

“Helping clients align Purpose, People and Process” SM



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Who we are . . .

Ferrara Consulting Group is a Management Consulting firm, focused on balancing business strategy with tactical implementation. In other words, helping clients align Purpose, People and Process.

Our consulting focus . . .

Our consulting focus is to bring the most appropriate resources to bear as we carefully examine issues behind Purpose, People and Process. Accordingly, we assist senior management in the development of real world corporate strategy; we prepare and groom management teams to lead the challenge, and; we assist in the implementation phase through a tactical consulting approach.

The kind of business we serve . . .

We serve business-to-business service companies where technology plays an important part in overall success. In particular, we target small to mid-cap companies, privately held or family run. Examples include software and technology, e-commerce or Internet, information and media, and outsource solutions providers.

Our objective . . .

Our overall business objective is to see our clients succeed. That is what drives us. To accomplish this goal, we assist business owners, principals and corporate leaders in the development of strategies that are appropriate not only for growth, but with unique shareholder objectives as well. Simply put, we ***“Help clients align People, Purpose and Process.”***

Services built around . . .

<i>Purpose</i>	<i>People</i>	<i>Process</i>
<ul style="list-style-type: none"> • Organizational Readiness <ul style="list-style-type: none"> ○ Identify and assess core competencies ○ Growth assessment analysis ○ Mission alignment/re-alignment ○ Planning processes • Market and Opportunity Assessments <ul style="list-style-type: none"> ○ Market positioning ○ Product/Service placement\ ○ Channel Analysis • Critical Planning and Strategy <ul style="list-style-type: none"> ○ Interim management ○ Turnaround strategies ○ Financial restructuring ○ Risk assessments ○ Cost containment ○ Due diligence 	<ul style="list-style-type: none"> • Organizational Leadership <ul style="list-style-type: none"> ○ Personal coaching ○ Executive mentoring ○ Development strategies ○ Training ○ Team building strategies and implementation ○ Retention and work environment ○ Communication and presentation skills ○ Executive security • Advisory Groups <ul style="list-style-type: none"> ○ Building/re-building: <ul style="list-style-type: none"> ▪ Board of Directors ▪ Advisory Boards ▪ Review Committees ▪ Steering Committees • Facilitation <ul style="list-style-type: none"> ○ Conflict resolution strategies ○ Negotiations ○ Group planning ○ Global messaging 	<ul style="list-style-type: none"> • Operational Readiness <ul style="list-style-type: none"> ○ Needs and objectives analysis ○ Process improvement ○ Technology utilization and maximization ○ Metrics and measurements ○ Cost controls and implementation ○ Performance and incentives programs • Technology Readiness <ul style="list-style-type: none"> ○ Business case analysis ○ Implementation strategy ○ Project management ○ Informational needs assessment ○ Data integrity and validation ○ Data reporting and optimization • Sales Readiness <ul style="list-style-type: none"> ○ Forecasts and goals ○ Bonus and incentive programs ○ Tracking systems ○ Reporting systems ○ Selling tools



***“. . . and what lies behind us
and what lies before us are
tiny matters compared with
what lies within us.”***

-- Oliver Wendell Holmes

Examining ***Purpose***

How many times have we seen “*The Wall Street Journal*” or the financial news channels report on some major multi-national corporation who just announced a staggering quarterly loss? Regrettably, many of these losses are associated with shutting down business units, major re-structuring charges, acquisitions gone bad or simply corporate cultures clashing in the night. In the post analysis, however, we often find that many of these companies simply have “lost their way.” Growth strategies that seemed like “winners” at the time were in reality inconsistent with the core business, stated growth objectives or the core competencies of the organization.

Organizational Readiness . . .

An Organizational Readiness Study is that all-important, but often ignored, on-going process of asking the pressing questions: *What do we do? What are we good at? Where do we want to go? Are we really capable of getting there? Do we have the right people?* The results, while sometimes surprising, become the foundation for developing a renewed growth strategy, mission alignment or re-alignment and the all important implementation strategies.

Market and Opportunity Assessments . . .

The objective here is to take a careful look at the obvious, and sometimes not so obvious, market opportunities that are out there waiting for us, and match them to what we uncover through our Organizational Readiness work. Together, these findings lay out the blueprint for building - - teams, talent, processes, etc.

Critical Planning and Strategy . . .

Unfortunately, regardless of the effort, many companies find themselves in a truly crisis situation - - eroding margins, declining sales, negative cash flow, increasing customer dissatisfaction, etc., etc. Individually, any one of these problems is a major challenge. Combined, they present a real crisis situation that requires clear thinking and decisive action. Here, the objective is to work closely with the client in a comprehensive risk assessment mode, while at the same time bring years of “Critical Planning” experience and expertise to bear in the development of new strategy initiatives and tactical plans.



