Making growth a sure thing

HELPING BUSINESSES GROW FOR 20 YEARS
There are no great limits to growth because there are no limits of human intelligence, imagination, and wonder.

We challenge status quo, think different and practice execution in order to ensure the best and most sustainable results.

COPYRIGHT NOTICE: This document is created by IMG, International Management Group and contain copyrighted material, trademarks, and other proprietary information. All rights reserved. No part of the document may be reproduced or copied in any form or by any means without the prior written permission of IMG, International Management Group.
GROWTH

BY ANY MEASURE, the world is increasingly digital. So the most fundamental questions for business executives are these: “How will digital technology deliver growth? And what must we do to ensure that we become a truly digital business?” To properly answer those questions, executives must confront the challenges that connect digital technologies to business growth.

Being a digital business is more than equipping the field sales force with tablets or striving for “Likes” on Facebook or even putting more of the organization’s data in the cloud. Digital business leaders seek new sources of growth and results from using technology to extend the potential of products and services, resulting in higher performance through new combinations that can benefit the organization’s customers, its workforce and its trading partners.

Over the last decade, commercial and industrial powerhouses have invested in a myriad of digital experiments. Being a digital business represents a way for leaders to leverage their significant revenues and market positions today while being in control of their digital future. They can now see the contours of what constitutes a true digital business.

For business leaders everywhere, then, the next few years will be about determining their organizations’ pace in this digital race - and their place in the new world of digital. To succeed with this, they will have to confront the challenges - customer, business and strategic challenges - that influence the link between digital technologies and business growth. In other words the executives ought to complement the traditional focus on execution and market share with more attention to where a company is - and should be - competing and how to take advantage of a digital transformation.
ABOUT

WE WORK IN DEEP PARTNERSHIP with our clients, viewing their successes (and challenges) as our own. Working together, we create better outcomes than either of us could alone.

IMG does not believe in standard industry answers. We know that custom solutions yield the greatest competitive advantage and value for our clients. We ground each solution in how our client’s organization actually works and in the client’s unique position in the marketplace. In collaboration with each client, we develop new insights about the business, mobilize the organization to act, drive tangible bottom-line results, and make the client organization more capable.

Our consultants are more than just brilliant analysts and strategists. Above all, they are strong and creative personalities from a variety of backgrounds. Everyone at IMG is committed to three core values: Excellence, Entrepreneurship and Partnership. These values shape everything we think and do. As a result, we create lasting, measurable value.

The reason for our success lies in that we sometimes say “No thanks”. It provides mutual respect, but also the opportunity for our clients to reconsider the proposed action.

Recurrent Engagements

Our work is collaborative, involving client personnel and resources and the transfer of skills to the client. Although 70% of our annual work is generally for existing clients, it consists of predominantly new project work. IMG works against specific objectives with clearly-established outcomes and timing, contributing to client business goals, and our engagements are usually completed within one to six months.

Complex And Strategic Issues

Our experience and results indicate that improved performance requires investment in leadership, people, systems and support structures. However, that investment does not require additional resources, but rather the redeployment of talents, resources and energy already present.

The unique combination of our activities allows us to analyze and implement complex and strategic management issues creatively and offer the best possible solutions from concept to realization.

We have profound knowledge of European and US markets, with a clear focus on delivering value and measurable performance improvements, including: Business and Operational Excellence, Corporate Governance, Organizational Development and Design, Logistics and Supply Chain Management, New Business Development and innovation, Mergers and Acquisitions, Digital Transformation, IT Infrastructures, Business Intelligence and finally Corporate Communication and Branding.
Our Philosophy

IMG has a rigid attitude towards compliance with our Code of Ethics and Code of Conduct.

Our decisions are based on facts, objectively considered.

Our firm is kept in adjustment with the forces at work in its environment.

Our people are judged on the basis of their performance, not on personality, education, or personal traits and skills.

Our firm is administered with a sense of competitive urgency.

Our Promise

Integrity | We do the right thing regardless of the consequences.

Pursuit of Excellence | We continually strive to exceed the expectations of our people and our clients.

Accountability | We take responsibility for individual and collective actions.

Collaboration | We work together to achieve collective and individual goals.

Passion | Our energy and enthusiasm are contagious. We are inspired to make a lasting impact.

Bringing the best expertise to our clients through effective teamwork
Excellence is not a skill, it’s an attitude
We deliver

We put our clients’ interests first and bring an independent perspective, so they will always hear what we honestly believe will help them succeed.

At IMG, we know that the business landscape is not going to become less complex - nor can we make it so.

When it comes to sustainability and corporate growth, we believe the normal rules of business apply. That is, to be successful, organizations must embed sustainable principles in the core of their strategy, operations and culture. We work with private and public sector organizations to do just that, identifying opportunities and developing robust business cases to make sustainability a source of on-going and increasing value.

