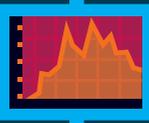




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Integral

Transforming Threats Into Opportunities

*“Anyone
can hold the
helm when
the sea is
calm.”*

Publius Syrus





Transforming Threats Into Opportunities

With the rapid pace of economic change and technological advances, the exploration of fresh ideas becomes increasingly urgent. What's more, heeding conventional management practices may prove to be a prescription for failure—resulting in missed growth and lost market position.

An organization's ability to reinvent and reposition itself in response to changing market demands is the only true, long-term source of competitive advantage. Innovation in new products, services, and business models can yield profound improvements in performance; dramatic growth in revenue, market share, and profits; stronger relationships with your customers; and a strategic edge over your rivals in an increasingly competitive—and turbulent—marketplace.

Integral is the leading expert in helping client companies achieve rapid growth and create wealth. Whether it's reinventing products or services, harnessing the power of the Internet, or exploiting new market opportunities, Integral enables clients to lead and win.

From thought to action. From strategy to execution. Integral's prowess in harnessing and capitalizing on market and technological disruptions helps our clients to flourish in a rapidly changing world.

"NIELSEN MEDIA RESEARCH SOUGHT TO FIND GROWTH OPPORTUNITIES FOR OUR CURRENT BUSINESS AND, AT THE SAME TIME, PREPARE FOR PENDING DISRUPTIVE CHANGES POSED BY DIGITAL CONVERGENCE. OUR WORK WITH INTEGRAL LED TO A COMMON WAY OF DISCUSSING THE ISSUES—BOTH INTERNALLY AND EXTERNALLY—AS WELL AS TO DECISIONS ABOUT REASSIGNING RESOURCES, A SIGNIFICANT NEW PRODUCT ANNOUNCEMENT, AND THE ESTABLISHMENT OF AN ONGOING PROCESS FOR EVALUATING AND MONITORING DISRUPTIVE OPPORTUNITIES. MOST IMPORTANT, INTEGRAL HELPED US IDENTIFY WAYS THAT OUR BUSINESS MAY CHANGE WITHOUT DAMAGING OUR POSITION AS A VITALLY IMPORTANT INDUSTRY PLAYER."

Susan Whiting
General Manager, National Services and Emerging Markets
Nielsen Media Research



Our Affiliate Network

Integral was founded in 1988 by Kim Clark, Ph.D., and Steven Wheelwright, Ph.D., of Harvard Business School, and economist Bruce Stangle, Ph.D. Their intent? To transform leading academic research into practical applications, and to help companies achieve optimal market positioning and growth.

Integral upholds this legacy by maintaining close relationships with a network of well-respected affiliates at leading universities and research institutions. This network enables us to provide our clients with the newest and best thinking in innovation, business, and management practices.

During an engagement, Integral and its clients may consult directly with academic affiliates, often working with them side-by-side. Our clients, therefore, have access not only to next-generation thinking, but also to the guidance of the researchers who developed it.



Benjamin Franklin

These ties enable Integral to discover intellectual advances and best practices sooner. That means clients can implement such advances faster and realize results more quickly.

The ethic these leading academicians bring to their work—persistent questioning, intensive research, and robust thinking—is one that we embrace as well. Our ability to translate powerful ideas into tools and approaches ensures that clients can take advantage of these advances in practical ways, in real time, and at a pace that outstrips their competition.

“IN THE PAST YEAR ALONE, WE’VE COLLABORATED WITH ACADEMIC AFFILIATES SUCH AS CLAYTON CHRISTENSEN, REBECCA HENDERSON, HANK CHESBROUGH, AND STEVEN EPPINGER TO APPLY NEXT-GENERATION THINKING FOR A NUMBER OF OUR CLIENTS—RESULTING IN THE DEVELOPMENT OF INNOVATIVE APPROACHES THAT LED TO POWERFUL, PRACTICAL OUTCOMES.”

Gary Getz
Managing Principal
Integral



Integral's Practice Areas

Integral consults and venture-partners with clients, helping them to identify and create new market opportunities and new areas of wealth within companies and industries. Integral works with clients in the following areas:

Growth Strategy, Disruptive Technologies, and Corporate Venturing

Integral collaborates with clients to survey and assess the viability of new market models and technologies—including those that are potentially disruptive—and then to launch ventures that make those opportunities real.

As the pioneering practitioner of disruptive technology strategies—and as the consulting partner to the originator of the disruptive technology concept—Integral understands that new technologies, shifting market trends, and emerging competitors can redefine the economics of an entire industry. They can also invalidate existing business models. The best course of action, therefore, for those companies seeking to harness disruption often runs counter to conventional management wisdom.

