



What Do Customers Want?

Upstream market research tools find the facts

Tuesday, April 1, 2008

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Upstream market research, the Actionable Front End™ process

- See upstream Marketing launch a startup to an acquisition for \$6.2 billion
- Learn as Marketing steers a turnaround from #7 to #2 in a few months

Upstream market research is early intervention to validate and size the business opportunity, to guide engineering to develop products that deliver benefits that customers are willing to spend money to receive, and to steer the enterprise.

Real-life examples illustrate what marketing should be doing, when, how much, how to go about it, and how good market research relates to the product development process. Tools will be demonstrated to address market-place dynamics, rapid technology changes, and marketing interaction with technology.

Please join us

Tuesday, April 1, 2008, 7:30 – 9 PM, at Boston University, 8 St. Mary's Street, Photonics Building room 203, in Professor Barry Unger's course, "Developing, Implementing, and Organizing for New Products and Services." The Professor has graciously opened this event to the business community. More details, map, directions, and parking are at <http://marketingvp.com/papers/buhitech>

About the speaker

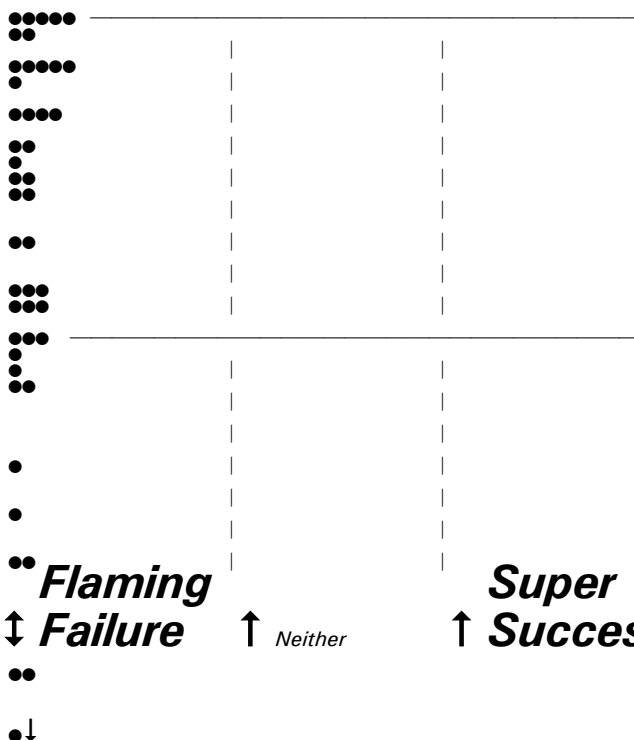
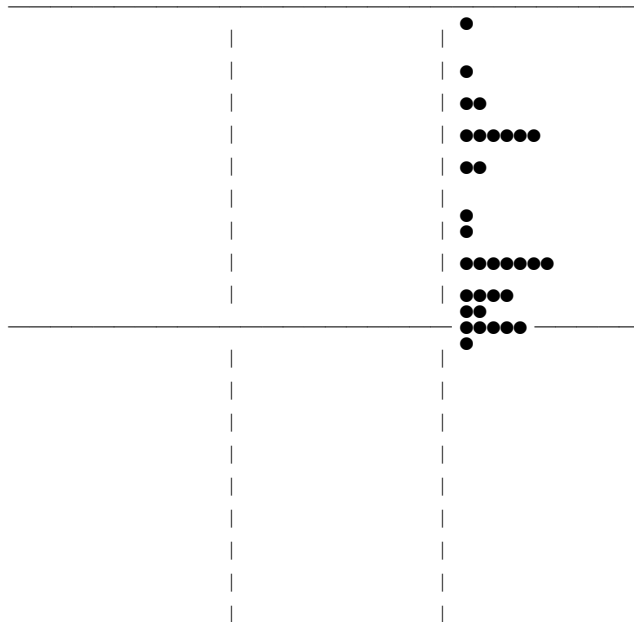
Ralph Grabowski is an MIT-trained Electrical Engineer who focuses on the fact-gathering, analytical, front-end Marketing process to steer technology-based enterprises. He has helped launch new products, new companies, and more than seven new fields that gainfully employ thousands of his fellow engineers, and which have grown to become worth over ten Billion dollars.

Mr. Grabowski has delivered more than one hundred papers, talks, and courses for universities, institutions, and professional societies. He is a co-founder of MIT's entrepreneurship program, co-founder of the MIT Sloan School of Management graduate course "Starting And Running A High Tech Company," co-founder of Technology Capital Network (TCN) at MIT, and co-founder of the world's first IEEE Robotics Chapter.

This will be Mr. Grabowski's twenty-eighth Boston University Guest Lecture and Master Class. Copyright 2008, Ralph E. Grabowski. All rights reserved.

