



LT from Research to Innovation: Big Foot, Giant Squid, Little Fishes

META-NET Forum, Budapest

28th June 2011

Rose Lockwood, INMARK Estudios y Estrategias, S.A

Innovation with Language Technology



Short-circuit the market
Big Foot Strategy



Colonise the market
Giant Squid Strategy



Little Fishes in the Ecosystem
What is the strategy?

Big Foot Strategy





Short-circuit the market with innovative technology

- Lead with unique technology
(or *perceived* unique technology)
- Create a category
(or reinvent an old one)
- Control user access
(but stay within the competition rules)
- Retain technological superiority
(or performance adequate to your markets)
- Get lucky with your timing...
- ***BigFoot, Sasquatch or Yeti – IT IS A RARE BEAST!***



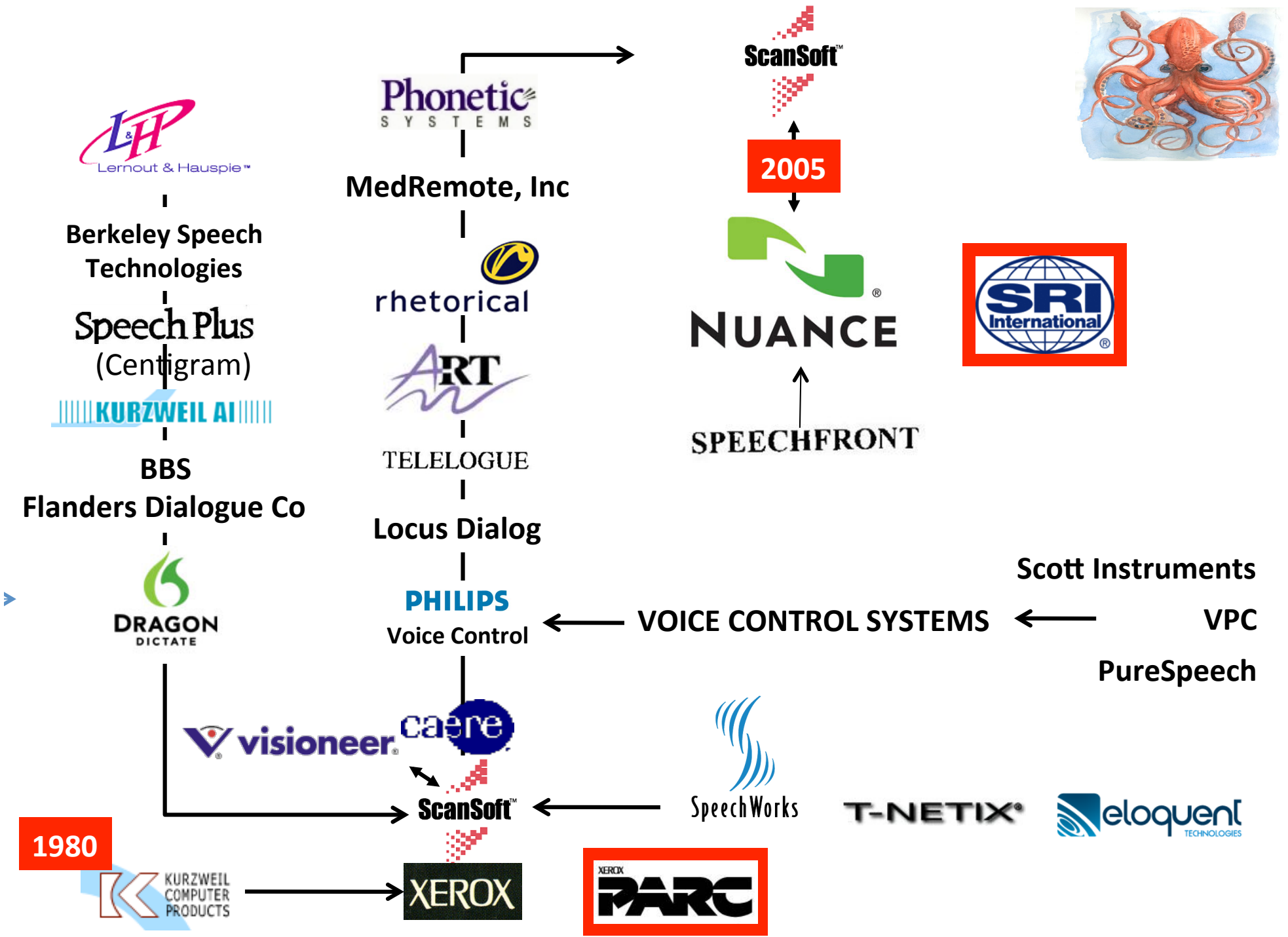
Giant Squid Strategy





Colonise the market through acquisitions

- Routine technological upgrading of core products
- Filling in technological gaps
- Addressing new platforms
- Developing services
- Continual Innovation
- ***Giant Squids are the norm in Enterprise software markets***





Dictaphone

Mobile Voice Control
Focus Informatics
Bluestar Resources Ltd



VoiceSignal



Vocada™



PHILIPS
Speech Recognition

SNAPin™



2005 - 2011

What a LangTech innovation engine looks like...



UNITED STATES

ART Advanced Recognition Technologies,
Caere Corporation
Dictaphone Corporation
eScription, Inc.
eCopy, LLC.
Focus Infomatics, Inc.
Keisense, Inc.
Language and Computing Inc.
Locus Dialogue Technologies USA, Inc.
MacSpeech LLC
Medford Acquisition LLC
Nuance Communications International,
Nuance Communications LLC
Nuance Services, Inc.
OSi LLC
Phonetic Systems Inc.
Rhetorical, Inc.
SNAPin Software LLC
SpeechWorks International, Inc.
SpinVox Incorporated
Viecore LLC
Viecore Federal Systems Division, Inc.
Voice Signal Technologies, Inc.
X-Solutions North America Inc.
Zi Holding Corporation
Zi Corporation of America, Inc.
Tegic Communications, Inc.
Encompass Medical Transcription, Inc.

CANADA

