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Slide 3

Eight sets of growth enablers ...
... intersect with the **six business success lever groups**

	STRATEGY	MARKETING	SELLING	DELIVERY	OPERATIONS	TALENT
Sales and profit growth	\$		\$		\$	
Sales and marketing process	\$	\$	\$			\$
Market proposition	\$	\$	\$			
Management quality	\$			\$		\$
Client relationships	\$	\$	\$	\$		
Quality of fee income	\$	\$		\$		\$
Intellectual assets	\$	\$			\$	
Consultant loyalty	\$					\$

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Slide 5

STRATEGY ENABLERS to build, and TACTICS to deliver, business VALUE				
ENABLER	TACTIC	solo	boutique	firm
Sales and profit growth	Drive EBIT to 20%		\$	\$
	Drive Gross Margin to 50%+		\$	\$
	Reduce overheads		\$	\$
	Engage sub-contractors at 50% client rate	\$	\$	\$
Sales and marketing process	Build on cross-referrals	\$	\$	\$
Market proposition	Research and find 'white space'	\$	\$	\$
	Know the competition	\$	\$	\$

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Slide 6

STRATEGY ENABLERS to build, and TACTICS to deliver, business VALUE (cont'd)				
ENABLER	TACTIC	solo	boutique	firm
Management quality	Use a mentor / board advisor	\$	\$	\$
	Hire a part-time, or a full-time Finance Director		\$	\$
	Lead the business		\$	\$
	'Plan on a page'		\$	\$
	Restructure as Business Units		\$	\$
	Communicate, communicate, ...		\$	\$
	'Real-time' systems and processes	\$	\$	\$
	Invest in technology	\$	\$	\$
Client relationships	Manage clients as a priority	\$	\$	\$
	Invest in systems and processes	\$	\$	\$

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STRATEGY ENABLERS to build, and TACTICS to deliver, business VALUE (cont'd)				
ENABLER	TACTIC	solo	boutique	firm
Quality of fee income	Spread risk – no client > 25%	\$	\$	\$
	Balance new client growth with old	\$	\$	\$
	Become a preferred supplier		\$	\$
	Measure long-term client benefits	\$	\$	\$
Intellectual assets	Leverage Intellectual Assets [IA]	\$	\$	\$
	Make IA valuable and indispensable	\$	\$	\$
	Manage IA at a senior level		\$	\$
	Consistency in systems and processes		\$	\$
Consultant loyalty	Strike 'right' employee / sub-contractor balance		\$	\$
	Trade salary for equity and loyalty		\$	\$
	Keep employees busy during 30% 'on the beach' time	\$	\$	\$

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MARKETING

- Market message
- Brand building
- Pricing
- Services portfolio management

SALES

- Sales strategy
- Sales channel
- Sales support

SERVICE

- Service strategy
- Service channel
- Service support

SALES & SERVICE

- Sales & Service strategy
- Sales & Service channel
- Sales & Service support

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MARKETING ENABLERS to build, and TACTICS to deliver, business VALUE				
ENABLER	TACTIC	solo	boutique	firm
Sales and marketing process	Rigorous pipeline management	\$	\$	\$
	Capture client testimonials	\$	\$	\$
	Utilise relevant marketing channels	\$	\$	\$
	Use website as 'store window'	\$	\$	\$
Market proposition	Do not compete on price	\$	\$	\$
	Become an expert	\$	\$	\$
	Become a 'thought leader'	\$	\$	\$
	Build on current client success	\$	\$	\$
	Develop high value, contingent offers			\$

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MARKETING ENABLERS to build, and TACTICS to deliver, business VALUE (cont'd)				
ENABLER	TACTIC	solo	boutique	firm
Client relationships	Get more senior client sponsorship	\$	\$	\$
	Maintain long-term client relationships	\$	\$	\$
	Establish account management plans for strategic clients		\$	\$
	Walk the client's 'shopfloor'	\$	\$	\$
	Leverage client relationships to other business units, geographies		\$	\$
Quality of fee income	Cull the small / worst clients, or, allocate sub-contractor resources to those clients	\$	\$	\$
	Build long-term multiple relationships within each client	\$	\$	\$

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SELLING ENABLERS to build, and TACTICS to deliver, business VALUE				
ENABLER	TACTIC	<i>solo</i>	<i>boutique</i>	<i>firm</i>
Sales and profit growth	Focus on sales performance	\$	\$	\$
	Run frequent sales meetings	\$	\$	\$
	Increase rates – do not under-sell	\$	\$	\$
	Drive up project size		\$	\$
Sales and marketing process	Leverage old and new client relationships	\$	\$	\$
	Seek introductions and referrals	\$	\$	\$
	Follow-up old leads	\$	\$	\$

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slightly textured appearance and is set against a dark background.

