

## INTRODUCING EXALT MANAGEMENT CONSULTING

### Introduction

Exalt Management Consulting exists to promote the interests of our clients. We work with our clients to accelerate profitable growth. Our clients win in the marketplace and gain advantage over competitors through clarity of thought and purpose, high team motivation, and planning. We generally but not exclusively provide management consulting services to consumer focused companies keen to grow business value.

Our core expertise is to catalyse profitable growth:

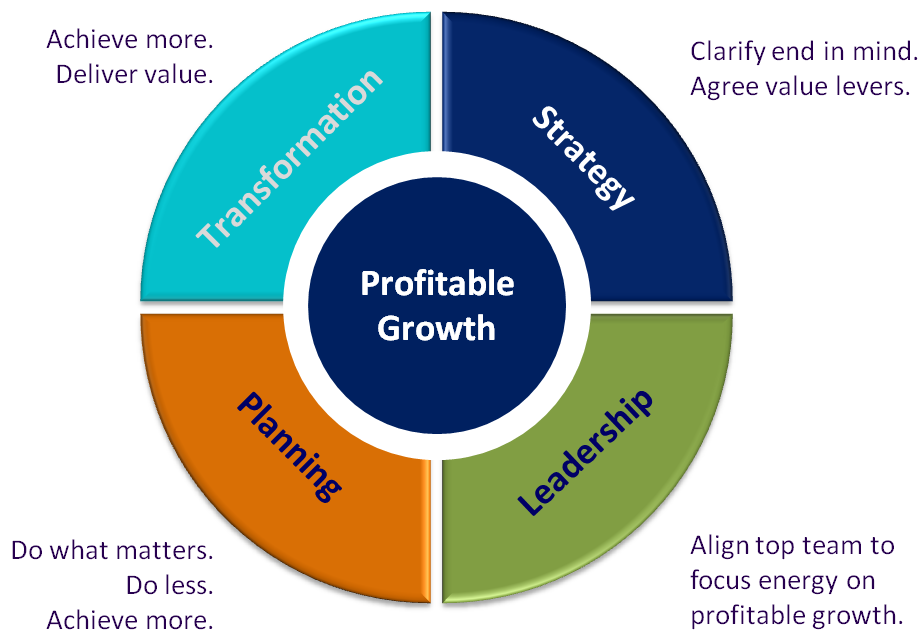
- a) We help you, the client, to articulate your business ambition by facilitating and guiding the definition of your vision, strategy or operational end in mind as you respond to evolving threats and new opportunities;
- b) We help you to change your business model to realise value by navigating and co-piloting the change journey.

Our differentiation is that we:

- Build up your team in strategic capability and insight;
- Generate full ownership in your team of the strategy and operating model changes through co-creation;
- Thus ensure the client team is intellectually and emotionally committed to implement the changes required.

Therefore our business motto: **“Recreate your vision. Align your top people to your strategy. Transform and grow your business.”**

Our business services are summarised in the wheel:



### Introducing Peter Nash, Managing Director:

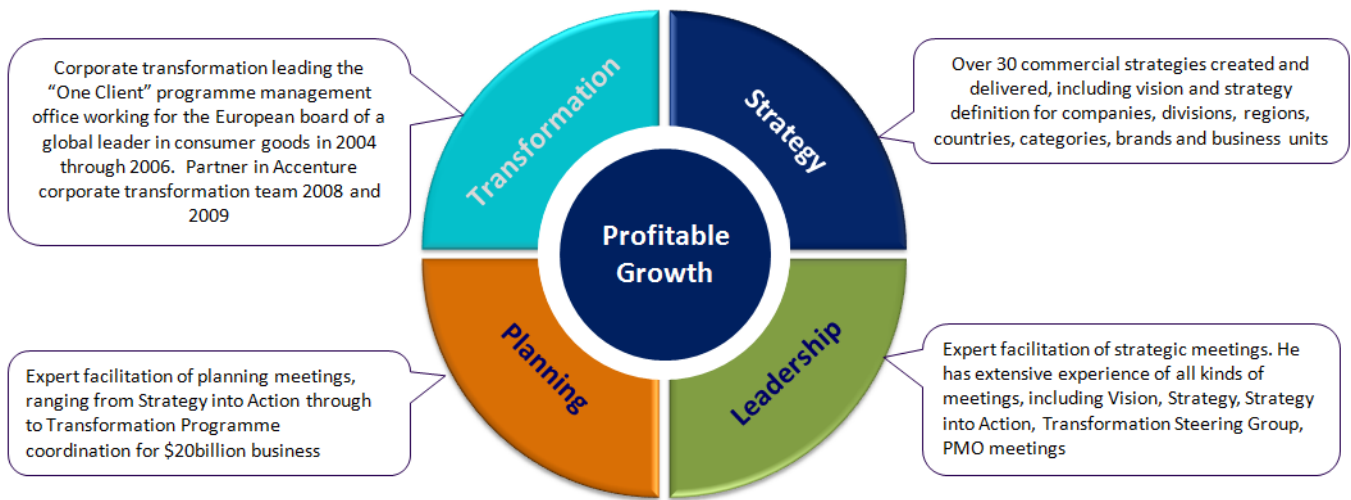
Peter has over 15 years experience in blue chip management consulting at The Boston Consulting Group and lately as a Partner at Accenture. He founded Exalt Management Consulting in 2009 and serves as Managing Director.

