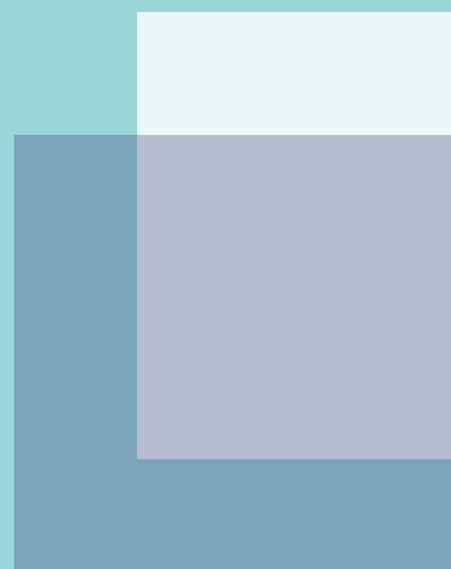




INTELLIGENCE
IS OUR PASSION

Strategic Intelligence for Superior
Company Performance





DO YOU KNOW
YOUR COMPETITIVE
ENVIRONMENT AS
WELL AS YOUR OWN
BACKYARD?

**YOU SHOULD – ONLY THEN
CAN YOUR COMPANY THRIVE!**

Intelligence is Our Passion

At DIE DENKFABRIK (literally: the Think Factory) we are extremely passionate about intelligence.

We have pursued our passion and evolved into a leading, global, and reputable provider of competitive and market intelligence services. Since the company was founded in 1992 we have developed a wide, loyal client base and worked on many international projects for large corporations and small organizations alike. Our expertise lies in helping our clients manage competitive issues and drive performance and advantage on the basis of their competitive and market intelligence, regardless of company size and industry.

Company Facts

■ Founded in 1992, DIE DENKFABRIK is one of the oldest competitive intelligence service providers in the world. Since our foundation we have been successfully implementing competitive and market intelligence projects for our expanding base of international clients.

■ Our core team is comprised of highly qualified and experienced consultants as well as a team of freelancers — all of whom focus exclusively on competitive and market intelligence issues. Our employees have remained with our company for many years, therefore we offer our clients continuity coupled with extensive experience and know-how.

■ We are able to gain leverage through a proven, global, exclusive network of cooperation partners and researchers, adding further value to our clients' projects.

■ We are a member of professional industry associations such as SCIP, DGI, IAFIE and dcif e.V.

■ DIE DENKFABRIK GmbH is owner-managed and is independent of any association, software vendor, or other entity.



HOW DID david BEAT GOLIATH?

FOR underdogs TO BREAK THE RULES, GOOD INTELLIGENCE IS KEY.

What is Competitive/Market Intelligence?

“Competitive Intelligence” (CI) can be described as a systematic process of information retrieval and analysis, in which fragmented (raw) information on markets, competitors, and technologies can be transformed into a vivid understanding of the corporate environment for the decision maker. Market intelligence is used synonymously. Topics are usually future-oriented statements on competitive positioning, intentions, and strategies.

Obviously, intelligence is of immediate particular importance for tasks concerning strategy or corporate development. In numerous other corporate divisions, knowledge of competitive/market intelligence can also be used to support tactical decisions.

Our Mission: Performance, Client Benefit, and Loyalty!

By learning how to closely analyze your competitors you can achieve long-term success. DIE DENKFABRIK is your ideal partner when it comes to building up the necessary expertise to conduct competitive intelligence activities and make informed decisions.

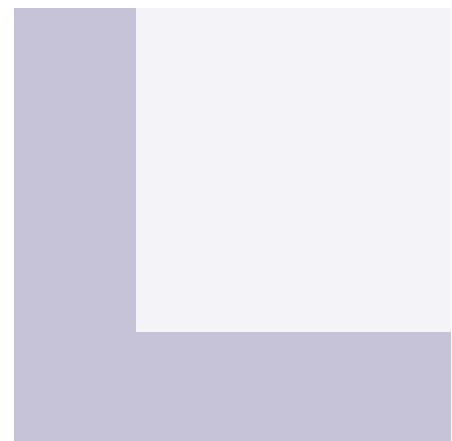
■ Performance driver: Our mission is to help our clients perform better and experience greater success. Newly developed business fields, increased productivity, innovative products, market leadership and the protection of distribution channels are all potential benefits originating from high-quality competitive intelligence.

