



FENRIX
STRATEGIC MARKET LEADERSHIP

TRANSFORMATION FOR OPERATIONAL EXCELLENCE

Sustained competitive
advantage through
growth and innovation

We help organisations shape a greater future

Fenix is a thriving boutique consulting firm, helping global clients address their toughest business challenges. Well-known for our functional expertise and industry knowledge, we work with clients to identify and target growth potential, shape strategies and deliver greater value to their customers.

We offer tangible results through a flexible approach, close collaboration, profound insights and a resolute focus on growth and development.



Our
commitment:
to drive
growth



Your challenges

A person is climbing a tall, narrow ladder that is leaning against a large, complex wireframe grid. The grid is made of thin black lines forming a series of interconnected squares and rectangles. The person is positioned on the right side of the ladder, about halfway up. The background is a light, neutral color, possibly a wall or a screen. The overall image conveys a sense of challenge, progress, and navigating a complex structure.

Many organisations are forced to target *bigger, better, faster* with a reduced focus on value creation and innovation.

70% of all M&A and transformation activity fails to deliver results

The pace of growth, disruptive technologies, retaining talent, and globalisation are key challenges highlighted by **CEOs** and board-level executives. We've also observed how organisational complexity is impacting customer experience and loyalty. Often, the focus is on short term pressures.

Investors challenges revolve around the quarterly earnings cycle, with pressure on short-term results leading to a concentration of efforts on quick wins and efficiency gains. Expectations of immediate returns often are prioritised at the expense of R&D and innovation.

Across **markets**, there is an intensified competition resulting in shrinking margins. Increased global supply chains together with matrix organisations result in greater inter-dependencies. There often is a lack of key human capital, data and insights for effective investment decision making.

Paradigm shifts are having an impact including new and out-of-industry market entrants. Accelerated technology innovation creates new ways of working and new skill and capability requirements. The pace of adoption of new technology exceeds the ability of organisations to adapt and learn.

Our competences

We are renowned for functional expertise and industry knowledge and we bring our clients the insights necessary to achieve and develop lasting competitive advantage and profitable growth. We provide market analytics, financial modelling, customer insight and marketing transformation strategies.

We have wide-ranging and in-depth expertise in segmentation, sales performance and new product development methodologies.

Core elements of our approach:

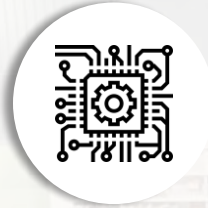
CONTEXT



ENGAGEMENT



METHODOLOGY



STRATEGY



STAKEHOLDERS



PERFORMANCE



Using our expertise to drive your effectiveness, efficiency and engagement.

65% of marketing content is never used



How we add value

Through identifying **growth and innovation** opportunities across new markets, products and solutions. By providing portfolio management, creating disruption and new business models. We identify targets for mergers & acquisitions, perform commercial due diligence, and post-merger integration.

Through **insights into customers and markets**, including analytics, needs-based segmentation, solutions and products bundling, new customer segments, sales force effectiveness, optimisation of distribution channels.

Through a focus on **operational excellence**, especially performance management and measurement and including optimised management structures, strategic initiatives and new business models.

Through our focus on **people** and talent development, employee engagement together with communication and culture.

