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- **Business to Business
(tonight's focus)**
- **Business to Consumer**

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Daily and Weekly Newspapers: national and local	New York Times, The Wall Street Journal, Boston Globe
Business newspapers	Boston Business Journal, Providence Business News, Banker & Tradesman
Business Magazines	Entrepreneur, Business Week, Fortune, Forbes, The Economist
Consumer Magazines	TIME, Good Housekeeping, Boston, Men's Health, Reader's Digest

What Kind of Media Do you Need?

Print Media

Trade Magazines	Drug Delivery Technology, Progressive Grocer, Stores, Education Digest, Hotels, Plastics News, Food Safety, Medical Product Outsourcing
Specialty Consumer Magazines	Down East, Robb Report, Gourmet, Good Housekeeping
Technology Newspapers and Magazines	Mass High Tech, PC Week, ComputerWorld, VAR Business

Print Media: Newspapers

Client: StopLift

Business & Money

BOSTON SUNDAY GLOBE JANUARY 27, 2008 BOSTON.COM/BUSINESS

BOSTON SUNDAY GLOBE

Software casts eye on cashier theft

By Jenna Abelson
GLOBE STAFF

It's the oldest trick in the checkout line: Cashiers looking to hook up friends and family with freebies pretend to scan merchandise, but instead slip items into a bag without ever ringing them up at the register.

Industry insiders call it "sweethearting" when employees give away merchandise without charging. It's a problem that costs retailers billions of dollars annually and can drive up the price of products for consumers.

Now a Bedford company, StopLift Inc., has devised a way to use computer vision technology to identify sweethearting as it happens. Hannaford Bros. began testing the system a year ago at some of its 160 supermarkets and found up to 20 percent of cashiers were involved in some type of sweethearting. Big Y Supermarkets, sweethearts, Big Y Supermarkets, STOPLIFT, Page D4

To catch a thief



StopLift reviews security camera footage of a cashier scanning items.



Computer vision algorithms analyze how a cashier handles merchandise, detecting attempts to cover up the bar code or flip the bar code away from the scanner.

The easiest way to get out of the store with merchandise you didn't pay for is actually to go through the front line.

MALAY KUNDU, StopLift Inc. founder



Hannaford Bros. grocery stores for a year have been testing StopLift's computer vision technology, finding that up to 20 percent of cashiers were involved in some type of sweethearting.

Bedford company's software scans line for cashier theft

► STOPLIFT
Cashiers at Hannaford Bros. in a lab during the past three months, plans to try the technology in several stores within

away of free merchandise. Everyone knows somebody who can look them up with free drinks and free merchandise," he said. "And merchants pay the price."

Just not being watched and analyzed the way they tend to be." Computer vision software is already used in airports and other locations, but these technologies track where a

Small Business THE JOURNAL REPORT

R5 Monday, June 16, 2008

THE WALL STREET JOURNAL

MANAGING TECHNOLOGY

Stop That Thief

Losses from theft and fraud can sink a small business. Technology offers welcome relief.

By Raymond Flandez

FOR SMALL BUSINESSMEN, preventing theft and fraud by employees can be an uphill struggle. Unlike their big counterparts, small companies usually can't afford a large security staff or big-ticket monitoring technology to keep an eye on things. And they often don't generate enough sales volume to make up for the losses from pilfering.

Now a new generation of security technology aims to give small businesses an inexpensive

reached a new high of about \$40.5 billion in 2006. About half of that—\$19 billion—came from employee theft. Shoplifting, in contrast, accounted for about a third. (The study, conducted by the University of Florida and the National Retail Federation, was funded in part by grants from makers of security systems.)

Here's a look at some of the most innovative new security systems out there.

WATCHING FROM AFAR

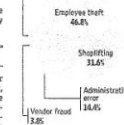
For a small-business owner worried about employee theft, leaving the shop in someone else's hands can be an eye-wrecking. Now a host of security providers let bosses check in on things from the road.

For instance, Alarm.com Inc., of McLean, Va., sells a system that allows owners to travel to a Web portal and get remote feeds from security cameras, change entry codes and trigger sensors that monitor systems such as lighting and climate control. If a problem arises with those systems—such as a power outage—you can get an alert via text message or email.

The Web Out: A host of new technologies are filling the void, giving small operators a way to protect their businesses on the chase.

Recently, Kevin Donahue, owner of a Planet Beach Franchising Corp. location in McLean, was in Amsterdam on

Off the Shelves
In 2006, retailers lost a record \$40.5 billion to theft, fraud and abuse. Here's a breakdown of the losses.



Note: Percentages don't add up to 100 due to rounding methods.

Sources: The University of Florida and the National Retail Federation

tem for under \$100 and pays a monthly fee of \$38. Alarm.com says the base price for the system is usually \$500, with a monthly fee of \$25 to \$50, although those numbers can vary by reseller and area, as well as the features customers choose.

SAFEGUARDING CARS

get called on the Spot to their customers' tables. Patrons can swipe their credit cards on the device—which is about the size of a brick—punch in the tip amount and print out a receipt to sign, all from their seat.

Since the customer enters all the information, cashiers can't inflate the tip—and the receipts don't contain much personal data that could be stolen and used for identity theft.

The device, from VeriFone Holdings Inc. of San Jose, Calif., runs about \$1,000. Southeast Grille House owner Dennis Chiles says it was worth the investment. "It's fast, and the receipt has little information, so no names or numbers," says the 57-year-old restaurateur. "I like the system. It works well for us."

CHECKING OUT FRAUD

At grocery stores, thieving employees are almost as much of a problem as shoplifters. About 40% of grocery-store thefts were attributed to employees in 2006, according to the Food Marketing Institute's Supermarket Security and Loss Prevention 2007 report. One of the biggest problems is "sweethearting," in which cashiers give friends and family freebies by pretending to scan items at the register.

Many stores use closed-circuit television to watch checkout lines. But the stores often don't have the time or manpower to review the tapes, so the cameras aren't a strong deterrent. StopLift Inc. of Bedford, Mass., has devised a system that combines cameras with advanced software to spot sweethearting automatically. The technology can recognize when cash-

iers make unusual movements when handling items—such as placing a hand over a bar code—and determine whether the items were properly scanned.

When the system identifies sweethearting, it places blinking squares over the video to show exactly where the theft occurred. Then it gathers the incriminating clips together for owners to review.

Stores "have the cameras but they don't have the manpower to watch it," says Malay Kundu, chief executive of StopLift. "What we've done is sort of automate that."

Three Big Y Foods Inc. stores in Massachusetts and Connecticut have been testing StopLift's Checkout Vision Systems for the past five weeks. Mark Gaudette, director of loss prevention at the Springfield, Mass., grocery-store chain, suspects that employee theft accounts for about 30% to 40% of its total losses.

"We've got pretty much a zero-tolerance policy for any folks that steal," Mr. Gaudette says. "What we're hoping is that all these technologies will help us in loss prevention and educate all of our staff."

The stores had already been using closed-circuit television and software that scrutinizes sales data for abnormal behavior or inconsistencies at the cash registers, such as excessive voids or refunds. But those measures weren't enough to stem the losses.