Integral assists clients in creating, and then acting upon, winning strategies for growth. Integral's rigorous, proprietary, and proven approaches enable clients to develop new business models and entirely new organizations, to deploy them in their businesses, and to select and execute the new business ventures needed to grow. The end result? The ability to disrupt competitors, as well as achieve rapid, profitable growth.

New Product and Service Development

As the foremost business growth consultancy, Integral helps organizations achieve significant—and often radical—improvements in product and service development. Integral possesses deep experience in the organizational structures, processes, tools, and creative strategies that drive product and service innovation. This experience spans multiple markets and industries, from telecommunications and medical products to consumer goods and the Internet. We work closely with our clients, partnering with them to identify opportunities, re-invent product and service development processes, devise and implement product line architectures, and establish successful portfolio management structures.

“DUE TO THE RAPID GROWTH AND RATE OF CHANGE IN THE MARKET, IT BECAME NECESSARY FOR OUR COMMUNICATIONS BUSINESS TO IMPROVE THE FLEXIBILITY AND CYCLE TIME OF OUR CURRENT PROCESS. INTEGRAL BECAME OUR 'GUIDING LIGHT' IN LEADING US THROUGH THE IDENTIFICATION AND ESTABLISHMENT OF NEXT-GENERATION TOOLS AND APPROACHES THAT FIT OUR BUSINESS.”

Jim Waddell
Director of Program Management,
Communications Business Unit
Tektronix, Inc.



Integral's Practice Areas

At the cornerstone of this practice are cutting-edge management technologies and methods, as well as our ability to help companies allocate their product development resources. Our approaches and expertise ensure that the client's organizational and supporting process models sustain the innovation initiative for long-term success and drive achievement of their growth strategies.

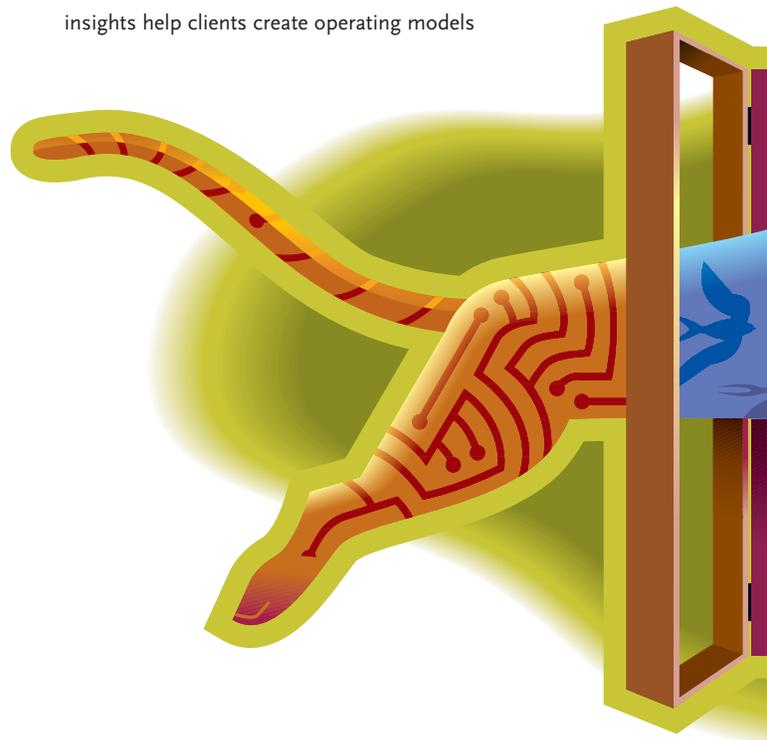
Operations Strategy

New structures are required for companies entering new channels or seeking to introduce new products faster and more effectively. Witness the fall of vertically integrated companies and the rise of virtual companies, which rely on a varied and flexible network of partners and suppliers.

In such networks, fast-growing companies organize in rapidly deployed, adaptable structures that fit their highly changeable sets of products, channels,

customers, and markets. Integral assists client companies with the strategic choices related to creating and managing those networks—both internal and external—that allow them to deliver products and services to the marketplace quickly, efficiently, and effectively.

Integral is at the forefront in assisting its clients—established firms and newcomers alike—in developing operations strategies for turbulent markets. Our insights help clients create operating models



"LIKE MANY COMPANIES IN TODAY'S FAST-MOVING PC INDUSTRY, LOGITECH WAS FACING THE CHALLENGE OF COMPLETING ITS CURRENT PRODUCT LINE IN TIME FOR THE HIGH-SELLING SEASON, WHILE SIMULTANEOUSLY STARTING THE EARLY PHASES OF NEXT-GENERATION OFFERINGS—ALL WITH FINITE RESOURCES. INTEGRAL WORKED CLOSELY AND EFFECTIVELY WITH A BROAD SPECTRUM OF INTERNAL PEOPLE TO OPEN UP NEW AREAS OF COMPETITIVE OPPORTUNITY."

