

Innovative Solutions in Market Intelligence



xmi

xmi consulting

The Need for Competitive Intelligence

"In the struggle for survival, the fittest win out at the expense of their rivals because they succeed in adapting themselves best to their environment."

Charles Darwin

"There is nothing more deceptive than an obvious fact."

Arthur Conan Doyle

The Pitfalls of In-House CI Collection

- Employees risk violating local laws, trade secrets protection
 - Starwood sues Hilton over alleged corporate espionage (April 2009)
 - AMX Corp. executive breaks into email system of firm working for competitor Crestron Electronics (May 2009)
- Limited research tools & workload can dead-end collection efforts
 - Lack of SOW, shifting priorities make collection slow & iterative
- “Prayer group” effect: ignoring findings contrary to corp. strategy
 - Conflicts of interest may prevent truly impartial reporting

Smart CI requires extensive training, multi-region staffing, collection experience, ethical guidelines, & impartiality

The XMI Difference

- All analysts & consultants have diverse corporate & government intelligence backgrounds
- Corporate experience of XMI analysts bridges financial planning, cost accounting, brand management, & operations
- Prior CI experience, background checks required for employment
- In-house database & query-tool development staff aid critical-source identification in secondary research stages
- Foreign-language fluency & multi-region staffing expedite collection & source evaluation
- Counterintelligence methods used to vet source information

Human Intelligence Collection: Best Practices

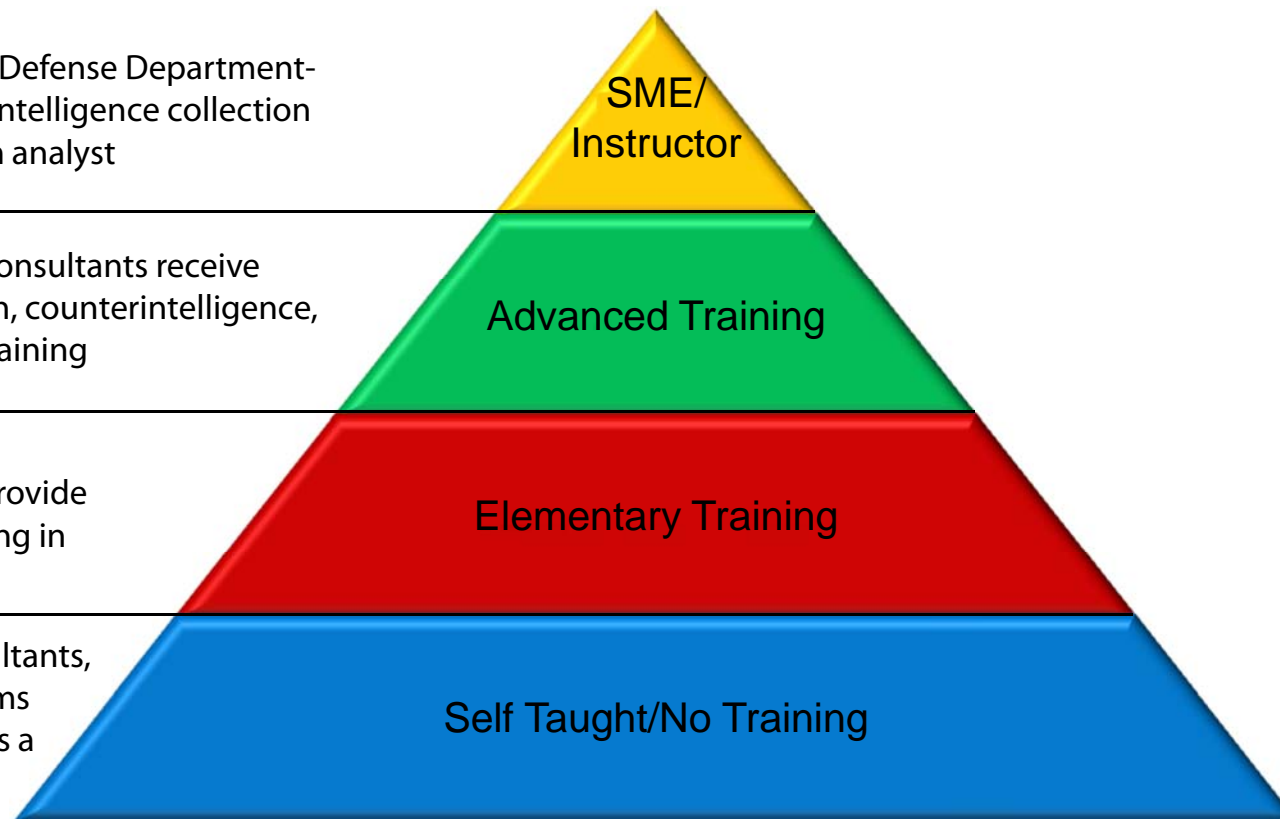
Subject-matter expertise & intensive training separate XMI from other CI vendors

