



## **Competitive Intelligence**

Every morning on the plains of Africa, a gazelle awakes.  
It knows it must run faster than the fastest lion or it will be killed...

Every morning a lion also awakes.  
It knows it must outrun the slowest gazelle or it will starve to death.

It makes no difference whether you are a lion or a gazelle...  
when the sun comes up, you'd better be running.



## **Clients Trust Aurora to Help Them See Clearly**

*All successful organizations use Competitive Intelligence to "See Clearly" the risks and opportunities present in the market environment. Founded in 1995 with the mission of helping clients see clearly today's competitive threats and tomorrow's market opportunities, the name "Aurora" is Latin meaning the first light of dawn. Our logo, the Greek letter "alpha", also represents daily new beginnings and is captured in our most valuable asset – Aurora's people, helping our clients to deliver on their vision of bringing innovation and value to their own customers.*

### **Aurora WDC is a SCIP Partner Company**

Aurora is one of an elite few service providers recommended as partner companies for members of the Society of Competitive Intelligence Professionals (SCIP, the industry's international membership body). Aurora is committed to exceeding the highest professional standards of quality, ethics and integrity in the conduct and delivery of our products and services to clients worldwide.

## **Broad Experience in CI Research & Analysis, Real-Time & On-Demand**

With sector practices covering dozens of industries, Aurora's full-time research analysts provide retainer-based ad-hoc and commissioned primary research collection of need-to-know intelligence variables to fulfill client project requirements from knowledgeable human and document-based sources worldwide. Whether you have questions that need answers tomorrow on-demand or ongoing in real-time, Aurora's two-dozen personnel stand poised to deliver the most elusive knowledge and understanding of your market forces based on unparalleled breadth of experience in time-tested, battle-hardened CI research and analysis best practices.



Derek L. Johnson, CFA  
COO & Executive Director  
Research & Analysis Bureau

## **Deep Expertise in CI Best Practices, Mentor-Driven & Market-Tested**

Based on hundreds of client coaching and mentoring engagements across diverse industries around the world, Aurora's consulting advice and training workshops offer best practices developed from having observed the winning characteristics of CI success spanning market verticals, company size and organizational dynamics. Aurora's philosophy of "entrepreneurial intelligence" helps our CI team customers brand their function as a kind of internal consulting firm. This approach offers their own clientele advice on how direct or emerging competitors, customers, vendors and the cast of other characters in the market place will behave based on a deep understanding of the market's operational and strategic drivers.



Arik R. Johnson  
Founder, CEO & Managing Director  
Best Practices Institute

# Research & Analysis Bureau

## *Your Virtual CI Partner Using World-Class Techniques*

Retainer-based, project-oriented human intelligence collection and primary research, enriched with insightful impact and situation analysis and recommendations.

With best-practice techniques to elicit and interview knowledgeable human sources, from direct competitor staff to their customers' personnel and other third-party sources, the Research & Analysis Bureau can also provide:

- ◆ Operational Performance Benchmarking
- ◆ Sales Support and Sell-Against Strategy
- ◆ Product Engineering & Technical Intelligence
- ◆ Pricing, Spending & Financial Metrics
- ◆ Emerging & Indirect Competitor Threats
- ◆ Growth Strategy Advice for Expansion
- ◆ Mergers & Acquisitions Due Diligence

Together, you and Aurora's research analyst team can fulfill virtually any CI need your internal customers might require. Our mission is moving your business ahead by executing efficiently in the market today while planning effectively for opportunities tomorrow.

## *Remarkable Breadth & Depth of Industry Experience*

Relying on best-practice lessons learned from hundreds of CI projects and scores of program development initiatives, Aurora is privileged to provide research and analysis services to clients in a broad spectrum of industries and advice to develop world-class CI capabilities of their own.

