

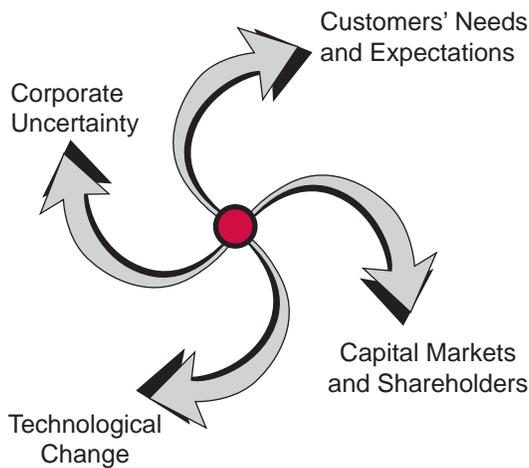


Strategy Laboratories[®]

Address Your Company's Most Challenging Problems
Leveraging Managers' Experience and Expertise
Through Scenario-Based Decision Exercises.



Greater Uncertainty and Complexity Lead to Tough Problems

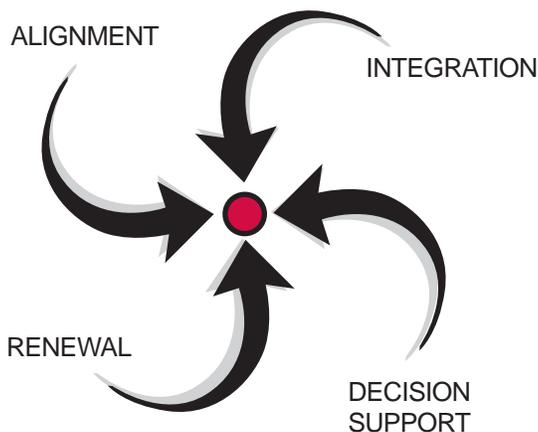


Pressures from the dynamics of the market environment increasingly create substantial challenges for established and emerging firms in practically every industrial sector.

These pressures manifest themselves in ways that can paralyze even the best companies:

1. Business units and functions operate as silos.
2. Decisions are trapped in yesterday's best practices and mental models.
3. Huge investments in ERP and information systems are not yielding returns.
4. Reorganizations and M&A fail to resolve divergent perspectives and strategies.

Strategy Laboratories® Provides Innovative Solutions for Tough Problems



Solutions that create value for companies must be created with the involvement of those entrusted to implement them.

Strategy Laboratories® is a facilitated process. Led by Janus coaches, client management teams work in a software-based virtual market environment:

- Learning how to sense and make sense of key economic relationships and external pressures
- Clarifying the problem and crafting a solution
- Validating the quality of the chosen strategy through agreed market and financial performance measures
- Practising the decision-making and organizational steps to implement the solution

This proven approach yields rapid and comprehensive results that endure, with high returns on the investment in managers' time:

1. Strategic alignment is achieved through effective coordination and execution.
2. Strategic renewal is fostered by changing mindsets and behavior.
3. Strategic information leverage is obtained by better management use of information assets.
4. Strategic integration is stimulated by the meshing of business strategies and team cultures.

By focusing on the problems in a virtual setting, management teams can explore strategies without risking the company's capital, and they can improve the speed and effectiveness of execution in their real setting.

The Three Steps to Success

I. Customize Strategy Laboratories®

For Strategy Laboratories to deliver a lasting solution, market relationships and organizational context must be tailored to the company's needs.

Key activities:

- Janus team interviews client executives and thought leaders
- Janus team conducts secondary research on the market
- Client Design Team guides the Janus team on project objectives, company realities and market factors
- Janus team customizes the laboratory process, the virtual market model, and the decision support system for the project

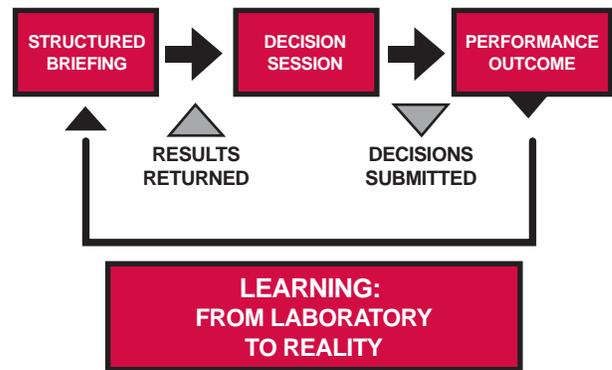


II. Work on Critical Problems in the Laboratory

The laboratory experience is the heart of the transformation that builds the solution, and the confidence of the participating managers to implement the solution.

