

9LENSES[®]
DIFFERENTIATION



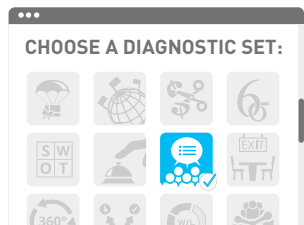
TABLE OF CONTENTS

1 The Opening Question	03
2 How Is Differentiation Done?	04
3 Seed Differentiation At Every Level – In The 9Lenses	06
4 Two Impressively Differentiated Companies	08
5 A Sample Differentiation Workflow	17
-Step One: Social Discovery	
-Step Two: Identify Top Opportunities	
-Step Three: Social Design of the Market Lens	
-Step Four: Create an Operational Roadmap	
6 Conclusion	23
7 About the Author	24



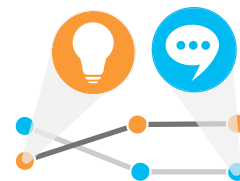
ORGANIZATIONAL INTELLIGENCE SOFTWARE

Capture uncommon insights from your employees, customers, and clients. 9Lenses maps these insights to your business so that you can approach your toughest challenges with expert-level perspectives and make confident, data-driven decisions.



Apps for Any Business Discovery Project

Our apps automate critical business discovery projects for nearly every use case.



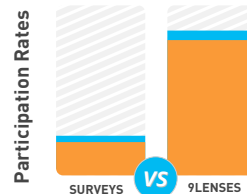
Uncover Uncommon Insights

Uncover uncommon insights from employees and create significant enterprise value.



Gather Insights Faster Than Ever

Face-to-face interviewing is outdated. Capture insights within minutes; not months.



Higher Participation Rates than Surveys

Traditional surveys suffer from low participation, 9Lenses sees higher response rates.



Inform, Align, and Engage your Employees

The benefits of capturing employee insights extend beyond the insight itself.



Benchmark your Performance

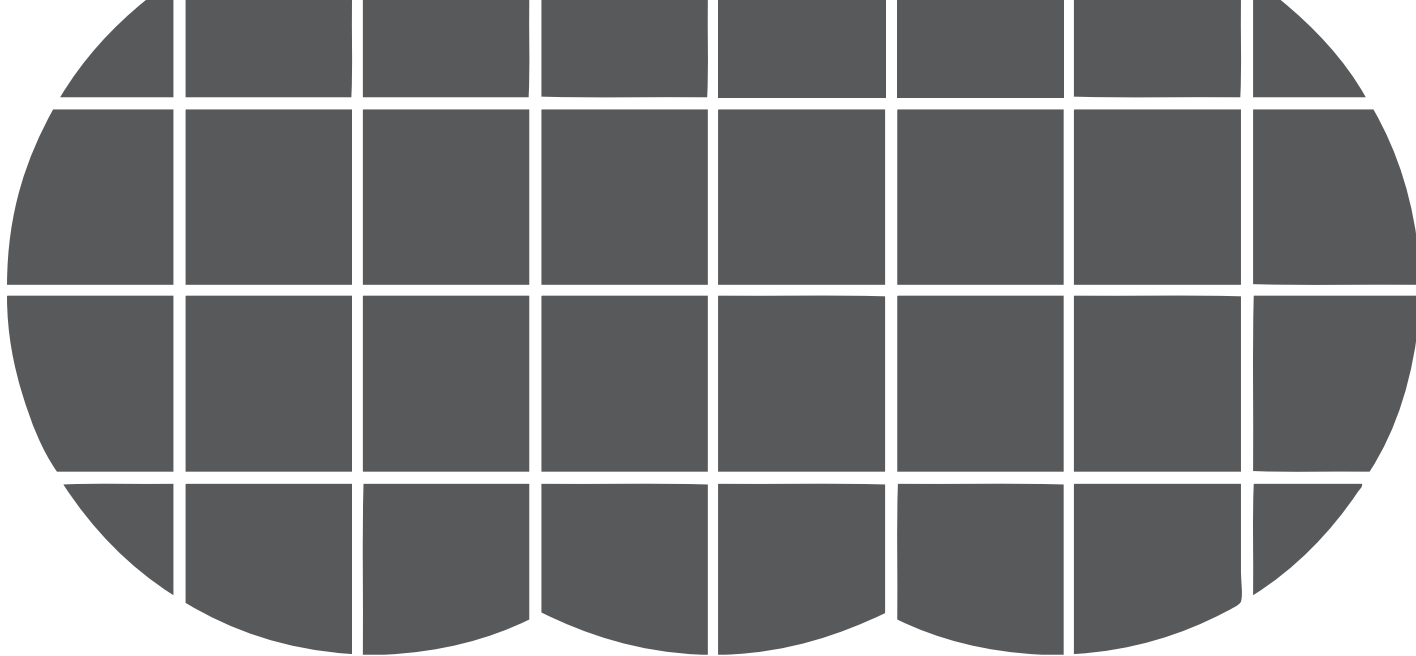
Monitor and your progress over time and strive for continuous improvement.



[Request A Demo](#)

[Tour The Software](#)

To Learn More: www.9LENSES.com



OPENING QUESTION:

We're often told there are two basic ways to win in a competitive marketplace – either compete on price by lowering cost of production or compete by offering something different that consumers value at a premium. This second strategy is usually called “differentiation.” Implementing a differentiation strategy is not a simple process. When done right the end result is often less costly, but it requires massive effort at every level of the organization-in each of the nine lenses. It is never just the offering; **differentiation is holistic.**

The Question Is: *How Is Differentiation Done?*

HOW IS DIFFERENTIATION DONE?

When Henry Ford put the Model-T on the market, he was able to sell not only a superior product, but a superior product that was much cheaper than existing automobiles.