Aurora's Sector Practices serve clients in industries including:

- ◆ Information Technology, Software, Electronics, Telecom & IT Services
- ◆ Healthcare, including Pharmaceuticals, Medical Devices, Biotech & Services
- ◆ Consulting, Business & Professional Services
- ◆ Consumer & Household Products
- ◆ Automotive & Transportation
- ◆ Aerospace & Defense
- ◆ Agriculture, Food & Beverages
- ◆ Financial, Banking & Insurance
- ◆ Energy, Petroleum & Utilities
- ◆ Chemicals, Mining & Natural Resources
- ◆ Media, Entertainment & Education
- ◆ Retail & Wholesale Trade

## Best Practices Institute

Based on the extensive client engagement and research experience since Aurora was founded in 1995, the Institute is Aurora's think-tank of experts and consultants cooperatively focused on helping companies build world-class competitive intelligence operations. The Institute's Fellows number among some of the most respected leaders on subjects of intelligence, competition, strategy, research, information systems and business process design. Services are delivered on-demand, on-site or remotely, and include:

**Training:** Delivered on-site or on-line, we can also tailor our workshops and professional development training to your specific personnel needs, and you can license course content for your own intranet or corporate portal. We also conduct a limited series of public workshops around the world periodically. Courses include:

- ◆ Competitor, Customer & Market Analysis Models, Systems & Techniques
- ◆ Scenario Analysis & Wargaming
- ◆ Trade Show & Conference Intelligence
- ◆ Counter-Intelligence & Prevention of Industrial/Commercial Espionage
- ◆ Collection: Gathering Intelligence from Human Interviews & Document Research
- ◆ Sales & Marketing Intelligence to Grow the Top Line
- ◆ Software & Infrastructure: the Right People, Process, Tools & Techniques

**Mentoring:** Whether you're in the process of building a new CI function or improving existing business processes, Aurora's on-demand coaching advice is available when it's needed most, from software tool selection to developing your CI product and service portfolio.

**Community:** Online, via the public "Competitive Intelligence" discussion and the invitation-only "Need to Know Forum" we bring together a global community of interests focused on continuously improving CI operational performance and enterprise value, and occasionally we meet in person to discuss and network.

**Leadership:** Via Aurora's Speaker's Bureau, books and book chapters, essays on competitiveness and intelligence in business, our weekly newsletter "ReconG2 Weekly" ([www.ReconG2.com](http://www.ReconG2.com)) and our proprietary Technique of the Week white paper series covering every subject of leading-edge CI practice today.

## Enabling The Need To Know Enterprise

*Early Warning | Current Awareness | Pattern Recognition*



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The first step in developing a world-class Competitive Intelligence process begins with understanding the "Need to Know" key intelligence topics for the firm, thereby creating a dynamic, interactive platform and process for collaboration between internal and external knowledgeable sources, to monitor the constantly changing market environment in real-time.

At its most sophisticated point of evolution, a CI system must also provide ad-hoc and commissioned research and analysis on-demand, analyzing and interpreting often contradictory weak signals through disciplined pattern recognition to provide the Early Warning and Current Awareness every organization needs to survive and thrive.

ReconG2 is Aurora's flagship CI architecture, developed by the Best Practices Institute and guiding delivery of our Research & Analysis Bureau's services, designed as a seamless extension of existing,

client-run CI activities or acting as a turnkey, independent department supporting business decisions and due diligence for strategic and tactical audiences.

At its core, ReconG2 revolves around an expertly trained research analyst "think tank" with industry experience, domain knowledge and subject-matter expertise of your market dynamics applying best-practice-based CI collection and analysis techniques to monitor ongoing competitive threats and market opportunities as they emerge, analyze those events for impact and implications to your interests, and then deliver advice and recommendations for action.

Whether it's your employee or one of ours, the ReconG2 process is like having an investigative journalist covering your specific market issues, answering your toughest questions, and producing an ROI that dwarfs the cost of ongoing deployment.

# ❖ The Competitive Intelligence Think Tank Architecture ❖

## Guidance and Leadership

**Need to Know Intelligence Priorities From Strategic, Tactical and Operational Personnel:**

- ◆ Strategic Decisions and Issues
- ◆ Identification of Early Warning Indicators
- ◆ Current Awareness of Key Market Players and Forces

