



## Vantage Point Associates Who We Are

### **The Challenge in Choosing**

*“We offer a significantly different approach and methodology...”*

We suspect you’ve heard this line before. Selecting a strategy consultant presents a challenge. We come in all shapes and sizes: one-man bands, strategy “boutiques,” special departments of accounting firms and large consulting organizations, among others. And all of us claim to have something special or unique to offer. On what should you base your choice?

Outlined here for your consideration are some of the factors that our clients have told us were important to them in making a decision about selecting Vantage Point Associates as a strategy consultant.

### **The Essence of Our Business**

We are in the business of helping management teams

- work together to apply their collective knowledge and wisdom to design and execute winning market and business strategy
- think strategically about their markets and focus outwardly on customers and competitors
- make better strategic decisions.

We accomplish this by helping teams apply sound market-focused principles to their business using a strategy design process and strategic planning workshops.

### **Our Philosophy about Our Work**

*“Give a man a fish and you feed him for a day; teach him how to fish and you feed him for life.”*

This adage sums up our philosophy. We contend that responsibility for business analysis and decisions cannot be out-sourced... that business problems are best resolved by having the management team work together on the issues... and that those having responsibility for executing a plan must be intimately involved in its creation.

We find that managers typically have the required knowledge and insight into their businesses that they need to create workable strategy; what they often lack is a robust process, with relevant analytical tools, and the skills and opportunity to apply them. That’s what we offer.

## ***The Focus of Our Work***

We most often work with groups of managers and professionals who are collectively responsible for a business. Such groups, often described as “natural teams,” typically have cross-functional representation and may number 6 to 10 or more individuals.

Such teams can operate at any level of the organization—for example, chief executives or general managers and their direct reports, teams that run strategic business units and subsidiaries, and teams that are operationally responsible for products and markets.

## ***What Your People Will Gain***

Through the work that we do with your firm, your people will develop and sharpen their ability to think strategically and to adopt an outwardly-oriented view of the business. In addition, they will create concise, rigorous well-thought-through strategic business and marketing plans.

Specifically, they will be able to:

1. Analyze, understand and draw insightful conclusions from your present business situation.
2. Identify factors critical to your success and use them to evaluate the relative strengths and weaknesses of your competitors.
3. Use the principles of segmentation to identify customers with similar needs, wants or preferences.
4. Identify and prioritize among segments using measures of relative ability, market attractiveness and competitive intensity.
5. Develop and articulate strategic positioning for each segment.
6. Develop value propositions for each segment.
7. Define an implementation approach for executing strategy.

They will be able to apply this process to virtually any market-related business situation faced by your organization.

## ***The Expertise We Bring***

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Although we have worked in a broad range of industries—and as a result, have developed extensive knowledge about many—we do not claim any special industry expertise. Instead, our expertise lies in helping companies achieve growth through developing market-focused strategy, following a robust, systematic and proven strategic thinking and planning process.

Our success with clients is not predicated on intimate knowledge of the client’s business. In fact it is quite necessary for us to draw on the collective expertise and experience of the client’s people involved in the process if we are to help them to create sound and executable business and market strategies.

The approach we follow lets us bring a fresh eye to your situation without the burden—and cost to you—of our having to become “expert” in your business or field.

## ***The Approaches We Use***

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While our predominant method of working with clients relies on our strategy design process, we also offer workshops and market-focused consultation to get to the same end.

Which of these three integrable modes of operation you choose depends on what approach or combination is most likely to suit your needs, based on your preferences as a client and upon our recommendations of what we believe will work best for you once we have developed an understanding of your situation.

## ***Fostering Teamwork among Participants***

It is accepted wisdom today that better teamwork will improve an organization's performance. We agree, but with an important qualification. We find that most team-building activity, if undertaken solely as an end in itself, generally fails to produce the desired result.

We contend that teams fare better if they are brought together to tackle authentic business problems. Regardless of how fractious a group may be at the outset, putting a team of individuals through a disciplined process in which they employ effective tools in a real business context under appropriate facilitation can often do more to build team effectiveness than a typical exercise on the side of a mountain or around a pile of building blocks.

Groups who have been through our strategy design process or planning workshops develop a better appreciation of each other and their respective abilities—as an important by-product—and thereby tend to work better together in executing their strategies.

## ***How We Are Measured***

Our success is measured by our clients' reactions to our work with them. We understand that you and your associates—not we—have to be the judges of our performance with your firm. We expect to be held up to high standards and collective scrutiny.

We want you to examine both the quantitative and qualitative results obtained from our work with you. At the conclusion of our assignments, you should come away feeling that you and your people have had the most productive experience imaginable and that you have achieved tangible results of significant value.

We fall short if you fail to conclude that we are among the most effective consulting resources with whom you have ever worked.

## ***Our Professional Staff***

Vantage Point Associates is a firm of seasoned professionals with world-wide experience, each of whom have outstanding track records in their respective fields. They bring a mix of practical business experience as managers, consultants and academics. Biographies of associates are available on request.

## ***Our Proposition to You***

If you are searching for avenues that will lead you to profitable growth, we hope you will consider us as a resource to help you discover a viable approach.

We have tried here to provide answers to the questions that you might have about us and other firms that you could be considering.

If what we have offered here strikes a responsive chord, we suggest a meeting to allow further exploration. In this way, we can better understand your needs and concerns, and you can develop a sense for how we might fit with your people and your organization's particular circumstances.

**For further information, contact:**

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