Really new products are generally associated with the creation of new markets, and the development of infrastructure and complementary products. However, very little is known about how to create new markets, and moreover, there is a very limited understanding of the market infrastructure necessary for a really new product to succeed. Consequently, this research program will address the following questions: (1) How does a market infrastructure begin to develop? (2) When does it achieve critical mass? (3) What are the critical enabling factors? (4) Who are the key actors and what are their roles? (5) How does an integrated market infrastructure evolve?

Using historical and archival methods, this research will study the historical development of the market infrastructure for a really new product---the phonograph. Historical data on the industry, as well as the marketing activities of companies, will be examined to identify key success factors. Using analogies, the market infrastructure requirements of yesterday’s products (e.g., phonograph) will be compared and contrasted with the necessary infrastructure for today’s products (e.g., Internet, digital information products). Based on the lessons learned, a set of critical market infrastructure elements that are necessary for an innovation to be successful will be proposed, and marketing strategies that firms can use to build the required infrastructure will be recommended.