Driven By The Data

Using up front market research to guide
product development, financial, promotion, and sales decisions

6 PM – 7:30 PM, Wednesday, October 22, 2003

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Upstream market research data

Market research is often looked upon as relevant only to product development; simply to guide engineering. In fact, upstream market research and the Market Research Staff also play pivotal roles to steer the downstream promoting and selling processes, and to lead the entire enterprise.

Driven by the data, real-life examples illustrate how good, up-front market research brings about an integrated strategy for financial and staffing decisions, for design, manufacturing, promoting, selling, service, and across the organization. Tools will be demonstrated for the Market Research Staff to collect that data, to deliver an integrated strategy, and to fulfill their leadership responsibility.

RSVP

Master Class for two of Professor Barry Unger's Boston University graduate courses, combined for one evening for this special program. More information is at http://marketingvp.com/papers/driven/preindex.htm. The Professor has graciously opened this event to a small number of guests from the business community. An RSVP is required. RSVP at http://marketingvp.com/papers/driven/rsvp.htm, call 978-470-3930, or e-mail to driven@marketingvp.com to reserve a seat.

About the speaker

Mr. Grabowski is a MIT-trained Electrical Engineer who focuses on the upstream marketing process for technology-based enterprises. He has helped launch new products, new companies, and new fields that gainfully employ thousands of his fellow engineers and which are now worth more than ten Billion dollars.
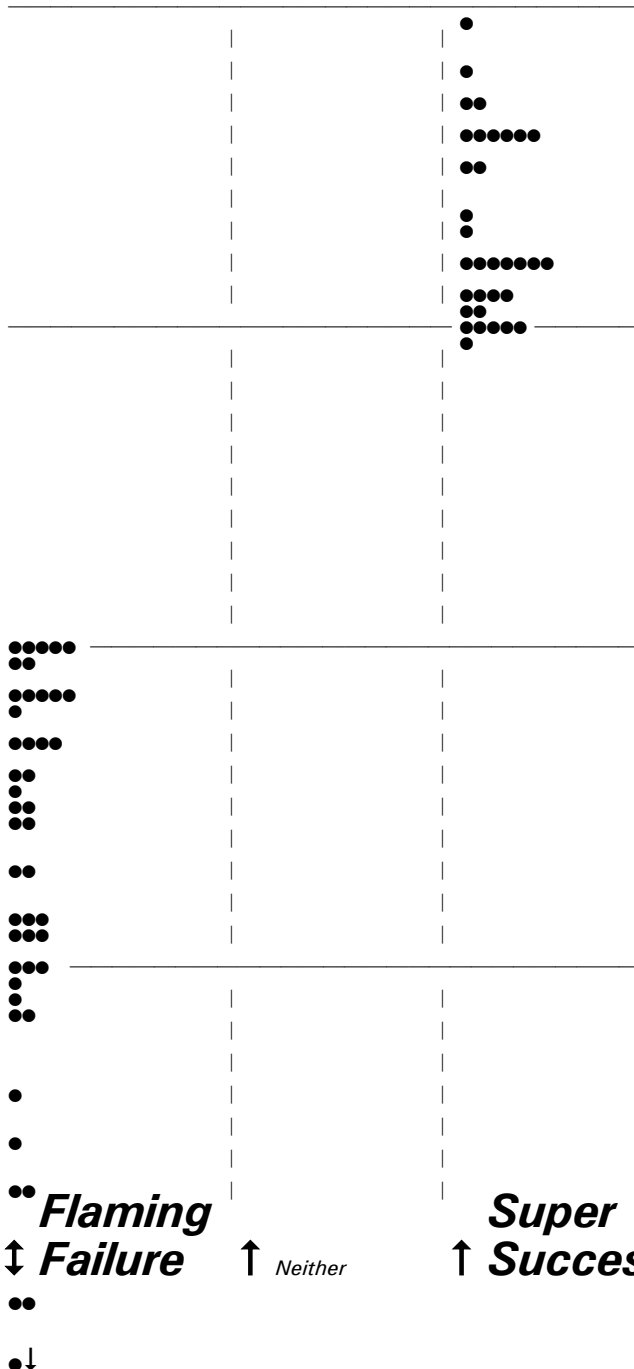
Ralph Grabowski has delivered more than one hundred papers, talks, and courses for universities, institutions, and professional societies. He is a co-founder of MIT's entrepreneurship program, co-founder of the MIT Sloan School of Management graduate course "Starting And Running A High Tech Company," co-founder of Technology Capital Network (TCN) at MIT, and co-founder of the world's first IEEE Robotics Chapter.

This is Ralph's nineteenth BU guest lecture, mostly in their Master's program in Administration with concentration in Innovation and Technology.

Marketing*/Engineering Investment Ratio™ •••↑

(*) excludes promoting and selling

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Ratio	Entry
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 MIT $50K Entrepreneurship Competition
9	Litton 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	Cytyc, 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™

Ratio	Entry
.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
.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
.03	Evidian USA, enterprise software (2) '92-'96 & '00-'02
< .03	KSR, supercomputers '86-'95
.02	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

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