



Global Intelligence Alliance

# GIA Conference 2010: Best Practices in Strategic Market Intelligence

HOW LEADING COMPANIES ENHANCE  
BUSINESS PERFORMANCE WITH  
STRATEGIC MARKET INTELLIGENCE

June 7-9, 2010  
Finlandia Hall  
Helsinki, Finland



*View the  
full schedule  
of the conference  
and reserve  
your seat!*

## Content Highlights

The GIA Conference 2010 will be the premium Strategic Market Intelligence event in 2010, attracting market intelligence leaders and practitioners from all over the world. Attendees in the conference will be part of a thought-leading forum that features:

- High profile keynote speakers
- Case presentations and best practices from leading companies such as **Cisco Systems, Nokia, Procter & Gamble, Nycomed, Cintas, Orange UK,** and **Kemira**
- Interactive workshops on the current hot topics in the area of strategic market intelligence
- Networking events

**Take advantage of the 20% Early Bird registration discount by March 31!**





Global Intelligence Alliance

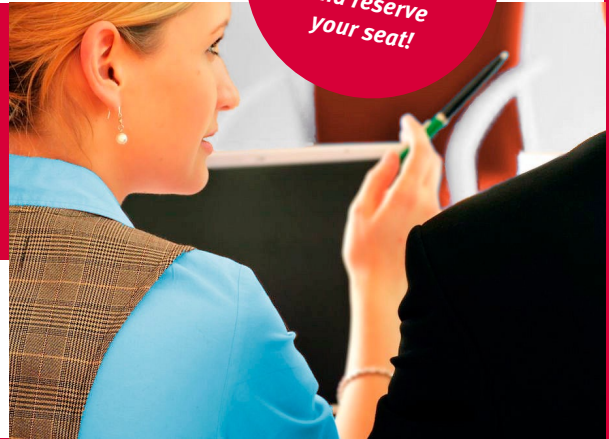
INVITATION

View the full schedule of the conference and reserve your seat!

## GIA Conference 2010: Best Practices in Strategic Market Intelligence

How leading companies enhance business performance with strategic market intelligence

June 7-9, 2010  
Finlandia Hall  
Helsinki, Finland



## Case-driven agenda to focus on the business impact of intelligence programs

The GIA Conference 2010 will be the largest gathering of Market Intelligence executives and professionals organized in Europe in 2010.

Rather than on theoretical concepts, the GIA Conference agenda will focus on the pragmatic *How?* questions that intelligence program owners and practitioners face today. During the conference, intelligence best practices will be presented and discussed that have emerged from a combination of daily hands-on experience and continuous benchmarking of own intelligence operations against leaders in different industries.

The conference program has been designed based on feedback from participants in past conferences and seminars organized by GIA. The program will be delivered by seasoned leaders and experts from leading global companies around the world.

The GIA Conference will focus strictly on delivering world class educational program. There will be no exhibition area or vendor/sponsor product presentations.

### Who should participate

The conference will attract people responsible for developing and operating corporate Market and Competitive Intelligence programs on a global or at least international level, across industries.



# Conference Topics in a Snapshot

## Pre-conference Workshops, June 7

Track 1

**Company & Industry Analysis**

Track 2

**How to Set up a World-Class Market Intelligence Program, A step-by-step approach to establishing a corporate MI program within a few months' time**

Track 3

**Taking Your MI Program to the Next Level through Best Practice Benchmarking, Identifying development areas in the MI program and designing a MI development road-map based on best practices**

Track 4

**Leveraging Scenario Analysis for Strategic Planning**

**Evening: Opening reception**

## Conference Day 2, June 8

**Getting Executive Buy-In to Market Intelligence**

**Interactive Panel Discussion: What CEOs Expect from Market Intelligence**

**People Skills in Market Intelligence**

**How to Build a High-Impact Market Intelligence Organization based on Internal and External Networking**

**Interactive Panel Discussion: Key Success Factors of High-Impact Market**

**Evening: Dinner cruise**

in the Helsinki archipelago

## Conference Day 3, June 9

**Case presentations about Delivering High-Impact MI**

- Track 1: Best Practices in Competitive Benchmarking
- Track 2: Best Practices in War Gaming: Early Detection of Weaknesses and Blindspots in Your Plans
- Track 3: Market Monitoring / Early Warning & Opportunity Systems: Megatrends and Scenarios as the Basis for Keeping the Radar Out
- Track 4: Intelligence Tools: Leveraging Intelligence Software for a High-Impact Market Intelligence Program