StopLift's system works with those tools to ferret out sweethearting. For instance, if the sales-data software shows that somebody rang up too many coupons on one order, the StopLift system can analyze video from the exact moment this happened.

StopLift is still analyzing the results. So far, Mr. Gaudette says, he has spotted some sweethearting incidents, but he has seen far more cashier errors, such as giving up on hard-to-scan items instead of calling the manager for help.

Pricing for the technology is done on a case-by-case basis, says StopLift's Mr. Kundu. He says that for a typical medium-volume store, monthly subscriptions currently run about \$2,000.

Of course, buying those systems isn't the only option available for small stores. Experts advise that stores could hire fewer part-timers—who have less attachment to the business and are more inclined to steal—and conduct more rigorous pre-employment screenings to weed out potential thieves.

Employers must also hammer home a code of conduct, experts advise. For instance, give new hires talks on integrity and loss prevention and offer anonymous hotlines where employees can notify managers about fellow workers who may be stealing.

The bottom line is that employees must recognize they have a part to play in stopping theft, says Joseph Labrecque, vice president of loss prevention for the National Retail Federation. "Loss prevention is really everybody's responsibility," he says. ■

ONLINE TODAY: One of the biggest sources of fraud stores face is "sweethearting" by cashiers—pretending to ring up items but actually letting them pass by the scanner. Watch a security video of cashier sweethearting to get groceries for family and friends, free at WSJ.com/SmallBusiness

The startup created software that detects "sweethearting". The cashier pretends to scan merchandise, but is deliberately giving it away to the customer, who is a friend or relative. Sweethearting costs retailers \$10.5 billion annually.

Print Media: Trade Magazines

Client: StopLift

Technology

How retail systems work

Good night, sweethearting

Big Y is now Big Brother at the checkout, with a new automated video surveillance system it's piloting.



By Joseph Tarnowski

Supermarket operators continue to rank employee theft their most severe shrink problem. In *Supermarket Security and Loss Prevention 2007*, FMI estimates that nearly 40 percent of total shrink stems from employees who steal money or merchandise.

But this is only an estimate based on internal data—not on catching thieves in the act. This difficulty in accurately measuring the losses is especially acute with sweethearting—cashiers pretending to scan merchandise but deliberately bypassing the scanner, and then not charging the customer for the merchandise. The “customer” is often a friend, family member, or fellow employee in collusion with the cashier.

“The challenge of the sweethearting problem is that in the past it has been nearly impossible to quantify the loss, due to the difficulty in identifying the

sweethearting events,” says Mark Gaudette, director of loss prevention at Springfield, Mass.-based Big Y Foods, Inc., and a member of FMI’s Loss Prevention Committee. “What we do know is that industry statistics from FMI and other sources indicate that employee theft accounts for 40 percent of all shrinkage, and that our currently identifiable

internal theft is a very small percentage of that total.” And what retailers can’t see is hurting them: According to NRF’s 2006 National Retail Security Survey, store employees steal \$20 billion worth of merchandise a year, an estimated two-thirds of that, or \$13 billion, through sweethearting. Supermarkets are particularly vulnerable to sweethearting, and the practice accounts for almost 35 percent of profit loss industrywide.

Pinpointing fraud

Gaudette is piloting a new technology at Big Y to help boost the amount of this “identifiable” theft and reduce shrink—particularly sweethearting—at the checkout.

The grocer installed StopLift Checkout Vision Systems’ video recognition software last month in a pilot in several stores that together form a representative cross-section of its 58 units.

The StopLift software monitors existing security cameras that capture activity at the checkout registers. Its patent-pending computer vision technology visually determines what occurs during each transaction to pinpoint instances of fraud at the checkout.

“The system is capable of identifying the full set of fraudulent behaviors, including when a cashier covers up a bar code by hand, stacks items, or carries an item above or around the scanner,” says Malay Kundu, c.e.o. of the Bedford, Mass.-based vendor. “The computer vision software is specifically designed to mathematically analyze the body motions of cashiers and their handling of merchandise at the checkout. Rather than needing to be explicitly trained, the system adaptively learns to distinguish between legitimate and suspicious behavior.”

This addresses the chief challenge of using security cameras alone: catching the perpetrator in the act at the time of the incident. Most security cameras are at best sporadically monitored, notes Kundu. With StopLift, as soon as a sweethearting incident occurs, the software flags the transaction as suspicious and immediately reports it, identifying the cashier and the date and time of the theft.

“We expect to have control over far more of our shrink and loss through the use of this emerging technology,” says Gaudette.

Grocery list

The StopLift Checkout Vision System’s benefits:

- **Examines 100 percent of video:** Since the visual recognition system is automated, it can visually scrutinize the video of every transaction.
- **Detects fraud earlier:** Dishonest employees are identified on the basis of tangible video evidence the first time they conduct a fraudulent transaction, rather than months after an exception emerges.
- **Eliminates human review of video.**
- **Its inspection reports provide case-ready, police-presentable summaries of incriminating visual evidence:** The reports are thus designed to free retailers from time-consuming reviews of exception reports and nonspecific video.

“We expect to have control over far more of our shrink and loss through the use of this emerging technology,” says Gaudette.



LPINFORMATION / EMPLOYEE THEFT

Adios, Sweetheart

Recognition software can greatly reduce internal theft in supermarkets

BY LEN LEWIS

It’s 11 a.m. on a Friday, and throngs of shoppers stocking up for the weekend are crowding the supermarket registers. The checker in lane six glances up and nods furively to her friend as she guides a half-dozen items around the scanner. At the end of her shift, she’s called into the manager’s office, where the LP director is waiting: Fifteen minutes later she’s out the door for the last time.

This is a familiar scene for retailers around the country that are constantly dealing with sweethearting, the most pervasive form of employee theft. This activity alone is costing the retail industry an estimated \$13 billion annually. But computer vision technology being tested by Hannaford Bros., Big Y Supermarkets and Safeway is proving to be a highly effective deterrent.

“We find that about 40 percent of cashiers at any given store are blatantly sweethearting,” says Malay Kundu, founder and CEO of StopLift Checkout Vision Systems, the Bedford, Mass.-based company that developed the technology.

“Internal theft is generally considered more of a problem” than shoplifting, says Tom Perkins, director of LP for Hannaford Bros. “There are more incidents of shoplifting, but internal theft

can be far more expensive.”

Some LP and security pundits believe that as many as 30 percent of employees will steal at some point in their careers, and that as much as 75 percent of employee-related crime goes undetected.

It is being felt on the bottom line, however. A shoplifter may walk out with \$100 worth of merchandise, but internal theft incidents “typically last for weeks and probably average in excess of \$1,000,” Perkins says. “That’s why you have to have the right tools in place.”

Can’t ignore the problem

As with other retailers, employee theft is a sensitive issue for Hannaford Bros. The Scarborough, Maine-based chain of 165 supermarkets doesn’t want associates to feel as though they are constantly being watched, but can’t afford to ignore the problem.

“Internal theft is generally considered more of a problem” than shoplifting, says Tom Perkins, director of LP for Hannaford Bros. “There are more incidents of shoplifting, but internal theft

Sweethearting costs the retail industry an estimated \$13 billion annually



use. Don’t forget there are labor issues when it comes to staffing: None of us in this industry has unlimited resources to chase down everything that crops up.”