It is misleading to assume that cost controlling strategic decisions on the production side are isolated from strategic decisions to differentiate a product on the market side.

Was it the product alone? No. It was the process of differentiation in each of the nine lenses in the Ford Motor Company. From people to finance to strategy to operations to governance, Henry's drive for differentiation remains a prime example of excellence. Ford famously said that customers could buy the Model-T in any color, as long as it was black. His organization was already differentiated on so many levels that the superficial distinctness of color was not important in this automotive marketplace. Of course, color can be a differentiator... Take margarine, for example.

The French emperor Napoleon III had world conquest on his mind and wanted cheaper foods to fuel his enormous army. As we know, margarine also keeps much longer than butter before spoiling. Margarine was created by a French chemist, competing for a prize offered by Napoleon III to anyone who could create a cheap substitute for butter. The new invention was so successful that after it was commercialized, it was a huge threat to butter manufacturers in Europe and the U.S.

How Is Differentiation Done?

01 02 03 04 05 06 07

All of a sudden, butter manufacturers realized that their customers were buying the lower priced margarin because customers saw only a price difference between butter and margarine. In the late 19th century, the butter manufacturers figured out a slick way to differentiate themselves from margarine, so they lobbied the government. All over the world, including Europe, Canada, and the U.S., margarine manufacturers were banned from putting yellow dye into their product, or, in some cases, were required to dye it pink or orange. For a while, there was even a black market in yellow margarine – bootleggers were arrested and put in jail. Eventually Big Margarine counter-lobbied and negotiated a loophole that let them sell sticks of margarine with a small packet of yellow dye attached. Customers could mix their own yellow margarine (just like they could paint their own Model-T if they really wanted to.)

Think of all the butter-like product differentiation we now see – spreadable, whipped, low-sodium and low-fat varieties, even margarines made from olive or canola oil. But we see the product and think “differentiation” (even without using that word.) It’s a misleading thought, for the final product is just the tip of the iceberg. We don’t see the other assets, processes, and structures these companies leverage to bring us their products. Something that might look like a simple commodity product to a customer could be the result of a highly differentiated supply chain operation, human resource management process, and corporate governance structure. On the other hand, something that might look like a premium, differentiated product to the customer could be the result of a copycat branding and distribution strategy, poorly managed debt and equity structuring, and a patent that is a ticking time bomb. So when we talk about differentiation at 9LENSES, we talk about differentiation as something to embed at every level (all nine lenses) of your business. It’s what the 9LENSES framework facilitates.

SEED DIFFERENTIATION AT EVERY LEVEL - IN THE 9LENSES

Grow each part of your company with strategic planning, measurable processes, and competent leadership.

Fruitlessly gathering five bigwigs in a boardroom is not as effective a way to differentiate as crowd sourcing a cornucopia of unfiltered perspectives from your entire organization.

What seeds a concept at every level of a business? A strategic plan that puts a company's assets (Market, People, Finance) to maximum productive use through an efficient set of measurable operational processes (Strategy, Operations, Execution) overseen by competent leadership (Expectation, Governance, Entity.) In the book, 9LENSES: Insight to Action, we called this a cross-functional workflow. Differentiation is what a company is, all the way through, not simply the result of product development or the customer-facing aspects of marketing.

Take a look at the sub-lenses chart appearing on the next page. Imagine a way to be different in every sub-lens. Differentiated employee characteristics. Differentiated culture. Differentiated financial model. Differentiated promotion... and on down. That's a 9Lenses workflow – taking an “all lenses” approach to seeding an idea in a business. It can be done with differentiation or any other idea too. It can work for efficiency, innovation, globalization, and corporate social responsibility.

How do we get there?

In the time of Ford and Napoleon, automation was a way to reduce the input of a common worker or soldier so that a top-down plan could be implemented with minimized deviation. But that's not the world of the 21st century. Organizations like that will get caught flat-footed because they're not sufficiently adaptable in the information age. At 9LENSES we've taken a cue from Henry Ford by embracing automation, not of the production line, but of today's information network. We've done this through social enterprise management. Companies thrive when everyone is sharing and communicating.

With powerful software and cloud networks like 9Lenses and Snapshot9, automation increases input and helps bottom-up collaborations thrive. There is no other way, in the long-term, to sustain organization-wide differentiation and maintain a competitive advantage. Most supercharged social networks that provide this kind of in-depth, broad-spectrum knowledge base tend to be very expensive. For small companies, it's expensive because external consultants, the ones who can really dig under the rocks to enable social discovery, social design, and social assurance, often charge a king's ransom. Internal consultants, on the other hand, are cheaper and often more accurate, but their scale makes the consulting process disruptive and one-time implementations incredibly difficult. In either case, putting a continuous and dynamic process like 9LENSES in place can be a better investment.

Applying a viable workflow to every level of an organization does not only happen at the corporate level. It also takes place at every level accountable for profits and losses including: divisions, departments, programs, products, or projects.