**Scenario Analysis, Development and Wargaming**

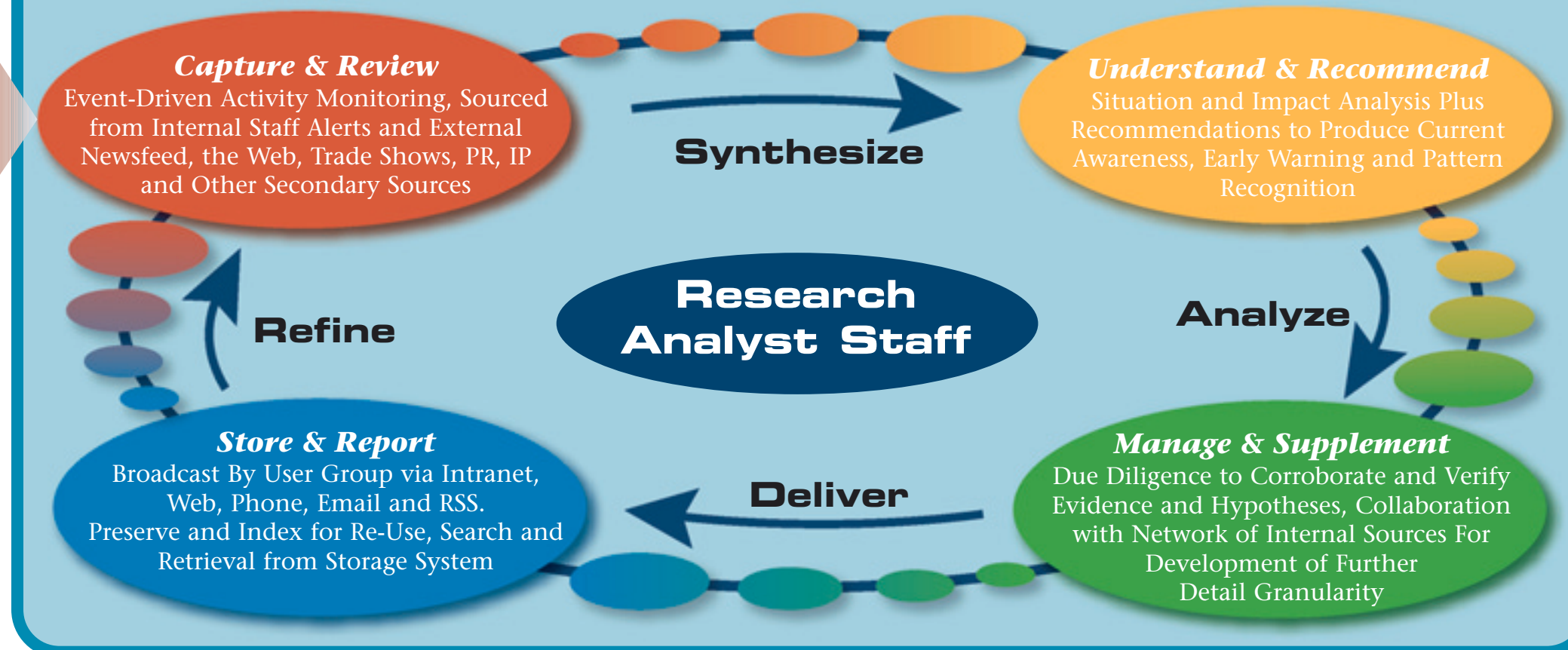
**Counterintelligence, Defensive Posture and Firewalling**

Real-Time Layer

On-Demand Layer

## Research and Analysis Bureau

### Real-Time Monitoring Process



Periodic Layer

### On-Demand Project Fulfillment



Episodic Layer

## CI Applications Portfolio

**Pattern Recognition and Linkage Analysis of Weak Signals Indicating Change in:**

- ◆ New Product, Service or Market Development
- ◆ Strategies for Managing Growth Risks & Opportunities in Current Lines of Business
- ◆ Benchmarking Comparative Organizational Performance

**Audience-Specific Output for:**

- ◆ Executive Management
- ◆ Sales Force & Sales Management
- ◆ Product Advertising & Brand Marketing
- ◆ R&D and New Product Development
- ◆ Finance, Operations, HR & IT



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### Aurora Staff Biography: Arik R. Johnson

**Arik R. Johnson** is Founder, Managing Director and CEO of **Aurora WDC**, Senior Fellow of the **CI Best Practices Institute** and Chief Strategist of Aurora's **Research & Analysis Bureau**, where he advises business leaders seeking greater understanding, systems for early warning, risk management and predictability about their competitive environment, market rivals and customer behavior.

Arik is author, architect and curator of Aurora's internationally acclaimed **ReconG2 KnowledgeBase** ([www.ReconG2.com](http://www.ReconG2.com)) of CI tactics and strategy. Arik's staff of consultants applies cutting-edge methods from Aurora's Best Practice Institute in the field laboratory of the Research & Analysis Bureau to benefit a diverse clientele in creating sustainable competitive advantage with Aurora as a virtual member of their CI team and support personnel.

