



Proudfoot

Forbes | 2019
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MANAGEMENT
CONSULTING FIRMS
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MC
CEO TODAY
MANAGEMENT CONSULTING AWARDS
2019
WINNER

MCA
AWARDS
2018
HIGHLY
COMMENDED

The future of better deals, greater value creation and faster transformations is (still) people

Proudfoot Global Private Equity Practice

WHAT IF YOU COULD...
Assess your investment, determine the areas of value creation and associated business case, develop the roadmap to realize your value, and do it all in three weeks?
...WITH PROUDFOOT, YOU CAN

HUMANIZE – OPTIMIZE – DIGITIZE

We've designed, implemented and accelerated operational transformation, achieving P&L results through people for over seven decades...

...supporting investors and their portfolio management teams in aligning what is possible, working with and elevating their people at all levels to assess and integrate operational, financial, digital, cultural, and organizational alignment to create value and realize results at speed.

How We Work

ALIGNMENT

- Executive Team
- Operational Strategies
- Portfolio Composition

Build a smart **culture** that not only implements operational models but **enables the growth** of the firm and the portfolio as a whole

AGILITY

- P&L Results
- Improved Operational Performance
- People Engagement

Generate the **speed to manage large transformational and integration** projects to quickly see bottom-line results

ABILITY

- Analytical, Digital, Operational Skills
- Elevated Workforce
- Engaged Community

Transform portfolio companies with improved analytical and work/technical skills, thus mitigating the risk associated with change

ACCELERATED, REALIZED, AND SUSTAINED VALUE CREATION

SERVICES PROVIDED

- Asset Analytics and Diagnostics
- Target Operating Models
- Cross-Functional Supply-Chain Optimization
- Operational Excellence
- Cost Optimization
- Volume Growth
- Revenue Enhancement
- Cash and Capital Management
- Pre- & Post-M&A Transaction Optimization

- Digital Transformations
- Project Management Office
- People Solutions:
 - Values
 - Executive alignment
 - Cultural integration
 - Performance measurement, management practices and supervisory behaviors
 - Jump-start your Improvement Team
 - Implementation Master Classes (t-Labs)

HOW PROUDFOOT CAN HELP

Proudfoot partners pre, post, and through the whole deal lifecycle

...with the world's top Private Equity companies to accelerate and capitalize on the full value of their investments to maximize worth and attain sustainable returns at speed.

Leveraging the power of people, we design, implement, and accelerate operational transformation — realizing tomorrow's results today. Known for our hands-on approach, wide range of industry and technical expertise, and passion to assist you in achieving remarkable and measurable results, Proudfoot delivers an agile workforce, improves performance, expands profitability, and propels top-line growth for our clients. We enable your people to participate in change.

COST: Operational Excellence Transformation

You are either finalizing a deal adding a new asset to your portfolio or you have companies that are underperforming in their value generation goals and timelines. You require accelerated action to drive maximized returns on your assets through focused management of value creation plans — pre, during and post deal lifecycle — to reduce cost, increase volume and remove inefficiencies.

We help you achieve this by working with you to design and implement your Target Operating Model. We use our t-Lab philosophy of Humanize - Optimize - Digitize to focus on transforming your portfolio companies into value creation machines through the teams you have chosen to lead them.



GROWTH: Revenue Generation

You need to analyze and implement maximized revenue models for your companies, both newly acquired and currently in your portfolio. You require validation of due diligence assumptions and how those are implemented or adjusted in short- and long-term operating strategies to generate optimum value for your exit plan.

Proudfoot can help you attain your growth objectives by working with you to design, implement, and deliver optimized revenue models and add-on strategies to boost volume and growth, develop strategic synergies, and reduce total cost of sales.

