

COMPLETE INNOVATION



INNOVATION COMPLETED

# EMD – an introduction



## EMD BRINGS INNOVATION TO LIFE

Since its founding days as part of Xerox in 1978, EMD has compiled an unmatched history of commercialized innovation ... not just ideating potential innovation, but developing and commercializing category changing products.

... deeper than brainstorming & wishful thinking  
... well beyond renderings and computer designs

EMD invents and enables new products that emerge in the marketplace – enabling profitable, sustainable, and meaningful revenue

EMD delivers products that work in real life ... where people buy them





## AT EMD, INNOVATION BEGINS WITH OUR PEOPLE

EMD employs a special breed of creative, curious, and conscientious researchers, engineers, and scientists called Rainmakers® ... across an unmatched array of technical disciplines:

- CHEMICAL
- ELECTRICAL
- MECHANICAL
- SOFTWARE
- DESIGN
- INNOVATION MANAGEMENT
- and more

Most industries are disrupted from outside their core competency  
... often not knowing what else is possible





## EMD's APPROACH TO INNOVATION MINIMIZES RISK AND MAXIMIZES RESULTS

EMD has been practicing lean product development techniques for decades (we called it being conscientious) – lean is in our DNA.

EMD's Power of Perspectives® advantage deploys all technical disciplines (chemical, mechanical, electrical, and software) to best enable your innovation's biggest benefit and to provide a steady stream of product innovation ... protected by defensible IP.

EMD's product development principles are designed to minimize costs and manage risks throughout the innovation development process



Front Gate Tickets™



YANKEE  
CANDLE®

*America's Best Loved Candle™*



**KOHLER®**

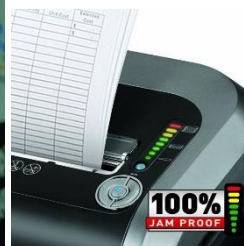
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## EMD IS YOUR ACCOMPLISHED PARTNER IN BRINGING YOUR INNOVATION TO MARKET

With our unique approach, aptitude, and accountable attitude, EMD has enabled almost 60 products in the market today for partners winning in consumer products, retail products, white goods, commercial and industrial products, analytical systems, and medical devices.



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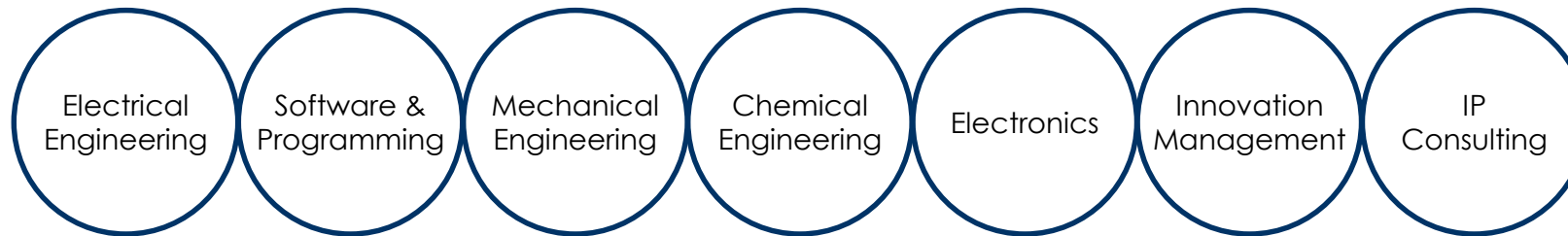


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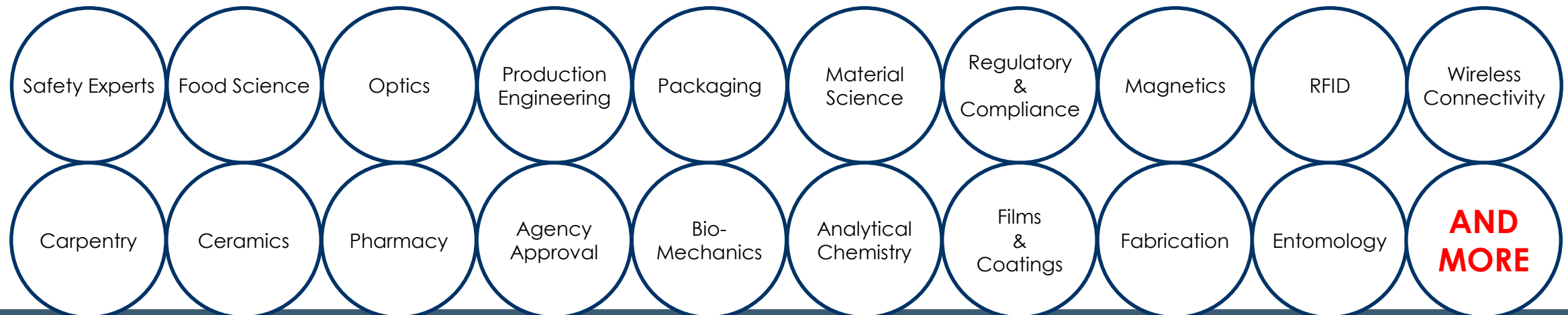
People - Process - Principles



EMD retains a core group of highly skilled & creative doers...



