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Dell Competitive Intelligence Investigation RFP

Overview:

This is a request for a proposal for competitive intelligence on Dell's branded printer strategy, phase 1 (the Lexmark OEM agreement) and phase 2 (Lexmark is rumored to be a short-term arrangement).

The relevant product categories are ink and laser printers and ink and laser supplies.

The areas of interest include:

Business strategy, business model (system based, margins for hardware and supplies) Cost structure, product development, manufacturing, R&D, marketing, for both ink and laser, hardware and supplies.

- Dell's product roadmap for FY03-FY04:
 - o Include features and price-points
 - o Product introduction dates and launch plans
 - o Product roadmap to include ink and lasers. Does Dell plan to introduce hp compatible supplies (toner or ink)?
 - o What about enabling a remanufacture/refill business? If so, what are the key skus, price-points and timing?

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- Dell/Lexmark printer manufacturing strategy including cost structure:
 - o Map-out inkjet suppliers (printer and ink cartridges) including remanufactured/refill and hp compatibles
 - o Map-out laser suppliers (printer and toner cartridges), including remanufactured/refills and hp compatibles
 - o Link products to suppliers and cost structure information
 - Han-Hai: how do they fit into the Dell printer plan?
 - Funai: What will Funai be supplying? They are currently a strong supplier for Lexmark; will they be a supplier of the Dell printers? If Han-Hai is a Dell printer supplier, why didn't Funai get that business?
 - Samsung: How do they fit into the game?
 - o Other suppliers: Either future suppliers, suppliers of consumables, or current Lexmark suppliers not mentioned that will either be a part of the Dell printer strategy or not. And if not, why not?
 - o Assuming Dell lowers prices: will it be through decreased margins or a lower cost structure? How will they achieve the lower costs?

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- Dell/Lexmark R&D product development strategy:
 - o Specifics on Dell's internal printer organization and longer term vision for the printer group. Dell appears to be ramping a printer development team. Will Dell be investing in printer development internally? If so, what is the long term plan? Targeted R&D investments? IP plan, acquisition or cross licensing, whom?

Dell Austin Sugawara, David Frager, David Lunsford,
 Taipei Tokyo KC
 - Japan Entry, com
 - Line Media

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Intermatch Japan

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- Dell's go to market plan:
 - Assume NA, SMB, verification and details. Marketing/communication plans. Head to head competitive advertising (hp versus Dell?) Plans and timelines for other regions?
 - What are their consumer, SMB and enterprise strategies

- Dell/Lexmark agreement:
 - Terms (length of time, financials, long term intent, ...)
 - Assume Lexmark is concerned that Dell could walk away after contract ends and develop their own printers. What did Lexmark build into the agreement to minimize this risk?

- Dell Printer Strategy Phase 2:
 - What is Dell's phase-two strategy?
 - Who are the different players for each of the solution components
 - Focus on the front runner players, identify if there are players like Epson/Lexmark where there are two strong frontrunners jockeying for the business.
 - Track and update as new intelligence comes in

Project Timeline and Deliverables

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|----------------|--|
| <u>Phase 1</u> | Intelligence collection - 3 weeks <ul style="list-style-type: none">◦ Complete draft intelligence report◦ Identify gaps and plan to address information needs◦ Review draft and plan with hp |
| <u>Phase 2</u> | Complete intelligence gathering - 3 weeks <ul style="list-style-type: none">◦ Collect intelligence◦ Distribute intelligence summaries to hp |
| <u>Phase 3</u> | Produce final deliverables - 2 weeks <ul style="list-style-type: none">◦ Develop final competitive intelligence document◦ Review document/findings with hp◦ Present final deliverables to hp |