it is easy to see what those companies did wrong. Others have followed the predictions and are now sitting pretty as the market leaders in their category.

I'd recommend this to any technology geeks who want to read up on business strategy or to learn about how to succeed in an emerging market where the stakes are high and the action extremely fast-paced.

Sara says

Dated and verbose, but some of it is relevant to the current market climate my company is in. I think the story could be told more simply and less pretentiously.

Naomi says

Listened to this in one morning due to its ability to maintain my interest and flow well.

A great layout to the sales process in a new market. Did focus mainly on the technology market but EASY application to other markets.

Stófa says

The book that the gang of Steve Jobs and Gates read and that I highly recommend.
How to produce an IT product in the marketplace

Byron says

A super technical book that offers very practical guidance on how companies should maneuver through the high tech technology adoption cycle
