

George Meyer – August 2<sup>nd</sup>, 2008

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## Successful Innovation Through the Market □ □

### **Acuity:**

*Accuracy and Effectiveness  
(of vision, hearing, or thought)*

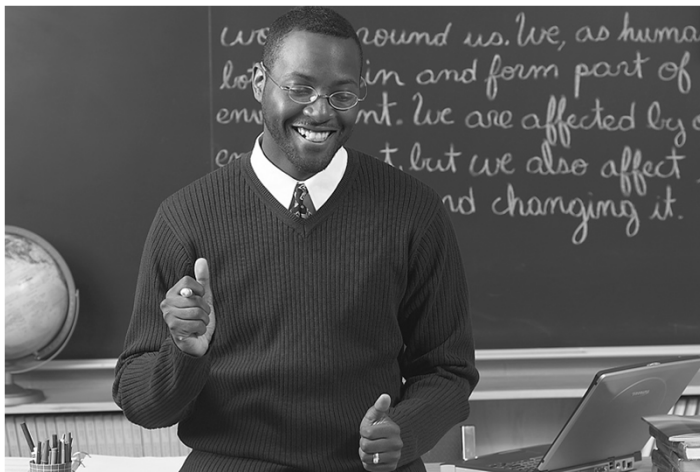
*Source: Cambridge International Dictionary of English*



# acuitize Background

- ◉ Different type of consulting company
- ◉ Long-term successful technology executives who now consult
- ◉ We have experience across a wide-range of technology & markets
- ◉ We optimize the shareholder value of the companies we work for

*We teach our clients a better way to manage products & companies*



Tell me, I forget  
Show me, I remember  
Involve me, I understand  
*old Chinese proverb*

# acuitize Background

George Meyer



Joined Iomega in 1993  
Managed Zip and Jaz  
Software Business GM  
Key strategy team member

*Product Management*  
*Evangelism*  
*Corporate & Product Strategy*  
*Software Management*  
*Software Usability*  
*Innovation Leadership*



Tony Radman



Original Iomega Founder (1980)  
Held every executive position  
Chaired 1994 Strategy Team



Founded  
in 1999

*Executive Management*  
*Corporate Strategy*  
*International Partnerships*  
*Intellectual Property Expert*  
*Strategic Legal and Contract Knowledge*  
*Technology Guru*

# Many Satisfied Clients

**QTV Capital**



**wyoming technology business center**



**Alacritech.**

**Quantum.**



"In a short period of time, acuitize has helped a number of our portfolio companies dramatically improve their odds of long-term success."

*Maury Domengeaux  
Vice President and General Partner  
Quicksilver Ventures*



# An Amazing Accomplishment



- ◎ *Over 50 Million Zip Drives installed*
- ◎ *Over a quarter of a Billion Zip Disks installed*
- ◎ *Best selling computer peripheral of all time*
- ◎ *\$141 Million to \$1.2 Billion in 12 months (1994-1995)*
  - *Fastest from \$100M to \$1B in the history of American business*
- ◎ *#1 performing stock on all exchanges in 1995*

*"I fondly recall Iomega's remarkable 12 month transition from a \$141 million company to a \$1.2 billion dollar world-wide leader during my tenure as CEO of Iomega. Tony and George's contributions were invaluable to both the development and execution of the strategy that made this remarkable growth possible."*

*"George and Tony's areas of expertise are complimentary and extensive, spanning a number of areas including strategy development, product marketing, IP licensing, and strategic partnerships."*

**Kim Edwards**  
**Former CEO Iomega**

**The acuitize team was directly responsible for developing and implementing the strategy that led to this growth in the mid-1990's.**

# 1994 Iomega Strategy Team



The basis of the acuitize process



## acuitize Top 10 Success Factors

### ***Acuity:***

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# acuitize Top 10 Success Factors

A 10X  
Product/Service

Understand  
Your Customers

Understand  
Your  
Capabilities

Actionable  
Business Plan

CEO /  
Management  
Team Support

Motivated “A”  
Players Only

Protect Your  
Stuff

Out of the Box  
Marketing

Ignore Your  
Competition

Have Fun

# Your Product or your Channel?

A 10X  
Product/Service



Everyone thinks their product is better – It usually isn't!

It's not your channel - It's your product!

Having a 10x product or service is the most important factor

# A Comparison

A 10X  
Product/Service

<u>Factor</u>	<u>Typical Product/Service</u>	<u>10X Product/Service</u>
<b>Who designs</b>	Someone Inside company	Your Customers
<b>Heritage</b>	“Improvement”	Often radically different design
<b>Products &amp; Features</b>	Do everything	Do a few things extremely well
<b>Added Features</b>	Anyone requests	Customer justified
<b>Usability</b>	Poor	Excellent
<b>Pricing</b>	Cost & competitive pricing	Market Price Points
<b>Name</b>	Technical description & number (e.g. SanDisk Sansa SDMX11R-2048K-A70)	Develop a name/brand (e.g. Apple iPod Nano)
<b>Internal mentality</b>	It's a job & paycheck	Desire to be known as a person who contributed to it

# In Person Customer Interviews

*The path to 10X products/services*

Understand  
Your  
Customers

<u>Topic</u>	<u>acuitize</u>	<u>Others</u>
Who to talk to?	End-Users	Channel
Who does it?	Company Executives ( <i>We train you</i> )	3 <sup>rd</sup> Party or low level marketing folks
How to do it?	In-Person	Survey
Where to do it?	At the customer's location	Everywhere except at the customer's location
Records kept?	Actual voice recording and complete interview form	Usually a list of questions and answers