- **DELIVERY**
- Engagement model
- Services execution

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Slide 16

DELIVERY ENABLERS to build, and TACTICS to deliver, business VALUE				
ENABLER	TACTIC	solo	boutique	firm
Management quality	Manage project resourcing at a senior level		\$	\$
Client relationships	Coach / mentor the client sponsor, especially on implementation	\$	\$	\$
Quality of fee income	Link fees to client benefits / results			\$
	Avoid bad debts – collect the cash in a timely fashion	\$	\$	\$

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OPERATIONS ENABLERS to build, and TACTICS to deliver, business VALUE				
ENABLER	TACTIC	solo	boutique	firm
Sales and profit growth	Closely manage consultant utilisation		\$	\$
	Protect and organise IA	\$	\$	\$
Intellectual assets	Build new revenue streams from IA	\$	\$	\$
	Share methods, lessons learnt, new offers across the whole business		\$	\$

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TALENT

- Recruiting • Hiring
- Developing • Retaining

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TALENT ENABLERS to build, and TACTICS to deliver, business VALUE				
ENABLER	TACTIC	solo	boutique	firm
Sales and marketing process	Invest in consultative problem-solving selling training	\$	\$	\$
Management quality	Hire functional (back-office) experts to support growth		\$	\$
Quality of fee income	Connect project managers' bonuses to efficient and effective control of project financials			\$

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TALENT ENABLERS to build, and TACTICS to deliver, business VALUE (cont'd)				
ENABLER	TACTIC	solo	boutique	firm
Consultant loyalty	Recruit the 'best of the best' consultants		\$	\$
	Reduce fixed salaries as a % of total compensation			\$
	Recognise excellent performance		\$	\$
	Manage consultants' work / life balance	\$	\$	\$
	Develop consultants' skills	\$	\$	\$
	Develop consultants' competency during 'on the beach' time	\$	\$	\$
	Make time for 'social time'	\$	\$	\$
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Slide 24

1

Intellectual Assets

Asset creation
add
change
delete
repurpose
transform

Open Market Sell

License

Selective Sell

considerations

White label or Brand ... reputation

Sell / License ... screen & vet & monitor

Exclusivity ... eg geographic

Asset development to maintain value

...

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2

Absorption

Buyer Boutique or Brand-name	Intellectual assets
	Lead consultant/s
	Consultants

considerations

Buyer's M&A scenario ... stand-alone subsidiary / service area expansion / complete absorption

Buyer's lead consultant ... expertise, commitment

Seller's lead consultant ... commitment

Seller's consultants ... employees (FT, PT, C) / sub-contractors ... retrenched

...

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3

Internal Protégé

Buyer Seller's lead consultant	Intellectual assets
	Consultants

considerations

Buyer's finance ... seller (ie vendor)
finance

Seller's consultants ... employees (FT,
PT, C) / sub-contractors ... retrenched

...

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4 External Protégé

Buyer Sole practitioner consultant or Corporate executive	Intellectual assets
	Consultants

considerations

Buyer's finance ... seller (aka vendor) finance

Seller's consultants ... employees (FT, PT, C) / sub-contractors ... retrenched

Sole practitioner consultant buyer ... ability to lead and capability to scale-up

Corporate executive buyer ... ability to lead and capability to consult

...

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5

Collaboration

Interim buyer Boutique or Brand-name	Intellectual assets
	Consultants

considerations

Interim seller ... capability to collaborate and co-operate

Interim buyer ... capability to collaborate and co-operate

Interim seller ... reputational risk

...

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6

Build & Consolidate

No seller or buyer ... "do nothing for a while play"

Intellectual assets

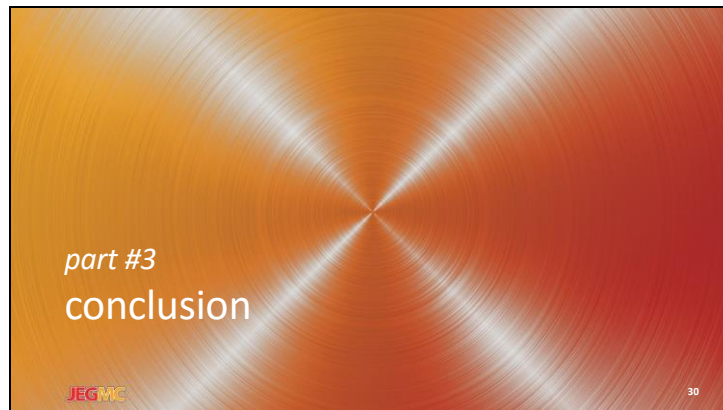
Consultants

actions

Round-out and advance the current footprint ... identify and fill service area and offer (expertise, functional) gaps
Determine and fill logical extensions to the current footprint ... resource via additional employees (FT, PT, C) / sub-contractors / acquisitions (sole practitioners & boutiques, including small competitors) / collaborations and co-operations (sole practitioners & boutiques)

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Final remarks ...

Building value

In practice, the outcome of this exercise is a very action-focused implementation roadmap, supported by the readily implementable tactics for growth

Tactics which will grow the enterprise regardless of whether you go on to sell

Six selling plays

#1 **Intellectual Assets** is a pre-requisite for all of the others

#2 **Absorption** is the 'classic' selling play

#3 **Internal Protégé** keeps the dream alive

#4 **External Protégé** is a 'twist' on #3

#5 **Collaboration** is an interim step to #2

#6 **Build & Consolidate** can include #5

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