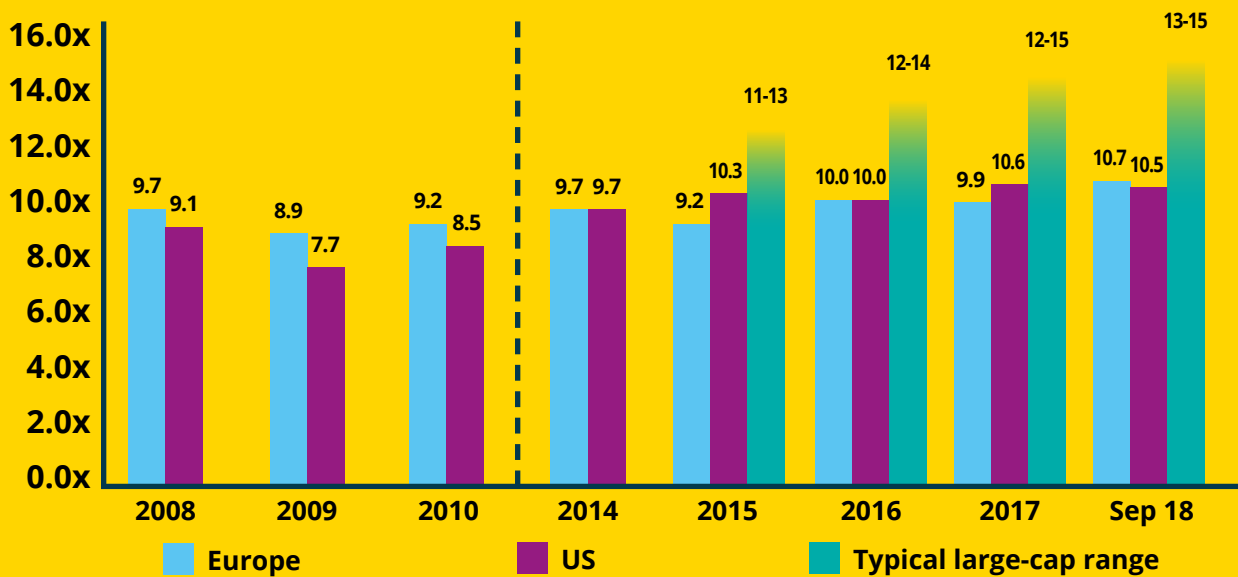
CASH: Working Capital and Cash Release

You need to rapidly reduce cost and unlock the cash trapped in your portfolio assets. You need to effectively manage your working capital to maximize company value, service debt or finance future growth.

We help PE firms find transparency and unleash the opportunities hidden within a company in the portfolio through alignment and synergies of all who impact working capital — from finance, accounting and marketing to procurement, operations, logistics, and supply chain.

Generating the multiplier effect for PE

We engage, enable, and energize the people in your portfolio companies to realize rapid financial results and lasting change which enable maximum exit valuations, lifting the entire fund.



As average multiples have increased each year, there is elevated pressure on fund managers and operating partners to deliver value creation through transformation. At a roughly 10x average multiple, each \$1M of earnings expansion equals \$10M in value creation for the associated fund.

Proudfoot results scorecard

Each engagement we undertake starts with a business case and a baseline that tracks results weekly. We conclude with your agreed and signed off benefits: operational, financial, and cultural.

621

IMPROVEMENT PROGRAMS

Of our last 1000 engagements, 621 had specific targeted financial benefits. The remaining were milestone measurements.

110%

RESULTS DELIVERED

Financial benefits achieved compared to targeted benefits at the beginning of the project.

400%

YEAR 1 RETURN ON INVESTMENT

Average ROI gained by clients.

According to Source Global Research, "only 38% of clients agree that consulting firms add more in value than they charge in fees." At Proudfoot, we have consistently overachieved, delivering an average ROI of over 400% in the first year for our last 1000 engagements.

We get people involved and engaged

While we achieve hard, measurable financial results, we also:

- Help **people** understand and gain alignment to their aspirations and the scope of their challenge.
- We enable **people** to participate so they can step up and feel all-in for the journey, allowing for greater speed and scale when implementing transformation.
- We **roll up our sleeves** and put on our safety boots (physically or metaphorically) to help implement the transformation.
- And **we help make it stick...** until the organization needs to change again.

Importantly, we focus on **developing and building the capability** of our client's people so that next time, they can **do it themselves**.

In short, **we help people change** the way they work to change their business for the better.

They change their outcomes.

We help them realize tomorrow's results today.

Humanize - Optimize - Digitize

About Proudfoot

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- 1. WE ARE AN OPERATIONAL CONSULTING FIRM THAT'S OVER 70 YEARS OLD**

Proudfoot has been delivering measurable operational and financial results for companies since the 1940s. As we head into 2020, we are committed to continuing to deliver those measurable results in innovative, people-centric ways — ways that change your business for the better.
 - 2. DELIVERING VALUE CREATION FOR MAXIMUM SHAREHOLDER RETURNS**

We understand how to accelerate the delivery of value for companies in a wide range of industries. We help asset companies optimize operations, release cash, reduce cost, upskill your people, align and engage your leadership teams, and improve the overall customer and stakeholder journey.
 - 3. GETTING YOUR PEOPLE TO LEAD THE RESULTS**

Our people know how to successfully coach and guide your people and teams to develop their capabilities — not just in new ways of working to achieve today's results but learning how to transform and change their business to achieve the results you need tomorrow, long after we have left the site.
 - 4. DELIVERING OPERATIONAL SOLUTIONS TO STRATEGIC CHALLENGES YOU NEED SOLVED**

We partner with organizations to solve strategically important problems through collaboration with your asset senior executives and leadership management teams. We partner with management, operating partners, and frontline teams to transform operations and how they do business to generate lasting increased EBITDA and financial results that hit your asset's P&L.
 - 5. WE DO THE THINGS YOU EXPECT FROM A TRUE PARTNER**

Our people are boots on the ground where the work gets done — there is no other way to help you achieve sustainable change. We understand the technical and subject matter expertise required to achieve results on site with speed and scale.
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World class clients

Counting the world's best as our clients, we collaborate and develop solutions that transform your operations...

