



TECHNO

THE BIG IDEAS THAT
ARE CHANGING EVERYTHING

TRENDS

INCREASE YOUR COMPANY'S TRUST FACTOR

BY DANIEL BURRUS, CEO OF BURRUS RESEARCH



With billions of dollars in taxpayer bailout money, how much do you trust the leadership of the banks that, after record losses, gave themselves

unprecedented raises? How much do you trust the leaders of Wall Street? How much do you trust our government's ability to manage the money they have given to the banks or the auto industry? How much do you trust the leaders of the auto industry to do the "right thing" with the bailout money? This growing lack of trust can have serious consequences as we try to reverse the economic meltdown and bring about positive change and growth.

The one thing every business professional should be certain about, regardless of industry, is that the future is all about relationships. And the one thing all relationships need to survive is trust. In fact, trust is the glue that holds the net-enabled knowledge economy together. The more trust you have with someone, the more powerful the relationship. The less trust you have, the weaker the relationship.

In business, trust is something you must earn. You do so by displaying three universal values: honesty, integrity, and delivering on promises. In fact, no matter where you travel around the world and regardless of religion or culture, those three values are the same. *continued on page 2*

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TRUST FACTOR *(continued from page 1)*

Because people worldwide place such a high emphasis on trust, many companies cite “trust” in their list of organizational values. And by nature, most people are indeed trusting of others. But because trust is assumed, many companies have a tendency to implement strategies that undermine trust. They fail to make trust a conscious part of their strategy. Instead, trust stays in the back of their mind, and that’s when problems begin.

For example, call your Telephone Company or Internet Service Provider today and tell them you’re going to cancel your service and go with a different provider. Chances are that in order to keep you as a customer, they’ll respond by offering you a lower rate. Does that make you trust them more? No. In fact, you’ll probably feel that you’ve been getting ripped off all these years and should have gotten that lower price all along. Policies such as these train customers to distrust the company. Despite their actions, companies that violate trust are not evil. Rather, they’re simply not thinking about trust when they lay out a course of action or outline policies. Therefore, in order to foster trust in your organization, consider the following strategies.

NEVER ASSUME TRUST

Whenever you’re bringing about any change, either internally or externally, create a “trust meter.” Think of this trust meter as an old fashioned gas gauge: On the far left is no trust, and on the far right is full trust. Before you implement any change, ask yourself, “Between us (the company) and the people who will be impacted by this decision or policy, where is trust currently?” Mark it somewhere on your trust meter. Then ask, “If we implement this change in this way, what will happen to that trust?” Mark whether you think trust will go down, stay the same, or increase. If trust will go down, don’t implement the change in that way. This doesn’t mean don’t enact the change, decision, or policy. It simply means not to do it in the way you’ve outlined. Change how you implement the decision or policy so trust stays where it is. And if anyone on your team can come up with a way to get the trust meter to increase when implementing the change, reward that person openly, because you want that behavior repeated. Remember, when you raise the bar on trust, your organization will thrive.

OFFER MORE VALUE TO REWARD LOYALTY

As you decide what policies and changes your company will implement, think in terms of adding value rather than giving something for nothing. For example, one newspaper publisher sent out a \$190 yearly renewal notice to customers. Those customers who didn’t renew by the deadline received a phone call about the renewal. The newspaper employee offered the customer a deeply discounted renewal rate of \$90. This is “something for nothing” mentality, because now the customer sees less value in the product (and feels ripped off for paying the higher renewal price in the past). A better strategy would be to offer the customer a few additional months of newspaper delivery for no extra charge. So now instead of getting twelve months of newspaper delivery for a certain price, the customer gets fifteen months of service for that same price. When you think in terms of rewarding loyalty with more value rather than a lower price, people feel that the company is giving them a genuine “thank you.” They feel appreciated (something everyone wants to feel) and will actually want to keep doing business with you. Therefore, pinpoint what your customers will perceive as added value and make that a part of your policy change.