**Facilitated Roundtable Discussions about Integrating MI with Decision Making in Key Business Processes**

- Track 1: MI for Strategic Planning and M&A: Engaging MI as an Integral Part of Strategic Planning and M&A Activities
- Track 2: MI for Sales and Marketing: Generating Sales Leads and Marketing Awareness with the Support of MI
- Track 3: MI for Product and Supply Chain Management: Facilitating New Innovations and SCM Processes through MI Efforts

**Market Intelligence Trends 2015**

# Conference Program

## DAY 1: WORKSHOPS

*Track 1: 09:00-17:00*  
**Company & Industry Analysis**

*Track 2: 09:00-17:00*  
**How to Set up a World-Class Market Intelligence Program**

*Track 3: 09:00-17:00*  
**Taking Your MI Program to the Next Level through Best Practice Benchmarking**

*Track 4: 09:00-17:00*  
**Leveraging Scenario Analysis for Strategic Planning**

*17:30*  
**Evening: Opening reception**  
(cocktails & snack)

## CONFERENCE DAY 2

*08:00-09:00*  
**Registration**

*09:00-09:45*  
**Opening remarks: Best Practices in Strategic Market Intelligence**

*09:45-10:30*  
**Getting Executive Buy-In to Market Intelligence**

*10:30-11:00*  
**Coffee Break**

*11:00-12:30*  
**Interactive Panel Discussion: What CEOs Expect from Market Intelligence**

*12:30-13:30*  
**Lunch Break**

*13:30-14:15*  
**People Skills in Market Intelligence**

*14:15-15:00*  
**How to Build a High-Impact Market Intelligence Organization based on Internal and External Networking**

*15:00-15:30*  
**Coffee Break**

*15:30-17:00*  
**Interactive Panel Discussion: Key Success Factors of High-Impact Market Intelligence**

*18:30*  
**Evening: Dinner cruise** in the Helsinki archipelago

## CONFERENCE DAY 3

*08:30-09:20*  
**Best Practices in Competitive Benchmarking**

*09:20-10:00*  
**Best Practices in War Gaming**

*10:00-10:40*  
**Building Early Warning and Opportunity Tracking Systems**

*10:40-11:00*  
**Coffee Break**

*11:00-12:30*  
**Interactive Roundtable Sessions: Delivering High-Impact Market Intelligence**

- Track 1: Best Practices in Designing and Implementing High Impact Market Monitoring Programs
- Track 2: Best Practices in Designing and Implementing High Impact Strategic Analysis Projects
- Track 3: Best Practices in Designing and Implementing High Impact Market Intelligence Tools

*12:30-13:30*  
**Lunch Break**

*13:30-15:00*  
**Interactive Roundtable Sessions: Integrating Market Intelligence with Decision Making in Key Business Processes**

- Track 1: MI for Strategic Planning and M&A
- Track 2: MI for Marketing & Sales
- Track 3: MI for Innovation and Supply Chain Management
- Track 4: MI for Risk Management

*15:00-15:30*  
**Coffee Break**

*15:30-16:15*  
**How to Create Added Value to Business through MI Efforts and to Measure the ROI of Market Intelligence**

*16:15-17:00*  
**Market Intelligence Trends 2015 & Closing Remarks**



## Helsinki as a Conference Location

Finland is one of the most popular congress countries in the world. Being a safe and smoothly functioning, reliable destination located between East and West, the Finnish capital Helsinki makes a charming conference venue that is unique among Northern European cities. The lifestyle in the second-most northern capital city in the world is full of contrasts and activities in the form of hundreds of events and friendly people.

Helsinki is a modern city with over half a million residents, located on the Baltic Sea. In 2000 Helsinki was an official European City of Culture while celebrating its 450th anniversary. The archipelago that surrounds Helsinki with hundreds of tiny islands creates an idyllic environment for cruises, for example.