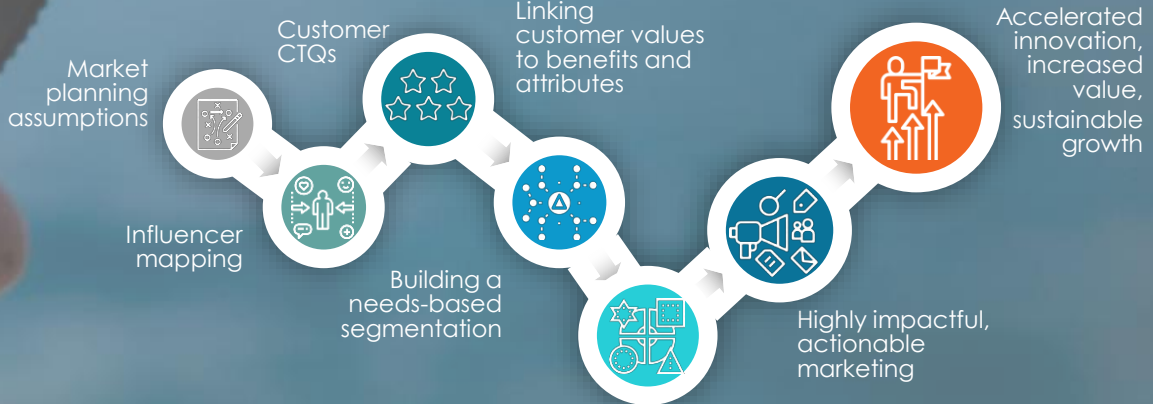
Customer insights and engagement



Sharpen the focus and home in on your customers: proven methodologies including needs-based segmentation will uncover opportunities often overlooked in an undifferentiated market approach. Segmentation exploits strengths and concentrates resources on customer groups that provide the most value.

Increase customer satisfaction and promote loyalty through alignment to their values, wants, and needs. Enhance the efficiency of marketing programmes and create a clear advantage.

Needs-based segmentation - top level process overview:



Case studies (1-3)

1 Implementing new product introduction

Challenge

A leading engineering firm with £1.2bn in revenue was looking to introduce an innovative rail safety system with five new features on wheel impact and defect detection, noise emission, train performance and alarm systems. The client wanted to get these products introduced and to profitability.

Approach

Implemented an innovation to market implementation process: conducted market opportunity mapping, client surveys, needs-based segmentation workshop, competitor analysis, product positioning, pricing and packaging and new product introduction plan.

Results

Developed business and implementation plan with team and distributors. Product successfully launched and adopted by Dutch rail and Spanish rail operators. Product profitable after 18-month introduction.

2 Product innovation & launch

Number one player in turnkey logistics buildings looking to introduce new smart buildings to maintain leadership position and to improve EBITDA. Drive innovation in the organisation and get early customer adoption.

Launched a series of specialist workshops to brainstorm new concepts and implemented business plan approach for the organisation. Defined product features and created a "cool" presentation of the concepts and presented them at a client forum.

Market interest in several of the new smart building features was immediate. The client has now formulated three specific building offers with the new Smart building features. This is expected to impact the EBITDA this fiscal year.

3 New vendor onboarding process

Europe's leading Asset-Backed Lender with €35bn in assets was looking to dramatically improve its vendor onboarding for new financing programs. By halving the time it would drive new financing volumes, faster time to market for customers and profit within one year of deployment (versus 18 -24 months currently).

Analysis of process gaps and CTQs. Employee survey on performance issues and in-depth process mapping and definition of to-be process. Developed RACI map, new process map and new tracking software tools (TEAMS & Planner) created Formula 1 story to rally employees and drive adoption.

Senior management completely bought into the new approach. European implementation teams trained on the new process, responsibilities and tools. Impact on new vendor on-boarding estimated at €100m per country and 10-15bps improvement.

Case studies (4-5)

Challenge

Approach

Results

4 China go-to-market strategy

The Asia regional director wanted to assess the optimal route to entering the Chinese market with new services to increase revenues.

Coordinated China go-to-market strategy and evaluated regional investment priorities and opportunities. Needs-based segmentation approach to defining the sales/marketing positioning with customer segments.

Developed a go to market plan prioritised on regional markets. Prioritized client segments and developed sales/marketing plan. China business currently at +25% revenue growth

5 Turning ideas to profit

Leading blue-chip organisation with 3.9bn in assets was looking to implement an ongoing process for ideation and testing / then marketing the new ideas. This process was meant to be rolled out across four key European countries and progress tracked to ensure real opportunities generated EBITDA rapidly.

Led ideation workshops with four leadership teams in France, UK, Germany and Italy. Prioritised key initiatives, assigned owners and implemented a go-to-market process with toll gates. Ensured business plans were properly drawn up with support for developing marketing strategies.

