

bringing LIFE to strategy



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bringing *LIFE* to strategy

Resultancy.

Ask any Chief Executive if money spent on management consultancy is money well spent and the answer will be 'sometimes'.

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That 'sometimes' shows how much of a lottery management consultancy can be. Occasionally the advice is exemplary, but often – too often – it is impenetrable, impractical, and irrelevant. Mergers that destroy value not create it, change that fails to deliver promised benefits, strategies that wreck established organisations.

Is it any wonder that independent research shows the standing of management consultants is at an all time low, with no more than three reports implemented for every ten commissioned?

As seasoned practitioners we believe in the value of management consultancy, but equally believe that today's time based business model, with its need to bill hours regardless of their value to clients, is profoundly flawed.

And we are not alone, many eminent members of our profession realise that, because of these flaws, the key component of consultancy – trust between client and advisor – is evaporating. Indeed, a MORI report based on *Captains of Industry Trend Data** shows that 'the overall opinion or impression of Management Consultancy' is on a downward trend.

We see a pressing need for management consultancy to evolve, for the balance to swing back to the client and for accountability to be restored.

Resultancy is a fundamental shift, a business model that unashamedly seeks to change an entire profession, not through vague philosophy or fine words, but through a new and truly practical approach that makes value creation inevitable, not unusual.

We believe in real and tangible results – and that our worth as advisors can only be measured when we directly increase the value of our clients' businesses.

Quite simply when outcomes reach an agreed level, we take our fee. If not, we do not.

Resultancy's approach is both entrepreneurial and collaborative; it is based on trust, openness and integrity and it demands a special type of consultant, one who is prepared to walk in a client's shoes, share in their risks, and be able to temper intellect with years of experience.

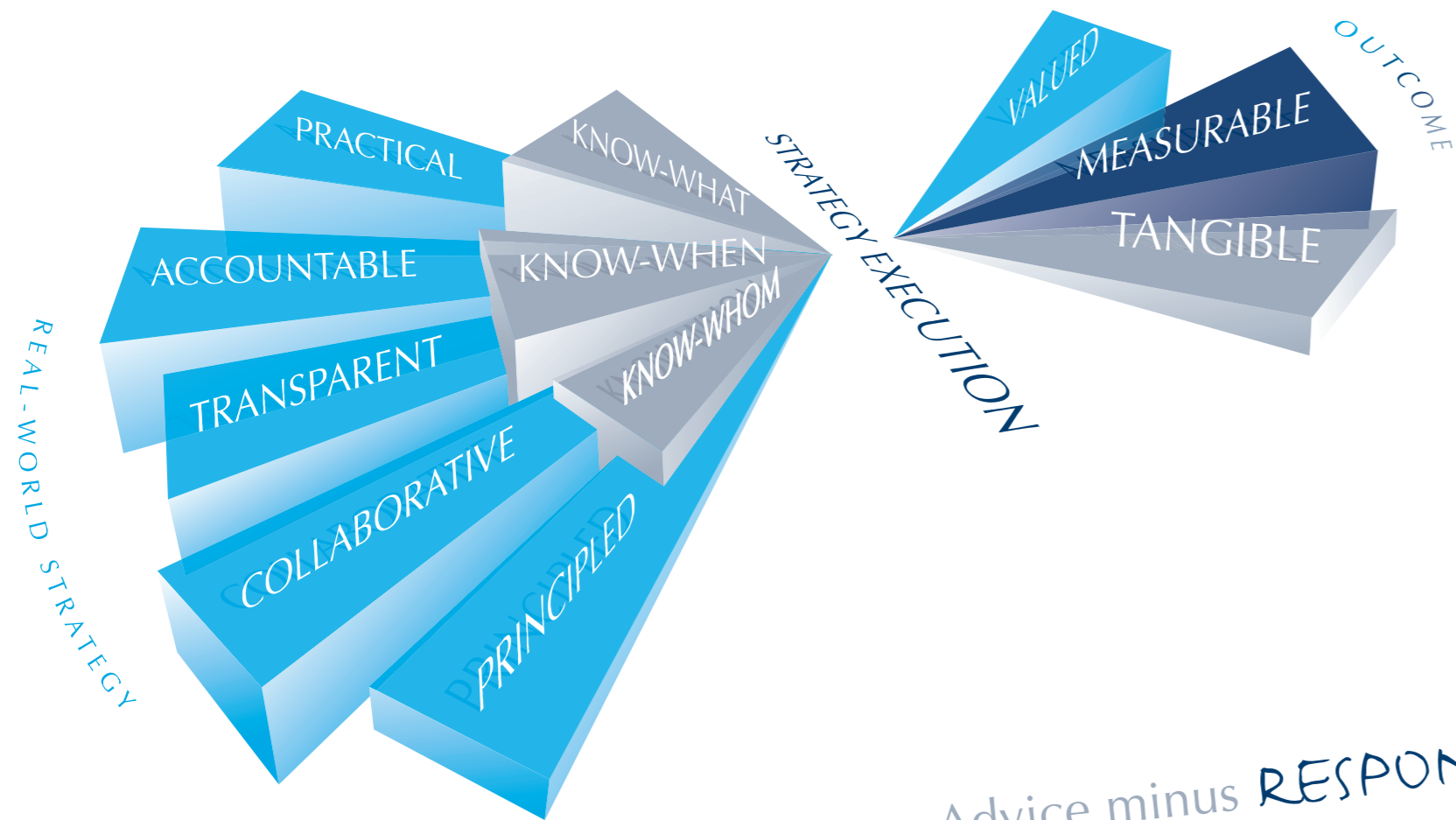
But more than this, because it institutionalises the link between advice given and results achieved, it becomes an economic mechanism that by its nature drives best practice.