# Day 1: Workshops

## 09:00-17:00 Track 1: Company & Industry Analysis

Facilitators: Andrew Beurschgens, Head of Business Market Insights, **Orange UK** and Aleksí Grym, Director, Offering, **Global Intelligence Alliance**

Are you involved in conducting business and industry analyses for management's use? Are you looking for new analytical approaches to help improve your deliverables to your internal customers? What are the steps to exploit before jumping in with the analysis to ensure that it takes the issue from 'so what' to 'what's next'?

1. Make the most of the analysis models and frameworks available for conducting business and industry analysis
2. Benchmark your own analysis approaches against best practices
3. Build your analytical findings into an easily digestible and visually appealing format
4. Learn from seasoned experts through an engaging and interactive workshop

This one-day hands-on workshop takes a deep dive into using analysis methods and frameworks for insightful business analysis that makes a difference. The workshop consists of down-to-earth presentations, exercises and group work, and it is targeted at persons responsible for conducting company and industry analyses in their own organizations.

## 09:00-17:00 Track 2: How to Set up a World-Class Market Intelligence Program

A step-by-step approach to establishing a corporate MI program within a few months' time

Facilitators: Noam Sahbti, Director, Competitive Intelligence Commercial and Strategic Management, **Vertex Pharmaceuticals** and Hans Hedin, Vice President, Business Development, **Global Intelligence Alliance**

Have you been given the task of setting up an intelligence program or revamping an existing one? Are you wondering about where to start and what steps to follow? Or have you already started, and are looking to benchmark your progress against case examples and best practices?

1. Add structure to your intelligence program set-up activities
2. Learn, through hands-on case examples, to utilize GIA's Intelligence System Development Model and the World Class Market Intelligence Framework

3. Learn to point out and quantify the benefits of the intelligence program as you go forward
4. Make ambitious plans for your intelligence program: Take the initial steps pragmatically, but already set long term goals that speak of your vision for the intelligence activity in your organization

This one-day workshop presents, through numerous hands-on case examples, GIA's framework for setting up an intelligence system from the ground up: Conducting a needs analysis and setting the scope of the intelligence activity, planning for the intelligence process, activating the organization, defining deliverables, implementing tools and techniques, and finally marketing the newly established intelligence program to its internal user groups.

The participants will also learn how to use the GIA World Class Market Intelligence Framework from the very beginning in order to set initial target levels and time schedule when launching the intelligence program. Later on, the framework serves as a yardstick for measuring progress in taking the intelligence program to world class levels.

The workshop is targeted at persons who are responsible for setting up and/or further developing an intelligence program in their own organization.

## 09:00-17:00 Track 3: Taking Your MI Program to the Next Level through Best Practice Benchmarking, Identifying development areas in the MI program and designing a MI development road-map based on best practices

Facilitators: Michel Bernaiche, Strategic Planning Manager - Competitive Intelligence, **Dunkin' Brands** and Markko Vaarnas, CEO, **Global Intelligence Alliance**

The further an intelligence program progresses, the more the development areas center around soft issues such as 'intelligence culture', and the less there are useful tips that can be learned from textbooks and through standard examples.

Instead, with progress in intelligence development, exchanging information with peers, benchmarking own operations against best practices, and creatively exploring novel best practices together with other experienced intelligence leaders become the best methods for taking one's own intelligence program to the next level.

In this workshop, participants will

- Exchange insights with other seasoned intelligence leaders
- Leverage the GIA World Class Market Intelligence Framework for concrete intelligence development efforts in their own organization
- Benchmark their own organization against peers and best practices
- Come home with a concrete roadmap for implementing the newly created development ideas in practice

The workshop is targeted at seasoned intelligence professionals who can bring a lot of experience to the table, in order to learn from each other.

### **09:00-17:00 Track 4: Leveraging Scenario Analysis for Strategic Planning**

**Facilitators:** Pauliina Tennilä, General Manager, Scenarios & Business Intelligence, **Wärtsilä Oyj** and Kalle Grönqvist, Senior Vice President, EMEA, **Global Intelligence Alliance**

Is your company challenged by uncertainties in the macro environment, by evolving competitive forces, or by shifts in technologies? Does predicting customer behavior cause concern for your strategic planning?

Scenario analysis, although a familiar word, is a relatively little known concept to many on a practical level. In a world of uncertainty, scenario analysis provides a structured means for constructing alternative futures. Conducting educated strategic planning based on scenario analysis calls for combining the alternative scenarios, analysis of their unfolding and their anticipated impact into eventual business decisions.