XMI's president is a Defense Department-accredited human intelligence collection instructor & veteran analyst

All XMI analysts & consultants receive advanced elicitation, counterintelligence, interview, & legal training

Most competitive intelligence firms provide only informal training in collection topics

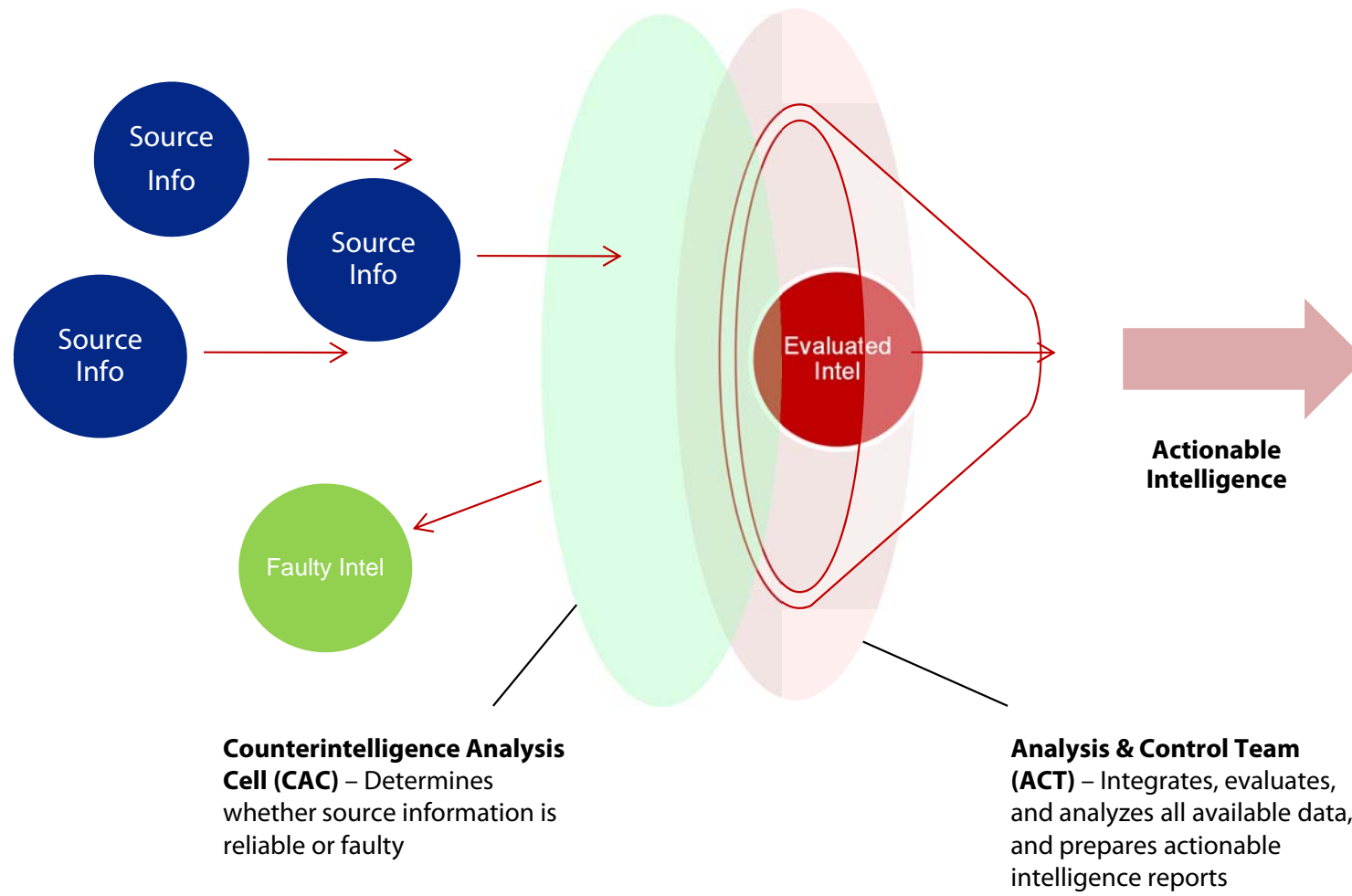
Independent consultants, market research firms unfamiliar with CI as a research discipline