Marketing*/Engineering Investment Ratio™

(*) excludes promoting and selling



Flaming Failure ↑ *Neither* ↑ **Super Success**
 ↓ ↑

- Infinity Balico, balance aid medical device, Grand Prize Winner '05
- Infinity Helicos BioSciences, single-molecule DNA sequencing '03
- Infinity Angstrom Medica, synthetic bone, Grand Prize Winner '01
- 9 MIT \$50K Entrepreneurship Competition
- 9 Liton Medical (ex-BD, ex-DataMedix), mid '80s
- 6.25 MolecularWare, bioinformatics MIT \$50K Grand Prize '99
- 5 ZippyCool, beverage cooler MIT \$50K Semi-finalist '99
- 5 Invent Resources, product development '93
- 4 Becton Dickinson, medical - arrhythmia recall '78-'80
- 4 Varian Associates, Component Leak Detector '93
- 4 DIVA (AVID), video editing software '90-'93
- 4 LiquidPiston, combustion engine MIT \$50K Runner-Up '04
- 4 ZippyCool, beverage cooler MIT \$50K Semi-finalist '99
- 4 Adaptive Optics, Div of United Technologies
- 3.2 two machine vision systems, '94, '94, '95
- 3 AFC Cable, armored wiring systems '97
- 2.33 Exact Labs, colon cancer diagnostics '95-'96
- 2 MarketSoft, enterprise software '98-'02
- 1.5 Dell Computer, PCs '90s
- 1.53 thingworld.com, Internet media '98
- 1 - 2 Juno, free e-mail '96
- 1.5 Cytoc, PAP smear preparation '88-'89
- 1.5 Intuit, financial software '90-'93
- 1.5 Z2, injection molding flow device MIT \$50K Finalist '99
- 1.5 PSI Environmental, boiler temperature gauge '93-'95
- 1.25 Phoenix Controls (Honeywell), VAV controls '83
- 1.25 Molten Metal (MMT), elemental recycling '91
- 1.2 Monster, employment via the Internet '98
- 1.2 Aurora Systems, CTI software '90-'94 and precursor
- 1.1 Brooks Automation, semi robots & cluster tools '89-'90
- 1.1 Evidian USA, enterprise software '97-'99
- 1.05 Reflective Technologies, reflective sportswear '94-'95
- 1 Amana (Raytheon), RadaRange microwave oven '66-'75
- 1 Acugen Software, semi test software '86-'00s
- 1 Lycos, global Internet hub and media '97
- 1 EMC, enterprise storage '90s
- .9 Open Market, Internet commerce software '98

Financial and human impact:

- > 1 Trillion dollars
- > 400,000 jobs created or lost
- > 150,000 engineering slots developed or gone

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 marketingVP.com - results through June 17, 2010
 ●● multiple data at one M/E Ratio™

- .1 Molten Metal '97
- .1 Optra, electro-optic sensors - 88 SBIR '84-'95
- .1 Keithley Metrabyte, data acquisition Taunton MA '93
- .1 MRS Technology, FPD lithography '86-'97
- .1 Hampshire Instruments, X-ray stepper '91-'92
- < .1 Essential Research, vacuum system CAD '90-'93
- < .09 RVA Technology, software '82-'85
- .07 StarGen, fabless semiconductors '99-'06
- .07 Orchid BioSciences, genotyping '98
- .07 Veeco, wafer particulate detector '85
- .07 Keithley Instruments, Cleveland OH '93
- .06 GCA '81, semiconductor stepper
- .06 GCA '92, semiconductor stepper
- .05 Brooks Automation, semi robots '77-'85
- .05 Hampshire Instruments, '84-'90
- .05 ITRAN, machine vision '79-'93
- < .05 Varian Associates, IMPATT microwave oscillators '69
- < .04 Object Databases, software '92
- < .04 Polaroid, instant photography '90s
- .037 Machine Technology (MTI), semi track '93
- .033 Raytheon, RadaRange microwave oven '44-'65
- .033 Micronix, X-ray stepper '81-'87
- .033 Evidian USA, enterprise software (2) '92-'96 & '00-'02
- < .033 KSR, supercomputers '86-'95
- < .03 Cisco, Internet routers '00
- .02 Quarterdeck, operating system (OS) software '90s
- < .02 Luminus Devices, LED lighting '10
- .015 Cetacean Networks, real-time Internet & VoIP '00-'04
- .014 Fusion Lighting, lighting '91-'02
- .013 Genuity, Internet '98-'00
- .013 electronics & instrumentation, AMA, '53
- .012 HyperDesk (FTP), Internet groupware '92-'95
- .01 Becton Dickinson (BD), Telocate patient location '73-'77
- .01 DataMedix (bought BD division), early '80s
- .01 Physical Sciences (PSI), > 200 SBIR '84-'95
- < .01 Xerox, copiers '94-'02
- .008 Thinking Machines, supercomputers '90-'94
- .007 Lotus, office software '90s
- .007 Nortel, telecom '84-'02
- .004 Digital Equipment (DEC), PCs & minicomputers '90s
- .003 Applicon, Computer-Aided-Design (CAD) '72-'82
- .002 Lucent, telecom '67-'03
- < .002 SAL, X-ray stepper '81-'00s
- < .001 WANG Laboratories, PCs & minicomputers '84-'91
- < .001 VNCL, network video '93-'99
- Zero Thinking Machines '83-'89