Lenses Sub-lenses

Market	Market Characteristics Competition Customer Positioning Timing
People	Employee Characteristics Culture Leadership Organizational Design
Finance	Accounting Capital Structure Financial Model Forecasting Historical Performance
Strategy	General Strategy Offerings Pricing Strategy Promotion Delivery Outlets
Operations	General Operations Infrastructure Processes Systems
Execution	Measurement Performance
Expectation	All Stakeholders Board & Stakeholders Customers Employees Partners
Governance	Practices Principles Structure
Entity	Entity Characteristics Contracts Intellectual Property Liability & Risk

TWO IMPRESSIVELY DIFFERENTIATED COMPANIES

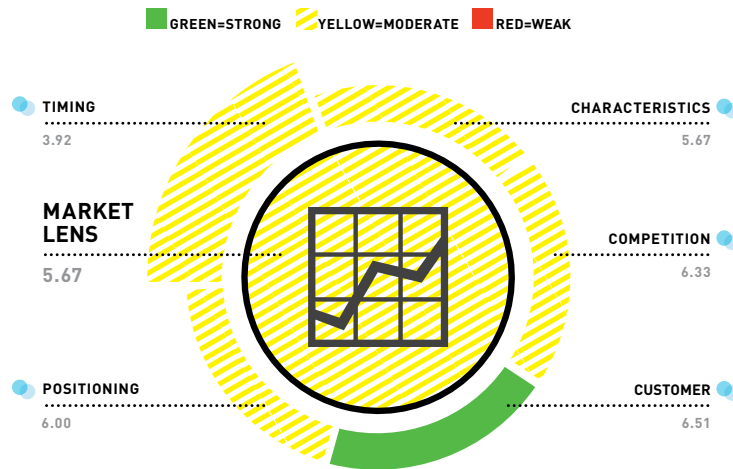
These companies have differentiated themselves from their competitors, but their differentiation is, well.... different.

The ideal way to demonstrate differentiation is by way of contrast.

In this section we will contrast every lens of “Company G” (CG) with “Business B” (BB.) CG is a well-known search engine and BB supplies TTL (tagging, tracking, and locating) equipment, provides network security/infiltration, and possibly other special ops services we can not know about without a high-level security clearance. BB is a small company and interacts with its customers much differently than CG does, probably because it has fewer clients.

Regardless, each company has found a unique way to successfully differentiate at all levels of their business and in turn driving success from multiple angles.

MARKET LENS & SUB-LENS AVERAGE SCORES



Economic Assets of the Market Lens

We'll focus on the market lens in particular and start by looking at the assets of these two companies. What's different about CG? At a time when internet users were already trained to start with the search bar and wanted the independence to guide their own experience, CG was the first company to figure out that search could be a stand-alone business model. This turned out to be much better than "walled garden" content creation and curation used

by other internet gateways like Yahoo. CG knew that it could provide great value to its users at low cost while focusing the majority of its effort on selling those users to its real customers, the advertisers. Even as they've added applications (email, maps, documents, video, blogging, photos, etc...) they always remember that their users are the content creators and curators. These users have no real lock-in requirement to utilize CG's services unless CG continues to offer a simple, clean, and effective product line centered on search.

BB is similar to CG in that it is a market leader with an outstanding research and development operation. BB is also like CG in the way that it changed the competitive landscape in its business space by thinking about customers in a different way. With great leadership from its CEO, BB recognized that it could get an edge in the pursuit of government contracts by more narrowly segmenting its customers, then looking for groups of customers (i.e. federal agencies) with similar needs who could be targeted with similar offerings. This way BB was choosing its customers proactively and providing them with great value, rather than just chasing contracts. This allowed BB to charge more for its products.

Two Impressively Differentiated Companies

01 02 03 04 05 06 07

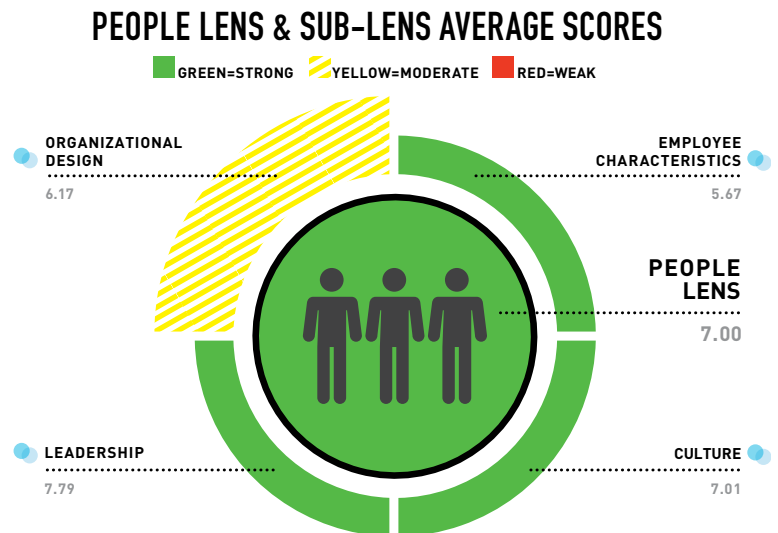
Let's take a closer look at BB's marketing lens to gain a finer understanding of their differentiation. When we consult the 9LENSES Baseline, we can see that out of the five marketing sub-lenses, BB has created strong differentiation in three. In the competition sub-lens, it differentiates through innovation, price competition, and sales & marketing. In the customer sub-lens, it differentiates through targeting, identification of pain points, knowledge of customer attributes, customer alignment, and harmony with product expectations. In the positioning sub-lens, it differentiates through unique offering, brand awareness, and vertical specific expertise. As a whole, BB shows evidence of strong differentiation in an astounding 11 of the 35 main marketing themes. This is not to say BB is not doing well in the other sub-lenses and themes, just that it is steering those in a manner more similar to that of competing firms. Differentiation is not an end in itself. Depending on the situation it may not pay to reinvent every wheel.

Economic Assets of the People Lens

A lot of companies have fairly good marketing differentiation, but when we turn to the people lens we begin to see what is really unique about these two companies. They not only differentiate themselves in the way they select, manage, and reward their personnel, but the expended effort toward their people asset is also extremely well aligned with their marketing and the other seven lenses. CG hires tons of PhDs in information technology fields and in other research areas like physics, biology, and even in languages and philosophy. BB hires its own kind of experts – these are people with deep experience and connections in the security world who also have a set of key employee characteristics that the company prioritizes. Both companies also have a great leadership team, both in the C-suite and throughout their managerial structure.