- **Sector Expertise:** FMCG, Foodservice (business to business), Food Supplier (business to business), Retail, Business Services and Consulting, Resources Industries (Utilities, Metals, Mining, Chemicals, Energy)
- **Education:** INSEAD MBA (1996). Certified Diploma in Accounting and Finance (ACCA). Cambridge University (1989 – 1992) Master of Arts (Engineering) awarded Upper Second plus College Prize. Cambridge University (1992 – 1993) Masters Degree in Engineering awarded with Distinction and Prize Scholarship.

- **Career Highlights:** Exalt Management Consulting Group Ltd, 2009 - present (Founder, Director). Accenture 1997 to 2009. 2008 – 2009 Partner, Europe corporate transformation team. 2006 – 2007 Strategy Partner. 2006 Admitted to Partnership. 2000 - 2006 Senior Manager. 1997 - 2000 Manager. The Boston Consulting Group 1993 – 1997. Associate Consultant
- **Languages:** English (mother tongue), German, French, Dutch

**Peter Nash’s professional consulting experience:**

Peter is a trusted advisor. He advises clients on Vision, Strategy, Planning and Business Model Change.



**Exalt Management Consulting, project highlights from 2010:**

During 2010 five contracts were signed and successfully delivered. The regional and country strategies covered 29 countries, spanning Belgium to ex-Yugoslavia in Europe, and China to Australia in Asia. The fifth contract extends into 2011, allowing deeper insights into key Asian markets. Selected project examples & highlights:

**Vision & Mission to target a step change in Profitable Growth.**

- Across all five projects there is an appetite for profitable growth. In one case, the business was already highly profitable, and the key challenge was to find new volumes where the categories can win. In a faster growing market, the client is targeting to double the top line by 2015.
- In emerging markets, a client is setting a stretch ambition to quadruple the bottom line. The focus on bottom line ensures that sales and manufacturing capacity is all aligned to the best profit pools which are forecast to emerge in each country by 2015. Some countries are so large that the profit pools are defined around country regions. This approach ensures that the region grows to achieve its full potential, and play its right role contributing to the global top and bottom line.

**Identifying New Opportunities.**

- We identified an adjacent market which is growing faster than the core business. Success in this adjacent market will open up substantial new opportunities in the region. The adjacent market know-how will also be relevant to mature markets. Given that this fast growing adjacent market has both low and high margin opportunities, success will require a good segmentation to target the right opportunities. To become #1 or #2 in the adjacent market will require new capabilities; this includes changes in buying, manufacturing and in sales, and just as important, a change in the company culture.
- In Western Europe an emerging market has been identified. This area has high growth rates, and for the three focus countries has a potential to add incremental Euro +50 million to the business.

- Across Europe, we revisited and updated the customer targeting segmentation to ensure focus through 2015 on the fast growing segments. The old segmentation hid emerging growth opportunities. The new segmentation increases visibility of growth coming from demographic shifts to elderly and channel shifts toward chains and snack bars.
- In Northern Europe, a new threat is emerging from centralised production units. A thrust was developed to counter this threat, and to establish ways of becoming a preferred supplier to these new units.

### Create a Robust Strategy, supported by Strategic Thrusts and Enabling Thrusts

- Each strategy is robust, being supported by a number of strategic thrusts. These strategic thrusts define in a granular way the why, what and how over the horizon. The strategic thrusts ensure the translation of the overall vision and target ambition into relevant strategic decisions, programmes and activities.
- An illustrative set of strategic thrusts:
  - Aggressively Grow Strategic Channel <A>: Sharp articulation of channel ambition with specifics in terms of direct outlet coverage (current, future), indirect outlet coverage (current, future), SKU penetration. Articulate channel approach in terms of sub-channel, geography (countries, cities), categories, and competition.
  - Aggressively Grow Strategic Channel <B>
  - Aggressively Grow Strategic Channel <C>
  - Category <D>: drive penetration of priority category into target market. Clarity about innovation objectives and increasing product & service differentiation; the innovation funnel and when innovations will be launched in priority channels.
  - Category <E>: drive penetration of priority category into target market.
- An illustrative enabling thrust:
  - Repeatable business model. Fully leverage all the standard components of business model. Strengthen route to market capability, especially Pull Through Push. Add “Enter New City” Capability

**Successful Implementation of the strategy is “de-risked” by preparing Actionable Plans.** The implementation of these plans will improve customers’ and consumers’ lives and deliver profitable growth.