Teams identified over 120 ideas collectively and prioritised c. 10 per country. Process implemented and over two years was able to launch six new products generating income revenue and profit by the second year.

What sets us apart

Agility and adaptability

With a flexible structure and a flexible mindset our team is able to shape itself to match your needs and your organisation's culture.

Extensive industry expertise

We are a team of seasoned professionals with first-hand industry knowledge of many challenges that you are likely to face.

- First-hand sector knowledge including: logistics property, financial, transportation, FMCG, luxury goods, MICE, consumer electronics, technology and consulting
- Leading organisations: adidas, Alstom, Booz Allen Hamilton, GE, J.P. Morgan, L'Oréal, LVMH, Mars, Société Générale, UBS, Wells Fargo, WEF (World Economic Forum)...

Focus on insights

We believe that real value-add comes from providing deep insights about clients, market innovation and trends.

We value
performance over
prestige and grit
over glamour.

Testimonials

Fenix were engaged to help us better understand the UK rail market. Having used consultancies previously with mixed results, we were delighted with the Fenix approach to the assignment. They drew on their extensive corporate experience to methodically tease out information and data to provide us with previously unavailable or unclear analysis of the market, trends and the competitive landscape. We are thoroughly delighted with the support from John and his team - insightful thinkers, and detailed strategists!

CEO of leading UK road rail vehicle provider

The ability of Fenix to look sideways at a business is incredibly valuable. The power of the strategy outlined was in the ability to quantify the opportunity for us. We are now exceeding 20% growth following last year's growth strategy work.

Managing Director UK Rail Business

This is a job well done, we could never have got here without Fenix. This is a great piece of work. I want you to present this to the Board.

Group CEO of world-leading engineering firm

Many thanks for all your support. We've been discussing for months the significant opportunities facing us in China. This collaboration has gone a long way in helping us achieve the potential. We now have the makings of a very clear strategy for growth in China.

Managing Director, Asia – Hong Kong

The team



John founded Fenrix in 2009 after close to 20 years in industry and consulting. He has a deep seated expertise in managing the executive agenda, growth and innovation. Before Fenrix, he held a variety of senior management roles at GE Capital, Booz Allan Hamilton, Alstom and PTC.



Henry has extensive strategic and operational experience in customer good and luxury retail sectors. Before joining Fenrix in 2010, Henry was Regional Director at Canali Far East and Loewe Asia. Before that he held several senior management roles at LVMH incl. Area Director for Hennessy Asia.



Margarete has extensive marketing and business development experience focussing on strategy, implementation and performance management. Before joining Fenrix in 2017, she led the events division of a global B2B media company. She has worked for Mars, adidas and the WEF.



Daniel built his career in market-leading financial services organisations including Wells Fargo, GE Capital and Ford Credit. He brings 20 years' of marketing, strategy and commercial experience and has a track record of successful global initiatives.



Claudia is a seasoned sales analyst with more than 15 years' experience in developing methods and strategies for assessing large amounts of data. She has worked for international organisations such as American Express and for leading publishing and events businesses in London and Auckland, NZ.



Guy-Edward has deep expertise in developing strategies, market research and customer insight. He has collaborated closely with several tech start-ups and was CEO of CronLab; before that he worked at GE Capital as Customer Insight Manager.



Oumaima has joined the team from the Global Research and Strategy department at Société Générale Corporate and Investment Banking, where she was primarily involved in global asset allocation research. She has designed a business incubator educational programme.



Patrick Patrick is one of our Junior Analysts and our in-house Music Producer. He brings valuable knowledge in equity research gained at CITIC Bank in Shenzhen, a leading Chinese full-service investment bank. Patrick also has the coolest start-up experience having founded a music label.



Vianney has extensive strategic and financial experience and has previously worked for leading consulting groups including Deloitte as well as private equity. He has deep rooted operational know how and has more recently led the commercial activities of a business incubator.

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