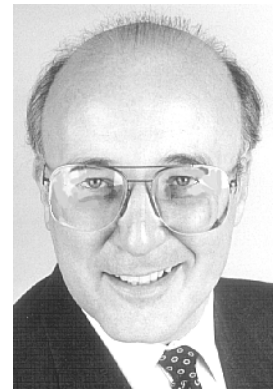




## **Market Research Drives Revenue**

*Richard A. Langevin and Ralph E. Grabowski  
128 Venture Capital Group – Best Western, 477 Totten Pond Road, Waltham MA*

**7–10 AM, September 11, 2003**



**Richard A. Langevin**  
**Langevin Management Advisors**  
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Richard A. Langevin is a private investor, an "angel investor," and a serial CEO.

Mr. Langevin assists emerging and struggling companies to quickly and appreciably increase their revenues by investing heavily in market research to understand the company's markets and target customers.

### **Investors would like to see revenue.**

Market research drives sales and revenue

- to prepare for angel money
- because you may not be able to count on capital from VCs.

For example, Richard Langevin resurrected a floundering startup, investing heavily in market research to understand the customer and to steer selling; leading to a rapid and dramatic increase in revenue.

Mr. Grabowski uses Mr. Langevin's success and other data to create a new method, the Marketing/Engineering Investment Ratio (M/E Ratio), to guide startups. The surprising, counterintuitive evidence shows that successful technology-based enterprises invest more in market research than in engineering.

**Ralph E. Grabowski**  
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Ralph Grabowski has helped launch new companies and new fields; which are now worth more than \$10 Billion and which gainfully employ thousands of his fellow engineers. He is in his twenty-first year as a VP of Marketing for startups, focusing on the upstream marketing process to kick-start new enterprises.

### **128 Venture Capital Group**

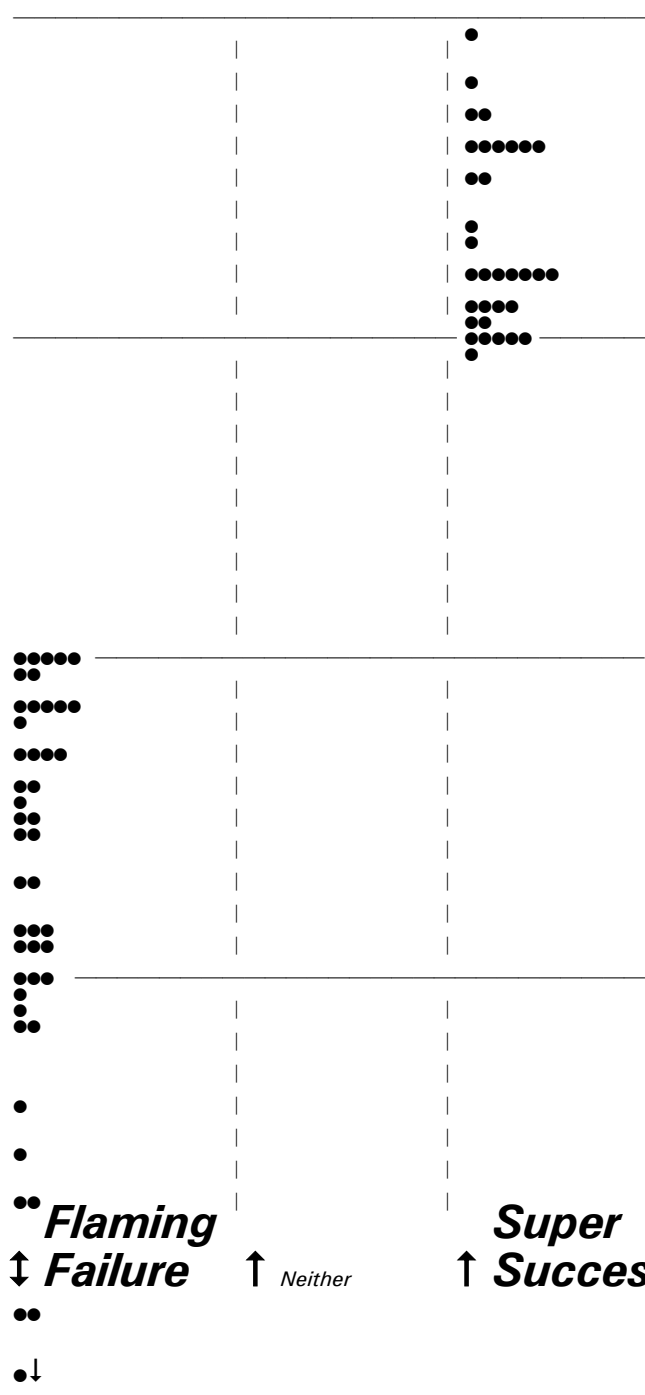
The speakers are not being paid. Mike Belanger, Chairman of the 128 Venture Capital Group, collects a registration fee to pay for the food and the meeting room. Registration starts at 7 AM for networking and continental breakfast. The formal session runs from 8 AM until 10 AM. Web site at <http://www.128vcg.com>. Registration and PayPal at <http://www.emergingtech.us>.

### **Directions, map, and more information**

<http://marketingvp.com/guests/revenue/>

# Marketing\*/Engineering Investment Ratio™

(\* ) excludes promoting and selling



- 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, '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 '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
- < .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 VNCL, network video '93-'99
- Zero Thinking Machines '83-'89

↕ **Flaming Failure**     ↑ *Neither*     ↑ **Super Success**