You can tell that these are organizations in which everyone is empowered to be a leader in his or her own function and at his or her own level. This leads to great results and it is also consistent with what we see in the company culture sub-lens. CG puts its money where its mouth is, not just proclaiming innovation, but actually insists that its employees put twenty percent of their work time into self-directed research. It's a way to stay ahead of the competitive curve because it avoids the narrow focus that commercially applied research divisions often have on short-term results. CG makes an investment in their employees' success,

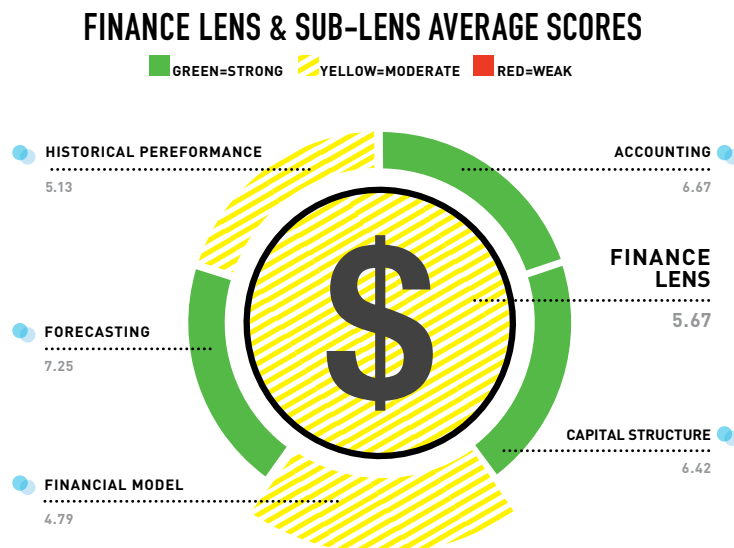
well-being, and development by making it the employees' job to dream up big new ideas. They also make an investment in their own long-term success, which means that CG's market dominance is more sustainable than what we might otherwise expect. Likewise, BB places a high priority on internal transparency by promoting a dialogue between multiple perspectives within the company. While this is somewhat rare in the government-contractor world, this is exactly the kind of social engagement that the 9LENSES application facilitates.



Economic Assets of the Financial Lens

With the exception of financial companies we do not often think of the financial lens as a source of innovation, but that just goes to show how differentiation's jargon is too focused on marketing. Think about CG's financial model, which is detailed in Edwin Miller's book, Snapshot9, as a combination of low touch customer interaction with high volume and high profit margin per transaction; something we rarely see in the software world. The Snapshot9 code for this model is "The Goldmine."

Why would a company of smart people like CG manage their finances according to a cookie cutter strategy? This



is a vital area of the company, perhaps the most vital in an immediate sense, so it's not something you want just "good enough" to get by until the next quarter. Take CG's IPO, for instance. It was an auction! Now that's different. People at the time, during the summer of 2004, were skeptical. The San Francisco Chronicle cited "worries over the offering's unusually complex structure and high share price." The auction, designed in collaboration with Credit Suisse and Morgan Stanley, allowed multiple bids at different prices, building a form of discovery into the IPO itself and created a level playing field for small investors. If CG is a company that uses the best technology available to match people to what they're searching for, why wouldn't they apply this same differentiated logic to their IPO?

BB is something of an apples-to-oranges comparison here, but with their shared private ownership structure and their mid-touch, low-volume, high-margin financial model (Snapshot9 code: "The Check Mark") they are achieving as impressive outcomes as CG. Most of their competitors generate lower margins at lower volumes even though they spend more on customer interaction. When we look more closely into BB's high margins, we discover that the company is crafting its own contracts and pricing for each project. This drives what an economist would call "first-degree price discrimination," but we can just as well call it "making the best product that customers really want & making them pay what they think it's really worth." BB also aligns its financial lens with its people lens by creating spin-off companies led by graduates of their own management structure.

Processes of the Strategy Lens

At this point, you won't be surprised to find out that the process lenses and structure lenses tell a similar story. Let's start with strategy.

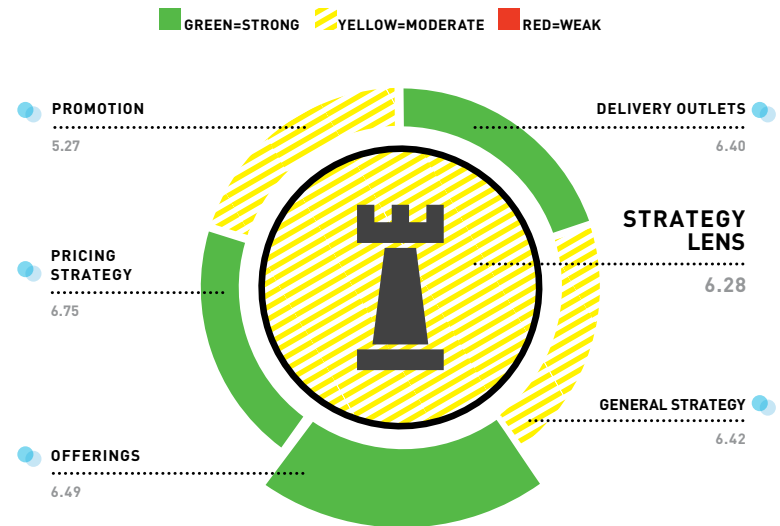
CG spends very little money promoting their products and services. Customers come to them. Obviously this is a difficult strategy to pull off, but it pays wonderful dividends. CG also modified the traditional wisdom of brick-and-mortar retail that "location, location, location" matters most by charging a higher price to advertisers who wanted their AdWords to appear closest to the top results of a user's search.

There are many other aspects to CG's strategy which will be fully described in a book and software application 9LENSES will publish in 2013 called Build9, but for now let's agree they are one of the flattest and most focused commercial organizations around and move on to BB.