■ Reliable and trustworthy partner: We offer our clients an open, mutually beneficial partnership based on the common values of trust, honesty, and professionalism. If we identify a conflict of interests with our existing commitments, we immediately inform our prospective client.

■ Long-term collaboration: We strive for long-term professional relationships enabling us to closely understand our clients' needs, offer a tailored solution, and enhance loyalty.

■ Ethical: At DIE DENKFABRIK, all our professional activities are conducted in line with the rigid ethical guidelines of the Canadian Marketing Research and Intelligence Association (MRIA).

■ Delivering on promises: We ascertain each client's specific requirements and are committed to delivering the precise services that have been agreed. This is why we enjoy our reputation as a credible competitive intelligence service provider.





IT IS NOT THE STRONGEST
OF THE SPECIES THAT SURVIVES,
NOR THE MOST INTELLIGENT,
IT IS THE ONE THAT IS MOST
ADAPTABLE TO CHANGE.

Charles Darwin
British Scientist (1809-1882)

COMPETITIVE INTELLIGENCE SERVICES

High-Quality Intelligence

We use advanced methodologies and tools to obtain competitive and market intelligence and insights, on the basis of which our clients can make informed decisions. High-quality intelligence is the key to success and gaining that all-important competitive edge. Not only do our clients value our intelligence expertise, they also value our efficient approach to communication, our creative flair, and our fairness as a project partner.



RESEARCH
AND
ANALYSIS
PROJECTS

HIGH-QUALITY
INTELLIGENCE

Competitive Intelligence Research and Analysis Projects

Effective corporate decision making requires reliable, high-quality information. The challenge that companies face is how to obtain crucial information about their markets and competitors and turn this into valuable insights. Our seasoned competitive intelligence researchers are qualified and experienced in finding out this hard-to-get-information.

We have established an international network to support our research activities and specialize in efficiently and discreetly researching online databases, social media, and human sources to obtain pertinent information and data. We have the ability to interpret relevant signals in order to generate additional insights about competitors' activities and their intentions.

By interpreting these signals and analyzing the information and data we can generate meaningful insights for key analyses such as:

- Strategic and operational competitive analyses
- Market analyses (strategic positioning and potential analysis)
- Technology analysis
- Opportunity/risk analysis for markets, technologies, and regions
- Benchmarking projects
- Sales support (battle cards, win-loss analyses)
- Feasibility analyses (new products, new market segments, and new regions)

Setting up a Competitive Intelligence Center

A Competitive Intelligence Center acts as the company nerve center where essential information is collated, processed, analyzed, and finally presented. Whether virtual or real — a continuously operated CI center helps companies to avoid unpleasant surprises through early warning mechanisms and allows productive competitor management. By setting up and operating a CI center, companies can be proactive and make high-quality, informed decisions based on intelligence.

With many years of experience in setting up and operating CI centers, DIE DENKFABRIK is your ideal partner for auditing, designing, and implementing your own Competitive Intelligence Center!

COMPETITIVE
INTELLIGENCE
CENTER

Intelligence Coaching

We coach our clients “on the flight“ — our consultants offer our clients’ teams support with specific ongoing intelligence projects, thereby ensuring efficient CI work flows, even for complex, high-profile and highly sensitive projects. Through this targeted approach to coaching, specific intelligence know-how is also transferred to your company. Companies that benefit from our intelligence coaching are able to nurture an intelligence culture, which is a critical success factor for achieving sustainable competitive advantage.

INTELLIGENCE
COACHING

Depending on your requirements, we can offer you a tailored training program. Our coaching services include (but are not limited to):

- War games
- Scenario development
- Risk and opportunity analysis based on markets and competitors
- Market and technology forecasts
- Design and implementation of CI structures and processes
- Blind spot audits
- Critical and creative thinking workshops
- Train-the-trainer methodology workshops

Pioneers in Competitive Intelligence!

Over the last 20 years, DIE DENKFABRIK has successfully implemented intelligence projects for clients all around the world. We employ highly qualified CI consultants who usually hold university degrees and bring a wealth of professional experience to each project.

As competitive intelligence pioneers we have developed a range of effective intelligence-specific research and analysis methodologies. We apply these tools to our clients' intelligence projects in order to obtain high-quality intelligence and insights.

