



Adoption of Technology

Michael Kuperstein, CEO Metaphor Solutions
michael@metaphorivr.com

Thomas Edison: Genius is one percent inspiration and ninety-nine percent perspiration.

Career Overview

Great Technology – No product

- The Story of My Neuro Robot
 - Technology Island
 - Easy Solutions Beats Elegant Technology

Product Life Cycle

- Idea
- Technology Demo
- Prototype
- First Customer
- Distribution

3 Views

- Engineering
- Business Context
- Example: My Company

Idea

- Multiple people will have the same idea at the same time
- Features: What is the real cost of customer adoption?

Technology Demo

- Existence Proof

Prototype

- Practical Reality Test of Features and Costs

First Customer

- Packaging Issues
- Reality Test of Manufacturing or Development

Distribution

- Reality Test of Scalability

Idea

- Who's the Competition?
- How committed is the inventor?
- How does this fit with market timing?

Technology Demo

- Aha! for value proposition
- Who will help and join the vision?
- No product is an island

Prototype

- Where will the money come from?
- What is the marketing and revenue plan?

First Customer

- Product and Support Costs
- Natural Confusion of Adoption Feedback

Distribution

- How open is the industry to partnerships?
- How can scaling be supported and serviced?
- How committed are your partners?

Idea

- Packaging expensive IVR – Tools – Web 2.0
- Features: More dynamic without loss of speed, easier to use (10x), faster time to market (30x), cheaper (10x)

Technology Demo

- Server side core technology like HTML -> ASP.NET
- New Integrated Development Environment (IDE)

Prototype

- Became our own customer – flower delivery.

First Customer

- First packaged IVR, First tool customer, First Web 2.0 customer
- Rush to Revenues. Ready, shoot, fail and then make a good product

Distribution

- Reliability First: QA, QA, QA

IVR Today

- Becoming more accepted by our culture.
- Integrated with cell phones.
- Integration with video: IVVR
- Strong international opportunity
- Fit with IP PBX market

VoIP Today

- Driven by cost of long distance and PBX switches with new features.
 - Video phone, Unified Messaging, Call Center Add-ons
- Natural Properties of Young Markets
 - Fragmented, Open to new alliances, Uneducated consumers
- Metaphor is one of the first to integrate IVR with IP PBX switches

IVR Web 2.0: Why Now?

- First Large Telco Distribution
- Rising Tide of Web 2.0 lifts all Web 2.0 Boats
- Large International Demand from Cell Phone Growth
- Fit with Rising IP PBX Market

General: Natural Business Tensions

- Survival VS Growth
- Support VS Speed of Releases
- Marketing & Sales VS Engineering
- Customers VS Employees