Before Aurora's launch in 1995, Arik was a business analyst and advisor with a leading international management-consulting firm after earning degrees from the University of Wisconsin-Madison in Business, History, Political Science and International Affairs.

Arik also speaks and teaches worldwide to audiences on the intersection of subjects of interest to him ranging from market research, competitor analysis, customer relationship management, strategic planning and knowledge management to software, politics, psychology and journalism.

Arik writes a daily online "Weblog" journal critiquing business events and competitive strategy called "**Competitive Intelligence**" ([www.AuroraWDC.com/ci](http://www.AuroraWDC.com/ci)), is editor and publisher of Aurora's weekly "**Recon CI News**" ([www.ReconCI.com](http://www.ReconCI.com)) with more than 15,000 subscribers worldwide, and is also a contributing editor or columnist to various periodicals on business competitiveness topics, including *KMWorld* and *SCIP's Competitive Intelligence Magazine* ([www.SCIP.org](http://www.SCIP.org)).

Arik is chairman emeritus of SCIP's Wisconsin chapter and today serves on SCIP's Board of Directors and is winner of SCIP's 2005 Catalyst Award for his legacy of contributions to the Society. Arik is a sought-after and popular speaker at CI-related events around the world, having delivered more than 600 lectures, keynotes and workshops on CI throughout his career in venues across the Americas, Europe, Asia-Pacific and Africa.

Alongside traveling and spending time with his wife Tina and son Liam (and cats, Luther and Phoebe), Arik volunteers as a mentor to young people in leadership and entrepreneur programs, as well as giving pro bono consulting advice to small businesses and charities in and around his Wisconsin countryside community of Chippewa Falls, while serving in advisory roles to many corporate, government and education organizations.

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*For answers to questions or advice on developing competitive intelligence tools and techniques as part of your organization's market strategy, contact Arik anytime by email at [Arik.Johnson@AuroraWDC.com](mailto:Arik.Johnson@AuroraWDC.com), or through Aurora WDC in the U.S. or Canada by calling 1-800-924-4249 or +01-715-720-1616 worldwide.*



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Email: [derek.johnson@aurorawdc.com](mailto:derek.johnson@aurorawdc.com)**Aurora Staff Biography: Derek L. Johnson**

Derek L. Johnson is Executive Director and Chief Operations Officer of Aurora WDC's ReconG2 Research & Analysis Support Bureau, where he directs all aspects of the firm's largest line of business in terms of both number of clients and revenue. Derek's group is responsible for execution of all multi-phased competitive intelligence programs, as well as all other ad-hoc assignments that occur on a less regular basis.

Derek's responsibilities extend to include growing Aurora's intelligence relationships with clients worldwide as well as developing new business. Derek manages overall project design, methodology and quality control, as well as recruitment of new analyst staff and forging partnerships with third-party solution providers worldwide to meet the demanding global needs of Aurora's diverse clientele. He also supports the firm's brand through various speaking and writing activities nationwide.

Prior to joining his brother at Aurora, Derek spent six years in the Investment Management industry where, in his position reporting directly to the President and CEO of the firm, he was responsible for new business development, leading client portfolio reviews, and overseeing the accounting function of the business.

Derek's academic achievements include an MBA from the University of Wisconsin – Madison and a BBA in Finance and Economics from the University of Wisconsin – Eau Claire. He is a Chartered Financial Analyst (CFA), having received this professional designation in August 2001, and is a member of the CFA Institute, the governing ethical body of the investment industry. He is also an active member of the Society of Competitive Intelligence Professionals (SCIP) and the Product Development and Management Association (PDMA).

When he's not working, Derek has a passion for fitness and can often be found at local long-distance running or rowing competitions, having completed the 2004 Chicago Marathon raising nearly \$5,000 for the American Cancer Society. He is also a founding chairperson for the annual David Busta Basketball Tournament and Silent Auction benefiting the UW Foundation and the Waisman Center. Anticipating record turnout for its third annual event in November 2005, Derek and his committee have raised more than \$46,000 in the first two years for stem-cell-related spinal cord injury research, alongside supporting research for other life-changing diseases such as Parkinson's, Alzheimer's and ALS.

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