Retailers using the StopLift system are not constantly watching the video, Kundu says. Most prefer batched alerts on a daily basis. Is there a correlation between incidents of employee theft and the state of the economy? “I wish I had a dime for everyone who asked me that question in the last month,” Perkins says. “It’s natural for people to assume that theft will increase under these circumstances. Perhaps they’re right, but that may be too convenient.

Print Media: Newspapers

Client: Bunk1.com

THE WALL STREET JOURNAL.

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HOME & FAMILY

Moving On / By Jeffrey Zaslau

Camp Gives Soldiers' Kids a Break

Escape From Added Duties
At Home Can Be Tracked
Online by Parents in Iraq

BYRON ARMY MAJ. Loren LeGrand shipped out for Afghanistan last spring, he told his 11-year-old son, Luc, "You'll be the man of the house now."

Lac took this to heart. Every night he made sure all the doors were locked so his mother and 14-year-old sister, Lyndsey, would be safe. He took out the garbage and looked after the family dog. He also had a pointed talk with Lyndsey's boyfriend, telling the boy to be nicer to his sister.

Last month, Lac, who lives in Galena, Ill., went to a summer camp in Iowa. It was hard for him when other kids' dads showed up on visiting day. Still, the camp was a nice respite for Lac. He was able to take a break from being "the man of the house" and just be a boy again.

More than 140,000 children have parents serving in Iraq or Afghanistan, and thousands of these kids are now attending summer camps. Like other campers, they are maturing as summer passes, but because they're military kids, their emotions are heightened. It's not just that they're homesick for parents who aren't home. Many also feel a sense of relief (or guilt) because camp allows them to step back from the added responsibilities they're now shouldering in their families.

About 2,500 kids with parents in Iraq or Afghanistan are attending 23 free camps sponsored by the National Military Family Association and funded by Sears, Roebuck & Co. These camps have all the typical activities but also offer counseling to help kids handle the stresses of having a parent in harm's way.

To help them cope, some military families have embraced technology. Bunk1.com, a company that posts online photo galleries and provides email services for 2,000 camps, says hundreds of military families now use its services. Parents can visit the Web to see photos and video clips of their children at camp. And kids' letters and drawings can be sent digitally to parents stationed overseas. The cost is \$1 per correspondence.

Lac received several Bunk1 "bank notes" from his dad in Kabul. His father tried to keep it light, starting some letters "Hey Goodball." Maj. LeGrand thanked Lac for being helpful around the house. "You are the best son a dad could ever ask for." He also

wondered: "Have you met any cute girls?" (Lac replied that he did meet a girl. She had blond, curly hair and danced with him at the camp dance.)

Most kids' fathers came to the "Camp Olympics," and Lac says it was tough not having his dad on the sidelines. "I'm better in sports when he's there. He pushes me and encourages me."

While in Afghanistan, Maj. LeGrand missed many other moments. Lac's mom, Lara, can tick them off: "Before my husband left, Lac didn't have braces. Now he does. Lyndsey had braces. Now she doesn't. Lac had been playing flag football. Now he plays tackle football."

Lac also blossomed as an assertive and loving kid brother. His sister's boyfriend laughed when Lac gave him that little talk, but since then, the boy has been kinder and more attentive.

Tracking milestones through letters and photos from camp can be bittersweet for those overseas. In Al Taqadum, Iraq, Maj. Susan Shapiro used Bunk1 to communicate with her only child, 12-year-old Trent, at a camp in



Lac LeGrand and his dad, Loren.

Utica, Miss. In camp photos, "I am hoping to see my little boy, but what I see is a young man," wrote Maj. Shapiro last week in an email interview.

Her Army Reserve unit left the U.S. last December, and both she and Trent try not to dwell on how much they miss each other. "I have cried at night because I could not hold him or just touch his hand," Maj. Shapiro said. Seeing how he has grown, she said, keeps triggering memories of "his first steps,

his first words, his first trip."

Trent says he and his father, who is also in the Army Reserve, "clean the house, but it doesn't look as good as when my mom cleans." He tries not to think about the possibility that his dad's unit also will be deployed.

His mother, who has been in the military since 1988, switched from one Army Reserve unit to another last year because the second unit was closer to the family's home in Huntsville, Ala. "She changed because she was thinking of us," says Trent. Three days later, while in the new unit, she was activated. Trent sees the irony: His mother wouldn't be in Iraq "if she hadn't been thinking about us."

Trent appreciated when fellow campers said they hoped his mom doesn't get hurt in the war. He told them that his mother's unit is set to return home in December. He has her homecoming planned out: "We'll get a nice juicy steak. The next day, we'll go grilling. Then we'll relax."

Maj. LeGrand returned home to Galena last week. Lac had vowed to give his dad a giant hug and then take him to the town swimming pool to show off the flips and dives he'd perfected at camp. That's just what he did. Having happily surrendered the "man of the house" title back to his father, he splashed around like an exuberant 11-year-old.

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THE NATION'S NEWSPAPER

USA TODAY

NO. 1 IN THE USA

www.usatoday.com

USA TODAY

Life
SECTION D

Thursday, July 19, 2001

eBriefing

The news Behind the Net
By Janet Kornblum

E-mail Muddah, e-mail Fadduh ...

Naomi David loved camp this summer, but she says she might not have made it through a double session if she hadn't heard from her mom and dad every day. No, they weren't calling incessantly, and they weren't making daily trips. They were sending her e-mail.

Sure, they also sent letters, but those arrived too

Bunk1.com
technology enables
parents in Iraq to
see photos of their
kids at camp.

Print Media: Magazines

Client: Bunk1.com



TIME, JULY 18, 2005

NOTEBOOK

Keeping Tabs on Campers

USED TO BE, YOU PACKED your kids off to summer camp, mailed them a care package and waited to get a couple of obligatory letters in reply. While camps still try to get kids

pioneered by a Connecticut-based company called eCamp, is so popular that many camps have had to hire staff solely to take and upload pictures.

Through these electronic um-

Entrepreneur

new FRANCHISES

BE YOUR OWN BOSS

June 2004

struck a chord with women. "I get letters from women saying 'This is the first piece of really nice jewelry I've bought myself,'" she says. "I really believe that I'm changing the head space about [women saying] 'Oh, I would never buy myself a diamond ring.'"

Happy Campers

WHAT: An online service that connects families to their children at camp
WHO: Ari Ackerman of Bunk1.com
WHERE: Chicago
WHEN: Started in 1999

HAPPY MEMORIES FROM HIS CHILDHOOD days at summer camp inspired Ari Ackerman to come up with the idea for Bunk1.com. He originally wrote the business plan for the company for his MBA training, but it seemed like too good an idea to pass up.

His initial concept was to provide a Web service that parents could use to watch their children's camp activities online, with camp administrators posting photos for the parents to peruse. Ackerman then added an e-mail service (called BunkNotes) and an online newsletter service, as well as a search engine to help parents find a camp for their kids.

At first, says Ackerman, 33, the camp directors were difficult to persuade. "To sell them on this concept wasn't easy," he says. But with his camp background, he knew the market well. He knew parents would be willing to pay for this convenient connection to their kids—and he was right. The first camps he sold his service to got good response from parents immediately—and the number of concerned phone calls from parents (the "What's my child doing?"