We are proud to have worked with leading PE firms around the globe.

HUMANIZE – OPTIMIZE

OPERATIONAL READINESS & TRANSFORMATION

We use our t-Lab philosophy of Humanize - Optimize - Digitize to focus on transforming your workplace where work gets done.

Humanize:

- Leadership Development and Alignment – We help your leadership teams rapidly align to the overall portfolio and asset strategy, developing the management skills required to lead major turnaround transformations that include value optimization, people and culture development, short- and long-term strategy implementation, and measurable financial benefits tracking.
- Engaging Talent and Teams – We build effective organizational structures and management models that engage and support the management of talent. Our boots-on-the-ground Proudfoot team helps build the capability of your people across the organization and value chain.
- Management Tools and Metrics – We ensure activities are planned and performed, with work processes, levels of work, management tools and metrics in place to support people to achieve results.

- Operator Skills and Score Cards – We help answer the questions: What skills do your people need to produce quality work? What is the role of frontline management to support achievement?

Optimize:

- Plan of Control – We develop a bespoke plan of control that helps your management teams operate your asset. The plan identifies critical indicators, decision processes, responsibilities and accountabilities to ensure desired outcomes are achieved.
- Levels of Work: We determine the most effective sequence of work by hour, shift, day and week. Using lean concepts, we develop an effective multilevel RACI that is responsible and accountable for identifying the outcomes to achieve.
- Synergies – We help reduce the overall cost of your PE portfolio and accelerate the value creation of your companies by analyzing and developing synergies from all your assets' supply chain and operational best practices. We do this by making the most of contract and vendor management solutions and cross-pollinating operational know-how and benchmarks from other industries to achieve operational results in innovative ways.

- DIGITIZE

Digitize:

- Technology Integration – We support and enable people to power your technology and interfaces across the value chain, to create excellence in your operating model and identify the next-step automation and innovation points.
- Technology Acceptance and Adoption – We help you gain employee support and trial to rapidly implement new technology, aiding people in the change process of acceptance and adoption of new technology and to utilize it routinely.

Areas of Impact

Capacity, Company Culture, Employee Engagement, Working Capital: Cost, Speed



We are an
award-winning
consulting firm

Forbes | 2019

AMERICA'S **BEST**
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CONSULTING FIRMS

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Awarded America's Best Management
Consulting Firms by Forbes, 2018 and 2019

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2019

WINNER

BEST INTERNATIONAL PROJECT

Proudfoot and Rio Tinto's partnership on the Oyu Tolgoi project has been recognized by the Management Consultancies Association, winning the highly commended award for Best International Project 2018.

WHO WE ARE

We engage, enable
and energize your people
to realize rapid results
and lasting change

Maximize and accelerate the impact and scale
of financial, operational, digital and cultural
transformation in your investments to improve the
valuation of assets in your portfolio

“Existing managers have their day jobs to do. Even if they had the requisite skills, they are unlikely to be able to take on an entire operations review and subsequent change program and do it with the kind of rigor and momentum required.

A firm like Proudfoot does this for a living but cannot really operate without a license to do so from incumbent managers — they’re the ones who know the business intimately, warts and all. In eighteen years in Private Equity, I’ve never seen an operating system like the one Proudfoot implemented.”

BOB TAYLOR
MANAGING PARTNER
ADVENT INTERNATIONAL



Let’s start a conversation

About how we can help you generate tomorrow’s results today while building capacity for future change and challenges.

email: info@proudfoot.com



About Proudfoot

To our very core, we understand the people element of transformation. We introduce new capabilities, and we employ the power of your people to create performance multipliers and an engaged culture. Recognized for our speed and the magnitude of benefits we generate for our clients, we have been doing it — not just planning it — for more than 70 years.

**Tomorrow’s results.
 Today.**

E: info@proudfoot.com
www.proudfoot.com

Private Equity	Agribusiness	Automotive	Chemicals	Consumer packaged goods	Engineering	Food and beverage	Industrial Products	Healthcare
Mining & Metals	Building Materials	Energy & Utilities	Oil & Gas	Logistics & Distribution	Insurance	Transportation	Aerospace & Defense	