

PATENT OWNER  
EXHIBIT 2028

# MARKET BUSTERS

Rita Gunther McGrath

Ian C. MacMillan

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Keith McNally  
President  
Amaranth Wireless, Inc.  
5375 Mira Sorrento Pl  
San Diego, CA 92121-3809

Dear Mr. McNally:

Please enjoy the enclosed copy of *MarketBusters*, courtesy of myself and my co-author, Ian C. MacMillan. The book features many examples of innovative strategies that companies like yours have developed to spark dramatic new growth. Part of our goal for the book was to try to make this process more systematic so that leaders in other firms could learn from your success.

We thought you would like to know that **Amaranth Wireless** is cited in Chapter 2 as pursuing an exceptionally innovative approach to growth, resulting in the market-transforming changes we call *MarketBusting*. We also thought you might find the strategies employed by the other firms cited in the book to be of interest.

If this thinking appeals to you, there is a lot more material on our web site, [www.marketbusting.com](http://www.marketbusting.com), including case studies, tips and tricks and my author's blog.

I would be delighted to hear from you at [rdm20@columbia.edu](mailto:rdm20@columbia.edu) with any comments, questions or reactions. And we are also very keen to hear "what happened next" stories from our featured companies, so if you have the time to drop me a line, I'd be grateful.

Sincerely,

Rita Gunther McGrath  
Enclosure

# MARKET BUSTERS

40 STRATEGIC MOVES  
THAT DRIVE EXCEPTIONAL  
BUSINESS GROWTH

RITA GUNTHER McGRATH

IAN C. MacMILLAN

HARVARD BUSINESS SCHOOL PRESS

***Move #4: Eliminate Time Delays in the Links of the Chain***

Many customers are willing to trade off time for money. This source of marketbusting opportunities requires you to understand how much customer time you're wasting and to develop offerings that eliminate this waste. Alternatively, you might find good ideas by changing the sequencing of events in a consumption chain to create more value.

**Example: A Better Beer Experience.** Consider an activity as prosaic as buying a beer in a sports stadium. In America, this involves walking to a vendor's location, waiting in a long line, placing your order with one of the waitstaff, finally getting your beer (usually in an extremely annoying and insecure plastic cup with a flimsy lid), and finding your way back to your seat ("excuse me, sorry, excuse me, let me just pass, sorry"), hopefully before you missed anything exciting. Some stadium owners began to try to improve the experience by adding seat-based order takers, but these people added to expenses and didn't really change the majority customer experience because, for the most part, they were stretched too thin to cover all potential customers.

Executives at Amaranth Wireless, a privately held company founded in 1996, saw an opportunity to help stadium customers make better use of their time. The company created a handheld digital device connected to a local network. With such devices in place, information can be shared within the network at extremely low cost. The initial application involved saving time by allowing patrons to order food right from their handheld devices in the stadium and have it delivered to their seats.

Amaranth has since expanded aggressively into numerous arenas in which remote connectivity changes the time spent at one or more links in a customer's consumption experience. Primary client groups include restaurants, hotels, and hospitals, which use the devices to

shorten the time between the customer's request and its fulfillment. Restaurants, for example, can use the software to preorder drinks and appetizers for patrons even before they have been seated. Hotels can use the technology to provide room service and speed the delivery of valet-parked cars. Hospitals can process food and medicine orders for patients faster and more precisely.

Amaranth's main product, 21st Century Restaurant software, is poised to become the industry standard for mobile wireless ordering and payment processing in restaurants. In some cases, saving time for diners also results in increased sales. Busy restaurants find that they can increase turnover by providing faster service, thus increasing the revenue they can earn per table.<sup>4</sup>

**Example: Automating Nutritional Analysis to Save Time in Clinical Trials.** Sometimes, saving time can translate into substantial cost savings. Tiny Princeton Multimedia Technologies Corporation develops software that helps nutritionists rapidly analyze patients' diets and develop better ones. The company's ProNutra software calculates and manages metabolic diet studies to eliminate paperwork and provide rapid turnaround of information. ProNutra is being used by thirty research and medical centers, including the general clinical research centers of the National Institute of Health (NIH) and USDA human nutrition research centers. Other clients include Stanford, Yale, Harvard, Rockefeller University, and the University of Chicago.

Whereas many clients are using the software as part of weight management services for their customers, substantial financial returns are expected from its widespread deployment in pharmaceutical clinical trials. Because an important control variable for a clinical trial consists of monitoring patients' nutrition intake, delays in this process can end up delaying an entire trial. According to