Wolfgang Hausen
Senior Vice President and General Manager,
Control Devices Division
Logitech

“When patterns are broken, new worlds can emerge.” Tuli Kuperberg

that will leverage today’s technology and service options, and better deploy capital to build wealth for the corporation.

Customer Equity Strategy

As customers and consumers gain near-perfect information on their purchasing options, traditional marketing channels are disrupted—and often

replaced—by the Internet and other information-rich alternatives. And as competitors learn to interpret the deluge of customer behavior data to create true market-of-one customization, the warfare to acquire, retain, and develop customers continues to intensify.

Integral’s Customer Equity Practice helps client companies thrive in today’s turbulent market environment by measuring, managing, and maximizing the financial and strategic value of their customer assets. Our customer value analysis, service management, and channel strategy tool sets enable clients to build and execute more relevant, tailored marketing strategies and programs—strategies and programs that both cope with, and capitalize upon, the complexity and pace of change in today’s world.



“THE ABILITY TO CONSTRUCT, EVALUATE, AND MODIFY OUR R&D PORTFOLIO TO ACHIEVE TIMELY DEVELOPMENT AND INTRODUCTION OF MEANINGFUL NEW PRODUCTS IS ESSENTIAL TO THE CONTINUED GROWTH OF OUR COMPANY. INTEGRAL HAS PROVIDED THE TOOLS THAT FOCUS THE ORGANIZATION ON THE MOST SIGNIFICANT PRODUCT OPPORTUNITIES ACROSS OUR BUSINESSES, AND ON THE ENABLING PROCESS TO MANAGE THAT SET OF PROJECTS IN A MOST EFFICIENT MANNER.”

Howard S. Weintraub, Ph.D.
Vice-President, Corporate R&D
C. R. Bard, Inc.





Our People

When it comes to ensuring that our clients prosper in a tumultuous environment, tools and methods alone are not enough. Integral's unparalleled ability to help clients master disruption is a direct result of who we are.

Who are we? A highly accomplished, diverse, and driven group of consultants with extensive training, skill, and experience across multiple industries and disciplines.

With their variety of degrees—Ph.D.s, M.B.A.s, and J.D.s among them—our consultants draw on a strong intellectual foundation in each and every engagement. On average, our principals have 15 years of consulting experience. Many of our professionals are former executives from successful companies.

But at Integral we do not rely solely on degrees and experience.

The practice of consulting is both personal and pragmatic. Enthusiasm for their work, respect for clients' wisdom, and their drive to add value allows our consultants to work as a team, engage clients, and generate dramatic, quantifiable results.

It is the breadth, diversity, and passion of our people that sets Integral apart from other firms—and that allows us to help clients to thrive in an increasingly competitive and chaotic world.

"INDIVIDUALLY, INTEGRAL'S PEOPLE WERE WHAT YOU'D EXPECT FROM A HIGH-CALIBER CONSULTING FIRM—INTELLECTUALLY INQUISITIVE, RESPONSIVE, AND WELL-VERSED IN TECHNIQUES FOR PROBLEM DEFINING AND SOLVING. THEIR KEY DIFFERENTIATOR WAS THEIR ABILITY TO WORK TOGETHER AS A TEAM AND IN TURN, INTERACT WITH US AS THEIR CLIENT. THEY WERE VERY ADEPT AT CREATING CRISP, PRAGMATIC INSIGHTS AND RECOMMENDATIONS—AND THEIR INFORMAL 'GET DOWN TO WORK' STYLE MADE IT EASY FOR OUR PEOPLE TO WORK SIDE-BY-SIDE WITH THEM."