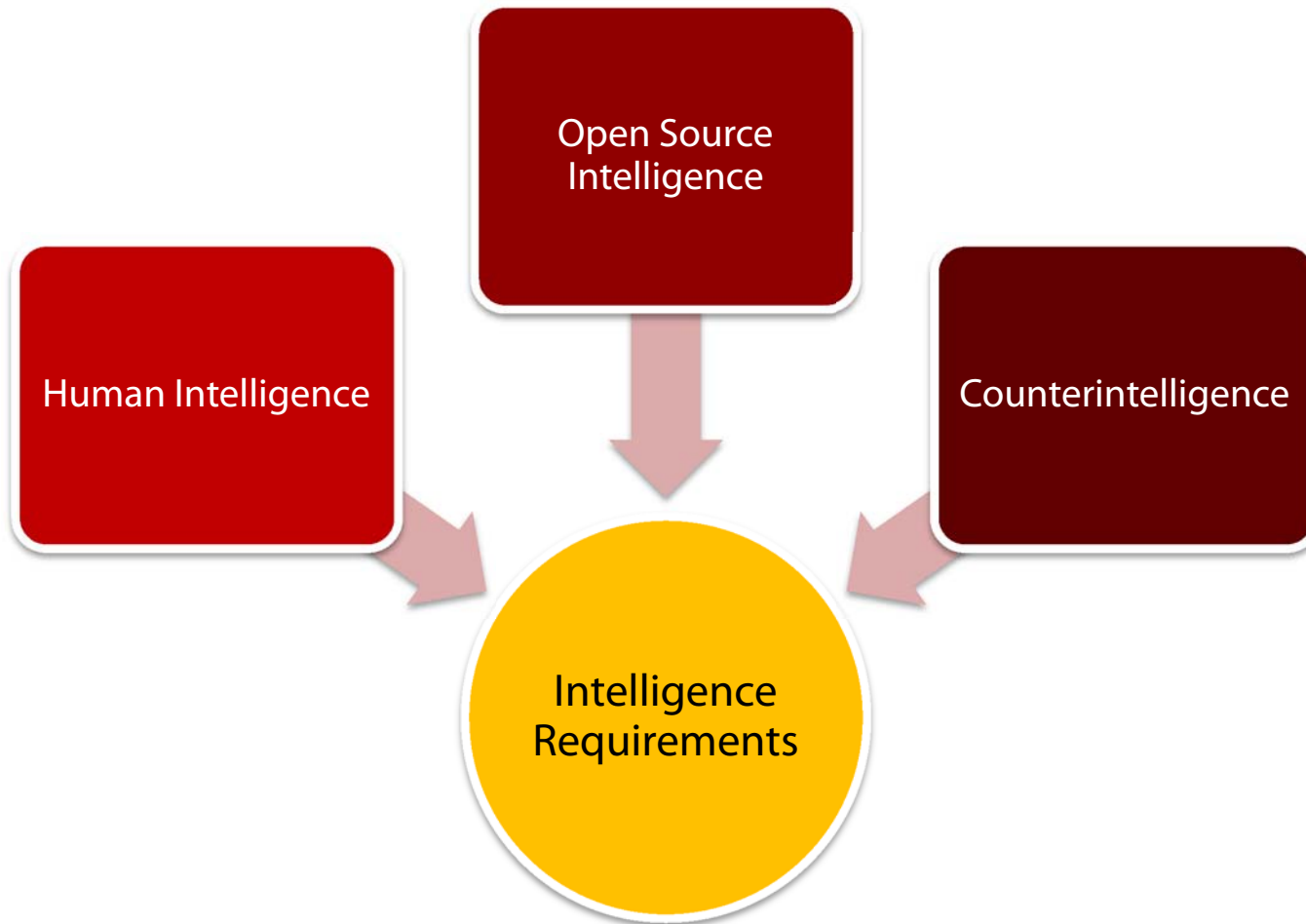
Industry Knowledge Meets Financial Expertise

