On Monday February 27th, 2012, WikiLeaks began publishing The Global Intelligence Files, over five million e-mails from the Texas headquartered “global intelligence” company Stratfor. The e-mails date between July 2004 and late December 2011. They reveal the inner workings of a company that fronts as an intelligence publisher, but provides confidential intelligence services to large corporations, such as Bhopal's Dow Chemical Co., Lockheed Martin, Northrop Grumman, Raytheon and government agencies, including the US Department of Homeland Security, the US Marines and the US Defence Intelligence Agency. The emails show Stratfor's web of informers, pay-off structure, payment laundering techniques and psychological methods.

Bladonmore Project Scope

Released on 2013-03-11 00:00 GMT

<table>
<thead>
<tr>
<th>Email-ID</th>
<th>412659</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>2011-06-22 15:18:19</td>
</tr>
<tr>
<td>From</td>
<td><a href="mailto:richard.rivlin@bladonmore.com">richard.rivlin@bladonmore.com</a></td>
</tr>
<tr>
<td>To</td>
<td><a href="mailto:gfriedman@stratfor.com">gfriedman@stratfor.com</a>, <a href="mailto:kuykendall@stratfor.com">kuykendall@stratfor.com</a>, <a href="mailto:richard.rivlin@bladonmore.com">richard.rivlin@bladonmore.com</a>, <a href="mailto:shea@morenzfamily.com">shea@morenzfamily.com</a>, <a href="mailto:david.ladds@bladonmore.com">david.ladds@bladonmore.com</a></td>
</tr>
</tbody>
</table>

Attached Files

<table>
<thead>
<tr>
<th>#</th>
<th>Filename</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>37429</td>
<td>37429_2011.06.22 Stratfor - Bladonmore Consultancy Project Scope.doc</td>
<td>739.5KiB</td>
</tr>
</tbody>
</table>
To: George Friedman
    Don Kuykendall
    Shea Morenz
Company: Stratfor
From: Richard Rivlin
Subject: Bladonmore Consultancy Project
Date: Wednesday June 22nd, 2011

Dear George, Don and Shea,

I hope this note finds you well. I’ve produced this document over the last few days as I thought it might be helpful to set out my evolving thoughts on this project and what I would like us to achieve during my week in Austin.

I’ve also started making a list of information and data I would like to review as part of this assignment and a list of individuals it would be useful to have a conversation with.

According, I’ve split this document into three parts:

1) Project scope
2) Information request
3) Interview request

It would be useful to discuss all three of these elements with you.

Part 1 is probably a little too broad at the moment. There is clearly a lot we can look at although, given the time constraints, there is only so much we can do in real depth. It would be good to get some guidance from you as to where you think my energy should be directed in this initial visit and piece of analysis.

In terms of the information I have requested in part 2, I have a long flight on Saturday and some free time on Sunday if you are able to send me any relevant data or information ahead of my departure. This will help ensure my time in your office is most effectively deployed.

Part 3 is the least developed. I’d appreciate a brief chat with you in advance of my visit to get a clear understanding of who the key individuals are at Stratfor and who it might be possible for me to speak with during my stay.

I look forward to discussing this with you and getting stuck in next week.

Kind regards

Richard Rivlin
Part 1: Project scope

As we understand it, Stratfor currently has two activities: (i) delivering a subscription based intelligence service on foreign affairs and geopolitical issues (ii) leveraging its knowledge base to provide custom intelligence services on an occasional basis to clients (consultancy).

Stratfor is set to embark on significant change with the potential to impact all facets of the business, including (i) expanding and internationalising its subscription based intelligence service; (ii) creating an asset management business (“StratCap”) which uses Stratfor’s intelligence to make investment decisions that have a strong geopolitical dimension (iii) expanding its consulting business.

The board of Stratfor has invited Shea Morenz to invest in the business and oversee aspects of the programme of initiatives intrinsic to the successful execution of this process. As part of this, he has invited Bladonmore to provide support.

Bladonmore will work with Stratfor’s management team to provide an objective assessment of the unfolding plans; help to define and articulate Stratfor’s strategy for coming times and help Stratfor’s management team unite behind it.

Bladonmore will spend one week on the ground in Austin reviewing Stratfor’s strategic, financial and business documents, analysing customer data and meeting members of the team. By the end of the week, Bladonmore will aim to provide a discussion document which it would like to deliver either on the Friday afternoon or very early in the following week.

This document will aim to address some of the following questions:

**Strategic questions**

- What is Stratfor? What benefit does it provide to existing and potential clients?
- What should Stratfor’s core offering be? How is this distinctive and valuable? What can Stratfor do to improve and enhance its core product?
- What is Stratfor’s full potential? What can Stratfor become?

**Subscription service questions**

- What is the full potential for Stratfor’s subscription service?
- What are Stratfor’s key industries and geographic markets? What can Stratfor do to expand the market for its services? What new services could Stratfor offer?
- How can Stratfor increase the amount of revenue and profit per subscriber?

- What additional resources or actions are required to help Stratfor subscription service reach its full potential?

- Lessons from history: Is there anything to be gleaned from the 2009 publishing research initiative?

**StratCap questions**

- Why is StratCap a viable proposition?

- If so, what is the road-map for the launch of StratCap?

- What will the launch of StratCap mean for the rest of the business? What impact will this have on the reputation and culture of the business?

- What resources will be required to make StratCap a success?

**Consulting questions**

- Is consulting a worthwhile activity for Stratfor?

- What consulting services should Stratfor offer? How should these be positioned relative to the rest of Stratfor’s offering and rival consulting firms?

- How will an enhanced consulting offer affect the rest of the business? What impact will this have on the reputation and culture of the business?

- What resources will be required to make the consulting offer a success?

Inevitably there is a cultural dimension to all of this. This is a business that has been insular in times gone by and been very successful in doing what it does. However it wants to *cross the chasm* and part of our analysis will be to consider the cultural dimensions of doing so.
Part 2: Information request

Strategic

- Existing business/growth plan, strategy documents

Financial

- Audited accounts for last three years
- KPIs used by management to track the business
- Current year budget
- Recent management accounts
- Revenue split between subscription based services and consulting services
  - Subscriber data: how many; who they are; where they are; spending how much
  - Consulting service clients: who they are; where they are; spending how much

Client

- Documents relating to interactions with subscribers: emails, telephone calls, mail
- Client survey information or anything that provides an understanding of subscribers/client perspectives on the content and service delivered by Stratfor

Content

- Content production process
- Website analytics: historic records of most popular content (editorial and film)
- Paperwork related to the 2009 episode in which a publisher delivered a prescriptive approach to growing the subscription business

Team

- Organisational chart: How does intelligence flow throughout the organisation?

Brand and marketing

- Marketing documents / collateral / advertising
- Brand guidelines
- Key messages
Part 3: Interview requests

Chairman/CEO
CFO
Stratcap Head
Corporate development / strategy director
New business / marketing director
Subscription/Client Services director
Custom Intelligence Services Team Leader
HR director
Editorial director