In this workshop, the participants will learn about hands-on tools and techniques for supporting strategic planning through structured and professional scenario analysis:

- Identifying focal issues
- Ranking issues by importance and level of uncertainty
- Conducting impact analysis
- Constructing scenarios
- Selecting leading indicators and signposts
- Studying the implications for strategy

The workshop is targeted at persons who are involved in corporate strategic planning either in the role of an intelligence professional or as a business decision maker.

# Conference Day 2

## 08:00-09:00 Registration

### 09:00-09:45 Opening remarks: Best Practices in Strategic Market Intelligence

Markko Vaarnas, CEO, **Global Intelligence Alliance**

### 09:45-10:30 Getting Executive Buy-In to Market Intelligence

Michel Bernaiche, Strategic Planning Manager - Competitive Intelligence, **Dunkin' Brands**

CEO buy-in is not a myth or some newfound buzz word, it can be achieved. Hear it for yourself as an intelligence veteran practitioner shares his experience. Michel Bernaiche will build his presentation around the following topics:

- How do you know you have achieved CEO buy-in and what does it feel like?
- Does your company USE Market Intelligence or does your company HAVE Market Intelligence? If you are going to achieve CEO buy-in, you must deliver a world class function
- Challenges to securing CEO buy-in may surprise you, if you thought achieving it was all about the actual intelligence deliverables

### 11:00-12:30 Interactive Panel Discussion: What CEOs Expect from Market Intelligence

Panelists: Pekka Lundmark, CEO, **Konecranes Oyj**, Harri Kerminen, CEO, **Kemira Oyj**, and Pekka Eloholma, CEO, **Affecto Oyj**

Panel host: Markko Vaarnas, **Global Intelligence Alliance**

How does Market Intelligence prove its worth to those sitting at the top of leading global companies? Do not miss this rare opportunity to hear the CEOs of Konecranes, Kemira and Affecto jointly discuss their insights into what kind of Market Intelligence best serves the requirements set by the CEO's everyday work.

The topics to be addressed in the panel will be decided based on the audience's preferences and interests: Questions to the CEO's will be requested from the audience both in advance and during the panel discussion.

### 13:30-14:15 People Skills in Market Intelligence

Robin Kirkby, Director of Strategic Intelligence, **Nycomed**

The marketplace for talent is highly competitive. This presentation will focus on identifying the key skills required for intelligence work:

- How to recruit and retain competent intelligence professionals
- How to interact with decision makers and the internal intelligence network

Any professional working in intelligence or seeking a career in intelligence will benefit from this presentation by understanding the match between personal skills and the ability of commercial organizations to utilize these skills.

### 14:15-15:00 How to Build a High-Impact Intelligence Program based on Internal and External Networking

Troy Pfeffer, Competitive Intelligence Director, **Cintas Corp.**

A successful intelligence program does not work in isolation from the rest of the organization, but builds its high impact – and lasting buy-in – on a tightly networked strategy. Troy Pfeffer from Cintas Corp. shares his experiences from building internal and external intelligence networks and builds his presentation around the following topics:

- Ramping up an Intelligence program in just a few months – Quickly establishing an intelligence program requires an executive level champion, a formal collection process and method of collaboration and analysis.
- Launching the Intelligence program with high impact – A high impact launch requires traditional marketing techniques such as branding, messaging and promotion. In addition, you must communicate recommendations/opinions on how to use the intelligence. Otherwise, it's simply information.
- Activating the internal Intelligence network to share market signals from the field – A process of showing how sharing is circular (the more you share, the more you benefit) will quickly encourage mass engagement.
- Best practices in outsourcing Intelligence activities – It's important to choose a partner that will fit your current and future needs. In addition, the right Intelligence partner will complement your internal intelligence efforts, not replace them.