- Consumer Packaged Goods
 - XMI staff aided Fortune 50 brand re-launch via price-sensitivity & unit-sales regression analysis
- IT & Telecom
 - XMI staff managed budget planning & Lean Savings programs for a global firm's \$330 million IT & Security practices
- Financial Services
 - XMI staff led branch-deposit strategy projects for top retail banks
- Hospitality
 - XMI staff managed hotel's P&L & revenue forecasts
- Manufacturing
 - XMI staff retained as chief strategist of \$6.8 billion M&A valuation

Intelligence Analysis: The XMI Method



Multidiscipline Competitive Intelligence



CI Engagement Options

- Deep dives, competitive-landscape studies, monitoring programs
 - Marketing strategy insights from “c”-levels to field-sales assets
 - Internal rates of return, revenue per user, product cross-sell margins
 - Pricing & go-to-market strategies for specific revenue segments
 - Salesforce structure, CRM tools in use, channel SPIFs & incentives
 - Production capacity, new product development, rollout timeframes
- ASAP Intel.: Ad-hoc projects & rapid-response solutions
 - Quick turnaround of new-product pricing & debriefs
 - BI data-mapping solutions, query optimization, Web-scraping
 - Acquisition/divestiture due diligence, profitability/cost analyses

Value-Added Client Services

Intelligence
Intercepts

Strategic
Intelligence
Planning

Alternate Source
Recommendations

Client Loyalty
Discount Program

Client Satisfaction
Surveys

24/7 Project Line

XMI CI Training Series

XMI provides a full instruction curriculum to clients & client-side CI practitioners

CI101 - Introduction to Competitive Intelligence

Focus: instruction in the fundamentals of competitive intelligence (CI) as a discipline & research tool via real-world examples

Modules: CI's application compared with traditional marketing sciences; ethics, the legal framework of trade-secret protection, & CI operating guidelines; source identification & collection procedures; primer in client-side/vendor-side research management

CI102 - Intelligence Collection: Primary & Secondary Research Techniques

Focus: in-depth 'tradecraft' training of collection techniques used by cross-functional CI practitioners for difficult research objectives

Primary-research modules: preliminary research & source generation; interviewing guidelines; elicitation techniques; source mgmt.; collection analysis

Secondary-research modules: open-source query optimization; locating collection assets; accounting & financial statement analysis for CI; production-capacity analysis; market-sizing techniques; & business-intelligence/database optimization

CI201 - Basic Human Intelligence Collection

Focus: primary research requiring in-depth interviews or face-to-face collection, drawing lessons from market research & psychology

Modules: preliminary research & source generation; interviewing guidelines; theme development; comprehensive interviewing & elicitation techniques; source management; collection of consumer & end-user insights; legal & client-side approaches to collection ethics; advanced analytical tools

CI301 - Advanced Human Intelligence Collection

Focus: techniques used by veteran practitioners in the most challenging primary research settings, taught by experienced corporate & ex-military trainers

Modules: collection methods honed in focus groups; high-value source interviews; law enforcement; claims-adjustment inquiries; tailored instruction

CI251 - Counterintelligence: Protecting Your Company

Focus: pre-empting & preventing information leaks & CI penetration by countering methods used by practitioners to legally obtain sensitive information

Modules: the legal limits to trade-secret protection; 'open doors' for open-source collection; commonly used elicitation techniques; identifying red flags among customer & prospective-client inquiries; delegating 'gatekeeper' roles; using telephone systems & CRM applications to track & qualify CI threats; implementing enterprise-wide counterintelligence safeguards

CI331 - Corporate CI Management

Focus: training client-side end-users of CI to conduct, initiate, & optimize CI research engagements for more effective market-research management

Modules: soliciting objectives for a research agenda; setting budgets & expectations; establishing in-house CI resources; CI vendor management; comparative approaches to CI & market research

Delivering Solutions for your Firm

- Put XMI to work for high-impact competitive insight
 - Counter & flank competitors' next strategic move
 - Obtain insight to competitors' capabilities, structure, & weaknesses
 - Improve pricing & sales efforts via rivals' margins, unit costs & IRR
 - Identify unreached & underserved market segments
 - Reduce & avoid expenses in new product rollouts
 - Pinpoint asset & residual value for acquisition due diligence
- On the most challenging research agendas, XMI delivers
 - Strong SOWs drawing from deep pre-engagement research
 - Projects led by veteran analysts in your industry
 - Quick turnaround with on-the-ground, regional/global field work

Contact XMI

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