Even within the beltway most people have never heard of BB, but the people who really matter to the company know who they are.

Most government contracting firms tend to be reactive because they exist in an oligopsonistic market. By focusing on

STRATEGY LENS & SUB-LENS AVERAGE SCORES



what their customers' pain points are now and anticipating what they will be in the immediate future, BB gains market power. Like CG, it employs its end-users themselves as advertisers; generating fantastic word of mouth through their logo wear and "Raving Fans" loyalty program.

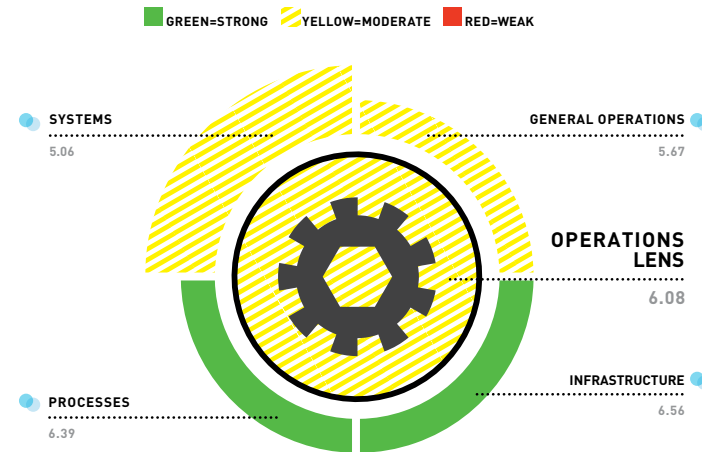
Processes of the Operations Lens

Though we are covering general metadata regarding each of the nine lenses there is a particular sub-lens within CG's operations lens which illustrates the thoroughness of their differentiation. CG's infrastructure sub-lens is beneficial to touch on because not only is the infrastructure lens difficult to manage, but it is increasingly difficult to manage with a company of this scale.

CG built their complete IT stack from scratch. They built ERP systems, finance & accounting systems, and customer data management. CG takes their infrastructure differentiation further with their entire stack of user data that it mines, analyzes, and finally sells to advertisers. This is part of what they mean when they say they are a technology company, rather than a media company – even though they're the largest media company in the history of the world.

In any company there is always room for improvement. BB's operations lens does not look especially differentiated from an outsider's perspective. Maybe they correctly place their energy elsewhere, but there seems to be clear opportunities for improvement in their processes. This is the kind of thing we look for when we run a Social Discovery baseline.

OPERATIONS LENS & SUB-LENS AVERAGE SCORES

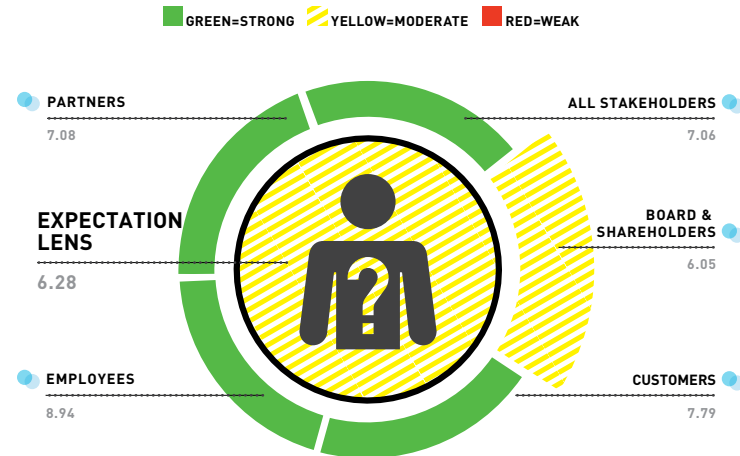


Processes of the Execution Lens & Structure of the Expectation Lens

High expectations tied to poor execution are a recipe for failure. CG's expectations are incredibly high, which is not a good thing by itself, but CG makes it work by having precise and measurable KPIs that are always clearly communicated and tightly aligned with their strategic plan, operating plan, and compensation structures. This ties to their company culture, because everyone at the organization thinks (knows!) they are capable of doing something great.

BB also sets a high bar at the top of their organization. They have an impressive ability to achieve a similar alignment of expectation and execution, even though the nature of their business means certain information inside the company needs to stay compartmentalized. You can ask every single person in that company and they can tell you exactly what is expected of them and how it relates to the company's overall strategy and financial model.

EXPECTATION LENS & SUB-LENS AVERAGE SCORES



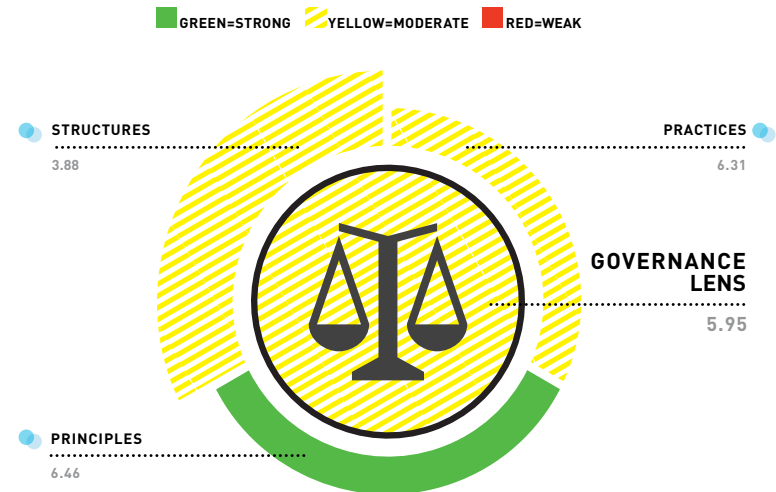
Structure of the Governance & Entity Lens

This is an area we rarely associate with differentiation, but it can be the most important difference maker. CG and BB both provide exceptional insight and oversight through their governance structure. CG's quarterly calls are something you should listen to even if you're not a shareholder. BB creates a similar level of transparency and calibration of checks and balances with its private stakeholders.

