

STRATEGIC PRINCIPLES

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May 2002

This is my brief (on-going) summary of some principles that can guide our strategic decisions. All match our corporate strengths. These ideas are not new. The meta-perspective is that it is better to have guiding principles than to be guided by circumstance. Most importantly, principles give us a metric with which to screen and to evaluate potential courses of action; they are tools, not platitudes.

Extensions and critiques welcome.

Disruptive technology

A new company needs to introduce a product which does not compete in the same arena as large old companies. The disruption is of the competition's established market dominance. This implies providing something new, and not depending on market analysis which is anchored in incremental modification of what already exists.

For BTC this means a technology which has capabilities beyond those currently in the marketplace.

Bumpersticker: "Expand the future."

Facilitating technology

Market share is won by providing capabilities to those who have been disenfranchised by the competition. New companies enable customers who do not have the money or skills to use the current market products, and customers who don't want the complexity of current products.

For BTC this means providing a product which is far easier to use than those currently in the marketplace.

Bumpersticker: "Cheaper and easier."

Integrated technology

A complete package is more sustainable than a fragment which depends on other companies. New companies must control their own destiny. Technology integration is also an internal policy.

For BTC this means software/hardware codesign and providing a complete software suite to accompany our hardware products.

Bumpersticker: "A total solution."

Frugal management

The post-bubble economy rewards less spending. It is critical to achieve a positive cash flow as soon as possible, even at the cost of fielding a product which is "in-process".

For BTC this means to stay small as long as possible, to be impatient for profits, and to not believe that investment money is the key to success.

Bumpersticker: "Lean, hungry and eager."

Customer service

A company's job is to make it easier for customers to succeed. This implies many obvious qualities, such as providing easy, trouble-free products; being always available to help; and seeing the customer as our strongest ally and our clearest source of information.

For BTC this means putting a premium on facilitating, easy-to-use software; not requiring a customer to learn new behavior; not making a customer's life more complicated; and listening and watching customers as they use our products.

Bumpersticker: "At your service."