Next month, I will share two additional strategies that will allow you to bring about change faster and more effectively, and improve your business.

TECHNOLOGY NEWS HIGHLIGHTS

MINIATURE ULTRASOUND

A pocket-sized ultrasound device could soon become the new standard of care for medical professionals. The ACUSON P10 weighs only 1.6 pounds, but is capable of storing up to 30,000 images on a 1GB SD memory card. A new proprietary display technology produces clear images in spite of the small screen size, and the PDA-style interface makes it easy to use. With an image depth of up to 24 cm (10 inches) and less than ten second start-up time, the device can be used in a variety of applications to provide faster, more accurate assessments at the point of care. The ultimate result is more timely diagnosis and treatment, better workflow and improved patient outcomes.

For information: Siemens AG, Healthcare Sector, Henkenstrasse 127, D91052 Erlangen, Germany; phone: +49-69-797-6602; Web site: www.medical.siemens.com

ECO-FRIENDLY DRYWALL

Conventional drywall is made by roasting ground-up gypsum at about 500 degrees Fahrenheit, a process that produces about 20 billion pounds of greenhouse gases annually. But a new product will become commercially available this summer that uses recycled materials, requires no heat to produce, and holds up even better. EcoRock is a combination of twenty different industrial by-products (like fly ash, kiln dust, and fillers), which bind together when mixed with water to form a paste that can be poured into sheets and congeal without the need for external heat. Because it contains no cellulose, it's impervious to mold and termites. And at a price of \$14-\$20 per sheet, it costs about the same as high-end drywall.

For information: Serious Materials, 1250 Elko Drive, Sunnyvale, CA 94089; phone: 800-797-8159; email: info@seriousmaterials.com; Web site: www.seriousmaterials.com

"GREEN" REFRIGERANT

In order to further reduce the environmental impact of automobiles on the environment, the European Union has developed regulatory guidelines that require manufacturers to begin phasing out hydrofluorocarbon (HFC)-based air conditioning systems by 2011. Recently, DuPont announced a significant breakthrough toward this goal with the development of a hydrofluoro-olefin (HFO) refrigerant that combines a low potential for global warming with high efficiency. Called HFO-1234yf, the new product performs well in all climates and is highly compatible with existing air conditioning technology, making it an excellent candidate for a cost-effective and timely transition. In addition, it is estimated that the global adoption of the new refrigerant in new cars could save more than 2.2 trillion liters (590 million gallons) of fuel annually, which is equivalent to taking 1.5 million cars off the road each year.

For information: E.I. Du Pont de Nemours and Company, 1007 Market Street, Wilmington, DE; phone: 302-774-1000; Web site: www.dupont.com

ANTI-FIRE GRENADE

A groundbreaking new technology could buy valuable time in the event of a devastating fire. Called the FIT-5, the device is designed to quickly squelch a fire even when there's no water available. The "grenade" style canister works simply by pulling the cord and tossing it into the fire. A cloud of potassium carbonate quickly extinguishes the flame by interrupting the "fire triangle" at the molecular level, and can cool a room from 1000 degrees to 300 degrees Fahrenheit in as little as ten seconds. It's also safe and non-toxic.

For information: ARA Safety, 1295 Johnston Street, Vancouver, BC V6H 3R9; phone: 604-684-5333; fax: 604-689-2733; Web site: www.arasafety.com

INEXPENSIVE CIRCUITS

A printed circuit that combines the functionality of silicon semiconductors with low cost printing methods will make it possible to embed integrated circuits into more products than ever before. The highly customizable devices use silicon based inks to print sensors, displays or RFID circuits that boast higher performance, lower power consumption and better environmental stability than conventional electronics at less than half the cost. The innovative manufacturing process also dramatically reduces start-up and inventory expenses as well as development and manufacturing lead times. Devices can be printed over large surfaces and using flexible substrates, making them suitable for a wide variety of commercial and retail applications.