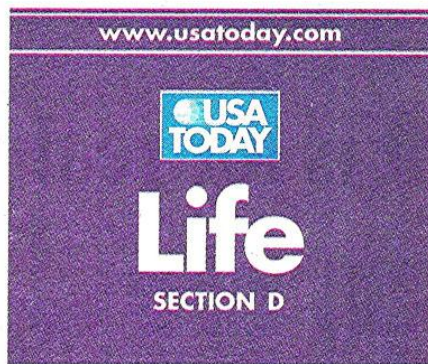


BUILDING BRIDGES: With Ari Ackerman's Web service, parents can stay in touch with kids at camp.

PHOTO COURTESY: ARI ACKERMAN

Print Media: Newspapers

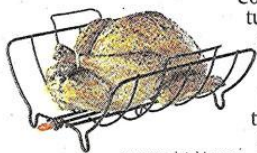
Client: Food Quality Sensor International



Friday, November 17, 2006

At home

Turkey with all the gadget trimmings



www.surlatable.com

Easy: Cuisipro roasting rack from Sur La Table, \$19.95

Cooking your first turkey this Thanksgiving? Relax — the hardest part is thawing out the bird. Besides, retailers have a fresh supply of gadgets to make holiday meal prep a little easier.

► **SensorfreshQ.** A handheld device that's supposed to measure bacteriological activity in uncooked meat or poultry. Green light means good to go, yellow means eat within a day, but watch out for red. \$89.95 at Sharperimage.com.

THE BOSTON GLOBE THURSDAY, NOVEMBER 16, 2006

A measure of freshness

High-tech scanner could keep Thanksgiving from being spoiled

By Hiawatha Bray
GLOBE STAFF

Just in time for Thanksgiving, a Lexington company is marketing the perfect gift for the paranoid chef who has everything: a pocket-sized device that detects spoiled meat.

Food Quality Sensor International Inc. of Lexington (FQSI) makes the SensorfreshQ, a hand-held scanner that can detect high bacteria levels on meat and poultry. The \$90 device, which went on sale recently at specialty retailer The Sharper Image, uses sensor technology developed at Draper Laboratory in Cambridge to identify spoiled meat, even if it still looks and smells fresh.

Most of Massachusetts' top technology firms make products for business and government — massive data storage arrays from EMC Corp., guided missiles from Raytheon Co., or cell-phone chips from Analog Devices Inc. There are a few exceptions, like Bose Corp. and iRobot Corp. Now FQSI hopes to join their ranks by selling millions of its SensorfreshQ.

"There are all kinds of ways that foods can spoil... and this device is a handy way to detect that spoilage," said FQSI president Maro Bonne, a food industry veteran who served as president of Prince Foods in the 1980s.

As bacteria feast on the protein in meat, they generate tiny amounts of chemicals called biogenic amines. These chemicals mix with the surrounding air, but people can't smell them. Megan

SCANNER, Page C5



The SensorfreshQ measures bacteria levels on meat and can determine whether it is fresh or spoiled.

SARAH BRIDGES/OLYMPIA FOR THE BOSTON GLOBE

THE WALL STREET JOURNAL

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THE WALL STREET JOURNAL

HEALTH

Aches & Claims • By Laura Johannes

Sniffing Out Spoiled Meat

Bacteria in food have been a growing concern for consumers. A company marketing a new hand-held "electronic nose" says holding the device over your raw meat can tell you if it's fresh or not. Microbiologists, however, say its usefulness is limited because it doesn't distinguish between harmless bacteria and the kind that can kill you.



Rating seems to be getting dangerous. *Escherichia coli* bacteria at the Taco Bell restaurant chain—possibly due to contaminated scallions—has sickened dozens of people in six states. Recently, watchdog Consumer Reports has ruled an alert on dangerous bacteria in chicken. The non-profit also found that supermarkets are increasingly packaging meat with tiny amounts of carbon monoxide, which keeps it looking red and fresh even after it has spoiled.

A hand-held battery-operated device, now being sold for \$90 by Food Quality Sensor International Inc. in Lexington, Mass., tests raw beef, chicken and pork for freshness. The science behind it was developed at the Draper Laboratory, a Cambridge, Mass., nonprofit facility closely associated with the Massachusetts Institute of Technology. The device, called the SensorfreshQ, is accurate in detecting spoilage even if the meat is packaged with carbon monoxide, Food Quality Sensor says.

The company says it works by smelling "amines," or gases made by bacteria as they decompose uncooked meat. The higher the level of amines, the more bacteria present. The company says a red light on the device shines when the bacteria count is more than 10 million organisms per gram—a commonly used scientific standard for spoilage. If the light is green, the meat is fresh. Yellow means the meat is still good—but consume it soon.

The accuracy of the device hasn't been confirmed by outside tests. Informal use by The Wall Street Journal found it took about a minute to perform the three-step process needed to test meat. The process includes allowing the unit to take a sample of air directly

above the meat and test it, and then pushing the button to display the result. The device indicated that some of the sample meat examined was spoiled, though it appeared to be extremely sensitive—failing streaks ground hamburger and chicken that still seemed fresh to the eye and nose.

One limitation is that the test must be done immediately after the plastic wrap from the store is removed, otherwise the gases dissipate, according to the company. A sample left exposed to air on the counter for several days continued to test green even though it was clearly rotting. Food-safety experts say that, even if the device does exactly what the company says it does, its usefulness is limited. That's because only a few of the hundreds or thousands of types of bacteria that infect meat are harmful, and the device measures only total bacteria count—not the types of bacteria.

Spoiled meat with a high bacteria count is unpleasant, but not generally dangerous, says James Dickson, a food microbiologist at Iowa State University. "What's making you sick is the harmful bacteria—the salmonella and the *E. coli* and the rest of those—and if they are not present, you're not going to be sick," says Dr. Dickson. But it takes only a tiny amount of bad bacteria to become sick from eating it. As few as 10 *E. coli* organisms or a few thousand *salmonella* can make someone violently ill, says Dr. Dickson.

Cooking meat thoroughly and following good kitchen hygiene is the only way to protect from food-borne bacteria, food-safety experts say. As far as spoilage goes, they add, your nose and taste buds are likely as good an indicator as any device.

Email: nlj@wsj.com

SensorFreshQ measures freshness in uncooked meat and poultry.

Online Media Online Magazines Client: StopLift

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Loss Prevention: Big Y Foods, Inc., Pilots New Technology To Address Checkout "Sweethearting"
4/14/2008

Big Y has installed StopLift Checkout Vision Systems' video recognition software to catch "sweethearting," a practice which occurs when cashiers pretend to scan merchandise but deliberately bypass the scanner, thus not charging the customer for the merchandise. The customer is often a friend, family member or fellow employee working in tandem with the cashier.

Retail store employees steal \$208 worth of merchandise a year, an estimated two thirds of that or \$138 through sweethearting.* Supermarkets, with their especially thin profit margins, are particularly vulnerable to sweethearting, which has accounted for an almost 35% profit loss industrywide.

"We expect to have control over far more of our shrink and loss through the use of this emerging technology," said Mark Gaudette, Director of Loss Prevention at Big Y. "StopLift will enable us to improve our cashier work force through better training as well as better systems to detect and control employee theft."