... and a network of associates to bring dozens of competencies as needed



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FINDING



CONNECTING



DEVELOPING

EMD's comprehensive, customizable and **modular process** allows clients to engage EMD **as little or as much as needed**.

**GOAL: COMMERCIALIZATION**





**FINDING**



**CONNECTING**



**DEVELOPING**

Qualitative Mining

Opportunity Ideation

Quantitative  
(or Qualitative)  
Screening

Technology Ideation

**FRANKENSTEINING**  
(Technology Stage Gate)

Design

Engineering



**FINDING**

Qualitative Mining

Opportunity Ideation

Quantitative  
(or Qualitative)  
Screening

uncovering user needs that are ...

... obvious

... tolerated

... latent

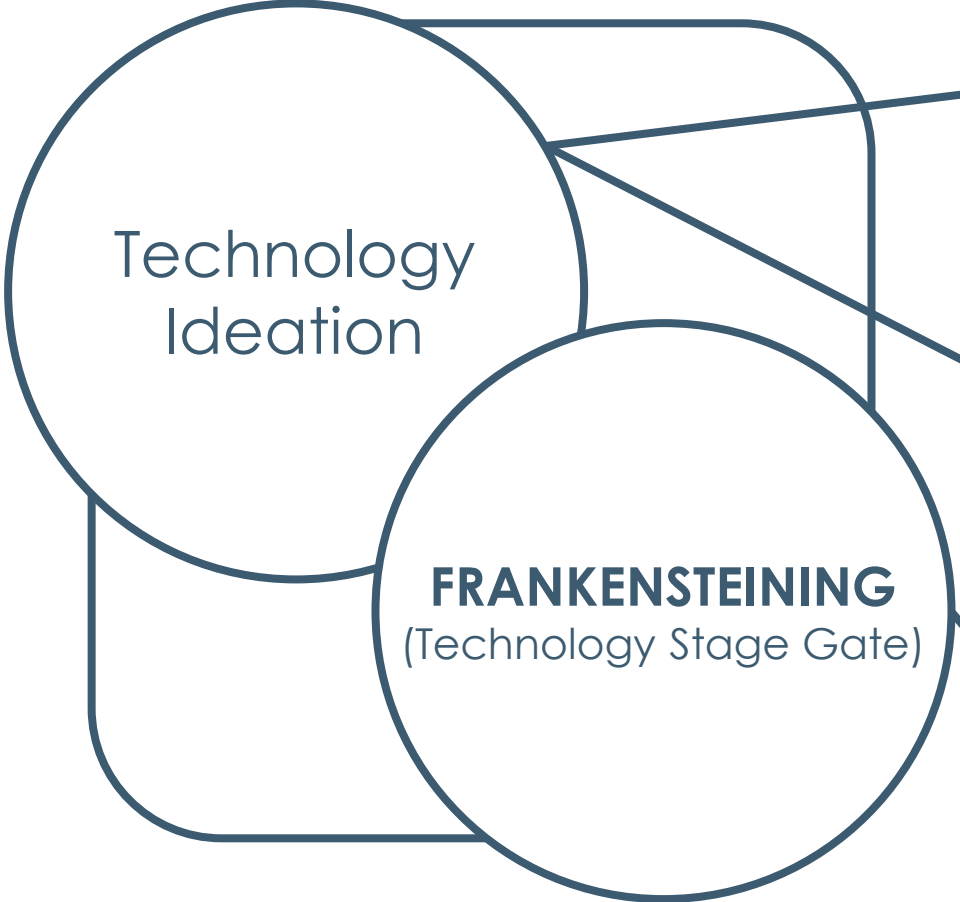
*bigger ideas*

dozens of product, service, or business model opportunities – ready for screening

top priority opportunities are ready to move forward



CONNECTING



the core to finding & creating a technical, sustainable, competitive advantage

breaks through the **barriers to innovation** ...

