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Draft Remarks by \_\_\_\_\_  
President, \_\_\_\_\_

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For most of us, grasping the concept of “white space” can be rather gray. White space is white, because it is business that is yet to be envisioned and captured – and it comes with the added challenge of being about new customers and new applications. But there is nothing gray about the fact that adding this future business continues to be a strategic imperative for \_\_\_\_\_.

As a result, there is no shortage of communication from leadership and management reminding us that we must go beyond our core areas of comfort, and diversify our portfolio. That’s not a bad thing, and this column is another example of doing just that. But the problem remains that no one really tells us *how* to go after business in the white space. I won’t either, because the “how” with each new customer and each new innovation will be as unique as the challenges they present to us. But I will tell you that as I look back with pride on the history of \_\_\_\_\_, replete with examples of remarkable solutions to seemingly intractable problems, I’m convinced that the means for going well beyond our current customer and technology base are all around us.

Those means are the leadership, innovation, and acceptance of risk that we have brought to every situation and every customer in the past. And so our potential for capturing vital new business is great if we put all of those tools into play. In most instances it comes down to communicating these strengths; it’s marketing, really. Where we do shine, we have the opportunity to brag a little, to talk up how we achieved our solutions, and thereby market our significant capabilities. And so we should do more of that, all the time, because the necessary effort to shape our own future lies with each of us. This takes the courage to go beyond our own individual comfort zones; to spend some valuable time as an engineer with a sales and marketing hat on; or to spend time as a manager better understanding the science and engineering behind our existing solutions. And all the while it takes individual risk, spending time exploring potential business that may never take off – but could just as easily become the next profitable line of business!

This is the essence of leadership in the context of attacking white space – balancing the management of the present while envisioning and actively going after the future. It is incumbent upon each one of us to lead \_\_\_\_\_ toward a future of new customers, and exciting new challenges.

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