## 15:30-17:00 Interactive Panel Discussion: Key Success Factors of High-Impact Market Intelligence

Participants in the panel: Joost Drieman, Director, Market and Business Intelligence European Markets, **Cisco Systems, Inc.**, Noam Sahbti, Director, Competitive Intelligence Commercial and Strategic Management, **Vertex Pharmaceuticals Inc.**, and Gary Whitehurst, Corporate Competitive & Technical Intelligence Manager EMEA, **Procter & Gamble**

Panel host: **GIA**

The value of any intelligence program will be determined by its impact on the eventual business decisions. What makes an intelligence program influential in the organization? Discussing the topic will be a group of seasoned intelligence leaders from very different industries. Questions to the panelists will be invited from the audience both in advance and during the panel discussion.

## 18:30 Dinner cruise in the Helsinki archipelago

# Conference Day 3

## 08:30-09:20 Best Practices in Competitive Benchmarking

Minna Takala, Senior Manager, **Nokia Corporation**

Competitive benchmarking as a topic provokes a lot of interest, as more or less any company wants to maintain an understanding of how they are doing as compared to competition. At the same time however, the methods for competitive benchmarking vary, and new media channels also present new challenges to companies. Senior Manager Minna Takala will present best practices from Nokia Corporation:

- Selecting the meaningful themes
- Intent - support for strategy and implementation
- Fast sources for benchmarking information
- Utilizing social media channels

## 09:20-10:00 Best Practices in War Gaming

Gary Whitehurst, Corporate Competitive & Technical Intelligence Manager EMEA, **Procter & Gamble**

Great military strategists throughout history have told us no battle plans survive contact with the enemy. In business, discovering real weaknesses and blindspots in your plans “in action” is clearly too late and often all too painful.

Whether it’s a new strategic direction, a disruptive technology change or tactics for the latest product launch, gaming techniques offer the opportunity to stress test your business plans, uncover its weaknesses and blindspots in terms of the competitive environment, and make appropriate course corrections or even challenge an entire plan. Which would your business prefer, the game or the pain?

## 10:00-10:40 Building Early Warning and Opportunity Tracking Systems

Diane Koepke, Market Research Manager, **Brady Corporation**

Early Warning and Opportunity Systems exist to facilitate the timely identification of both risks and uncertainties, and lucrative business opportunities in the operating environment. Presenting about the topic is Diane Koepke from Brady Corporation, where megatrends and scenarios serve as the bedrock for the entire intelligence operation.

Megatrends and scenarios as the basis for a Market Intelligence program

- Best practices in setting up continuous tracking systems
- How to ensure insightful analysis
- How to integrate key findings with decision making

## 11:00-12:30 Interactive Roundtable Sessions: Delivering High-Impact Market Intelligence

**Track 1: Best Practices in Designing and Implementing High Impact Market Monitoring Programs**

Opening speaker: Diane Koepke, Market Research Manager, **Brady Corporation**

Systematic market monitoring is the bedrock of any high quality Market Intelligence program, yet it’s rarely viewed as something that directly supports decision-making, or is otherwise “highly impactful”.

To yield a high impact, the continuous market monitoring activity needs to be targeted not only at topics, but also at industries and sometimes even local languages.

This roundtable discusses best practices in implementing market monitoring programs that deliver timely signals about opportunities and threats in the business environment.

### **Track 2: Best Practices in Designing and Implementing High Impact Strategic Analysis Projects**

Opening speaker: Robin Kirkby, Director of Strategic Intelligence, **Nycomed**

The more strategic any intelligence deliverables are, the more they should aim at generating insight. Insight, in turn is a complex thing: Facts only are rarely sufficient to generate insight, but they need to be delivered to executives with a powerful reasoning that backs up the analysis, coupled with a powerful presentation that may even challenge current strategies. And the whole should be in a visually appealing and easily digestible format.

This roundtable discusses the methods for driving home strong messages in strategic analysis deliverables.

### **Track 3: Best Practices in Designing and Implementing High Impact Market Intelligence Tools**

Opening speaker: More information to follow

A dedicated intelligence software tool provides a single user interface to filtered intelligence content from internal and external sources. A technology tool specifically designed to support intelligence processes is typically linked with the organization's intranet and hosted either in the company's own IT infrastructure or by an external service provider. Software tools facilitate a two-way flow of Market Intelligence by encouraging the user base to not only use intelligence but to produce content as well.

The tools alone do not ensure a successful intelligence operation, but the way they are used. This roundtable will focus on best practices in getting the most out of intelligence technology.