- Psychological Inertia
- The M-Curve
- The Abilene Effect
- The Feasibility Frontier

... resulting in previously unforeseen technologies ready to connect to market opportunities

creates the first proof-of-principle to drive intellectual property and smooth the path through Development



**DEVELOPING**

Design

transform Frankenstein in to a MOVIE STAR (aesthetics, user interface elegance, intuitive operation, etc.) ... a looks like and works like WOW product ... the heart of the proof-of-principle monster is refined with a soul

Engineering

a BLOCKBUSTER emerges with attention to detail focusing on cost, quality, failure modes, production, and safety ... removing uncertainty and cost from the Commercialization stage



At EMD, we nurture, develop and reward a culture of CHAMPIONING new product approaches by ...

... TRYING

... EXPERIMENTING

... CHALLENGING ... GHOST BUSTING

... PARTNERING

... CONNECTING

... LEARNING

... OBSERVING

**& KEEP IN MIND ...**

**Obvious Differences are seen Obviously**

Suspend initial disbelief

Know what you don't know; learn what you can

Find the 10<sup>th</sup> solution **Consensus leaves you with Vanilla**

Seek ideas some people love, not ideas nobody hates

**Choose the POWER of MIGHT over the poison of might not**

Seek forgiveness – not permission

Have a vision, then act

Test theories before you kill them

Accept useful trade-offs

Screen ideas in – not out

**It is better to try and be wrong than to be always right by never trying**



## WORK FOR HIRE

- Client wants to look for opportunities or has an opportunity defined
- EMD assembles a proposal or plan of attack – set in phases
- EMD works; EMD gets paid
- Client owns all the work product created at EMD for that project

## LICENSING EMD TECHNOLOGY

- EMD can jump start product innovation in certain product categories ...

**powerflame**

**guardian angel**  
making safety smart

- EMD brings an IP portfolio, intimate know-how, and decades of successful innovation commercialization experience

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# Breaking the Barriers to Innovation

## 5 Recommendations



## HIRE RAINMAKERS® - and use them well:

Rainmakers are individuals who score high on the Rainmaker Index.

The Rainmaker Index® is a personality profile and is based on studies looking at 267 early-stage product development projects and finding a correlation between ultimate profits earned and a personality archetype. The high scoring Rainmaker® archetype scores well on Intuition and Thinking in the standard MBTI® and provides 95 times more profit than those in the bottom third of the index.

Rainmakers® excel at determining the best alternatives in the “fuzzy-front-end” of innovation.

**EMD seeks Rainmakers® as staff and associates to fill our client's front end of innovation with profitable & sustainable product based businesses**

For more information, please go to the following website ...

<http://www.winovations.com/article3.htm>





**2 BE AWARE OF PSYCHOLOGICAL INERTIA – and work against it:**

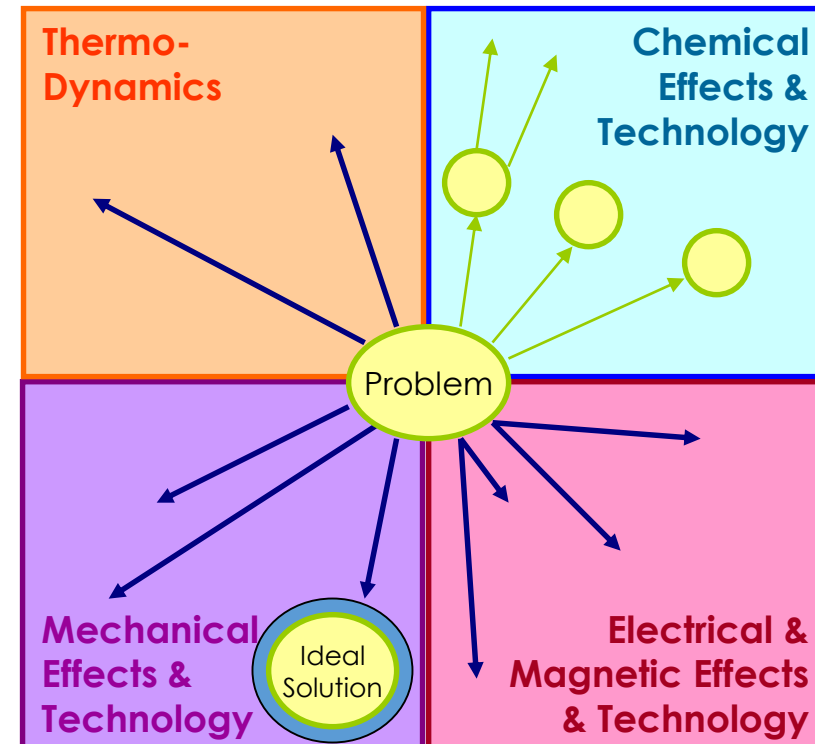
Psychological inertia is the notion that individuals (and especially organizations and industries) tend to look at every problem or opportunity through their own set of “core competency” lenses. However, the odds of reinventing or innovating your category are diminished because the industry’s core competency is “well mined” of usable solutions. Momentum builds for every successful company to act as a hammer – seeing every problem as a nail. A company can maximize its odds of changing the game within a category by looking outside its own industry competency and challenging its long held assumptions about its own market.

