

15.965 Technology Strategy (Spring 2009)

Professor Michael A M Davies

Case # 6: Documentum

Please note that you are *not* required to submit a write-up. However, writing down your thoughts may help you during class discussion.

Our focus in reviewing the cases has now shifted from technological innovation to the demand opportunity, choosing which opportunities to pursue. In the first class we focused on the linkage between technologies and demand opportunities. In this class we're going to consider choosing amongst a number of attractive demand opportunities, and prioritizing and sequencing them.

The Documentum case and the readings from Geoffrey Moore's first book 'Crossing the Chasm' are closely related. The case dives deep into the benefits and challenges of implementing Geoffrey Moore's now popular theories. Please give careful consideration to the following questions as you read, review and reflect on the case:

- what did Documentum learn from its experience with the first two customers (Boeing and Syntex)?
- what do you think of Jeff's decision to shift the focus to vertical markets from the original platform strategy, and what are the pro's and con's of each option?
- two closely related and critical questions:
 - which vertical market of the five identified should Documentum focus on, and why?
 - if you were the CEO, and in a position to make the call, would you accept or reject the Marsh and McLennan deal, and why would you do so?
- what are some of the likely longer term issues executing on this strategy, and the dilemmas that Documentum will continue to face?

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