## **13:30-15:00 Interactive Roundtable Sessions: Integrating Market Intelligence with Decision Making in Key Business Processes**

### **Track 1: MI for Strategic Planning and M&A**

Opening speaker: Aki Saarinen, Vice President, Business Development, **Metso Corporation**

The role of the Market Intelligence function in strategic planning and M&A is to a) assist management in creating robust strategies and b) to challenge these strategies by providing

evidence of old strategies potentially not being successful in the business environment of the future.

This roundtable session will focus on hands-on topics around linking the concrete MI efforts to strategic planning and Mergers and Acquisitions: Key success factors, pitfalls, useful tips, and development ideas.

### **Track 2: MI for Marketing & Sales**

Opening speaker: Troy Pfeffer, Competitive Intelligence Director, **Cintas Corp.**

The MI needs in marketing and sales typically range from highly strategic brand and media planning to understanding on a very concrete level, how the company's marketing and sales productivity could be further leveraged in different market areas.

This roundtable session will focus on hands-on topics around linking the concrete MI efforts to marketing and sales: Key success factors, pitfalls, useful tips, and development ideas.

### **Track 3: MI for Innovation and Supply Chain Management**

Opening speaker: Tommi Tikka, Director, Business Development, **Itella Oyj**

Similarly to other corporate processes, R&D and the related innovation and supply chain management need solid support from Market Intelligence. Turning ideas into marketable products involves multiple decision points, and the potential benefits and costs related to making right vs. wrong decisions are so substantial that investing in accurate information during the process is highly justified.

At the end of the day, the most challenging part of the innovation process is finding the 'killer idea' from the hundreds of ideas that one considers in the process. How to identify the three or four ideas that will be shortlisted for further evaluation?

### **Track 4: MI for Risk Management**

Opening speaker: More information to follow

## **15:30-16:15 How to Create Added Value to Business through MI Efforts and to Measure the ROI of Market Intelligence**

Joost Drieman, Director, Market and Business Intelligence  
European Markets, **Cisco Systems Inc.**

In his presentation, Joost Drieman from Cisco Systems will talk about leveraging the MI activity for concrete value to business. In the same conjunction, Drieman will also address the topic of measuring the Return On Investment of the intelligence activity, an enduring cause of debate among both intelligence professionals and business leaders. Drieman will build his presentation around the following topics:

- What is MI for Cisco
- How to create added value to business with development of consultative skills
- Practical approaches on how to measure the ROI of MI

## **16:15-17:00 Market Intelligence Trends 2015 & Closing Remarks**

Hans Hedin, Vice President, Business Development, **Global Intelligence Alliance**

To conclude the GIA Conference 2010, Hans Hedin will shed light on the anticipated trends towards 2015 in the intelligence industry. The trends have been derived from the latest Global Market Intelligence Survey conducted by GIA, and the related analyses conducted based on the survey results.

# Information about the speakers

**Mr. Andrew Beurschgens**, Head of Business Market Insights at Orange UK. With his 7,5 years at Orange UK ([www.orange.co.uk](http://www.orange.co.uk)) and a total of 13 years in the intelligence industry, Mr. Beurschgens is a well-rounded intelligence professional. Prior to joining Orange UK, he used to work for Deutsche Telekom UK, Global One UK, Dolphin Telecommunications UK, and Fuld & Company Ltd. Mr. Beurschgens is a SCIP member since 1999 and has been a frequent speaker at various international events in the intelligence domain.

**Mr. Michel Bernaiche** is the Head of Competitive Intelligence at Dunkin' Brands Inc. ([www.dunkinbrands.com](http://www.dunkinbrands.com)), a premier quick service restaurant franchisor with 15,000 stores around the world. During his career in the intelligence field he has created and managed four Competitive Intelligence functions in the supermarket and food retail industries. Mr. Bernaiche is also a seasoned finance professional who has significant global experience with strategic planning and M&A in the financial services industry. He holds a bachelor's degree in Business Administration (Finance) and has his MBA in International Business. He serves on the Board of Directors for SCIP, is a member on The Conference Board's Council on Competitive Analysis, is an alumni of The Academy of Competitive Intelligence and is a frequent speaker at competitive intelligence events around the world.

