



## Stanford eCorner

### Which Came First, the Market or the Technology?

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Video URL: <http://ecorner.stanford.edu/videos/1259/Which-Came-First-the-Market-or-the-Technology>

Fodor understands the dilemma of creating technology for a non-existent market. However, he has seen over the years that as the technology has evolved, the market begin to revolve around it. His key to success? Staying in front of it at all times.



#### Transcript

For the most part, again, you know, it's really interesting, the evolution of how the whole marketplace has happened. You know, it kind of went from the early 90's when everybody said you're crazy to a time when you actually started to make product and people said it's not good enough or you can't do it or you won't be successful to when you actually started to sell. 'Till then a lot of other people get very, very interested in it. And then a lot of big names have been into this. There are companies like Corning or Motorola have been into this and so on and that comes with the territory. Over time, there will be a lot of differentiated technologies. I'm absolutely convinced of that. But you know, you have to at some point, keep your eye on what you're ball is. You can go nuts thinking about what everybody else might do. But, the only thing you really have good control of is what you do.

And, that is why we constantly push the technology to hire and hire and hire information densities. So it's like a microprocessor. You know, are there opportunities for lower-powered microprocessors? Well, sure. Is there always an opportunity for the highest-powered microprocessor? You bet. Okay. And so that sort of again, the strategy we've continually taken is to constantly raise the technology bar on this. So, there will be lots of clever things that people do. And you're never going to control what the rest of the world does but you actually can open up these new opportunities. And it's amazing, you know a lot of these markets... I mean, these markets did not exist before you can put the technology into them.

And once you put the technology into them, then the market starts to evolve around the technology. So that's why I think you just have to stay in from of it.