"While we have loss prevention technology throughout our stores, StopLift's is the first technology to address sweethearting," Gaudette said.

Big Y is the most recent in a growing list of retailers and supermarkets, including chains such as Hannaford and Safeway, who are installing and/or piloting StopLift's technology.

The software monitors existing security cameras watching over the checkout registers. (Security cameras are at best sporadically monitored.) As soon as a "sweethearting" incident occurs, the software, which constantly monitors 100% of the security video, flags the transaction as suspicious. It quickly reports the incident, identifying the cashier and the date and time of the theft.

"If you can't sell more in this economy, you can at least take steps to lose less," said Malay Kundu, CEO of StopLift, headquartered in Bedford, MA.

To see a video of sweethearting, go on www.StopLift.com.

StopLift's patent-pending computer vision technology visually determines what occurs during each and every transaction to immediately identify fraud at the checkout, according to Kundu. Dishonest associates are identified on the basis of video evidence the very first time they conduct a fraudulent transaction, rather than months or even years down the road, significantly reducing inventory shrinkage, deterring future theft, and boosting profitability.

Furthermore, the software identifies training opportunities for associates, resulting in fewer errors and improved employee retention.

The technology eliminates costly, time-consuming human review of video, drastically reduces and deters fraud at the checkout, and significantly improves profitability, Kundu said. Rather than take a one-size-fits-all approach, StopLift develops targeted applications to address the specific needs of retailers from different sectors including general merchandise, grocery, and specialty retail.

Retailers have tried to track theft through data mining, but, as Kundu notes, "Since the sweethearted item is not scanned, there's no data to track it. How do you do data mining when there's no data?"

According to the 2006 National Retail Security Survey*, 47% or nearly half of the \$41.6B retail theft is committed by employees, compared to 32% by shoplifting, 18% by vendor and administrative

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Grocery chain discovers employee 'sweethearting' not always intentional
Integrating video analytic technology helps identify unknown areas of loss
By Leichen Steller - 10.30.2009

SPRINGFIELD, Mass.—With employee theft contributing to more than 45 percent of overall shrink for grocery stores, as reported in the 2008 National Retailer Security Survey, loss prevention professionals are constantly battling to minimize employee theft. However, even recognizing where those losses are occurring can be difficult.

"We know that even with all the good practices we have in place, we're still not identifying all that loss," said Mark Gaudette, director of loss prevention for Big Y Foods. A major source of loss is a result of sweethearting, when an employee intentionally does not scan items at the register. In an effort to minimize sweethearting, in mid-October Big Y Foods completed the installation of StopLift Checkout Vision Systems at its 57 stores. The video analytic software is integrated into Big Y's existing analog CCTV system and works in unison with the company's POS system to detect items that are not properly scanned.

However, what Gaudette discovered was that a significant amount of internal loss wasn't necessarily intentional or malicious employee theft. "There was some fraud, but a lot of the loss became a training opportunity and it was good employees making mistakes—just missing scans and doing procedures incorrectly," he said. As a result of the installation, Big Y revamped and improved its training procedures and added training modules to address mis-scans, he said.

At the beginning of the four-month pilot program, Gaudette said that they didn't tell anyone in the stores about the new technology, nor did they react to any discoveries of sweethearting. "We let the behavior continue for four months to get a good baseline to understand the scope of the problem," he said. It wasn't until they began the full roll out of the technology that Big Y began an awareness campaign and educational sessions for its employees. As a result of the installation of the technology and the increased awareness training, Gaudette said Big Y has seen an 86 percent reduction in missed scans.

Utilizing the technology not only pointed out ways to improve training and education for employees, but it also highlighted other loss prevention issues occurring at its stores. For example, in cases that a customer did not have their loyalty card on them, the cashier could call up the card number by entering the customer's phone number. However, while the cashier was running the search procedure, the next four or five items scanned were not being captured by the system, despite the employee following correct procedure, said Gaudette. Also, Gaudette found that no matter who the cashier was at one particular lane, they seemed to regularly misscan items. Upon further investigation, it was found that the scanner in that lane was malfunctioning despite employees properly scanning items.

In addition to recognizing sweethearting and missed scan issues, the StopLift software also identifies items left in the bottom of the shopping cart. Gaudette said he was surprised about how much loss was occurring from bottom of the basket.

"I did not think we had a problem in that area because every time we measured it, we didn't see that as a concern," he said. In addition, Gaudette said there was also more loss occurring at the self-scan lanes than they had previously realized.

Putting the technology in place was largely a plug-and-play installation, Gaudette said, and didn't require changes to existing infrastructure. "We really piggyback on the system because generally most retailers already have cameras over their POS or some level of coverage and what we're trying to do is leverage their existing investment," said Malay Kundu, CEO of StopLift Checkout Vision Systems, a six-year-old company based in Cambridge, Mass.

At the end of the day, Gaudette sends the video footage to StopLift for validation and if any incidents are detected, those video clips are sent back to Gaudette for his personnel to address. "Our goal is to put it on a silver platter for retailers," said Kundu. "One thing a computer can never do that an investigator is really the expert in is interviewing." Having personnel spend time dealing with actual incidents and not looking through video footage is a major benefit, said Gaudette. "This technology did what our workforce couldn't have done, which is monitor every transaction through video," he said.

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Electronic Patient Records Will Force Consolidation in Health Care
By STEVE LOHR

May 28, 2009, 8:12 AM

The Obama administration's ambitious plan to accelerate the adoption of electronic patient records will be a "steamroller" that drives the consolidation of the health technology industry and threatens many small physician practices, predicts Leonard M. Fuld, head of a large competitive intelligence firm.

In an interview on Wednesday, Mr. Fuld summarized the conclusions of a "war game" his firm organized last month, "The Battle for Healthcare Information," and added some postgame observations of his own.

The 35 participants in the [business strategy and forecasting exercise](#) were students from four graduate business schools — the University of Pennsylvania's Wharton School of Business, Columbia University's Graduate School of Business, Massachusetts Institute of Technology's Sloan School of Management, and Northwestern University's Kellogg School of Management.

The government's \$19-billion plan to hasten the use of electronic health records in hospitals and doctors' offices is intended to improve care and curb costs. But the government pump-priming will also set off an acquisition spree as large technology companies buy health information-technology specialists to grab market share, the war-game participants concluded. Allscripts, Epic and Cerner, they said, could well be targets for larger companies like I.B.M., Microsoft, Oracle and McKesson.

Hundreds of thousands of doctors in small practices, Mr. Fuld said, will be forced to join larger groups in part because of the expense and complexity of adopting computerized health records. "It's an unintended consequence, I think, of the administration's policy," Mr. Fuld said. "Many doctors don't like computerized health records, but they know they have to adopt them over the next several years."

The computerized record technology, Mr. Fuld predicts, will be "a steamroller" that changes the organization of American health care.