Clay Phillips
Director, Technology Intelligence
General Motors



How We Work

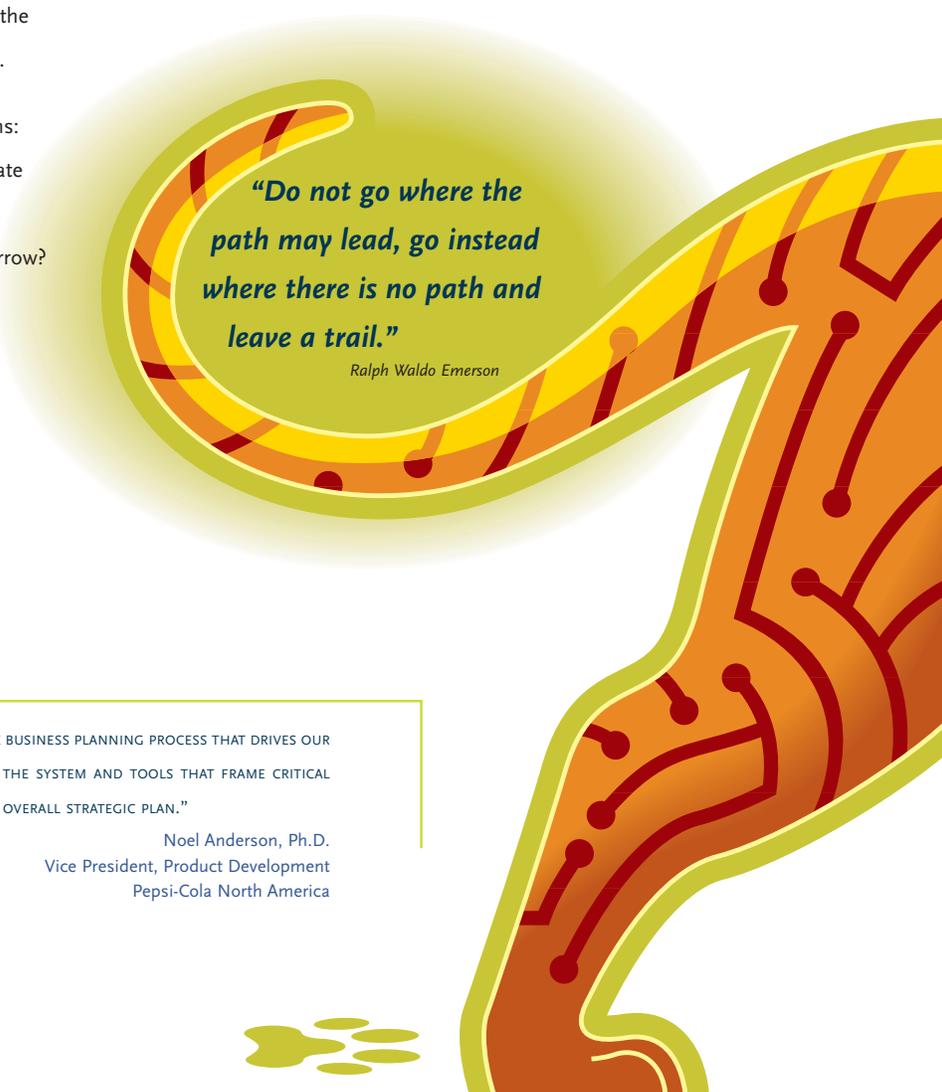
At Integral, we bring our own values—teamwork, creativity, integrity, and passion—to every engagement we undertake. Together with our clients, we strive to create an environment that fosters both ambitious goals and dramatic results.

Our approach is collaborative and flexible. We work with your team as peers, we teach as we work, and we leave tools and methods behind. As a result, knowledge is transferred and driven down into the organization. And our expertise becomes yours.

We constantly ask ourselves the tough questions: How are we creating value? How can we translate this strategy into action? How will this improve performance? What will we do differently tomorrow?

Throughout an initiative, we work hard to ensure that communication is open, honest, and ongoing. We supplement our clients' skills, knowledge, and leadership—without usurping or replacing them.

We never lose sight of the fact that it is the client's business. And we work tirelessly to realize the desired results: creating growth and generating wealth for our client companies.



“Do not go where the path may lead, go instead where there is no path and leave a trail.”

Ralph Waldo Emerson



“INTEGRAL WORKED CLOSELY WITH US TO STRENGTHEN THE BUSINESS PLANNING PROCESS THAT DRIVES OUR INNOVATION EFFORTS. THEY CREATED AND IMPLEMENTED THE SYSTEM AND TOOLS THAT FRAME CRITICAL ISSUES AROUND THE PROJECTS REQUIRED TO EXECUTE THE OVERALL STRATEGIC PLAN.”

Noel Anderson, Ph.D.
Vice President, Product Development
Pepsi-Cola North America





Why Integral?

Historically, when new entrants or new technologies changed the nature of an industry, the existing players were doomed. But no more.

What sets Integral apart from other consulting firms is our experience and expertise in helping companies innovate and harness disruptions. Our reputation is built on the profound, long-lasting results that our clients achieve, and the speed with which they achieve them.

We are dedicated to moving our clients faster and farther into the future than any other consulting firm. At Integral, we are committed to—and uniquely qualified for—helping our clients realize dramatic growth and wealth creation.

Integral: Because Today's Smart Decisions Won't Be Enough in Tomorrow's Disruptive World.

“I want to stay as close to the edge as I can without going over. Out on the edge you see all kinds of things you can’t see from the center.”

Kurt Vonnegut



Integral



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