A simple graphical example illustrates the idea.

In this case, a chemical company continuously seeks product improvements and answers within its own area of expertise. Its competency is steeped in decades of success in the market.

However, in seeking a solution in its singular arena, this current leader is susceptible to competition from outside its standard science. In this example, a better alternative resides in another area of expertise – mechanical solutions.

**To eliminate this risk, EMD helps clients seeks solutions from a 360° point of view ... by employing THE POWER OF PERSPECTIVES™**





### 3 ELIMINATE THE ABILENE EFFECT – and make bold moves:

The Abilene Effect happens when consensus is needed to move projects forward or make decisions. In the end, companies who drive ideas only through consensus make decisions with which no one disagrees rather than progressive choices that drive the highest profits.

**With the project sponsor, EMD will navigate the dozens of decision points that take place in every innovative effort ... often solving the problem or addressing the concern before the spotlight of corporate consensus can slow the project or even bring it to a halt.** The result is a project that moves faster and delivers more progressive products or features.

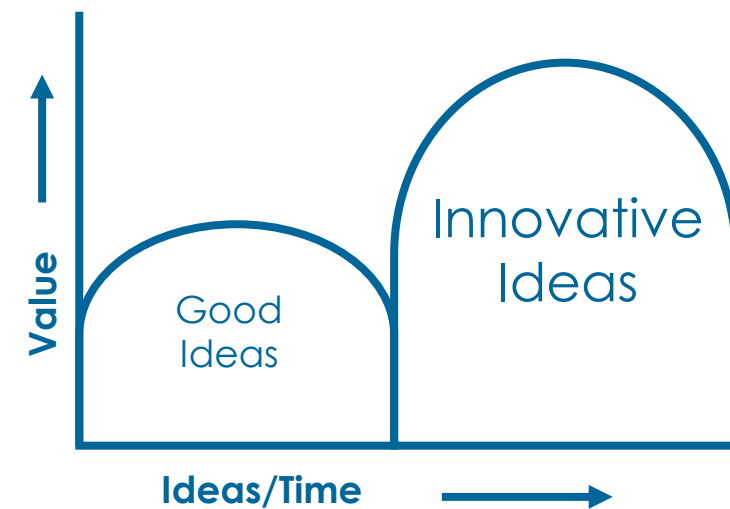
By hiring individuals who possess a champions heart and by encouraging healthy dissent, EMD staff and associates are beholden to try if their idea MIGHT work. In that manner, EMD delivers surprisingly great results.



## 4 DRIVE THROUGH THE M-CURVE – and get richer results:

Anyone who has participated in a brainstorming, ideation or creative session designed to generate volumes of ideas or solutions has experience the M-curve phenomenon. Within these 1-2 day or even week long efforts, hundreds or thousands of ideas emerge for subsequent sorting and planning. Unfortunately, however, that list of ideas is merely the beginning but all too often the end of ideation ... **YOU HAVE JUST EXPERIENCED THE FRONT HALF OF THE M-CURVE.**

Essentially what you get in that first curve is some good ideas. Sometimes they can even be great. But if you push through the low point, you have a chance to come up with even more innovative approaches to solving the problem at hand.



**EMD is keenly aware of this phenomenon (typically experienced by engaging a problem one day and spontaneously finding a solution a month later – in the shower) and works it as an integral part of the EMD approach.**



**5 BREAK THE FEASIBILITY FRONTIER – and reap the benefits:**

Almost always, following a diligent brainstorming session or ideation event, a trade-off emerges between what a company sees as truly groundbreaking or breakthrough and what it sees as possible. The nature of business today naturally establishes a bias toward the known (we can fear failure, are adverse to experimenting, and want a solid timeline). Because of this, Product Development groups are often inundated with the almost mundane projects that rarely drive incremental profits but bear the full burden of standard development costs ... SMALL IDEAS.

**EMD helps clients break the feasibility barrier using its breadth of technical lenses – perspectives not seen and paths not taken by clients.** In essence, clients are very often unaware of what is plausible and erroneously deem large opportunities impossible to achieve (before they have ever tried). At EMD, the POWER OF PERSPECTIVES® drives the 360° thinking that optimizes our client's chances of moving the BIG IDEAS into BIG PROFITS.

**“It is certainly infeasible if you never try”**