For information: Kovio, Inc., 233 S. Hillview Drive, Milpitas, CA 95035; phone: 408-942-4900; fax: 408-942-4901; Web site: www.kovio.com

YOUR OWN 3D AVATAR

Using software that was originally developed by the CIA to generate computer models of suspects' faces, you can now create a three-dimensional avatar of yourself. Simply take three digital photos, from three different angles, and upload them to the BigStage server. In about 50 seconds, you'll have a digital computer model to insert into photos, videos or post on your Web site.

For information: BigStage Entertainment, 1010 Sycamore Avenue, Suite 309, South Pasadena, CA 91030; Web site: www.bigstage.com

GEOTHERMAL CO₂ STORAGE

Finding ways to capture and store the large amounts of carbon dioxide (CO₂) generated as a result of industrial processes is a vital step in reducing greenhouse gases in the atmosphere. A new technology is currently under development that utilizes geothermal heat from active volcanoes to bind CO₂ to basalt rock so it can be stored underground. Exhaust gases from power plants and factories are piped 700 to 1000 meters underground into layers of basalt that have been heated to 90 degrees Celsius (195 degrees Fahrenheit) or more. The heat drives a chemical reaction between the CO₂ and calcium on the surface of the rock, chemically bonding them together. In basalt-rich areas such as the Japanese Archipelago, it is estimated that 20 billion tons of CO₂ – or twenty years worth of emissions – could be stored using this process.

For information: Central Research Institute of Electric Power Industry (CRIEPI), 1-6-1 Ohtemachi, Chiyoda-ku, Tokyo 100-8126, Japan; Web site: <http://criepi.denken.or.jp/en/>

MAGNETIC BACTERIA

Researchers in Japan have developed a way to remove a variety of substances from water using magnetic bacteria. First, iron particles are embedded in the microbes, which act as internal compasses. Specific, selective molecules are then attached to the surface so that targeted compounds will attach themselves to the cells. The bacteria are then recovered using magnets and the substances targeted for removal are isolated. The process eliminates the need for centrifuges and other large, expensive pieces of equipment. It could also potentially be used to aid in the development of vaccines or for screening new drugs.

For information: Tokyo University of Agriculture and Technology, 3-8-1 Harumi-cho, Fuchu-shi, Tokyo 183-8538, Japan; Web site: www.tuat.ac.jp/english/index.html

PIG UREA AND PLASTIC

Urea is an organic compound that's used as a raw material for manufacturing plastics. It's normally produced industrially by combining ammonia and carbon dioxide. However, urea is also synthesized in the liver of pigs and excreted in their urine, so one company has come up with a way to exploit this valuable source of a very useful compound. The All-in-One collector is designed to sit under a pig pen grate and robotically strain out the urine from fecal matter before it breaks down into ammonia. The urea is then extracted and processed for use in producing plastics and a variety of other useful substances. The resulting dry manure is also valuable as a fertilizer. The advantages for farmers include increased productivity without the need for additional land. The process also eliminates the ammonia odor in waste products, which is highly desirable near residential and industrial areas.

For information: Jes Thomsen, CEO, Agroplast Europe, Baldershoj 26C, DK-2635 Ishoj, Denmark; phone: +45-43-305009; Web site: www.agroplast.info

QUIET WIND TURBINE

A new horizontal axis wind turbine that's designed to mount on a roof is capable of generating up to 1.5 kilowatts of clean, renewable power quietly and efficiently. A patented ring diffuser serves to minimize noise by reducing turbulence at the blade tips. Five blades also allow for slower rotation speeds to make the system even quieter. In addition, the mounting brackets incorporate a special damping system to absorb oscillations between the turbine and the building. Depending on wind speed, the Swift Wind Turbine can produce up to 2000 kilowatt-hours of power per year, saving homeowners 20 to 40 percent on their utility bills.

For information: Cascade Engineering, 4855 37th Street SE, Grand Rapids, MI 49512; phone: 616-975-4719; fax: 616-975-4717; email: info@swiftwindturbine.com; Web site: www.cascadeng.com

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