**Ms. Pauliina Tennilä** is responsible for the development of a global scenario planning process to support strategic planning within Wärtsilä Power Plans ([www.wartsila.com](http://www.wartsila.com)), along with her responsibility for the unit's business and market intelligence function. In her current role Ms. Tennilä is involved with implementing scenarios theory and tools (Oxford Scenarios Programme), developing scenarios and a scenarios tracking framework, and linking scenarios with strategic planning. Prior to her current position, Tennilä has served as Vice President, Investments and Business Control and Director, Financial Services, at Wärtsilä Development & Financial Services Oy. Ms. Tennilä holds an MSc.(econ.) degree from Turku School and Business and Economics, majoring in Finance.

**Mr. Pekka Lundmark**, CEO of Konecranes ([www.konecranes.com](http://www.konecranes.com)) since 2005, heads a global company that is Lifting Businesses™ in manufacturing and process industries, shipyards, ports and terminals. Prior to joining Konecranes, Mr. Lundmark held the positions of President and CEO of Hackman Oyj Abp and Managing Partner of Startupfactory. Early on in his career, Mr. Lundmark served in several executive positions at Nokia Corporation. Mr. Lundmark holds an MSc. (eng.) degree in Technical Physics from the Helsinki University of Technology.

**Mr. Harri Kerminen**, President and CEO, Kemira Oyj, took the lead at Kemira ([www.kemira.com](http://www.kemira.com)), a global chemicals company serving water-intensive industries, in the beginning of 2008. His move to the top followed a long career path with Kemira that already started in 1985. Early on, Mr. Kerminen managed international construction projects and production plants in the north of Finland, and he subsequently moved on to serve as Vice President of Human Resources at Kemira Chemicals. Prior to assuming his current position, Mr. Kerminen headed both the Pulp&Paper and Specialty business areas at Kemira. Harri Kerminen holds an MBA and an MSc. degree in Engineering.

**Mr. Pekka Eloholma**, CEO, Affecto Oy, assumed his current position as the CEO of Affecto Oyj ([www.affecto.com](http://www.affecto.com)), the leading Business Intelligence service provider in the Nordic countries, in 2006. Prior to Affecto, Mr. Eloholma served as the President and CEO of Setec Oy, which is a part of Gemplus Group. Earlier still in his career, Mr. Eloholma held several executive positions at Siemens Oy, Siemens Business Services Oy, FinnetCom Oy and HPY. Pekka Eloholma holds an MSc. degree in Engineering.

**Mr. Robin Kirkby** has 18 years of experience as a practitioner & consultant in Market/Competitive Intelligence and was one of the founders of the profession in Europe. Mr. Kirkby in his current role at Nycomed ([www.nycomed.com](http://www.nycomed.com)), the European Pharmaceutical company, established the intelligence capability within Nycomed and provides the strategic insight to grow the firm. Prior to joining Nycomed, Mr. Kirkby has held the positions of Director of Strategic Intelligence for ALTANA Pharma, Head of Competitive Insight for Deloitte Consulting, Vice President of Consulting for Fuld & Company, and Lead consultant in Competitive Intelligence for IBM Consulting. Mr. Kirkby has presented at most major European Conferences on Competitive Intelligence, and was awarded the prestigious Catalyst Award by SCIP at their annual conference in 2004.

**Mr. Troy Pfeffer** is the Competitive Intelligence Director of Cintas Corporation ([www.cintas.com](http://www.cintas.com)) that designs, manufactures and implements corporate identity uniform programs and related products and services. Prior to assuming his current position at Cintas, Mr. Pfeffer served as the National Marketing Manager and National Operations Manager in the company. Earlier still, Mr. Pfeffer held the positions of Vice President at Key Bank and Manager at Bank One. Mr. Pfeffer holds a BSBA degree from Ohio State University.

**Ms. Minna Takala** works as Senior Manager in the Innovation & Benchmarking Team under Nokia's Devices, Strategy and Business Development unit ([www.nokia.com](http://www.nokia.com)). Prior to her current role, Ms. Takala held the positions of Senior Manager in the company's Devices R&D and Product Quality unit, and Senior Development Manager under the Business Improvement Services & Quality. Early on in her career, Ms. Takala has served as a researcher in TAI-Research Centre under Helsinki University of Technology, and she is currently working on finalizing her Ph.D. degree on "Contradictory Elements in Innovation Systems – Inquiry into Employee Perspectives".