We are committed to building better solutions - based on sustainable growth initiatives, development of talent in all its forms and greater collaboration. Every day, our consultants engage in an extraordinary range of activities together with clients that grow the economies in all the markets in which they operate.

The will to win, the desire to succeed and the urge to reach full potential... these are the keys that unlock the door to excellence.
AT IMG WE ARE COMMITTED to our clients in every way and therefore have a wide practice offering to meet their growing needs. We are dedicated to delivering actionable results in a tight-knit bond with our clients and having a positive impact on the bottom line. We do not just try to achieve better performance, but strive to achieve ultimate performance, as benchmarked by the client’s competitors and the demands of the industry, since we never settle for second place. With IMG as a partner, you are bound for success.

Our practices can be segmented into four areas: Strategic Leadership, Business Operations, People & Organization and Digital Technology.
There is no substitute for knowing an industry inside and out. Organizations need to track competitive dynamics, regulatory changes, and advances in technology to compete and thrive in their sector. Our consultants draw upon years of direct, front-line experience as well as deep industry knowledge to ensure our clients’ success.

Our Work

The issues we work on are as diverse as our clients' businesses and circumstances. We employ an idea intensive problem solving approach to generate innovative and tailored solutions, rather than implementing standard processes.

Recent examples of our work include:

**Performance Management**
- Benchmarking of existing performance
- Review of existing processes to identify improvement opportunities
- Development of the optimum future strategy, structures and process

**Policy and Strategy Review**
- Appraisal of current policy outcomes
- Strategic alliances and channel partnerships
- Development and assessment of strategy options
- Stakeholder consultation
- Business portfolio restructuring

**Commercialization Modeling**
- Business case development
- Financial modeling
- Commercialization options assessment

**Market Development**
- Competition issues assessment
- Global franchising
- CRM programs and customer mapping
- Research and analysis of competition dynamics
- Marketing and pricing strategy

**Legal and Contract Design**
- Financial and business modeling
- Corporate finance (M&A)
- Risk allocation
- Design of CXO incentive programmes
- Optimization of pricing structure, usage levels, payment timings and work share
- Negotiation support
- Contract value analysis

**Organizational Design**
- Corporate governance review
- Capability and skills gap analysis
- Organizational structure benchmarking
- Board assessment and HR programmes

**Digital Technology and IT Infrastructure**
- LAN/WAN support
- ERP implementation (Dynamics NAV and SAP)
- Business Intelligence and Big data
- Digital business transformation
IN BRIEF

Strategic Leadership
Strategy is undoubtedly the most important factor in long-term sustainable success and whereby the “Why”, “What” and “When” terms are essential for a successful execution.

Business Operations
For a company to reach its full potential and in order to achieve the organizational goals, it must optimize its overall value chain to ensure world-class performance within individual functional areas.

People & Organization
Organizational efficiency and human capital are more important today than ever before and are potentially the primary source of a sustainable competitive advantage.

Digital Technology
Digitization can extend the reach of organizations, improve management decisions, and speed the development of new products and services. Furthermore the excessively rapid adoption of technologies can disrupt traditional business models and create new opportunities.
Making a real difference

The choice for companies today is not if, but how, they should manage their sustainability activities. Companies must see this agenda as a novel way to open up new business opportunities while creating value.

IMG ADVISES some of the world’s most prominent organisations as well as some mid-size businesses such as high-tech and fast-growth companies.

Our philosophy is only to accept assignments when we are confident that we can bring about lasting beneficial change – part of our relentless commitment to our clients’ interests. Clients also value our fact-based approach – we get underneath preconceptions and assumptions and offer objective, independent solutions.

We focus almost exclusively on issues of concern to top management. Typically this means advising on corporate strategy and organisation, but we also help clients reduce costs and increase productivity, and tackle issues in functional areas such as HR, marketing, finance, manufacturing and distribution.

IMG is widely recognised as being at the forefront of management thinking world-wide. By maintaining this position, we can both help our clients make lasting and substantial improvements, and build a great firm that will attract, develop, excite and retain exceptional people.

Some of our work crosses national boundaries and is undertaken by multinational teams whose members are drawn from more than one office. IMG is truly global, not just in its geographical reach but also in its underlying philosophy and its way of operating. This means that an international team of consultants can come together for the first time and be working effectively on the client’s problems straight away. In addition, consultants can contact knowledgeable colleagues anywhere in the world and benefit from their experience.

These elements contribute to make collaboration between IMG and our clients profitable. With a clear focus on solving clients’ problems we create a framework for sustainable solutions and ensure effective execution of the necessary actions.
We want our clients to be successful, so we do everything we can to help them gain confidence in our advice and mutual solutions.