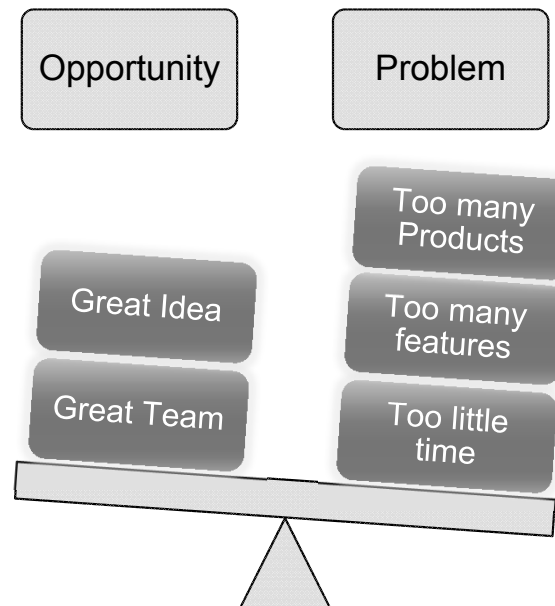
# What Can You Really Do?

Understand  
Your  
Capabilities



Analyze your true capabilities

Are you trying to do too much?



Independent and unbiased 3<sup>rd</sup> party perspective is critical



# Defining Parameters of UX Products

*Another benefit of the acuitize Customer Research Process*



***"If I have to open my PC I won't buy it"***

# Applying a core competency & our process

Core Competency

The ability to record high capacity and high performance on inexpensive flexible media

Bernoulli 230



Twice as big and fast  
**100K per year**

Zip



Smaller & Slower  
**1M per month**

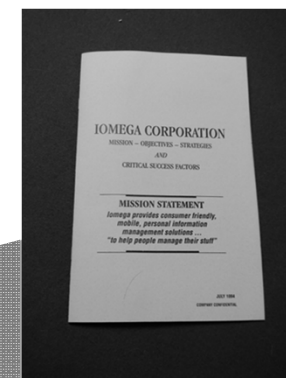
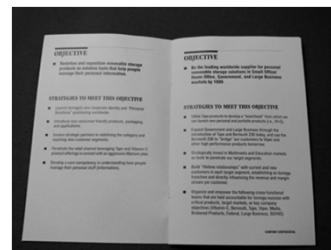
Defining Parameters

**100MB\* external**  
**“Feels like hard drive”**  
**\$199.95 drive**  
**\$19.95 disk**

# Typical Business Plans are Useless!

Actionable  
Business  
Plan

	Mission	Objectives	Strategies
Definition	The “Why”	The “What”	The “How”
Duration	Stable for the long-term	Stable for 12-24 months	May change frequently as required
Characteristics	Short Flexible Distinctive	Challenging Few in Number Inspiring Stable	Connected Active Pragmatic Flexible



# High-level Executive Support

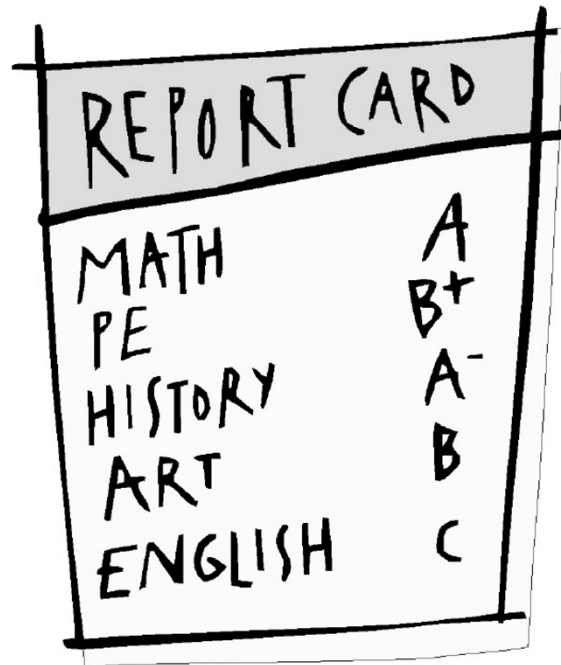
CEO /  
Management  
Team Support



**If the person at the top does not support the process it almost always fails!**

# Hire & Retain “A” Players

Motivated “A”  
Players Only



REPORT CARD	
MATH	A
PE	B+
HISTORY	A-
ART	B
ENGLISH	C

**Hire the best, Reposition when needed, and Eliminate the Weak**

**References not Interviews**

**Retain your best people regardless of cost**

**Everyone should have success driven compensation**

# Protecting your Technology is Crucial

Protect Your  
Stuff



**Develop and grow the quantity and quality of your I/P portfolio**

**Everyone thinks they are protected – almost no one is**

**You usually don't find out until it's too late!**

# Different Marketing Approach

Out of the  
Box  
Marketing



**PR is more  
important than  
Advertising**



**Create and Develop the Brand**



# Focus on Your Customers!

Ignore Your  
Competition



**While you focus on  
your customers**



**Let your competitors  
focus on you!**



# Enjoy the Ride!

Have Fun



# acuitize Top 10 Success Factors - Review

A 10X  
Product/Service

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# The acuitize 10X process

(a simple view)

**What are you really good at?**



**What do your customer's desire?**



**How do you manage it, protect it, and make it happen?**

**We can dramatically improve our clients odds of success**

# Process + Unbiased Experience = 10X Success



One on  
One

Seminars

We use our unbiased experience with our unique  
process to help clients achieve 10X success

**acūitize™**  
SHARP MINDS - SHARP VISION

*Can we help you?*



# Questions?



XXIX CONVENCION NACIONAL ANUAL  
**CANIETI**  
GOBIERNO, ACADEMIA E INDUSTRIA: TRIPLE PLAY GANADOR  
13º Congreso de la Industria de Alta Tecnología de Occidente

# APPENDIX

## ADDITIONAL SLIDES