This is just the beginning.

OUTCOMES
create value, not inputs

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*The Changing Views of Big Business
An Analysis of MORI's Captains of Industry Trend Data 1981 – 2003
Alex Bollen & Jo Lee



Advice minus **RESPONSIBILITY** is mere opinion

Our business model demands that our clients succeed. Or we fail.

The Resultancy model means there is no shadowy half-ground where responsibility is blurred or accountability lost, for every relationship we enter into has common, agreed aims – with settled outcomes, not vague inputs.

Such a way of working does make demands, such as clarity, trust and transparency – and if those sound like a set of values from an earlier era, it's because they come from long-established and long-respected principles.

Principles that work.

For whilst we approach management consultancy in a new way, we also firmly believe that the foundations on which it was built, the principles that turned management consultancy from a minor aid into a global business, still hold true today.

So we are just as rigorously analytical, just as concerned with strategy, equally as influenced by new ideas as our forebears.

Yet we do feel that the business of consultancy is not the business it should or could be.

It could offer better value to its clients, it ought to enshrine their interests not its own, and it should behave as part of the business process, not a mere adjunct.

So our aim is to change management consultancy for the better by building on what has gone before and by accepting what works and what does not.

'You know, it may not be that serious after all...'

There is an approach that says to identify a single problem you must examine the system as a whole. And there are strategic cases where we'd agree.

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Yet surely a more sensible strategy is to use truly experienced professionals to rapidly identify and resolve problems.

And nor is treating every problem we know how to solve – simply because we know how to solve it – our way. Indeed the very nature of a results-based system means that it is in neither of our interests to do so, for unless our actions make a real and measurable difference to the value of a business, we can claim no fee.

Nor do we believe that every problem demands massive outside help; on the contrary, if competence comes from experience, where better to find competence than within the organisation itself?

And that has to mean getting to know the organisation, the people on the ground and the people who run it. For their knowledge and belief is every bit as important as our own.