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SEPTEMBER 2, 2009, 11:00 AM ET

John Lennon "More Popular Than Jesus" Magazine on Auction Block

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By Steven Kurutz

In 1966, a teen magazine called *Datebook* reprinted an interview John Lennon gave to a British newspaper in which he said the Beatles were "more popular than Jesus." *Datebook's* publisher, Arthur Unger, sent the issue to Southern radio stations, shrewdly manufacturing a controversy that became one of the more curious episodes of Beatlemania. Teenagers burned Beatles records, Lennon was ~~El~~forced to apologize and the media firestorm is said to be one of the reasons that drove the band from touring. The episode also prompted one of the great insights into rock and roll management from Beatles manager Brian Epstein, who is said to have told Unger: "Arthur, they have to buy the records before they burn them."

The autographed Lennon page.

R.R. Auctions

Why is any of this relevant? R.R. Auction, a New Hampshire-based auction house that specializes in autographs, is [currently auctioning](#) the offending *Datebook* from September 1966, signed by John Lennon. Lennon's middle name was Winston, but he autographed the issue for Unger and signed it, "John C. Lennon." "It's obvious it was a play on Jesus Christ," says Mike Stern, a collector of, and expert on, Beatles memorabilia who currently owns the magazine. "It's probably the only thing he signed using that signature." Stern purchased the issue several years ago at Christie's, but said with the September 9th re-release of the Beatles' remastered catalogue — and the release the same day of *The Beatles: Rock Band* video game — it was a good time to sell.

Bobby Livingston, director of sales at R.R. Auction, says he expects the autograph to sell for upwards of \$10,000, significantly more than the \$1,200-2,000 range that a standard Lennon autograph commands. "It's a historically significant magazine," Livingston says. "Then he has the wit to sign it John C. Lennon. It struck me immediately as fantastic." The auction started on Monday and ends September 16th. Meanwhile, here's ~~El~~part one of a great, time-warped, four-part special, filmed circa 1966 that examines the controversy.

Brain Epstein, John Lennon, RR Auction, The Beatles

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Retail Technology

New software catches "sweethearting" as it happens

"Sweethearting" is the term industry insiders use when describing the way some cashiers pretend to scan merchandise and then bag it for family or friends who don't end up paying. StopLift has developed a computer vision technology that can identify the practice as it happens, and by using the technology Hannaford Bros. discovered that as many as 20% of cashiers took part in the practice. [The Boston Globe \(1/27\)](#) [\[E-MAIL THIS STORY\]](#)



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New Technology Prevents Internal Loss
2/1/08

When a dishonest employee steals at the point of sale, it's not only a huge disappointment to the store that trusted that individual, but it's nearly impossible to detect without a lot of man hours to keep constant watch.

The introduction of new loss prevention technology from StopLift Checkout Vision Systems may alleviate this issue. StopLift technology can detect when cashiers pretend to scan merchandise but bypass the scanner. This type of theft is commonly referred to as "sweethearting." The customer is often an acquaintance of the cashier, making the criminal behavior difficult to detect.

"The No. 1 thing is sweethearting, by its nature, involves friends and family. In college, everyone is everybody's friend," said StopLift CEO Malay Kundu. "I would think it would be more rampant than it is in any other kind of store."

StopLift's technology digitally analyzes videotapes to identify loss at the checkout. Dishonest cashiers can be identified based on video evidence the first time they attempt to sweetheart, rather than

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Smart packages make smart business
by Megan Waitkoff
Senior Editor

Packages are getting smarter, but manufacturers have to be smarter than the package.

According to a recent report from The Freedonia Group, the demand for active and intelligent packaging in the United States is expected to grow 13% annually to \$1.1 billion in 2011. But the market will only increase if manufacturers find a way to offer cutting edge technologies at a lower price.

First things first: definitions. Intelligent packaging is packaging that emits a message to the consumer after detecting internal or external changes in the packaging atmosphere. Active packaging includes elements that become active once an event is triggered, such as the release of pressure or exposure to ultraviolet light. Active packages are primarily used to extend shelf life and/or enhance product properties.

The growth of the active packaging market is nothing to write home about, as active packages have been on the market for years. But the particular interest in gas scavengers shows advances in developing compounds that react if bacteria are present, indicating a food safety issue. The increased demand for intelligent packages also reflects either a boost in what food manufacturers are willing to financially dedicate to quality indicators, or more likely, a drop in cost for the technologies.

The intelligent packaging sector is expected to grow a whopping 31.5% annually from \$42 million in 2006 to \$165 million in 2011, the report indicates, and the star of the market is expected to be time-temperature indicator labels.

U.S.-based Food Quality Sensor International Inc. (www.fqsinternational.com), for example, is expected to launch SensorQ, a stick-on sensor applied to the inside of meat packages, by the end of this year. The sensor detects the presence of foodborne bacteria by reacting with the bacteria's gaseous byproducts. SICPA Secure Inks (www.sicpa.com), Ciba Specialty Chemicals (www.cibaspecialty.com) and Cryolop (www.cryolop.com) currently offer similar products with time-temperature-indicating inks.

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- » BEST Coffee School Opens in Oregon
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BREAKING NEWS

A Sneak Peek Into ALL CANDY EXPO 2007
More than 2,000 sweet treats and savory snacks will debut at the National Confectioners Association's (NCA) ALL CANDY EXPO® September 17-19 in McCormick Place, Chicago, Ill. [more>](#)

Whole Foods Announces Future Plans for Wild Oats Markets in Colorado
Last Thursday, Whole Foods announced its immediate and future plans for the Whole Foods Market and Wild Oats Markets stores in Boulder, Colo., and throughout the Rocky Mountain region that spans Colorado, New Mexico, Kansas, Utah, Idaho and Kansas City.

QUICK TAKES

Miami Welcomes Nationwide Latino Campaign for Healthier Eating
On October 11, 2007, from noon to 4 p.m., Publix Super Market Sabor, located in Hialeah, Fla., will welcome Camino M'égico 'D a new and innovative supermarket guide designed by Oldways to encourage Latinos to recapture and keep their good health through traditional foods and lifestyles. Camino M'égico con Sabor' will kick off with a welcome message from both the Latino Nutrition Coalition spokesperson and Publix Super Market, followed by a nutritious presentation, and culminating with a chef demonstration. Miami is the third stop on a nationwide tour targeting large cities with significant Latino populations in various areas of the country. For more information, call 617-896-4888.

Gluten Free Oats Now Available From Bob's Red Mill
Bob's Red Mill offers a breakthrough for gluten-intolerant consumers who crave oats with its introduction of Gluten Free Steel Cut Oats and Gluten Free Rolled Oats. The gluten-free pioneer is the first food company to provide pure, gluten-free oats to grocery stores in unlimited quantities. For more information, visit www.bobsredmill.com.

O.N.E. Coconut Water Hits Whole Foods Market
O.N.E. Coconut Water will be available for sale at many Whole Foods Market stores nationwide as of October of this year, in both the new 1L package as well as the popular 11-oz. size. The Coconut Water made an impressive debut at Whole Foods Market in Southern California in 2005 ¹ after only three weeks on shelves, it became the number-one selling alternative beverage. One hundred percent natural, with five essential electrolytes and more potassium than a banana, it has no added sugars, no fat, no cholesterol and no preservatives. For more information, visit www.onecoco.com.