**Mr. Gary Whitehurst** has been with Procter & Gamble ([www.pg.com](http://www.pg.com)) since late 1990. From his initial career in various Process Development R&D positions in P&G's Fabric Care business, he moved to his current role of Corporate Competitive & Technical Intelligence Manager in the EMEA area. As an intelligence professional within P&G, Mr. Whitehurst has been active in building the intelligence capability in the company, facilitating Strategic Gaming sessions, developing and leading Early Warning capability, and serving as a Technical Competitive Intelligence expert. He is also the Global Dean for P&G's internal Competitive Intelligence Training program. Mr. Whitehurst holds an MEng. degree in Chemical Engineering from Cambridge University and an MBA from Warwick Business School.

**Mr. Aki Saarinen** heads business development at Metso Corporation ([www.metso.com](http://www.metso.com)), a global supplier of sustainable technology and services for mining, construction, energy, metal recycling and the pulp and paper industries. Prior to assuming his current position, Saarinen has held several VP level positions at Metso Paper: Paper & Board Technology, Process Technology and Project Management. Saarinen holds academic degrees from the University of Jyväskylä, Helsinki University of Technology, and IMD (Business Programs).

**Mr. Tommi Tikka** leads the Itella Innovations unit that drives innovation in the company by harnessing the creativity of its 31,700 plus workforce. Itella ([www.itella.com](http://www.itella.com)), the former Finnish Post, is looking to emerge as a winner in the competition for new business, as the plans realize to open postal operations within the EU to full competition by 2011. Prior to joining Itella, Mr. Tikka worked as a Development Consultant in his own company Trajektor that focused on managing tacit knowledge and innovation services. Early on in his career, he served in several innovations-related development positions at Fortum Service. Tommi Tikka holds an MSc. (eng.) degree from Lappeenranta University of Technology, and is currently finalizing his PhD degree at the Helsinki University of Technology.

**Mr. Joost Drieman** has got 30 years of international experience in strategy, business development, market intelligence and management. Drieman joined Cisco Systems ([www.cisco.com](http://www.cisco.com)) in 2006. Prior to his current position, he has served in senior positions at Getronics (KPN), UB Networks, Tandem Computers and Telindus (Belgacom). He has also done consulting work for the European Commission, DG Info. Drieman holds an MBA from the University Of Antwerp Management School in Belgium, and has also studied Corporate Strategy at Harvard Business School and Market Intelligence at Wisconsin University in the US. Drieman is an active visiting lecturer on intelligence topics at several business schools.

**Mr. Noam Sahbti** is Director of Competitive Intelligence Vertex Pharmaceuticals, where he established a CI function to support the company's rapid growth and guide its strategy transforming to a commercial organization. The CI function at Vertex Pharmaceuticals is responsible for managing the CI cycle from gathering through analysis in order to guide the launch effort of a new drug launch. Previously, Noam was the Head of Strategic Planning and Business Intelligence at MAG IAS, where he established an international BI function to support the company's rapid growth and direct its strategy. The BI unit at MAG-IAS is responsible for competitive intelligence, market research, business analytics, and strategic analysis. Noam was also established an internal system at Serono Inc. to gather, analyze, and share information. Before that, he was founding president of BZHound, a CI firm that specialized in primary information projects. Noam has more than 15 years of experience gathering and analyzing intelligence, including experience as an officer in an intelligence agency. He is an MBA graduate of the University of Manchester, England, and a graduate of the Israeli Air Force Academy.

## Conference Fees

### **Pre-Conference Workshops on June 7:**

EUR 795 (+ applicable taxes)

### **Conference on June 8-9:**

EUR 1,395 (+ applicable taxes)

### **Workshops + Conference:**

1,995 (+ applicable taxes)

### **Cancellation policy**

Full payment of the conference fee is required in 30 days from registration or 14 days prior to the event's start date. Confirmed registrations may be cancelled without penalty if written cancellation requests are received up to and including 28 days prior to the start of the conference. No refunds will be issued (and full conference fee is payable) on cancellation requests received up to and including 21 days prior to the start of the event.

Take advantage of the 20% Early Bird registration discount by March 31!

For further information and to register,  
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