



## ***Cytc's Impact on Women's Health***

*Medical Development Group (MDG)*

***Wednesday, October 4, 2006, 6–8:15 PM***

***Ralph E. Grabowski***  
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Cytc is an incredible success; delivering 65% more disease detection for women with its radical innovation – the ThinPrep® Pap Test®, achieving \$3.65 Billion market capitalization, and becoming a major power in women's health care. Yet few have heard of Cytc's beginnings, of its mistakes, of how early Market Research, in advance of engineering, identified profound changes from the initial product concept, or of why and how it eventually triumphed.

Now the story can be told – by the person who, while the entrepreneur was still in his basement, performed the front-end Market Research, Competitive Intelligence (CI), and Market Macrocosm™ analysis which led to the formation of Cytc and of a new field. Their market change began with shortages of Pap smear readers.

Mr. Grabowski will be one of three panelists revealing the tools three companies used to anticipate, to respond to, and to capitalize on changing market conditions.

### ***Time and place***

Medical Development Group (MDG)  
Wednesday, October 4, 2006, 6:00 – 8:15 PM  
Silicon Valley Bank  
One Newton Executive Park  
2221 Washington Street  
Newton Lower Falls, MA 02462-1417  
More information on-line at <http://marketingvp.com/papers/mdg/>

### ***About the speaker***

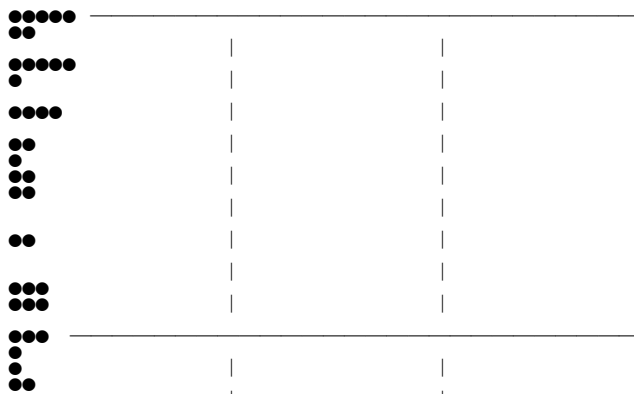
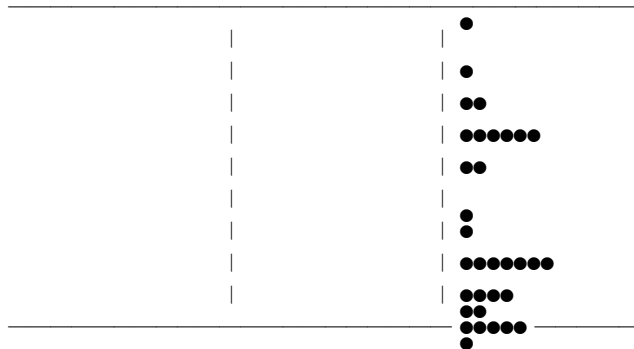
Ralph Grabowski is a MIT-trained Electrical Engineer who focuses on the fact-gathering, analytical, front-end Marketing process to steer technology-based enterprises. He has helped launch new products, new companies, and new fields that gainfully employ thousands of his fellow engineers; and which have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

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# 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
- 6.25 Litton Medical (ex-BD, ex-DataMedix), mid '80s
- 5 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, 3.2 '94, 4 '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 '96
- 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
- .07 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
- < .033 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 VNCI, network video '93-'99
- Zero Thinking Machines '83-'89