FQSI's New Meat-Poultry Safety Label
Food Quality Sensor International Inc. (FQSI) introduces SensorQ, a smart label applied by the meat packer to the inside of meat and poultry packages to provide the consumer with a clear indication of the product's freshness. As the product spoils, the bacterial count increases and the label changes color. Because SensorQ measures bacterial levels directly and is unaffected by Modified Atmosphere Packaging (MAP) gases, SensorQ is the consumer's only safeguard to show whether MAP-packaged meat and poultry is truly fresh or spoiled. For more information, visit www.fqsinternational.com.

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SensorQ label detects freshness in packaged raw meat and poultry.

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Retailers Heart New Theft Detection Software

TOPICS: Technology | Investment Strategy | e-commerce | Retail Sales
SECTORS: Technology
COMPANIES: Safeway Inc

By Linda R. Siltenfeld, Senior Producer | 29-Jul-2008 | 10:31 AM ET

Font size: A A A

Billions of dollars are stolen from grocery stores every year, but it's not because of shoplifting. The money walks out the door right at the cash register, where employees are using a scheme called "sweethearting," or giving away merchandise by not scanning it. Now, there's a video security system that can stop it. **Malay Kundu, CEO of StopLift Checkout Vision Systems**, explains.



What is StopLift?

StopLift is a system for watching all those cameras that are recording the checkout lines at the grocery store. They're there, but no one's looking at them. So our software watches the cashiers. It analyzes the body motions of the cashier. It watches and analyzes how the items move across the scanner, or don't move across the scanner.

The software, which constantly monitors 100 percent of the security video, flags the transaction as suspicious and quickly reports the incident, identifying the cashier and the date and time of the theft.

The simplicity of what we do is a huge selling point. We're watching what people are doing at checkout. What they're doing is sweethearting, and we can catch it. If you can't sell more in this economy, you can focus on losing less.

MORE ON STOPLIFT

StopLift.com

More Technology News

Why is it called "sweethearting"?

This kind of theft is called sweethearting because you do it for a friend or family. Retail store employees steal \$20 billion worth of merchandise a year - \$13 billion of it due to sweethearting at checkout. Cashiers pretend to scan merchandise, but deliberately bypass the scanner, thus not charging the customer for the merchandise.

Since supermarkets' profit margins are so thin, sweethearting has had a major impact on the increasing cost of food. Supermarkets are particularly vulnerable to sweethearting, which has accounted for an almost 35 percent profit loss industrywide. We actually have video in which the customer high-fives the cashier.

Where'd you get the idea?

I worked on facial recognition technology for airports, pre-9/11, in the '90s. Then I realized this could be applied to supermarkets. Now we are in about a dozen chains. Some are 1,000+ stores. Retailers are happy. And investigators love it.

What's ahead?

We want to make this standard for any store, just like security cameras became standard. Wherever there's a camera, our software should be there.

How did you get started financially and are you looking for investors?
We bootstrapped in the beginning, and had an angel. We are doing pretty well right now. But we may be looking for more funding in the future.

Supermarket chains currently using StopLift include **Safeway** [SWY 26.75 ▲ 0.83 (+3.2%)] , **Hannaford's** and **Big Y**. StopLift Vision Systems grew out of Kundu's Harvard Business School research study "Project StopLift" on Retail Loss Prevention. With technological research insights Kundu developed while at MIT, Project StopLift concluded that video recognition could be used to automate, and thus, make possible the comprehensive examination of surveillance video.

The 2006 National Retail Security Survey reports that \$41.6 billion a year is stolen at U.S. retail stores, which is 1.6 percent of total retail sales in the United States. The survey, now in its fifteenth year, is a collaborative effort between the National Retail Federation and the University of Florida. According to the survey, 47 percent or nearly half of the \$41.6 billion retail theft is committed by employees, compared to 32 percent by shoplifting, 18 percent by vendor and administrative errors, and the remainder unknown. That means employee theft at retail stores is almost 50 percent more prevalent than shoplifting.

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Anti-Shoplifting Technology May Cut Down On Thefts

Troubled Economy May Be Leading To Rise In Theft

POSTED: 3:43 pm EST November 20, 2008
UPDATED: 5:41 pm EST November 20, 2008

BOSTON -- One of the fastest growing crimes in the United States is retail theft, and loss prevention executives say during the past three to six months, there has been a direct link between the troubled economy and the rise in theft.

[Anti-Shoplifting Technology May Cut Down On Thefts](#)

NewsCenter 5's Liz Brunner reported that much of what is stolen is because of a practice called sweethearting.

"If I'm the cashier, your my friend, family member, or fellow employee, I can give you things for free by simply not scanning them," said Malay Kundu, who developed anti-shoplifting technology.

"One of the challenges with sweethearting is that it leaves no paper trail because the item never got scanned. There's no trace of it anywhere in the databases," Kundu said.

Kundu has developed new 3-D human body scanning technology called StopLift Vision Systems that can stop it.

"The software is analyzing and watching the body motions of the cashier to be able to understand what they've scanned and what they've sweethearted. It's watching everything. The items that the cashier is not scanning are blinking in red," Kundu said.

There are a number of ways that sweethearting occurs. Some cashiers stack items that can be picked up, or carried over the scanner. Other cashiers simply leave items in the cart and not scan them at all.

"Typical grocery store has anywhere from 20,000 to 30,000 items that go through it per day. Our system is sitting there watching every single one of those, but there's no way a human could possibly do that," Kundu said.

If you consider the fact that there is only a thin 2 percent profit margin in grocery stores, every loss affects the bottom line, and that price is passed on to the consumer.

Kundu said the technology developed out of the facial recognition work he used to do for airports that were looking for terrorists.

Right now, StopLift is in Safeway, Hannaford's and Big Y stores.

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Anti-Shoplifting Technology May Cut Down On Thefts

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Tuesday, May 19, 2009



New tech keeps grocery losses in check

New technology is helping to prevent grocery stores from taking up losses at the checkout counter. Jennifer Collins reports.

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A checkout clerk prepares to bag frozen juice at a software grocery store in Washington, D.C. (Chris Semmens/In/Getty Images)

More on INNOVATION, RETAIL, FOOD

TEXT OF STORY

KAT RYSSDAL: When you go to the grocery store, what do you do while the clerk is scanning whatever's in your cart? I don't really expect you to know. But chances are you're perusing the taboos, or telling the kids no, they can't have candy. Something benign, in other words. But that doesn't mean somebody's not watching you. Because just as supermarkets installed those bar code scanners years ago to speed things up and be more efficient, now they're turning to high tech once again to catch the stuff that doesn't get scanned. Marketplace's Jennifer Collins explains.

JENNIFER COLLINS: Many of us have had this experience. You go to the market. Get to the cashier with a cart full of stuff.

CASHIER: It's \$115.82.

I head out the door, looking at your receipt, and you realize you didn't pay for that bag of Doritos. Cashiers miss things like that all the time. Sometimes it's intentional. Losses at the checkout counter add up to about \$13 billion a year for U.S. stores. Most groceries have cameras that track cashiers. But who's going to watch all that video?

MARK GAUDETTE: It's just impossible from a labor point of view. And they'd still miss things.

Mark Gaudette tracks theft for Big Y, a chain of 58 grocery stores in New England. Instead of employing legions of video-watching security guards, he uses a software system called StopLift. The program monitors body motion in the videos and syncs it with the cash register. Gaudette says it catches shoplifters most of the time and then alerts store managers with the footage.