Through our exclusive network of business associates and researchers we have access to extensive expertise and support enabling us to work really efficiently and deliver optimal value to our clients. Our skillful combination of hands-on project management, intelligence know-how and creativity is our number one success factor for ensuring a high level of customer satisfaction.

Customers

Our customers are international groups and medium-sized enterprises. The satisfaction of our customers and the trust they place in our experience is demonstrated time and again through follow-on projects. We would welcome the opportunity to establish a long-term relationship based on partnership with your company.

Our projects and customer relationships require strict confidentiality agreements, therefore we do not disclose our customer references. When we work for a company we undertake not to work for another direct competitor for a two-year period following completion of the project. We do not take on projects for individuals, state organizations, and authorities.

Our Industry Experience

- Pharmaceutical/healthcare
- Chemical
- High-tech
- Software and telecommunications
- Mechanical engineering
- Automotive
- Fast-moving consumer goods

Upon request we will be happy to provide you with further details of our experience in specific sectors, regions, and technologies.



WE KNOW ACCURATELY ONLY
WHEN WE KNOW LITTLE;
WITH KNOWLEDGE DOUBT
INCREASES.

Johann Wolfgang von Goethe
German Poet (1749-1832)

Managing Director — Rainer Michaeli



- Founder and Managing Director of “DIE DENKFABRIK”, Rainer Michaeli is also the founder and Director of the Institute for Competitive Intelligence. He is the renowned “Nestor“ (quote from DIE ZEIT newspaper) of competitive intelligence in the German-speaking world.

- Qualifications: Dipl.-Ing. MSc, Aeronautical Engineering (Technical university Braunschweig, Germany and the University of York, England)

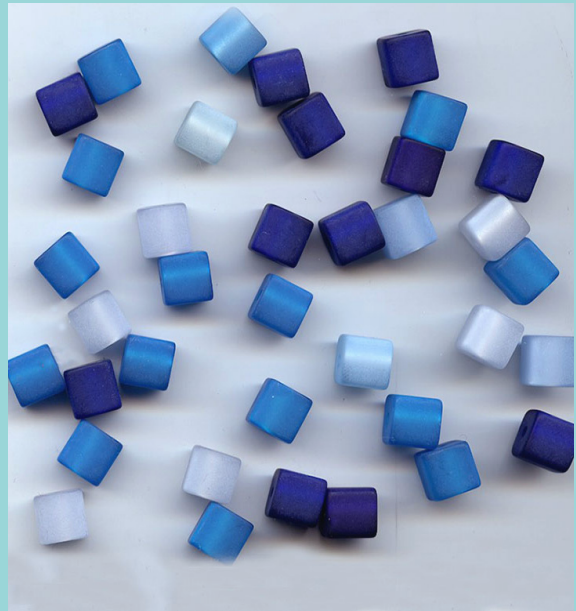
- Previous professional positions in R&D, marketing, and sales.

- Top 3 Financial Times Germany Bestseller author. Numerous publications in journals and books.

- Lecturer at several universities on “Competitive Intelligence“ and “Dynamic Competitive Strategies“.

- Voluntary commitments for SCIP (Strategic Competitive Intelligence Professionals; e.g. board member from 2003 to 2005), the Deutsches Competitive Intelligence Forum e.V. (founder and board member since 2005), and the Journal of Intelligence Studies in Business (Chairman).

- SCIP Catalyst and Fellow Award winner.



SPLINTERS ARE NEVER THE WHOLE, THEY ARE ALWAYS FRAGMENTARY, SOMETIMES GLISTENING AND ALSO SHARP. THEY MUST BE HANDLED WITH CAUTION. SOMETIMES THEY CAN BREAK OR REFLECT LIGHT IN A PARTICULAR WAY. THEY PROVIDE INSIGHTS THAT ARE HARD TO ACHIEVE WITH UNBROKEN GLASS.

Prof. Dr. med. Dr. phil Heiner Raspe
Medical University of Lübeck

Press Coverage



brandeins
Wirtschaftsmagazin

impulse
DAS UNTERNEHMER-MAGAZIN

DIE WELT

Information
WISSENSCHAFT & PRAXIS

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DIE ZEIT
WOCHENZEITUNG FÜR POLITIK WIRTSCHAFT WISSEN UND KULTUR

“German companies, however, still have a long way to go in terms of the professional observation of competitors. For example, only half the companies make contact with their competitors and carry out targeted analyses of their publications and new patents.”