### Exalt Management Consulting, five forecasts & recommendations for 2011/12:

1. **A renewed focus on Growth:** High performing companies cut costs early, starting late 2008, as the great recession hit. Having now achieved a lean operation, high performance companies are looking for profitable growth. Intelligently growing the revenue line without diluting margins is the single strongest value lever to grow your bottom line
  - a. Exalt Management Consulting is a strategic growth expert.
  - b. **Recommendation:** Contact Peter Nash to discuss refreshing your profitable growth strategy. Leverage Peter’s experience of 30 successful commercial strategies to intelligently grow your business on the top and bottom line.
2. **Mature industry leaders will continue to focus on opportunities in BRICMIST, namely Brazil** (population estimated 174m) **Russia** (142m) **India** (1173m) **China** (1321m) **Mexico** (110m) **Indonesia** (238m) **South Africa** (50m) **Turkey** (73m). The economics of BRICMIST countries vary widely. The riches vary, with South Africa and Brazil having natural mining resources, Russia rich in oil & gas, China possessing abundant low cost labour. Most are less indebted than the mature western economies, having stronger balance sheets which will promote ongoing growth. Over 3250 million consumers live in these countries, some in abject poverty. But each year households are growing a little wealthier and able to start enjoying middle class and luxury products. These consumers will continue to be the target of mature industry leaders.
  - a. Exalt Management Consulting is a strategic expert straddling East and West.
  - b. **Recommendation:** Contact Peter Nash to discuss refreshing your BRICMIST profitable growth strategy. Leverage Peter’s experience of successful commercial strategies in South Africa, China, and Australia, as well as regional strategies spanning BRICMIST (CEE including Russia, Pan-Asian 7 country).

3. **High performing companies will prioritise target customer segments:** As discussed in the project highlights from 2010, fresh segmentation of the customer base reveals new opportunities. High performers use the difficult times to gain market share by segmenting their markets afresh to target new revenue and profit pools. This applies equally to mature and emerging markets.
  - a. Exalt Management Consulting is a strategic expert in targeting customer segments. Peter Nash pioneered a “target customer segments” strategic thrust in 2002 as part of a profitable growth strategy. This was highly successful and generated excellent growth for over 6 years.
  - b. **Recommendation:** Contact Peter Nash to discuss refreshing your strategy, including targeting customer segments in the most profitable pools.
  
4. **High performing companies will continue to align their leadership teams around the strategic end in mind.** They understand that their own people need to define and shape the strategy if they are to buy into it. Money is too valuable to waste on a big consulting project which risks becoming a report on the shelf.
  - a. Exalt Management Consulting provides a targeted intervention. This can be as little as 12 days (including 4 \* 2 day workshops) to fully define a multi country strategy.
  - b. What not to do: do not reinvent the wheel by trying to do strategy without support. Do not waste resources by buying in a very expensive report and recommendation which leaves your team cold.
  - c. **Recommendation:** Call Peter to discuss how he can work as a coach with your team, helping you to define a robust, professional strategy, which is fully owned by your team. Think of Peter as your catalyst – he helps you and your team to do the work faster and better than you can on your own. He actively works to align the team around the common end-in-mind. The strategy lives because it is created and owned by your team. Because your client team takes responsibility for the strategy, the team will also take responsibility for its implementation.
  
5. **High performing companies will continue to redefine their operating model on an ongoing basis.** It is impossible to develop a robust strategy for a step change in profits without this impacting your operating model. Obviously, the operating model needs to be changed. Additional resources need to be deployed rationally, away from low growth areas, and towards the newly identified opportunities.
  - a. Peter Nash is an expert in defining the operating model changes which result from the strategy. He has spent four years working on large scale operating model change. This includes two years leading the transformation of the European operating model for a global consumer goods company. This project resulted in savings of over Euro 500 million.
  - b. **Recommendation:** Call Peter to discuss your operating model change journey. Explore how he can help you to deliver your programme on-time-in-full, avoiding common pitfalls along the way.

For more information, please contact:

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