Both companies are also strongly proactive in managing their intellectual property. CG is a patent machine. BB has created IP within the government contracting space that is impressively repeatable and scalable, even though their customers have highly specific and complex needs.

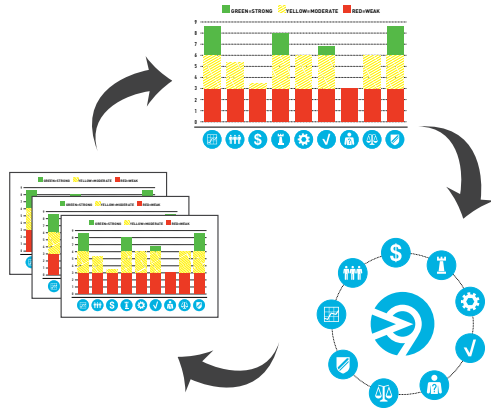
How many companies in the past decade differentiated themselves with their strategy and financial model, but made their compliance structure "anything we can get away with?" That is not true differentiation, because it does not penetrate the whole organization – it's a signal of disconnect with stakeholders, and is not sustainable. If, however, you create your own ethical standards that are higher than the legal minimum, you actually make your company more agile and self-sufficient.

GOVERNANCE LENS & SUB-LENS AVERAGE SCORES



A SAMPLE DIFFERENTIATION WORKFLOW

Making differentiation happen is not an easy task for any organization to tackle. Here's how we can use the 9LENSES to aid seeding at every level. It's a little thing we call: A Workflow.



Having just provided you a reverse engineered 9Lenses differentiation baseline for CG and BB, the next step is to forward engineer what your company can do with the 9LENSES differentiation workflow. For readers familiar with the metadata architecture, differentiation is a cross-lens workflow, but when it's time to make a change, we attack it through the strategy lens.

Like all 9LENSES optimizations, social enterprise management of differentiation through the lenses begins with social discovery. There are hundreds of ways you can differentiate your business, but not all of them would necessarily be an improvement because not all of them would coordinate well together.

By creating and analyzing a baseline in which every stakeholder at your company can participate by describing the situation as they see it, you drive a crowd-sourcing effect that will identify your best opportunities. From there, you can continue to use the collaborative aspect of 9LENSES to socially design a new strategy. This new strategy will have the desired

A Sample Differentiation Workflow

01 02 03 04 05 06 07

differentiating effects throughout every element of your company. Your company's differentiation is then segmented and mapped onto a set of appropriate operational processes. Once the processes are in full flow social assurance guarantees the confidence that everything is working properly.

In the world of ever changing markets this is not a one time process. Your company's nine lenses need to be looked into on a reiterative basis. Every product eventually becomes commoditized if we do not continue to innovate.

Let's return to BB. Since we froze our previous analysis at a particular point in time, we can now imagine ourselves as the leaders of BB and think about how we might arrive at their strategy. We will focus specifically on differentiation in the market lens, but the workflow would be similar for the others as well. You can use this as an illustration for how you would take your own company, division, or project through the 9LENSES differentiation workflow. We start with the survey baseline; in the case of BB this was created by our external data analysis, but from your company the data and analysis would be drawn from internal responses during the social discovery process. In other words, if you want to find out how your company is or is not differentiated, the first step is to ask your employees and other stakeholders.

A Sample Differentiation Workflow

01 02 03 04 05 06 07

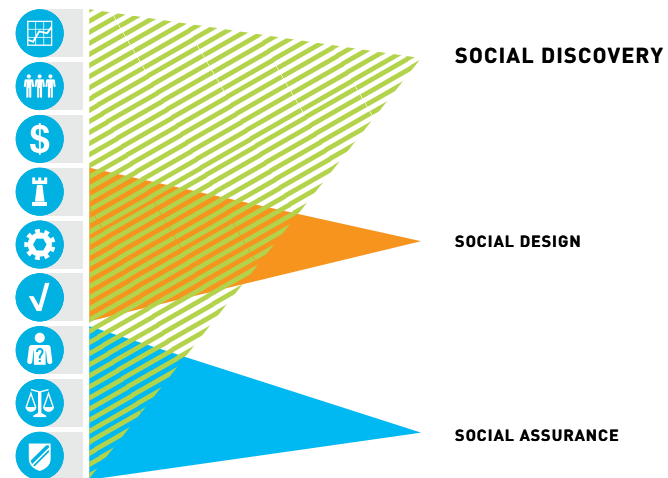
Step One: Social Discovery

The above screenshots are from the Differentiation Baseline application. The Differentiation Baseline application is similar in nature to the main 9LENSES Social Discovery baseline, but with a more specific concentration. They are what someone taking the baseline survey would see.

On the left of the screen are contextual explanations for the terms and ideas used in the survey and links to supporting documents. On the center is the main rating slider. On the right are check boxes and open comment boxes for additional feedback. This arrangement guides the user through the process and allows for a much higher level of engagement and mutual education than a typical survey or offsite-style dialogue (which can end up being as one sided as a monologue.)

The goal is not just to solicit the answers about how the survey-takers view the company and its differentiators, but also to understand the evidence behind their views. The application gives them ways to support their statements. This can reveal gaps where they have the right idea, but the wrong data or where they have the wrong idea, but a vital piece of data that reveals something yet unseen.