845162 Alberta Ltd.
1448451 Ontario Inc.
Nuance Acquisition ULC
Nuance Communications Canada, Inc.
Zi Corporation
Zi Corporation of Canada, Inc.

EUROPE

Nuance Communications Austria GmbH	Austria
SpeechMagic Holdings GmbH	Austria
Language and Computing N.V.	Belgium
Nuance Communications International BVBA	Belgium
Nuance Communications Finland OY	Finland
Voice Signal Technologies Europe OY	Finland
Nuance Communications France Sarl	France
Dictaphone Deutschland GmbH	Germany
Nuance Communications Aachen GmbH	Germany
Nuance Communications Germany GmbH	Germany
Nuance Communications Healthcare Germany	Germany
Nuance Recognita Corp.	Hungary
Nuance Communications Italy Srl	Italy
Nuance Communications Netherlands B.V.	Netherlands
X-Solutions Group B.V.	Netherlands
X-Solutions International B.V.	Netherlands
Zeros Solutions B.V.	Netherlands
Rhetorical Group plc.	Scotland
Rhetorical Systems Limited	Scotland
Nuance Communications Iberica SA	Spain
Nuance Communications Sweden, A.B.	Sweden
Zi Decuma AB	Sweden
Dictaphone Company Limited	UK
Dictaphone International Limited	UK
eCopy Ltd.	UK
Nuance Communications UK Limited	UK
SpinVox Limited	UK

MIDDLE EAST

Nuance Communications Israel, Ltd.	Israel
Phonetic Systems Ltd.	Israel

APAC

Nuance Communications Australia	Australia
ITA Services Pty Ltd.	Australia
Information Technologies Australia	Australia
OTE Pty Limited	Australia
Huayu Zi Software Technology (Beijing)	China
Nuance Software Technology (Beijing)	China
Asia Translation & Telecommunications	Hong Kong
Huayu Zi Software Technology	Hong Kong
Telecom Technology Corporation	Hong Kong
Zi Corporation (H.K.)	Hong Kong
Zi Corporation of Hong Kong	Hong Kong
Nuance Communications Hong Kong	Hong Kong
FocusMT India Private	India
Nuance India Pvt. Ltd.	India
Nuance Communications Japan K.K.	Japan
Voice Signal K.K.	Japan
Aangel Processing Limited	New Zealand
Casseggers Holdings Limited	New Zealand
Nuance Communications Asia Pacific	Singapore
Nuance Communications Korea Ltd.	South Korea
Nuance Communications Taiwan	Taiwan