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07.08.04 - [National Public Radio:](#)
[Summer Camp Stories, Then And Now](#)



06.25.04 - [ABC News Radio:](#)
[Connecting With Kids at Camp](#)



07.27.01 - [Bloomberg Radio:](#)
[Summer Camp in the Digital Age](#)

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Client:
Bunk1.com

Radio coverage

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07.06.05 - [WAFF TV \(NBC\): WAFF 48 News: Bunk1.com: The Shapiro Family](#)



04.09.05 - [Bloomberg National: Bloomberg Small Business: Ari Ackerman, Bunk1.com](#)



07.08.04 - [TODAY show on NBC](#)



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07.21.03 - [WNBC NEWS](#)



07.05.02 - [CNN NEWS](#)



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Client: Bunk1.com

TV coverage

*Note TV pickups
of WNBC 7/21/03
news story*

Ghostwriting

Ghostwriting is a legitimate form of publicity. It involves your publicist writing an informative (not promotional) article under your byline for publication. You approve the final version.

Ghostwriting can be accomplished in several ways: through an interview with your publicist, having your publicist research the article through your company's case studies and/or the Internet, or by your publicist's doing extensive editing to your rough draft.

Your company's boilerplate will be at the end of the article, including your title and email.

The same article can be published in more than one publication, sometimes even competing ones.

Ghostwriting: Trade Media

Client: Radius Product Development



PERSPECTIVE STEVE CALLAHAN

Joint effort pushes innovation

It's the day your entire design team has been anticipating: seeing your hard work pay off with the first manufacturing run of your new product. A major product launch is planned just ahead of the competition.

However, the manufacturing team claims that the product is in its current configuration just won't cooperate during the manufacturing process. The team needs to make "a few modifications," while you're already slightly over budget.

This translates into delays and potentially reduced profits. Unfortunately, this happens to many companies that don't integrate manufacturing and design early enough in the product development process.

Here are five ways to increase your chances of being first-to-market and improving your overall profitability:

- Involve a manufacturing professional on your design team early in the design process.

Your company must make a conscious effort to incorporate manufacturability into the early stages of the product design process. This means having a hands-on manufacturing profes-

sional work collaboratively on the design team during its early discussions of a design concept. He/she can support the design team's necessary "blue sky" thinking with knowledge of what's possible. Form and function are critical, but manufacturability is equally important.

- Be sure the manufacturing professional you choose is hands-on, with the right attitude.

Be sure the manufacturing professional is "real world." Has this person worked only at product development firms, or does he/she have experience working at a manufacturing company and involvement in the manufacturing process?

This professional must not provide you with "book knowledge" of how a product is supposed to work at the manufacturing level. He or she should be able to tell your design team at any stage of the development process what technologies and processes are available to maintain the design intent and what needs to be altered to ensure efficient manufacturing. He or she must also want to make your innovation a reality.

- Be sure your product development team has the best tools and technologies to anticipate how the manufacturing process will unfold.

Utilize tools and technology upfront to simulate how a product will behave before it goes

into production. This approach will identify weak spots in the design that can be easily modified in a computer-aided design program, rather than at the end of the product development cycle when a change translates into expensive modification and re-engineering. The investment in such tools and technology will prevent costly delays later.

The entire product development team must act as one and be accountable to itself. Whose fault is it when the project is beyond the design stage, and the pre-production molds cause serious manufacturing quality problems? When the design and manufacturing teams are separate, you can expect finger pointing and delays.

Industrial designers must have a sensibility about manufacturing. A good designer understands the things that may impact the innovation or design intent of the product, such as the quality of the tool or the manufacturing tolerance of a particular material. He/she should also be involved at the manufacturing stage to ensure that the design is not compromised. A few

last minute design tweaks by manufacturing professionals to save money can translate into delivering a product with features that miss the mark. Keep informed designers in the loop until the end.

If your design and manufacturing teams share the same set of thinking holistically about design, you can push innovation to new heights. And you'll beat your competition to the marketplace.

Steve Callahan is president of Radius Product Development Inc. in Clinton, Mass.

Drug Delivery Technology

February 2007 Vol. 7 No. 2

Combination Products in Europe & Asia

The science & business of specialty pharma, biotechnology, and drug delivery

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Associate: Excelling & Accelerating its Partners' Success

Mr. John Sullivan
Growing Global Market for "Combination Products" Presents Regulatory Challenges for American Firms

Stephen E. Zweig, PhD
Smart Tools Improving Bioprocessing Drug Quality: Moving into the Inspection Device

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Lost in Translation?

Combination Products Face Additional Regulatory Hurdles Abroad

It's no secret that the combination medical device market is growing at an impressive rate. According to reports from BCC Research and Business Communications Co. Inc., the combination market is estimated to grow by 13.6% annually, reaching \$11.5 billion in 2010, compared with \$5.4 billion in 2004. The number of FDA reviews for these products has increased as well.

A combination product integrates biologics, devices and/or drugs into a combined therapy or treatment. Products can be as simple as an antibiotic-coated bandage or as complex as a drug-coated stent. Another group is engineered biologics such as grown cultures, blood, vaccines and engineered tissues. By nature of their multiple mode-of-action components, combination products come with their own unique set of regulatory challenges.

The complexity and nuances of these therapies led the FDA to create the Office of Combination Products (OCP) in 2002 to oversee the approval process, safety and accountability of combination products. While the OCP does not conduct product review, the FDA recognized the need for a central body that would help to translate new product applications into their component parts to ensure that the appropriate divisions are reviewing respective elements. The path to regulatory approval is only recently becoming clearer in Europe, and strides are being made in Asia.

The differences in current regulation and regulatory body structures require that manufacturers be prepared to follow varying regulatory

pathways in different regions. Products in the United States will be managed through the OCP and classified by primary mode of action. However, the product's components will be reviewed by appropriate centers following respective approval processes addressed later in this article.

In Europe, a combination product is categorized as a medicinal (pharmaceutical) product or device based on how the medical is integrated. For example, a syringe is regulated under the medical device directive and a drug administered using the device is regulated under the medicinal products directive. However, if the same syringe is pre-filled, it would be considered a medicinal product, because under European regulations a device and drug that form a single, integrated product are regulated as such. No distinction is made in European regulations for combination products, as has been done with the OCP.

Asia: Focus on Japan
Asia has its own system for regulating combination products. Contrast Japan's Ministry of Health, Labor, and Welfare (MHLW) with the FDA, and you will see a system that is ripe with challenges for companies seeking approval of combination products. Gaining approval for a standard medical device or drug in Japan is rigorous and can be a frustrating process. Companies also may find that both the healthcare market and medical practitioners can be resistant to change and overly bureaucratic. Consider this example of the

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Drug Delivery Technology and
Medical Product Outsourcing do NOT compete.

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- Any web site that posts news or tidbits
- Any search engine that posts news or tidbits

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- Online newsletter or magazine
- Online publication more current than print version, i.e. Forbes.com, WSJ.com
- Social networking site, i.e. You Tube, Facebook
- Blog
- Any web site or search engine that posts news, briefs, or tidbits
- PR Newswire and Business Wire

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- PR can be posted on your web site for CREDIBILITY.

sherry alpert

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