

Case 1 – Emotiv Systems, Inc.: It's the Thoughts that Count

- Marketing with such a broad possibility given how new and innovative this product is, brings ethical problems along with it.
- They were too committed to making this product great, that they didn't properly come up with a marketing strategy.
- Trying to mould the industry to fit the product rather than them suiting the industry.
- They picked the wrong industry.
- Missed opportunity in the video game market because operators they needed to operate weren't ready. Technology doesn't meet the technology. Games in the industry wouldn't match this product; it's far too expensive. Consumer's expectations are too far-fetched for this.
- They went for this industry for revenue because they wanted mass adoption.
- By placing themselves in such a stereotypical industry, they limit the potential for their product to expand into other markets, even though it's suited for a number of other fields. It's all about how consumers view your product.
- Product wanted to launch in 2007 when the GFC hit, so would have been a huge risk for the business.
- They did no market research in the development of this product.
- They were just running with ambitions without properly understanding who they want to market to.
- Trying too hard to approach the big players in the gaming industry, but didn't really educate consumers to create the buzz around it, e.g. "this is how your gaming experience could be". All big companies were moving really slowly and needed more buzz and convincing.
- Industry is difficult and expensive to break into. They should have gone for the Lite version of the headset proposed by Sony to get their name out, and then sell extensions and upgrades later on when there is an explicit demand for it. This would have been especially helpful considering they were struggling to find a realistic user for the product.
- This technology works for specific, first person, fantasy games which again would limit the market of consumers who will use it. It could also work on simple games such as those played on the Nintendo DS or PSP.
- For complex games, this technology would not be advanced enough so they would need constant working.
- It's not about the appearance; it's about the functionality.
- It is a gaming accessory without a game for proof of concept, e.g. Guitar Hero is a simple concept of the real life thing.
- Why do video games sell? They want the story. Instead of controlling the character, you are the character. As told in the case, the Harry Potter game works for such technology. Kids love it because they're excited they can cast spells just by thinking about them, but they don't care about the technology behind it. It has so much more potential than Guitar Hero because it could be used in various other game genres (i.e. Guitar Hero is limited to music).
- Because they hired graduate students, they made a product to sell to themselves. They weren't trying to understand their market, so they made a product they want. They didn't hire any EEG scientists because they were uninteresting and had a 'stale

mentality'. The graduates were passionate and made an excellent product but got too caught up in the creation, and not what to do with it. Their vision was too far-fetched.

- E.g. In prosthetics, the technology has the potential to send direct messages to limbs. Ideally, this would be great but brain plasticity would effect this and it may be imperfect. Could make billions through insurance and hundreds of companies would throw their money at it. This exists now, however it wouldn't have in 2008. It requires a lot of brain training, but its in an industry where people would spend big money, and they'd take the time out to train themselves on how to use it properly. Because it improves their quality of life, they would also pay a huge amount of money to access it.
- You need access to a large number of resources in the gaming industry, however in the medical field, you can have people approaching you and they have a huge profit margin.
- For medical technology, you need market research to see what consumers need. Should do trials with willing patients until you can fine tune the product and then take it to market.
- For the market research offering, they wouldn't spend this much money on a tool because they don't need heavy tech such as this.
- This case is all about new technology applications. No detail about who they'd serve and all about them, their product, their new technology and how great they are. It's too focused on ego. If they spoke to people within the gaming industry, they would have been able to launch. Only understood themselves, so they only sold to themselves. Emotiv hesitated to go to tradeshowes but they should have because consumers would have been excited and given ideas to them about potential uses within the industry.
- They needed to understand markets and how those markets would benefit from such technology. For the medical industry, they need to go talk to EEG scientists, physicians, etc. to see how the technology would help and/or solve problems.
- The whole case focuses on the technology, but this isn't the way forward. Emotiv need to understand the market to solve problems for the consumers. Market → how to target them → what their needs are → how to meet these needs.