“When the only tool you have is a hammer, everything starts to look like a nail.”

-- Abraham Maslow

Preparing **People**

Often we hear corporate executives say “. . . *our people are our most important asset . . .*” However, when asked how they protect and grow these assets, silence is generally the reply. Many companies employ an inordinate amount of “raw talent.” Given the right coaching, mentoring and professional development, often raw talent can mature into real talent. And real talent can turn lofty corporate goals and objectives into reality. This is success.

Organizational Leadership

Services built around Organizational Leadership are intended to assist senior management in identifying, nurturing and growing strong, capable leaders now and for the future. Whether it is through personal coaching, one-on-one executive mentoring or more traditional training and development strategies, the objective is the same - - build a team of exceptional leaders throughout the organization who can execute on strategy.

Advisory Groups

Concerns over the mission of an advisory group often take precedence over picking its members. Hence, the objective here is to work closely with senior management in not only articulating the mission and purpose of an advisory groups, but; to carefully identify individual skills, talent, knowledge and reputation that can positively impact the group as a whole.

Facilitation

Finance claims Sales has no regard for cost; sales scream at delivery; Marketing is overwhelmed by Technology, and so on, and so on. “*Facilitate*”, according to *Webster*, means “to free from difficulties or obstacles; make easier; assist.” So too, the role of the facilitator is intended to make working, communicating, collaborating and building easier among groups and peers. Through carefully structured sessions, facilitation is designed to help people within the organization listen, understand, learn and communicate - - all in an effort to achieve some mutually beneficial goal or objective.



“The economic and technological triumphs of the past few years have not solved as many problems as we thought they would, and, in fact, have brought us new problems we did not foresee.”

-- Henry Ford II

Analyzing **Process**

How many times have we walked up to someone in any given department and asked “why do we do it this way”, and invariably, the answer comes back, “we have always done it this way.” Not the kind of answer we want to hear, but likely indicative of a company in need of re-assessment and optimization. At the end of the long corporate food chain, process is what supports us. Process is what defines us and process is often the difference between success and failure.

Operational Readiness

Operational Readiness is just that - - are the operations (internal and external) of a company ready to successfully support the vast collection of tactical challenges presented ever day. Often the answer is maybe . . . with a little help. Here the object is to examine, assess and optimize performance, reduce costs when able and establish metrics as a base for reward.

Technology Readiness

Similar to Operation Readiness, Technology Readiness targets the sources and use of critical data and data flow. The objective is ultimately to provide management with valuable and timely data that is both reliable and actionable. The process carefully looks at the data collection process, data manipulation, data validation techniques, reporting and usage. Where necessary enhancements can be planned, implementation strategies developed and project management provided to improve the information flow.

Sales Readiness

Following the same approaches above, the Sales Readiness assessment process is intended to fully optimize the sales initiative through fact-based reporting, data analysis for timely forecasting and accurate tracking to support incentive and reward programs.

Code of Ethics

Clients . . .

- We will serve out clients with integrity, competence and objectivity, using a professional approach at all times, and placing the best interests of the client above all others.
- We will establish realistic expectations around the benefits and results of our services.
- We will treat all client information that is not public knowledge as confidential, protect it from access by unauthorized people, and will not take advantage of proprietary or privileged information, either for use by them, their firm or another client, without the client's permission.
- We will avoid conflicts of interest, or the appearance of such, and will disclose to a client any circumstances or interests that might influence their judgment and objectivity.

Engagements . . .

- We will accept only engagements for which we are qualified by our experience and competence.
- We will assign staff to client engagements in accord with their experience, knowledge, and expertise.
- We will ensure that before accepting any engagement, a mutual understanding of the objectives, scope, work plan, and fee arrangements has been established.
- We will immediately acknowledge any influences on our objectivity to our clients and will offer to withdraw from a consulting engagement when our objectivity or integrity may be impaired.

Fees . . .

- We will agree in advance with a client on the basis for fees and expenses, and will charge fees and expenses that are reasonable, legitimate and commensurate with the services delivered and the responsibility accepted.
- We will disclose to our clients in advance any fees or commissions that we will receive for equipment, supplies, or services we recommend to our clients.

Profession . . .

- We will respect the intellectual property rights of our clients, other consulting firms, and sole practitioners and will not use proprietary information or methodologies without permission.
- We will represent the profession with integrity and professionalism in our relations with our clients, colleagues and the general public.