“Whoever says that competitors are enemies is talking nonsense; he is only seeing things that make him feel scared and that usually are not real. What we really need to look at is the factual analysis. We want to transfer a feeling into an intelligent attitude: What can I learn from the competitor, what is it doing that I cannot do and above all, what can I do that it can't do? Once you consider your competitors without emotion, you become a competitor analyst and the advantages are huge.”

“A CI professional is a modern-day version of Sherlock Holmes,” says Michaeli.

“CI experts do not just collect information and forward it on, instead they interpret the overall picture. They develop hypotheses and assess risks; they act as an early warning system. They should have the backbone to be able to convey bad news.”

Rainer Michaeli, CI consultant and university lecturer stresses “It's not a simple profession.”

“In his introduction, Rainer Michaeli, Managing Director of “Denkfabrik“, former SCIP board member, co-founder of DCIF, and one of the few veterans in the German CI business, refers to the current status of the discipline. The level of professionalism is determined based upon whereabouts in the development cycle a company's CI activities are.”

CI includes disciplines such as psychology, which tests weak information and hypotheses, as Rainer Michaeli, CI guru and MD of the consulting company DIE DENKFABRIK in Butzbach, explains. CI is like a process based on circumstantial evidence: “I develop a case, build assumptions, and draw my conclusions.”

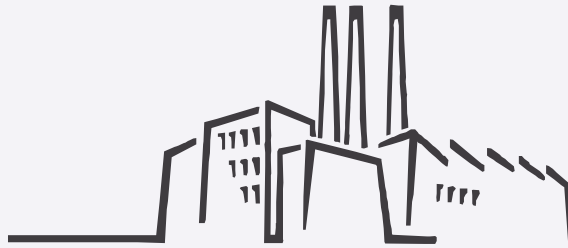
Michaeli is considered the Nestor of the CI discipline in Germany. As one of the few non-US leading experts he served temporarily on the SCIP board. He also published the first German text book on this subject. For Michaeli, competitive intelligence is part of strategic business development. “It is all about conducting research legally and using publicly available sources,” he said.

“By analyzing competitor products a company will often come up with crucial ideas for redeveloping its own products,” says Michaeli. “Reverse engineering speeds up the development process because you can learn from your competitors’ strategies.”

Manufacturers disassemble their competitors’ products into individual components and create engineering drawings of them. “This is part of learning how other companies do it and finding out about the quality of the individual components,” says Rainer Michaeli, expert in competitor observation and author of the text book “Competitive Intelligence”.

A prerequisite for observing competitors, explains Rainer Michaeli, is to allocate a CI budget and assign the associated tasks and responsibilities to competent employees. Careful planning is also key. To prevent research from getting out of hand, it is important that all the questions that are to be asked are formulated as precisely as possible.

Therefore there are “two sides to success”: knowledge of the customers’ needs and deep insights into the competitive environment. In the case of the latter, the CI professional uses systematic information gathering to gain insights into all the competitors on the market and companies that could potentially be competitors in the future, as well as the activities that they carry out. According to Rainer Michaeli of Butzbach and author of “Competitive Intelligence”, a decisive success factor is the need to obtain this information as early on as possible.

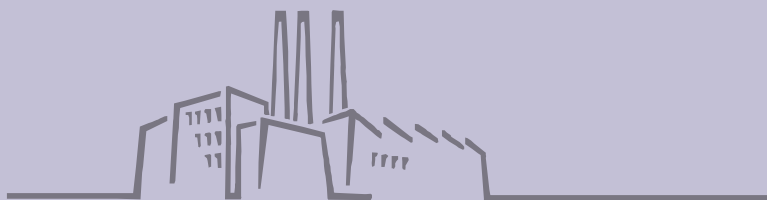


DIE DENKFABRIK[®]

Korngasse 9
35510 Butzbach
Germany

Tel: +49 6033 73054
Fax: +49 6033 74376
info@denkfabrik.de

DIE DENKFABRIK
(THE THINK FACTORY)
Advisory Services in Business and
Technology



www.the-think-factory.com