Key activities:

- Experimentation under alternative scenarios and market dynamics
- Disciplined extraction of laboratory insights for the real solution
- Intensive 3-5 day immersion in the lab
- Facilitated cycles of learning
- Briefings on issue and best practices
- Teams make annual plans
- Ongoing performance assessment

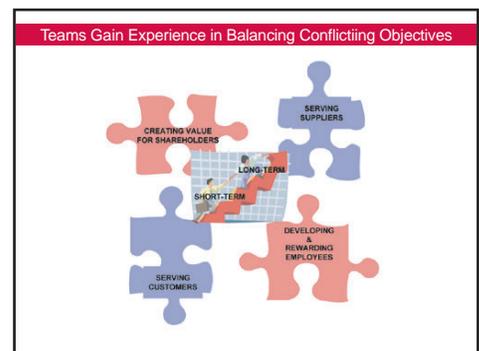
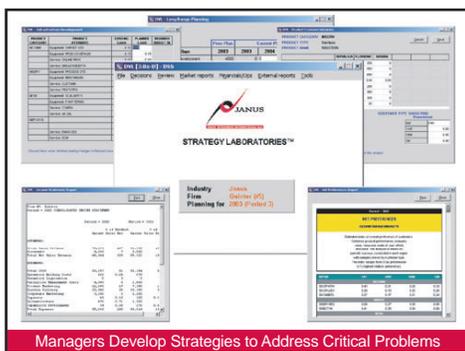
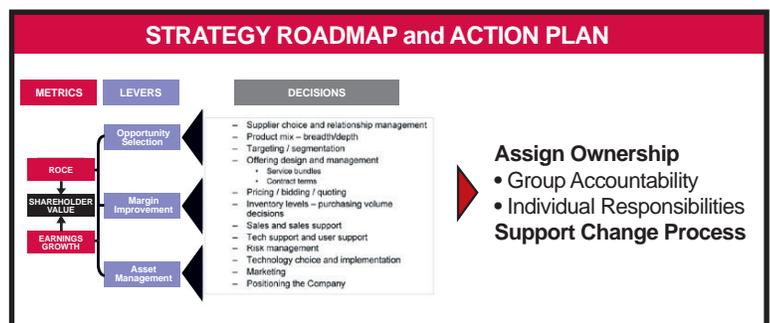


III. Act On Laboratory Results

A key outcome of the laboratory is a practical implementation plan that ensures that the original project objectives are met.

Key activities:

- Assign group and individual accountability
- Initiate necessary support for the change process



STRATEGY LABORATORIES® CASE STUDIES

Leading Software Provider

The company was concerned about the productivity of the marketing function. In the initial needs analysis, JEI had established the critical objectives of sharing marketing knowledge and applying market information across the different market and product groups. JEI, in partnership with Deloitte & Touche, developed briefings on marketing frameworks and a version of Strategy Laboratories in which teams of managers diagnosed their organization's gaps and practised new ways in which they could work together. A newly established knowledge network was the immediate result of the project.

Large European Telco

Facing privatization, deregulation, and European unification, this telco urgently needed (1) to enable its top managers to learn how to compete, and (2) to more effectively coordinate across branch offices, functions, planning and R&D. Over 100 managers were encouraged to recognize how to leverage their experience and at the same time achieve success in a market that was alien to them. This project contributed to a renewal of spirit and accomplishment, new expectations of management performance, and a heavily oversubscribed initial offering.

Technology Distribution Services Firm

Company leadership was committed to increasing shareholder value and had adopted financial performance metrics for this purpose. At the level of the business units, there was a need to align the business units, and to move from a revenue orientation to value. JEI, in partnership with consultants from Deloitte & Touche, developed Strategy Laboratories to clarify the performance metrics, to explore how operational decisions impact value, and to create action plans to accomplish the changes in the coming fiscal year. In 10 weeks, 77 managers in 3 business units were engaged and empowered to drive shareholder value.

Medical Technology Manufacturer

As a leading vendor to healthcare service providers, this company sought to enhance its relationships with customers and to play a proactive role in improving economic performance in the healthcare value chain. Leveraging the clinical and economic knowledge of managers in the company and in customer organizations, JEI created a customized laboratory to reflect a hospital market environment. Teams of hospital executives participated in a four-day laboratory that focused on how best to deal with changing technology and competitive pressures, and how to execute a comprehensive strategy for improving financial outcomes. Participants appreciated the innovative nature of the laboratory and, in follow-on evaluations, recognized the potential of what they had learned for making positive changes in their organizations.

JEI CLIENTS

Avnet

Beijing Telecom

Cable & Wireless plc

Deloitte & Touche LLP

Deutsche Telekom TAG

France Telecom SA

Goldman, Sachs, and Co.

IIMT
(Fribourg, Switzerland)

INSEAD

MATAV
(Fountainebleau, France)

Medtronic

Microsoft

Ministry of Post and Telecommunications
(People's Republic of China)

NCR

Optimus Telecommunicacoes SA

Video Journal of Orthopaedics

Washington Software Alliance

ABOUT JANUS ENTERPRISE INTERNATIONAL

Janus Enterprise International LLC (JEI) helps firms to cope more effectively with the challenges wrought by changes in technology, regulations, and the market through the development of customer-focused strategies.

JEI facilitates the structuring and resolution of difficult problems by combining the experience of key managers with insights, analytical concepts, decision frameworks, and organizational processes. The philosophy behind every JEI solution and client engagement is resolutely one of enhancing collective and individual capabilities of the client's management team.

Since its formation in 1993, JEI has served its clients with consulting and management development services, guiding strategy and execution with innovative approaches:

- **Strategy Laboratories®**
- **Market Analysis**
- **Customer Value Modeling and User Analysis**
- **Pricing Strategy**
- **Product Development**
- **Strategic Planning**

To discuss how your company can benefit from Strategy Laboratories, contact:

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