So we're not advocates of a one-size-fits-all approach, we don't keep a set of ready-made solutions that every problem and every organisation must fit – no matter what. Indeed, if the solution requires the help of other consultants, we'll suggest it.

Think of it as business engineering, all the parts are there, and they all probably make sense, it's just a question of uncovering them, understanding them, and putting them in context.

Then completing the picture with expert knowledge of our own.

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Doing the right things in the
RIGHT ORDER is as important
as the right things themselves



Absolute certainty is
 KNOWLEDGE
 without experience

Test, measure, amend.

In successful organisations there are people who never take your work at face value, who question constantly, who always think there is a better way; who are hard to please and even harder to convince. Colleagues.

Something we find rather valuable, because if advice is ever to be more than opinion, it must be both robust and pertinent – questioned at every stage and at every step.

And that's a process that we'd rather happened internally, long before we present a solution.

Which is why every member of our team is a partner with over ten years' industry experience, and why all are established and highly regarded in their own field. For only experienced consultants bring ideas from alternate disciplines, know what has worked and what has not, and have the confidence to question the established.

And it's why we bill by results not time, for it ensures the advice we give is questioned and examined long before we give it.

Nor is that to say that once a plan is established we follow it slavishly. We constantly test our assumptions, measure the outcomes and amend our responses on a regular, formalised basis, and not just when things might appear to be going awry.

These regular achievement milestones, the points at which results are measured, are also the points at which our clients validate our remuneration – and so, naturally form a point of common focus.

In short, we bill by results because our partners believe it is the responsible way to work and believe our entrepreneurial drive comes through the accountable, principled pursuit of profit.

We test, measure and amend, to be credible, accountable and transparent.

All strategies seduce, yet few produce.

*The only value of a strategy is in its outcome;
it has no intrinsic value, no separate worth.*

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Flawed strategy can be as beguiling as good – still has that simple sweep of logic unencumbered by practicality, still promises that single leap into new and virgin territory. Yet that makes poor strategy doubly dangerous. If flawed tactics harm organisations – failed strategies destroy them.

More than anything else, our value lies in defining real-world strategies that are built on the realities of business and the practicalities of change. Strategies that do not ignore crucial detail, but are created from it. That's why you'll find very little jargon, and no slavish belief in faddish doctrines – the discipline of our business model demands it.

And whilst we commonly deal with organisations at the highest level in Boardrooms and with CEOs, it is at a practical level that the value of strategy is proved and it is at this point – the point of outcome, that we, and our clients, measure our worth.

We will always propose a clear path, but the way that path is travelled must be flexible and able to adapt to conditions as they emerge.

Strategy is OUTCOME

thirteen

To work with us.

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- Every project starts with an informal discussion of possibilities and a broad definition of success; from these discussions a detailed proposal is created.
- Milestones are set for the proposed project and strict measures of our success agreed with the client. Achieving each milestone triggers a fee payment, with the balance of those fees weighted towards the project's final outcome.
- Resultancy works with transparent budgets, so the cost of each stage is known and can be set against anticipated benefits. Consultancy costs will only be fully incurred when those benefits are fully realised.
- Resultancy does not undertake projects where we think an outcome is unrealistic or misguided.

To learn more about Resultancy, the way in which we do business, and our plans for the future of business consultancy, please visit www.resultancy.com or call us in Europe on **+44 [0] 207 222 4444** and in USA/Canada on **1 800 80 66 080**

The Resultancy Fellowship.

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Our research shows that this is an idea, and a way of working, whose time has come. It has created great enthusiasm among established Consultancy Practitioners who believe it right that their profession evolves and looks to new commercial directions and business models.

As a result, we are launching The Resultancy Fellowship, an institution whose sole purpose is to explain the value of this business model and the benefits it brings to both the consultancy process and the commercial world as a whole.

Should you wish to know more about how the Resultancy Fellowship can enhance the way business is conducted please visit our web site at www.resultancy.com/fellowship