CARIBBEAN/SOUTH AMERICA

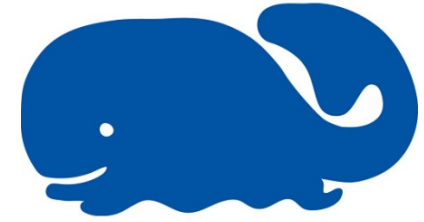
Multi-Corp International Ltd.	Barbados
Zi (Bermuda) Corporation	Bermuda
Nuance Communications Ltd.	Brazil
BlueStar Options Inc.	BVI
BlueStar Resources Limited	BVI
SpeechWorks BVI Ltd.	BVI
Foxtrot Acquisition II Limited	Cayman Is
Foxtrot Acquisition Limited	Cayman Is

A large school of small, silvery fish swimming in clear blue water. The fish are densely packed and move in a coordinated pattern, creating a shimmering effect. The background is a deep, clear blue, suggesting an underwater environment. The fish are small and elongated, with a metallic sheen that catches the light.

Little Fishes: *what is the strategy?*



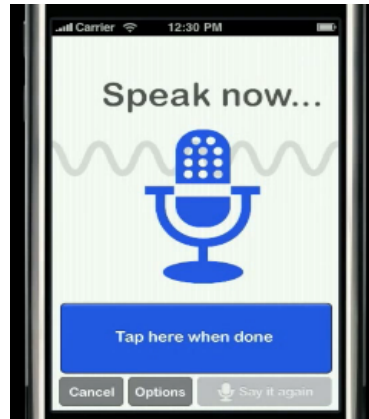
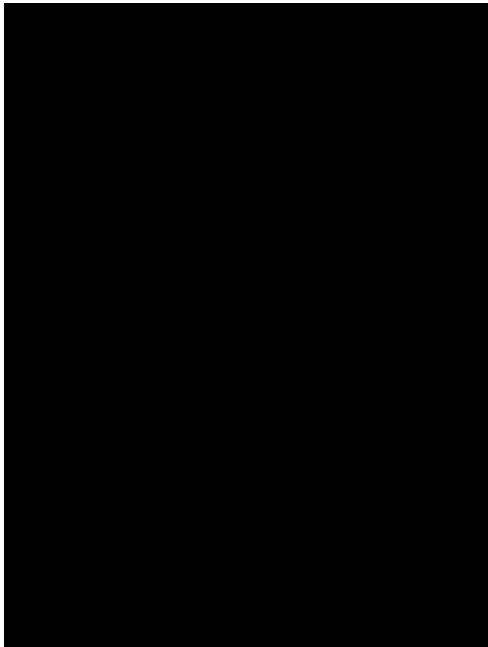
Find a place in the Ecosystem



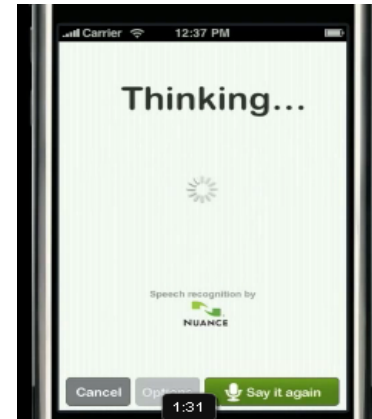
- Locate the:
 - technology “selling proposition”, engineering challenges
 - technological environment: internet/telecoms/software/services – hosted/embedded
 - position in the value-chain – build on what exists
- Understand markets, or have partners who do
 - target the right locales
- Unlikely to be either Big Foot or Giant Squid

Context-based services: the customer's locale, in the customer's language

targeted apps ("agents")
with rich functionality
specific to the context or task




*Speaking comes
from Nuance*



*Thinking comes
from SRI*

CALO:
Cognitive
Assistant
that Learns
& Organizes





**For more details, join us
tomorrow at the Business Forum**

Lanchid Room 10.00-13.00

Thanks!

[rose\(at\)roselockwood.com](mailto:rose@roselockwood.com)