In the next phase of the social discovery process, we identify which ideas are the “right ideas” and start to figure out what we can do with them. Again, there are many opportunities in other lenses as well – for instance, the company could differentiate its financial lens further by

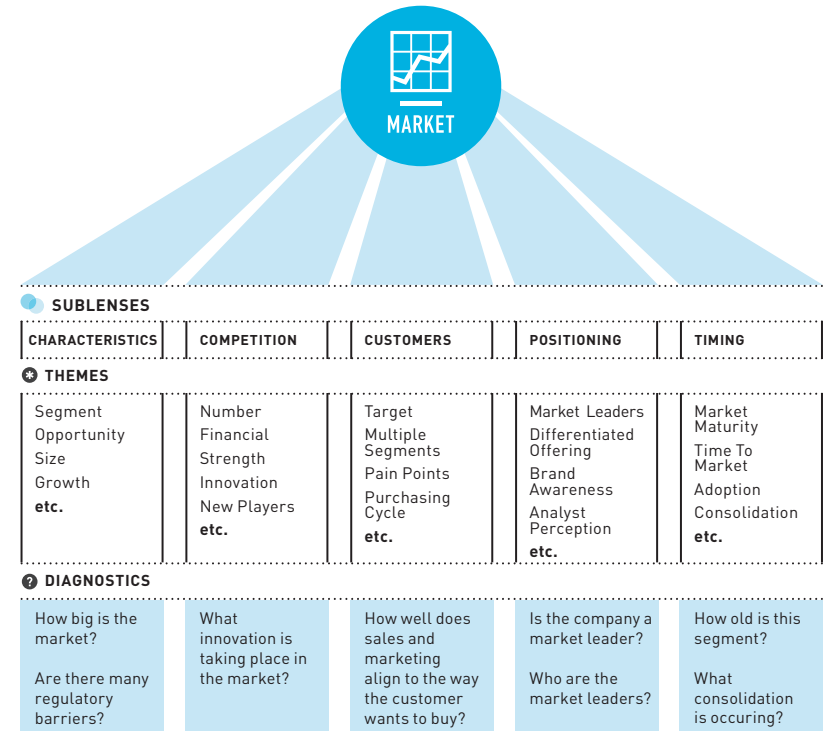


raising funds through a special purpose acquisition corporation (SPAC), or through a company like Carl Marks Equity Partners (a big player in the government-contracting world.) This would allow them to make acquisitions, rather than being stuck to organic growth. A full social discovery differentiation baseline shows similar opportunities in BB's people lens, strategy lens, operations lens, execution lens, expectation lens, governance lens, and entity lens.

Step Two: Identify Top Opportunities

When we examine the output of the market lens, we can see that BB has not yet capitalized on the positioning sub-lens. They don't seem to really care much about tracking the market leaders in their competitive environment. Their reasoning may be because to this point they have not been going up against their competition directly, but this might eventually become an important growth factor.

BB also seems to care little about market maturity or consolidation activity (in the timing sub-lens) or about barriers to entry (in the market characteristics sub-lens.) They have been more focused on a particular set of customers and on being innovative in serving them, rather than on what competitors are billing for and how they can get a piece of it. In short, the twenty-four themes that form BB's market lens represent twenty-four opportunities for further differentiation. Surprisingly, this is a simplified presentation. The 9LENSES application is set up to give hundreds more. Not all of them would be good ideas, but some of them would be great ideas.

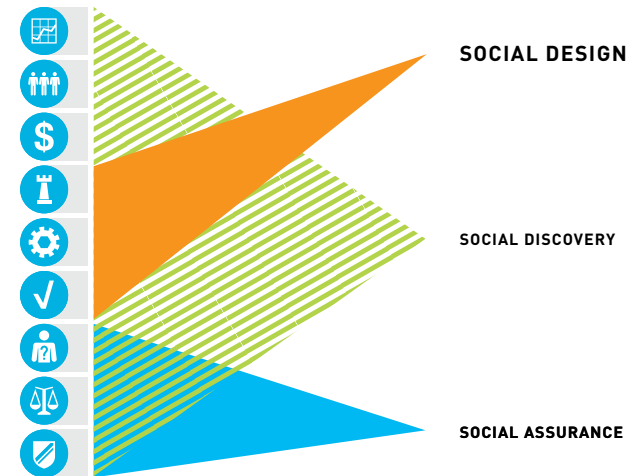


Step Three: Social Design of the Market Lens

Now we move to the strategy lens to see how we could drive some of those great ideas forward. We will concentrate on the ones the company actually did pursue in order to differentiate themselves.

We can start by analyzing the relationship between the company's market lens and strategy lens. When examining strategy's offerings sub-lens achievable differentiation is evident when looking at the competition sub-lens, customer sub-lens and market positioning sub-lens within the market lens.

BB's products and services are differentiated, their value proposition is differentiated, and their offerings are innovative. In the promotion sub-lens, we see that their sales model, their promotion strategy, their lead generation system, and their go to market plan are all positives. This is also consistent with what we know about their differentiation within the market sub-lenses because they are not spending a lot of money chasing customers and responding to requests for proposals (RFPs), but rather focus on understanding the real problems their existing customers have. BB is then able to use precision targeting for new customers who have these same needs, but may not even

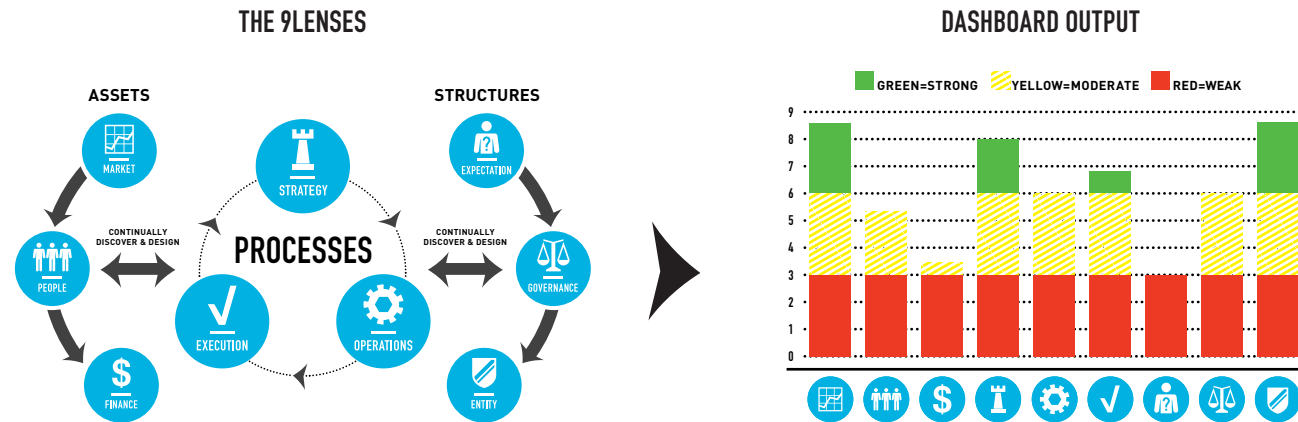


know it. They are not promoting themselves for the sake of promotion. What they are doing is staying under most people's radar and in the crosshairs of the customers and influencers they actually want to reach.

Additionally, we can also see the relationship between price competition on the market side and pricing strategy on the strategy side.

A Sample Differentiation Workflow

01 02 03 04 05 06 07



Step Four: Create an Operational Roadmap

The next step in the differentiation workflow is to move from social discovery to social design. We start by mapping potential strategies onto operational processes and execution. This is where a lot of companies do not follow through. Everyone loves talking about strategy, but what happens when we revisit that conversation six months later? What exactly was said? Who said it? Did we actually do any of those things? The 9LENSES web applications give you a seamless and painless way to make this all-important transition.

It is worth pointing out to people who do not have experience in the government contracting space that BB's decision to differentiate itself by becoming an R&D focused organization is a highly unusual one. Government-contractors tend to be directly service oriented and do not care about performing any activity they cannot bill for. They don't want to have cost centers in the way that a technology company like CG would accept as a part of life.

BB's operational roadmap, however, moves them from thinking about billing to thinking about designing and creating things that will make them more money in the future. They do it by listening to what their customers really mean – their true pain points – rather than simply what they are saying publicly in their RFPs. One major benefit here is that BB employees have stopped fighting for RFPs with other employees in their company, which is something that happens far too often at firms that lack this level of differentiation.

This kind of magnified attention relates to another course of action on their roadmap. BB does not follow the idea that everyone in the government is a potential buyer from their operations process. It relates to a streamlined proposal process; once you are able to select and create buyers, rather than canvassing from pillar to post, things get a lot simpler. As a consequence, BB's business development process is streamlined and requires fewer resources. Again, this may seem like common sense to people accustomed to retail, but BB's world is a different world altogether.

CONCLUSION

Differentiation. Any successful move to increase differentiation is a joint effort, but is easier said than done. The systems, structures, and organizational design needed to put heavy-hitting operational processes into play are complex. Good business strategies are built in layers through a reiterative process that maintains a holistic perspective on the company and adapts fluidly to changing circumstances.

Putting a new strategy in play is not just a matter of operations. For instance, how could BB succeed as a company focused on research and development unless it was tapping and managing its people assets in the appropriate way? Imagine being the head of R&D for a company whose people were selected, hired, and trained through a process that discouraged innovative research sensibility. Think about it. That wouldn't work. Nor could you operate successfully without the right financial assets, leadership expectations, and so on. Keep in mind that we have not even begun to discuss some of the potential opportunities in the areas in which opportunities could potentially change our view of the market lens necessities.

The 9LENSES differentiation applications do not intend to replace your processes, but rather focus on skillfully facilitating your company's distinctness in a way that has not been possible until now. You're welcome to join our technique anytime, anywhere.

Simple. Streamlined. Efficient.

That's the 9LENSES Differentiator.

ABOUT THE AUTHOR

EDWIN MILLER, the CEO of 9Lenses, is an accomplished four-time CEO recognized as both a growth and a turnaround thought leader. He has proven his skills of leadership, motivation, and business model assessment and creation in both the public and private theaters. He has successfully transformed domestic and international organizations through both organic and acquisitive means. His experiences span many different technological, horizontal, and vertical markets. Edwin serves on numerous boards, a Managing Partner of (i)SAGE, and is an Adjunct Professor and Research Fellow at George Mason University.

Edwin has been active on the speaking circuit with engagements at numerous conferences on entrepreneurship, business financing, technology creation business restructuring, and corporate culture development. Venues have included Comdex, Internet World, Internet Wireless World, various Wall Street and venture capital investor conferences, and eBusiness World.

Edwin is the 2011 Chairman of MindShare, an exclusive, invitation-only organization for CEOs of the most promising, high tech, emerging growth companies in the Washington, DC metro area and is a member of Young President's Organization.



Connect With 9Lenses

We empower business leaders to use this data as a road map to drive improvements and help employees acquire the knowledge and skills to make business excellence sustainable. Whether you want to take your business to the next level or grow sales and customers, the Lenses provide the focus.

Sales Team

sales@9lenses.com

Need help understanding the value of the 9Lenses Software Platform? Contact Sales.

Analyst Team

analysts@9lenses.com

Need a custom app built or a demo of the 9Lenses Analytics Tools? Contact our Analysts.

(855)-953-6735

Learn More: www.9Lenses.com



Request A Demo

Tour The Software

To Learn More: www.9LENSES.com